



Rovensa Group

# **Sustainability Strategy 2023/2030**

June 2023



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# The Challenge

## For Agriculture, People and the Planet

Both people and the planet are intrinsically linked and increasingly at risk – the environment is impacted by a growing population and the way and speed at which natural resources are being used is threatening our planet's ability to regenerate and support future generations.

The world population is expected to reach 9.7 billion in 2050<sup>1</sup>. Population growth means a 35% increase in food demand, a 40% increase in water demand and a 50% increase in energy consumption, by 2030<sup>1</sup>. Several issues arise due to this trend, most of them with severe impacts on the agriculture sector, and consequently on food security. To satisfy the increase in world population growth by 2050, an estimated 70% increase in global agriculture production is required by 2050<sup>2</sup>.

Climate change also puts pressure on the planet's natural resources and is one of the biggest challenges that humanity faces. In its latest

report<sup>3</sup>, the Intergovernmental Panel on Climate Change (IPCC) stated that human influence on global warming is unequivocal, and that climate change is already impacting weather and climate extremes across every world region. This can result in poorer harvests and higher food production costs, affecting the quantity, quality and price of farmed products and impacts the livelihood of many farmers and businesses. In a world where more than 30% of the population is already affected by moderate or severe food insecurity<sup>4</sup>, climate change poses a serious threat to global food security.

In parallel, the global food system is the primary driver of biodiversity loss, whereby such loss will continue to accelerate unless we change the way we produce food. Further destruction of ecosystems and habitats will threaten our ability to sustain human populations<sup>5</sup>. It is therefore clear that our food production system must become more sustainable and resilient, in order to adapt to climate-related risks, safeguard the world's natural resources, biodiversity, and the health and safety of humankind.

As a global leader of agricultural inputs, Rovensa is at the forefront of the worldwide transformation of agri-food systems to a more sustainable agriculture. We want to help to feed the planet within its planetary boundaries. By doing so, we want to contribute to a world where there is no hunger, food insecurity and malnutrition, while also protecting and preserving nature for present and future generations.

<sup>1</sup> United Nations, Department of Economic and Social Affairs. (2019). 2019 Revision of World Population Prospects. <https://population.un.org/wpp/>

<sup>2</sup> FAO. (2009). Global agriculture towards 2050. [https://www.fao.org/fileadmin/templates/wsfs/docs/Issues\\_papers/HLEF2050\\_Global\\_Agriculture.pdf](https://www.fao.org/fileadmin/templates/wsfs/docs/Issues_papers/HLEF2050_Global_Agriculture.pdf)

<sup>3</sup> IPCC. (2021). AR6 Climate Change 2021: The Physical Science Basis. <https://www.ipcc.ch/report/ar6/wg1/>

<sup>4</sup> FAO. (2021). The State of Food Security and Nutrition in the World 2021. Transforming food systems for food security, improved nutrition and affordable healthy diets for all. <https://www.fao.org/3/cb4474en/cb4474en.pdf>

<sup>5</sup> Chatham House. (2021). Food system impacts on biodiversity loss. [https://www.chathamhouse.org/sites/default/files/2021-02/2021-02-03-food-system-biodiversity-loss-benton-et-al\\_0.pdf](https://www.chathamhouse.org/sites/default/files/2021-02/2021-02-03-food-system-biodiversity-loss-benton-et-al_0.pdf)





# Our Commitment to Sustainability

*We believe that it is our responsibility to work daily to help nurture a more sustainable world, reduce our environmental and social footprint and increase the positive impacts generated from our business activities.*

We commit to catalysing positive impact by contributing to a more sustainable agriculture and a better use of the planet's resources. To lead this transition, we are setting our Sustainability Strategy for the period 2023/2030, in alignment with the main international frameworks that have a major impact on the agribusiness industry, namely the Food and Agriculture Organization of the United Nations, and the European Union Green Deal, including its specific Farm to Fork and Biodiversity Strategy 2030.

## Our Contribution to the 2030 Agenda for Sustainable Development

We align our Sustainability Strategy to the United Nations Sustainable Development Goals (UN SDGs). We support all SDGs, but recognise our greater responsibility to drive progress on the following four SDGs, where we believe our business can have a greater impact: Zero Hunger (SDG 2); Responsible Consumption and Production (SDG 12); Climate Action (SDG 13) and Life on Land (SDG 15), where we believe our business can have a greater impact.



### Targets

- 2.1 Contribute to end hunger and ensure access by all people, in particular the poor and people in vulnerable situations to safe, nutritious and sufficient food all year round
- 2.3 Double the agricultural productivity and incomes of small-scale food producers
- 2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production



### Targets

- 12.2 Achieve the sustainable management and efficient use of natural resources
- 12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
- 12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse
- 12.7 Promote public procurement practices that are sustainable



### Targets

- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters
- 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning



### Targets

- 15.1 Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services
- 15.3 Combat desertification, restore degraded land and soil
- 15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity, protect and prevent the extinction of threatened species
- 15.8 Introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species



# Our Commitment to Sustainability

## Our Sustainability Vision and Ambition

***Our vision for the future is a world with zero hunger, in which we help to feed the planet within its planetary boundaries.<sup>6</sup>***

To fulfil our vision, through our Group’s solutions, we aim to help invest in and contribute to a global food production system that is resilient to climate change, contributes to the provision of safe, nutritious and affordable food for a global growing population, as well as ensure the operations of our business work within the limits of the planet, with the least impact on nature and the climate.

