



CSR 2020 / 2021 at a glance



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**EDITORIAL BY
CLARISSE GOBIN-SWIECZNIK
& SOPHIE PIERSON**

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KEY ISSUES
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Think Tomorrow

Our commitment to a sustainable future

“ We are today laying the foundations for our contribution to the energy transition by transforming our business and helping our staff acquire new skills. This will be one of the most important challenges for our Group going forward.

Clarisse Gobin-Swiecznik,
Managing Director

”

Energy propels economic activity and is at the heart of everyday life. People need it to cook, heat their homes and travel. We are proud to bring energy to as many people as possible, particularly in parts of the world where it would otherwise not be accessible. At Rubis, our business model enables us to contribute to the development of the local areas in which we operate, particularly in Africa and the Caribbean.

That said, we are keenly aware of the major contribution our industry can make to tackle climate change, which we see both as a challenge and an opportunity for new developments.

It is with humility that we approach the development of our Group, look to the future of our activities and explore how best to operate as a company. Aware of the expectations of our stakeholders, particularly our employees, our investors and our customers, we have chosen to underpin our commitment to Corporate Social Responsibility by publishing our first CSR Roadmap for 2022-2025.

This Roadmap reasserts Rubis' commitment to the sustainable development of our business, in line with the values and practices that have guided our actions for more than 30 years.

This Roadmap contains **9 commitments that we have made a priority.**

Alongside the climate challenge, which is already an integral part of our strategic vision, we attach the greatest importance to the safety of our operations. For instance, in 2020, more than 50% of our capital expenditure was allocated to safety.

Being a responsible player in every country in which we operate is what drives us, in accordance with the highest ethical standards and with a view to maximising our positive impact.

The commitments we make today are achievable and measurable, and we are devoting the human, financial and ethical resources needed to achieve them in order to make true progress.

Clarisse Gobin-Swiecznik
Managing Director

Sophie Pierson
CSR Director & Chief Compliance Officer



Global presence and activities

Rubis distributes a wide range of energy solutions, including fuels (for domestic, aviation or marine use) and liquefied gases (LPG) to individuals and professionals, together with bitumens in Africa. To ensure continuous access to energy, we handle all the logistics, trading and supply aspects of our Retail & Marketing operations.

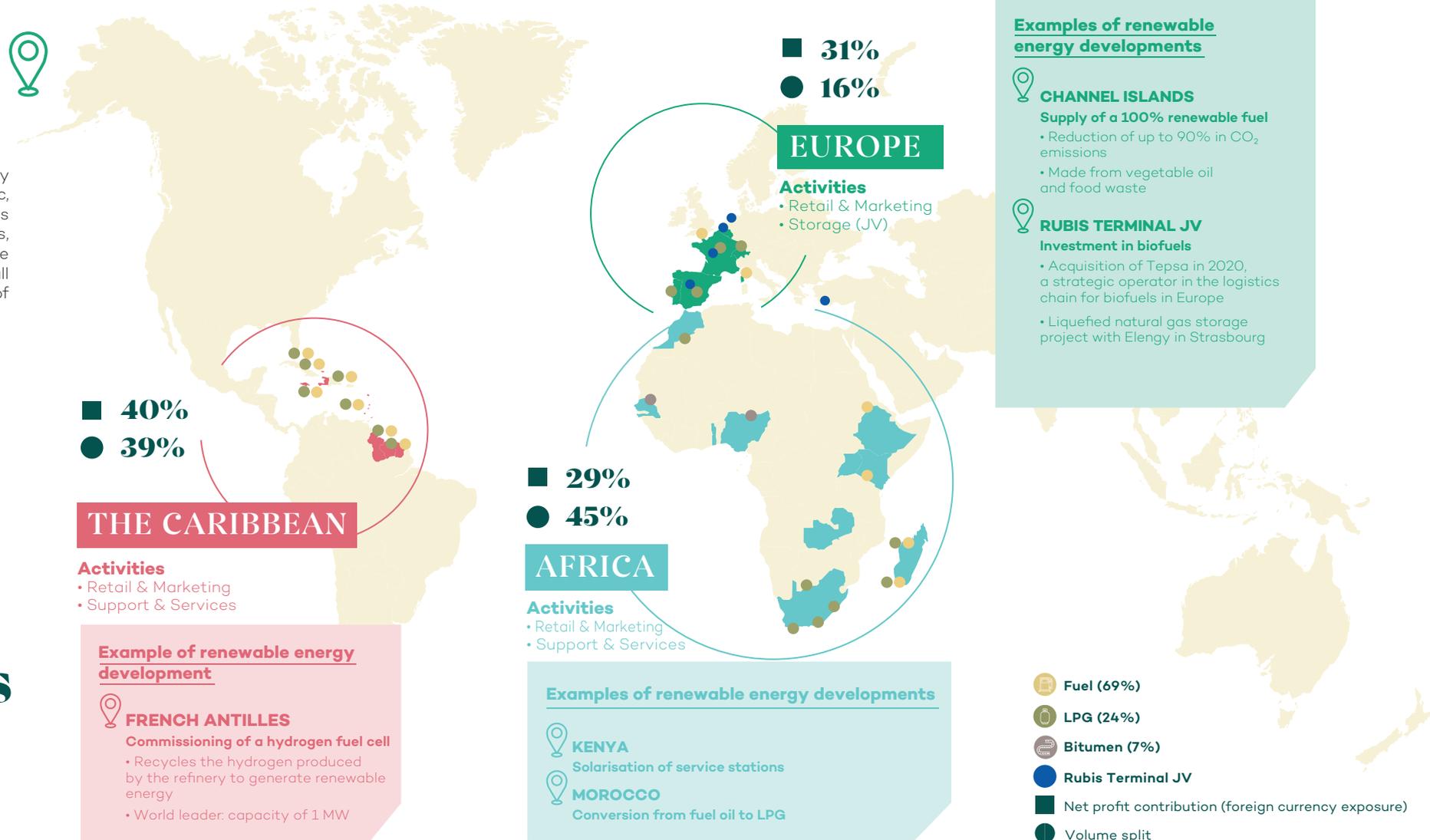
5 M cubic meters distributed in 2020 (automotive and heating fuel, liquefied gases and bitumens)