<sup>6</sup> Planetary boundaries are defined by the Stockholm Resilience Centre. The planetary boundaries concept presents a set of nine planetary boundaries within which humanity can continue to develop and thrive for generations to come.  
<sup>7</sup> Harmonised risk indicators. (2019). Food Safety. [https://food.ec.europa.eu/plants/pesticides/sustainable-use-pesticides/harmonised-risk-indicators\\_pt](https://food.ec.europa.eu/plants/pesticides/sustainable-use-pesticides/harmonised-risk-indicators_pt)

By 2030, our ambition is to bring greater balance to...



Climate

We are striving to cut our global carbon footprint (scope 1 and 2) by half and reduce our GHG emissions across our value chain (scope 3) by 25%, in alignment with limiting global warming to 1.5°C. Additionally, we will continuously explore new ways to help farmers sequester carbon from the atmosphere by investing in agri-inputs that could strengthen the soil’s capacity to serve as a carbon sink and by incentivising the uptake of carbon removals in agriculture.



Nature

We will help farmers to be stewards of nature by investing in capacity building and awareness raising. We will encourage farmers to adopt sustainable agriculture practices to help them produce more and higher-quality food with fewer natural resources. We will also reduce the risk<sup>7</sup> of our plant protection solutions per hectare treated of land, increase the use of organic-certified solutions and of biostimulants to improve soil health and consequently contribute positively to biodiversity of cropland.



People

Whilst continuing to serve our social purpose of helping farmers to put safer and more nutritious food on the table by 2030 and beyond, we will also protect the health, safety and well-being of our employees. We will play our part in creating a fair and equal society by promoting diversity, equity and inclusion within our organisation, and increasing our positive impact on the local communities in which we are present.



# Our Sustainability Strategy 2023/2030

Sustainability has always been at the core of our business. Our Group was founded on the principle of 'Well Balanced Agriculture'. The concept refers to the equilibrium of using conventional and biological agri-inputs with sustainable agriculture practices to increase global food production, in an economically, socially, and environmentally sustainable manner. Beyond our product portfolio, sustainability is also at the heart of our operations, with our operational practices adhering to high ESG standards.

- **Economic:** safeguarding a profitable agricultural production for farmers
- **Social:** ensuring safe, nutritious, and affordable food for all
- **Environmental:** producing more food with less by making efficient use of land and natural resources, including land and water, for present and future generations

***We want to help build a future in which we operate within the planetary boundaries, while meeting one essential human need: food.***





# Our Sustainability Strategy 2023/2030

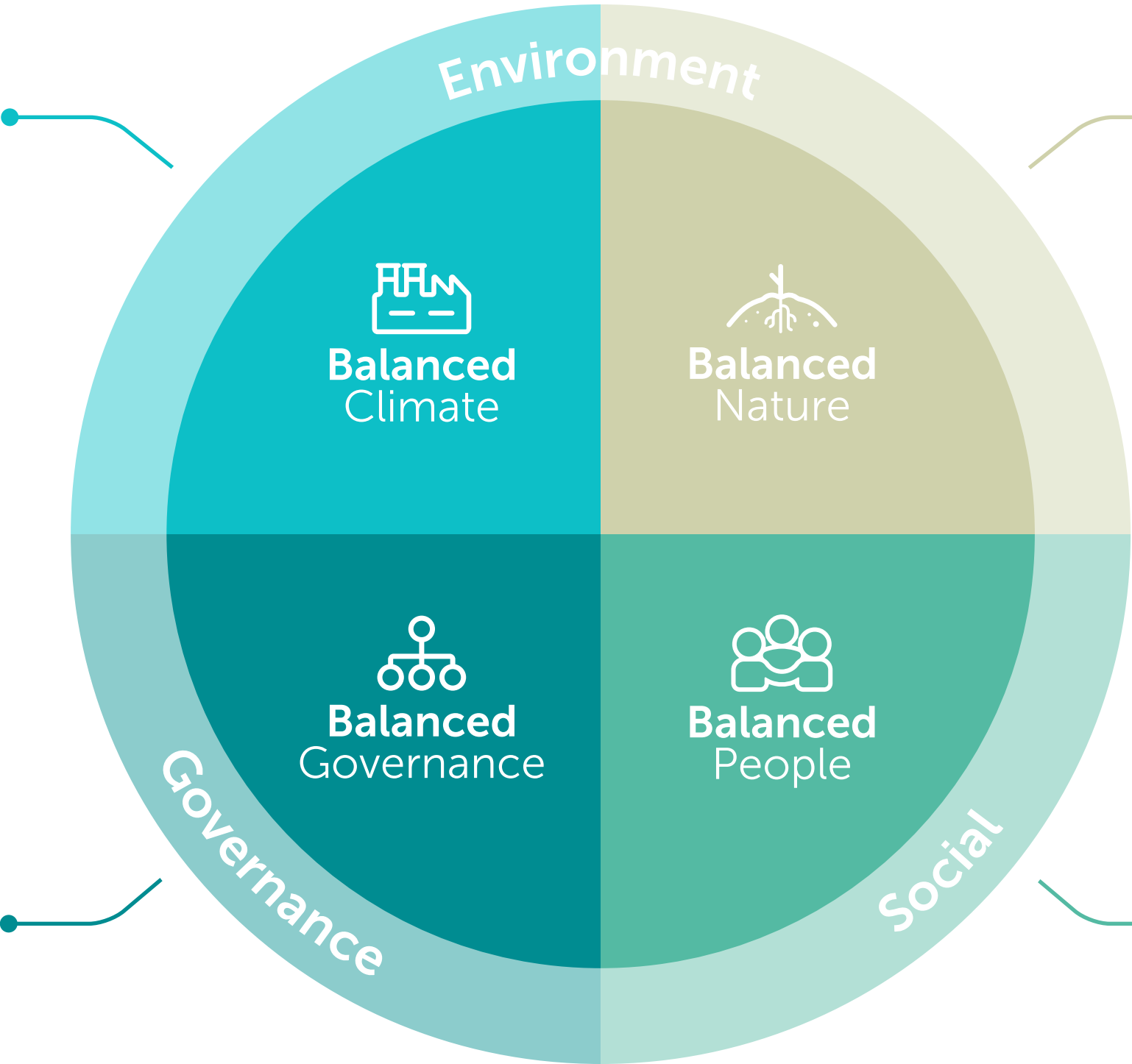
## Our Main Pillars of Action: the four *Balanced*

Embedded in our DNA is the concept of *Balanced*. As such, it is also the foundation of our Sustainability Strategy. Through our four main Pillars of Action, we believe that we can enhance balance in our world and contribute to a more sustainable future for people and the planet.

Our Sustainability Strategy is guided by these *Four Balanced Pillars of Action*, which support our sustainability vision and overall ambition, contribute to the UN 2030 Agenda for Sustainable Development, and reflect the integration of three key dimensions - environmental, social and governance (ESG) - in everything we do.

Our first pillar, **'Balanced Climate'**, covers our efforts to tackle climate change to balance life on Earth. We are thriving to reach net zero emissions and eco-efficiency in our operations.

Our fourth pillar, **'Balanced Governance'**, outlines our commitment to implementing a robust governance model to embed sustainability across our organisation. Our balanced governance model will also enforce our Code of Conduct and ESG standards to ensure alignment across the Group and including our suppliers.



Our second pillar, **'Balanced Nature'**, describes how we intend to help farmers become stewards of nature and how our solutions can enhance soil nutrient balance, support organic farming and reduce the risk of our plant protection products on the environment and human health.

Our third pillar, **'Balanced People'**, demonstrates our commitment to enhancing health, safety and well-being at work, supporting the work-life balance of our employees, promoting diversity, equity and inclusion, striving for gender balance, improving the working experience of our employees; and creating a positive social impact on local communities.

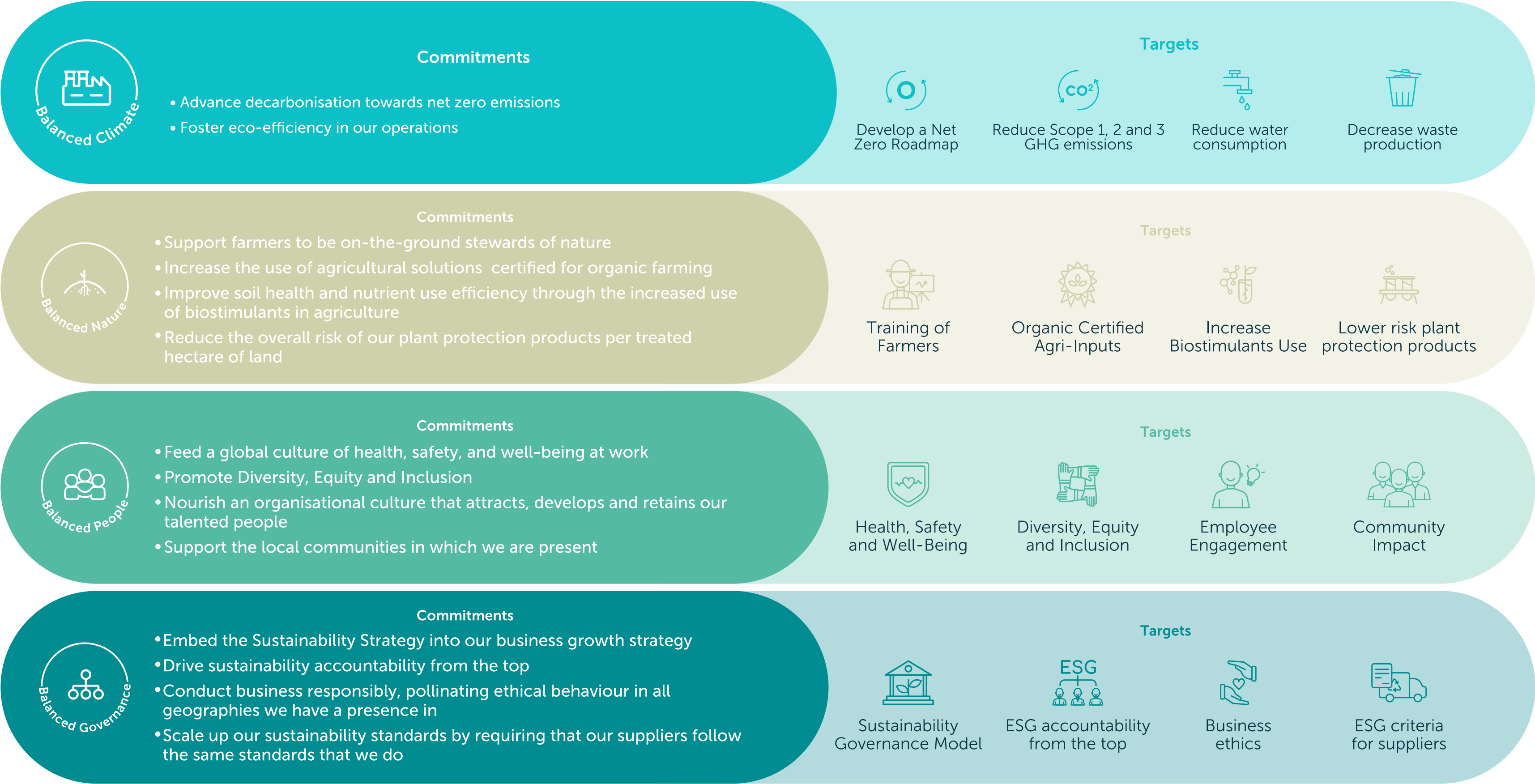


# Our Sustainability Strategy 2023/2030

Our four Pillars of Action are underpinned by fourteen commitments, in which we can have the most meaningful impact. We have set measurable and time-bound targets for each commitment to track our progress in the upcoming years. All targets use FY21/22 as the baseline year.

Our Sustainability Strategy is comprehensive and ambitious with long-term actionable plans to drive positive impact on the climate, nature and people. We want to set the standard high and become a leader among our peers in the agri-business sector. This will require that we not only support farmers to transition to more responsible and sustainable agricultural practices, but also that we prove to be an example of a responsible business, in our conduct and operations, going beyond what is legally required from us and lead by example.

We know that there is still a lot of work to be done, but we are proud to set the direction and pace of our efforts for this decade to be focused on shaping a sustainable future for agriculture and demonstrate leadership in our industry.





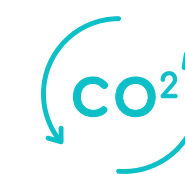


**Pillar of Action 1**

## **Balanced Climate**



Develop a Net  
Zero Roadmap



Reduce Scope 1, 2 and 3  
GHG emissions



Reduce water  
consumption



Decrease waste  
production





## Pillar of Action 1 Balanced Climate

Climate change is an enormous challenge and is already affecting many weather and climate extremes across world regions. Agriculture, in particular, is vulnerable to loss and damage from such disasters<sup>8</sup>, which can result in poorer harvests and higher production costs, impacting the livelihood of many farmers and businesses. At the same time, agriculture, forestry and other land use (AFOLU) is one of the sectors that contributes most to climate change, with approximately 22% of global greenhouse emissions attributed to the sector<sup>9</sup>, mainly due to the use of fertilisers and mismanagement of nutrients.

To ensure we have the capacity to adequately mitigate the impacts of increasing climate-related risks to our operations and value chain, and to reduce our own impact on the climate, we are continuously seeking opportunities to minimise our consumption of water and production of waste, as well as decrease the carbon footprint of our products and activities through implementation of the Net Zero by 2050 Roadmap. We also strive to support our clients and farmers on the ground, to adopt good practices alongside our products, through several actions: assessing investment opportunities in

product innovation to widen our offering of agri-inputs that enhance nutrient use-efficiency and are less carbon intensive, reviewing initiatives and practices for farmers to adopt that could enhance the quality of soil as a carbon sink, and identifying a certified carbon credit model, to reward farmers that transition to climate-smart practices.

Please note that in addition to the listed actions and targets, a full list of emissions, energy and waste actions and targets can be found in our [Net Zero by 2050 Roadmap](#).

<sup>8</sup> FAO. (2021). The impact of disasters and crises on agriculture and food security. <https://www.fao.org/3/cb3673en/cb3673en.pdf>









<sup>9</sup> IPCC. (2021). AR6 Climate Change 2021: The Physical Science Basis. <https://www.ipcc.ch/report/ar6/wg1>





Pillar of Action 1

# Balanced Climate

Commitment 1.1 Advance decarbonisation towards zero emissions		
 Develop a Net Zero Roadmap	 <b>Targets</b> By <b>2030</b> , achieve 100% implementation of the near-term actions of our Net Zero Roadmap	 <b>KPIs</b> - % of implementation of our Net Zero Roadmap
Commitment 1.2 Foster eco-efficiency in our operations		
 Reduce Scope 1, 2 and 3 GHG emissions	 <b>Targets</b> By <b>2026</b> , reduce Scope 1 and 2 GHG emissions by 25% By <b>2030</b> , reduce Scope 1 and 2 GHG emissions by 50% and scope 3 GHG emissions by 25%	 <b>KPIs</b> - Absolute Scope 1, 2 and 3 GHG emissions
 Reduce water consumption	By <b>2025</b> , reduce water consumption intensity ratio (per ML of production) in all operations by 25% By <b>2025</b> , increase water reused to 15%	- Water consumption intensity ratio (megalitres/ML of production) - Water reused (%)
 Decrease waste production	By <b>2030</b> , reduce total waste production ratio (per ML of production) by 20%	- Waste production intensity ratio (tonnes/ML of production)





Pillar of Action 2

## Balanced Nature



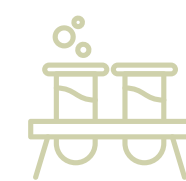
Training of  
Farmers



Organic Certified  
Agri-Inputs



Increase  
Biostimulants Use



Lower risk plant  
protection products





## Pillar of Action 2 Balanced Nature

Agriculture, nature and biodiversity are strongly interrelated.

In the agricultural context, biodiversity encompasses all wild and domesticated forms of life found on farms, from plant varieties and breeds of animals to soil organisms, pests and pollinators<sup>10</sup>. Soil biodiversity, specifically, is recognised as the most critical influence on agriculture. Soil is the most biologically diverse material on Earth with up to 6 million microorganisms in a teaspoon of topsoil<sup>11</sup>. Additionally, soils are critical in helping slow climate change- as the largest carbon sink on land<sup>12</sup>. Despite the agriculture industry's dependence on nature, food production is responsible for 70% of terrestrial biodiversity loss<sup>13</sup>. Even with increases in sustainable practices to date, agriculture is reducing natural and semi-natural habitats and severely negatively impacts biodiversity and ecosystem function.

As a global leader of agri-inputs for sustainable agriculture, with a wide offering of full plant lifecycle solutions for crop protection, management and control, we believe that we have a significant role to play in protecting and enhancing soil health and biodiversity.

As part of our Sustainability Strategy, we disclose our commitment to train farmers on sustainable agriculture practices to preserve and enhance the balance of nature and biodiversity.

Additionally, we aim to continuously invest in innovative agricultural solutions of biological origin, such as organic inputs, biostimulants and biofertilisers that improve nutrient efficiency uptake, enhance biodiversity, improve carbon sequestration, and water efficiency. At the same time, we focus on continuing to reduce the risk per hectare treated of land with our crop protection products. Within the outlined commitments, we are working to reduce biodiversity loss and move towards a more well-balanced agriculture. We also commit to continuously invest in innovation projects that result in a more efficient use of water, land, nutrients, and other natural resources in agriculture, which can reduce our dependencies and impacts on nature.

<sup>10</sup> European Commission. (2023). Biodiversity. Agriculture and Rural Development. [https://agriculture.ec.europa.eu/sustainability/environmental-sustainability/biodiversity\\_en](https://agriculture.ec.europa.eu/sustainability/environmental-sustainability/biodiversity_en)

<sup>11</sup> NSW Government. (2018). Soil biodiversity. NSW Environment and Heritage. <https://www.environment.nsw.gov.au/topics/land-and-soil/soil-degradation/soil-biodiversity>

<sup>12</sup> Cho, R. (2012). Why Soil Matters. State of the Planet. <https://news.climate.columbia.edu/2012/04/12/why-soil-matters/>













<sup>13</sup> WWF Food. (2021). Farming with biodiversity. Towards nature-positive production at scale. [https://www.wwf.nl/globalassets/pdf/farming-with-biodiversity\\_wwf-report-2021\\_spreads.pdf](https://www.wwf.nl/globalassets/pdf/farming-with-biodiversity_wwf-report-2021_spreads.pdf)





Pillar of Action 2

# Balanced Nature

Commitment 2.1 Support farmers to be on-the-ground stewards of nature		
 Training of Farmers	<p> <b>Targets</b></p> <p>By <b>2024</b>, launch a worldwide training programme for farmers about sustainable agriculture practices</p> <p>By <b>2030</b>, provide training to 100% of our customers</p>	<p> <b>KPIs</b></p> <ul style="list-style-type: none"><li>- % of distributors trained</li><li>- % of Field Support Experts trained</li></ul>
Commitment 2.2 Increase the use of agricultural solutions certified for organic farming		
 Organic Certified Agri-Inputs	<p> <b>Targets</b></p> <p>By <b>2030</b>, increase sales of solutions certified for organic farming in our portfolio to 30%</p>	<p> <b>KPIs</b></p> <ul style="list-style-type: none"><li>- % of the quantity of solutions certified sold in the year to the total quantity of products sold in the year</li><li>- % of the quantity of solutions certified manufactured in the year to the total quantity of products manufactured in the year</li></ul>
Commitment 2.3 Improve soil health and nutrient use efficiency through the increased use of biostimulants in agriculture		
 Increase Biostimulants Use	<p> <b>Targets</b></p> <p><b>Until 2030</b>, ensure 14% annual growth (above-market growth rate) in sales of biostimulants</p>	<p> <b>KPIs</b></p> <ul style="list-style-type: none"><li>- % increase in the quantity of biostimulants sold in the year</li><li>- % increase in the quantity of biostimulants manufactured in the year</li><li>- Estimated hectares of land potentially impacted by biostimulants</li></ul>
Commitment 2.4 Reduce the overall risk of our plant protection products per treated hectare of land		
 Lower risk plant protection products	<p> <b>Targets</b></p> <p>By <b>2030</b>, reduce the overall risk of our Crop Protection solutions by 50% (kg of active substance multiplied by risk) per treated hectare of land</p>	<p> <b>KPIs</b></p> <ul style="list-style-type: none"><li>- Overall risk of our crop protection solutions (kg of active substance multiplied by risk per treated hectare of land)</li></ul>





## Pillar of Action 2 Balanced Nature

### The Way Forward

We will continue to enhance our *Balanced Nature* pillar within our Sustainability Strategy through trusted knowledge partnerships, such as act4nature, align to the Science Based Target Network for Nature and conduct a thorough sustainability portfolio assessment of our products.



#### Act4nature

Our future is made of our actions today and we have already started to act for nature. We are signatory members of act4nature, an initiative of the World Business Council for Sustainable Development (WBCSD), in which we have publicly announced our individual commitments regarding nature protection. As part of this, we commit to integrate biodiversity into our corporate strategy based on science-based information and best practice frameworks.

To reverse biodiversity loss and ecosystem degradation, we will promote the progressive integration of biodiversity into decision-making throughout our value chain, from our raw materials to the final stage of our products lifecycle. To accelerate action, we will raise awareness within the organization and train our employees about biodiversity and ecosystems conservation.



#### Alignment to the Science Based Targets for Nature (SBTN) initiative

In addition to the commitments in the Sustainability Strategy, we are also developing a standalone nature and biodiversity strategy, in an effort to move towards a 'nature positive' journey.

We commit to evaluate our dependencies and impacts on nature, along with related risks, opportunities and potential actions, to define a comprehensive biodiversity strategy that includes science-based targets and action plans to reduce and reverse our business impact on nature.



#### Sustainability Portfolio Assessment

The next challenge of our Sustainability Strategy will be to conduct a sustainability portfolio assessment to understand the sustainability performance of our products. Given our Group has a highly diverse and comprehensive portfolio across the entire plant lifecycle, we will assess the impact of our products on nature and identify opportunities for biodiversity restoration. This assessment will be evidence-based and be used as a compass for steering our Group's portfolio to deliver on our promise: *help to feed the planet within the planetary boundaries*.



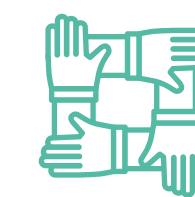


Pillar of Action 3

## Balanced People



Health, Safety  
and Well-Being



Diversity, Equity and  
Inclusion



Employee  
Engagement



Community  
Impact





## Pillar of Action 3 **Balanced People**

Our sustainability ambition, and overall Group mission, is intrinsically connected with a social purpose: *feeding the planet*. We envision a future where there is safe and nutritious food for all, in which we contribute to the production of healthy and sustainable food while preserving a healthy planet for current and future generations.

We want to nourish an organisational culture where our employees feel motivated to bring our mission to life. Our ambition is to become an attractive employer, offering a fulfilling work experience to our people, while strengthening a culture that fosters individual growth. As such, we commit to performing targeted pulse surveys on a regular basis, in the future, to keep in touch with the 'pulse' of what our employees are thinking and feeling.

We also continually strive to create a healthy and safe work environment. In the coming years, we plan to expand our health and safety programme (STAR – Safe Team At Rovensa) to all geographies in which we are present, create a global well-being programme, and ensure equal access to all health services.

Finally, to become a more inclusive employer, we will continue to enforce our Recruitment & Selection Policy, in which we promote diversity, equity, and inclusion, as well as work towards greater gender parity within our Group, by setting a target for women to occupy a higher number of positions across senior management. Furthermore, we will launch a Global Gender Equality Plan, and develop a Corporate Social Responsibility strategy to drive positive impact in the local communities in which we operate.





Pillar of Action 3

# Balanced People

Commitment 3.1 Feed a global culture of health, safety, and well-being at work



Health, Safety  
and Well-Being

🎯 Targets

By **2023**, implement a global 'right to disconnect' policy

By **2024**, extend health insurance coverage to 100% of employees

By **2025**, implement a global well-being programme for all employees

By **2025**, achieve a score under 3 for Lost Time Injury Frequency Rate per 1 million hours worked at Group level

📈 KPIs

- Global 'right to disconnect' policy implemented
- % of employees covered by a health insurance
- Number of countries/geographies covered by the Group's global well-being programme
- % increase in the positive score of the well-being questions in Employee Engagement Survey and/or Pulse Survey
- Lost Time Injury Frequency Rate (LTIFR) per 1 million hours worked
- Number of fatalities
- Rate of recordable work-related accidents/injuries

Commitment 3.2 Promote Diversity, Equity and Inclusion



Diversity, Equity  
and Inclusion

🎯 Targets

By **2023**, launch a Rovensa Global Gender Equality Plan

By **2025**, women to hold a minimum of 35% of Senior Management<sup>14</sup> positions across the Group

📈 KPIs

- Gender Equality Plan developed (at least the following KPIs should be addressed):
- Gender distribution (%)
  - Women in Executive Committee (%)
  - Women in manager and above functional categories (%)
  - Gender pay gap (ratio)
  - % of applications by level by gender
  - % of new recruitments by level by gender
  - % of Senior Management positions by gender<sup>15</sup>

<sup>14</sup> By Senior Management positions, we consider the Managers and above levels (employees who belong to the organisational groups: Managers, Directors and Heads). Additionally, we include only permanent employees.

<sup>15</sup> Methodological note: calculated by summing up all females across the three organisational levels (Managers, Directors, Heads) and dividing by total number of employees in all these levels.









Pillar of Action 3

# Balanced People

**Commitment 3.3** Nourish an organisational culture that attracts, develops and retains our talented people

 <p>Employee Engagement</p>	 <b>Targets</b> <b>From 2023 onwards</b> , perform regular pulse surveys and every two years an employee engagement survey	 <b>KPIs</b> <ul style="list-style-type: none"><li>- % of participation rate in Employee Pulse Surveys and in Engagement Survey</li><li>- % of employee engagement score in Employee Engagement Survey</li></ul>
	By <b>2025</b> , achieve an overall turnover rate below 10% By <b>2025</b> , 100% of employees in all our sites have access to common company benefits	<ul style="list-style-type: none"><li>- % of voluntary/involuntary turnover rate</li><li>- % of employee turnover by gender and category</li><li>- % of employees with benefits</li><li>- % of employees with benefits by geography</li></ul>
	By <b>2025</b> , reach an average of 30 hours of professional development training per employee per year	<ul style="list-style-type: none"><li>- Average of training hours per employee, by employee functional category and gender</li><li>- Average mandatory training hours per employee (by internal and by external paid staff)</li><li>- Average voluntary training hours per employee (by internal and by external paid staff)</li><li>- % of employees that have completed training out of total number of employees</li></ul>
	By <b>2025</b> , ensure 100% of employees receive pay above national minimum wage, to be monitored and reviewed annually in all Rovensa sites	<ul style="list-style-type: none"><li>- % of employees paid above national minimum wage</li><li>- % of employees covered by collective bargaining agreements</li></ul>

**Commitment 3.4** Support the local communities in which we are present

 <p>Community Impact</p>	 <b>Targets</b> By <b>2025</b> , develop and implement a Corporate Social Responsibility (CSR) Strategy to have a positive impact in the local communities in which we are present	 <b>KPIs</b> <ul style="list-style-type: none"><li>- CSR strategy developed</li></ul>
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**Pillar of Action 4**

## **Balanced Governance**



Sustainability  
Governance Model



ESG accountability  
from the top



Business  
ethics



ESG criteria for  
suppliers





## Pillar of Action 4 **Balanced Governance**

At Rovensa Group, we lead by example, acting consistently according to our corporate values, ensuring ethical behaviour that goes beyond compliance throughout the entire supply chain. Our journey will therefore begin with and be supported by our Executive Committee (ExCo), to ensure that we fully understand the sustainability and climate change issues at hand and implement an integrated sustainability approach to tackle these challenges throughout our business.

To ensure oversight and execution of our sustainability ambition, we plan to integrate sustainability into the corporate governance model, a key step in progressing our sustainability maturity. This includes formally assigning accountability of Sustainability to a dedicated Committee, adding sustainability to the standing agenda of Board meetings, and linking sustainability targets and goals to ExCo compensation. Furthermore, Sustainability meetings will be set biannually to oversee the implementation of Rovensa's ESG Policy and Sustainability Strategy Action Plan. These structural actions will ensure accountability and execution of Rovensa's sustainability targets and ambitions.

We recognise that the field of sustainability is vast and rapidly evolving. To properly equip ExCo members on up-to-date and relevant information, we will deliver specialised training sessions on material topics.

While a strong sustainability governance model starts from the top, we recognise the importance of sharing sustainability information throughout the entire organisation. That is why we will also develop training materials for all employees, to develop and strengthen their understanding of sustainability topics and encourage the integration of a sustainability mindset across all levels and departments of our organisation.





Pillar of Action 4

# Balanced Governance

**Commitment 4.1** Embed the Sustainability Strategy into our business growth strategy



Sustainability Governance Model

🎯 **Targets**

By **2023**, implement a formal Sustainability Committee to oversee the implementation of Rovensa's Sustainability Strategy

By **2023**, 100% of eligible and active <sup>17</sup> employees complete training on sustainability topics to drive engagement and encourage sustainability integration across the whole business

Following **2023**, each year departments or roles that have material exposure <sup>18</sup> to sustainability and climate issues complete sustainability and climate change training

📈 **KPIs**

- Sustainability Committee formalised
- Number of Sustainability Committee meetings per year
- % of active employees that completed sustainability training
- Number of sustainability training sessions
- Number of sustainability training participants

<sup>17</sup> Eligible and active - employees that are currently working or scheduled to work. Excludes those that are about to join or leave the Group, as well as on temporary leave, such as maternity or sick leave.

<sup>18</sup> Material exposure is determined by the Group on the basis of impact to the work being conducted by the function from sustainability and climate-related issues or the capacity of the function to contribute to adapting or mitigating impacts caused by sustainability and climate-related issues faced by the Group.

**Commitment 4.2** Drive Sustainability and ESG governance accountability from the top



ESG accountability from the top

🎯 **Targets**

By **2023**, 100% of active Executive Committee members completed training on sustainability topics with high materiality

**Following 2023**, each year the Executive Committee completes training on new and material sustainability and climate-related issues that have been identified through sustainability materiality or regulatory assessments

📈 **KPIs**







- % of Executive Committee members that completed ESG training
- Number of sustainability training sessions





Pillar of Action 4

# Balanced Governance

Commitment 4.3 Conduct business responsibly, pollinating ethical behaviour in all geographies we have a presence in		
 Business ethics	 <b>Targets</b>  By <b>2023</b> , 100% of eligible and active employees completed training on Rovensa's Code of Conduct, Whistleblowing, Anti-Bribery and Corruption (ABC) and Ant-Money Laundering (AML) policies	 <b>KPIs</b>  - % of eligible and active employees that complete training about Rovensa's Code of Conduct, Whistleblowing, ABC and AML policies
Commitment 4.4 Scale up our sustainability standards by requiring that our suppliers follow the same standards that we do		
 ESG criteria for suppliers	 <b>Targets</b>  By <b>2023</b> , analyse and define the supplier scope to be audited and monitored  By <b>2025</b> , implement a system to audit and monitor suppliers, and to assess their compliance in line with Rovensa's Supplier Code of Conduct	 <b>KPIs</b>  - Number of Rovensa supplier audits against Rovensa's Supplier Code of Conduct
	By <b>2025</b> , update the sustainable procurement approach of Rovensa by reviewing the supplier selection process criteria to include additional and relevant ESG requirements  From <b>2025</b> , screen all new and prospective suppliers against all aspects of the supplier selection criteria	- % of suppliers that comply with our ESG selection criteria



# Putting our Strategy into Action

## Engaging Our People

The achievement of the targets in our Sustainability Strategy largely depend on the participation and collaboration of our people. To accompany the strategy, we will hold internal information sharing sessions to inform and raise awareness across the whole organisation of our sustainability ambition. Following this, we will move towards active involvement of relevant departments responsible for implementing actions to achieve targets included in the Sustainability Strategy.

## Group-wide Implementation

Although the Sustainability Strategy is an overarching strategy developed for Rovensa Group as a whole, achievement of its targets relies on all sites and business units across geographies to implement actions locally. To facilitate this implementation across the Group, we are planning a global initiative to mobilise local action, that will bring together departments and the Executive Committee in one space. The aim is to formalise the Sustainability governance structure, in order to set out accountabilities and responsibilities, as well as provide sessions split across the four Pillars of Action that will enable relevant departments to brainstorm actions together that can be undertaken to achieve the targets in the Sustainability Strategy, and overcome any hurdles they may foresee.





# Putting our Strategy into Action

## Collaborations and Partnerships

We believe that our Sustainability Strategy is only achievable if we work together with our peers, sectoral associations, academia, non-governmental organisations (NGOs), governments and wider society towards a more sustainable future.

With the purpose of promoting sustainable practices in the agriculture sector, and as good general business practice, we are members of the Business Council for Sustainable Development (BCSD), and have more recently become members of the act4Nature initiative, which aims to mobilise companies to protect, promote and restore biodiversity. We are also part of several agribusiness associations and membership bodies, such as the European Biostimulant Industry Council (EBIC), in which we share knowledge and expertise to help improve industry standards and tackle challenges affecting our industry.

We are continuously seeking to strengthen our partnerships across the agribusiness ecosystem and collaborate with stakeholders across all levels of society, in order to aid us in reaching our ambition of enhancing balance through our products and activities to people, nature and the climate by 2030.

## Financing and Funding

The financial resources needed to implement the actions of our Sustainability Strategy will be included in the annual budget of the strategic plan of our business units. Rovensa Group estimates an overall investment of between 0,5% to 1% of total Group revenues per year allocated across the business units. As part of this investment strategy, we will prioritise funding of major, global sustainability projects and initiatives. We will also encourage each business unit and site to set up a regional or local sustainability programme, aligned to the actions set out in our Sustainability Strategy, and will incentivise our sites to identify and partake in collaborations with public entities and other partners in order to share the investment in sustainability transformation.

Financing decisions for each proposed sustainability project will consider the environmental, social and governance benefits created and its impact on meeting the targets of Rovensa Group's Sustainability Strategy.







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