4,7 M tonnes of products transported in 2020

Presence in **41 countries**

117* industrial storage sites
*including the Rubis Terminal JV

DISTRIBUTING ENERGY FOR EVERYDAY LIFE



Our business model

OUR RESOURCES



HUMAN CAPITAL

- 4,142* employees in 41* countries



SOCIETAL AND ENVIRONMENTAL CAPITAL

- A Climate Committee to support our energy transition
- 38%* of sites certified
- €2.92M donated to community investment and social engagement initiatives, including €1.65M as part of a Covid emergency fund



INDUSTRIAL CAPITAL

- 1,015 gas stations in 22 countries
- 117* industrial sites worldwide
- €245M in capital expenditure
- 5 fully-owned vessels and 9 time-charter



FINANCIAL CAPITAL

- €4Bn: Group market capitalisation
- €377M: free cash flow after maintenance investment
- 0.36: ratio of net financial debt to EBITDA

OUR BUSINESS LINES

OUR ACTIVITIES

RETAIL & MARKETING
85%
of sales
revenue

OUR MISSION

DISTRIBUTING
ENERGY FOR
EVERYDAY LIFE

4.6M
cbm of
storage
capacity

STORAGE (JV)

SUPPORT & SERVICES
15%
of sales
revenue

INDIVIDUALS

- **Customers** of our gas stations for their mobility and related services (shops, car washing, etc.).
- **Users** of liquefied gases in tanks (home delivery) or in cylinders for heating and cooking.

OUR CUSTOMERS

A very broad and diversified spectrum of customers, including the following sectors:

- manufacturing
- farming
- services
- utilities
- public works

OUR VALUE CREATION



HUMAN CAPITAL

- 69%* of employees trained
- 102* net jobs created
- 98%* of employees employed locally
- 97%* of employees have health coverage



SOCIETAL AND ENVIRONMENTAL CAPITAL

- Promotion of less carbon-intensive energies (liquefied gases, biofuels, etc.)
- 28 circular economy and renewable energy development projects
- €175M: taxes
- 0* major industrial accidents
- Over 20,000 people benefiting from our community investments



INDUSTRIAL CAPITAL

- Continuity of supply essential to the economies of the countries where the Group operates
- 20% of cash flow allocated to growth investments
- No. 1 or 2 in market share depending on the region



FINANCIAL CAPITAL

- €280M: net income, Group share
- €186.5M distributed to shareholders
- €2.72: net earnings per share
- €1.80: amount of dividend per share in 2021
- 9%: compound growth over 10 years in earnings per share and dividend per share
- 13%: average ROCE after tax over 2018-2020

Our contribution to the SDGs

We conduct our activities in keeping with a **CSR approach that contributes to the United Nations' Sustainable Development Goals (SDGs)**.

Through our goal of **providing access to energy to as many people as possible**, particularly in regions where a large part of the population lacks access to energy, **we contribute first and foremost to the United Nations SDG 7 "Affordable and clean energy"**.

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CLIMATE ACTION

**SDG 13**

Targeting a **20% reduction in CO₂ emissions by 2030** (2019 baseline, Rubis Énergie, scopes 1 and 2).

5

GENDER EQUALITY

**SDG 5**

Targeting a **minimum of 30% women on average in the Management Committees of Rubis Énergie and its subsidiaries by 2025**.

7

AFFORDABLE AND CLEAN ENERGY



3

GOOD HEALTH AND WELL-BEING



6

CLEAN WATER AND SANITATION



8

DECENT WORK AND ECONOMIC GROWTH



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LIFE ON LAND



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PEACE, JUSTICE AND STRONG INSTITUTIONS

**WE SUPPORT**

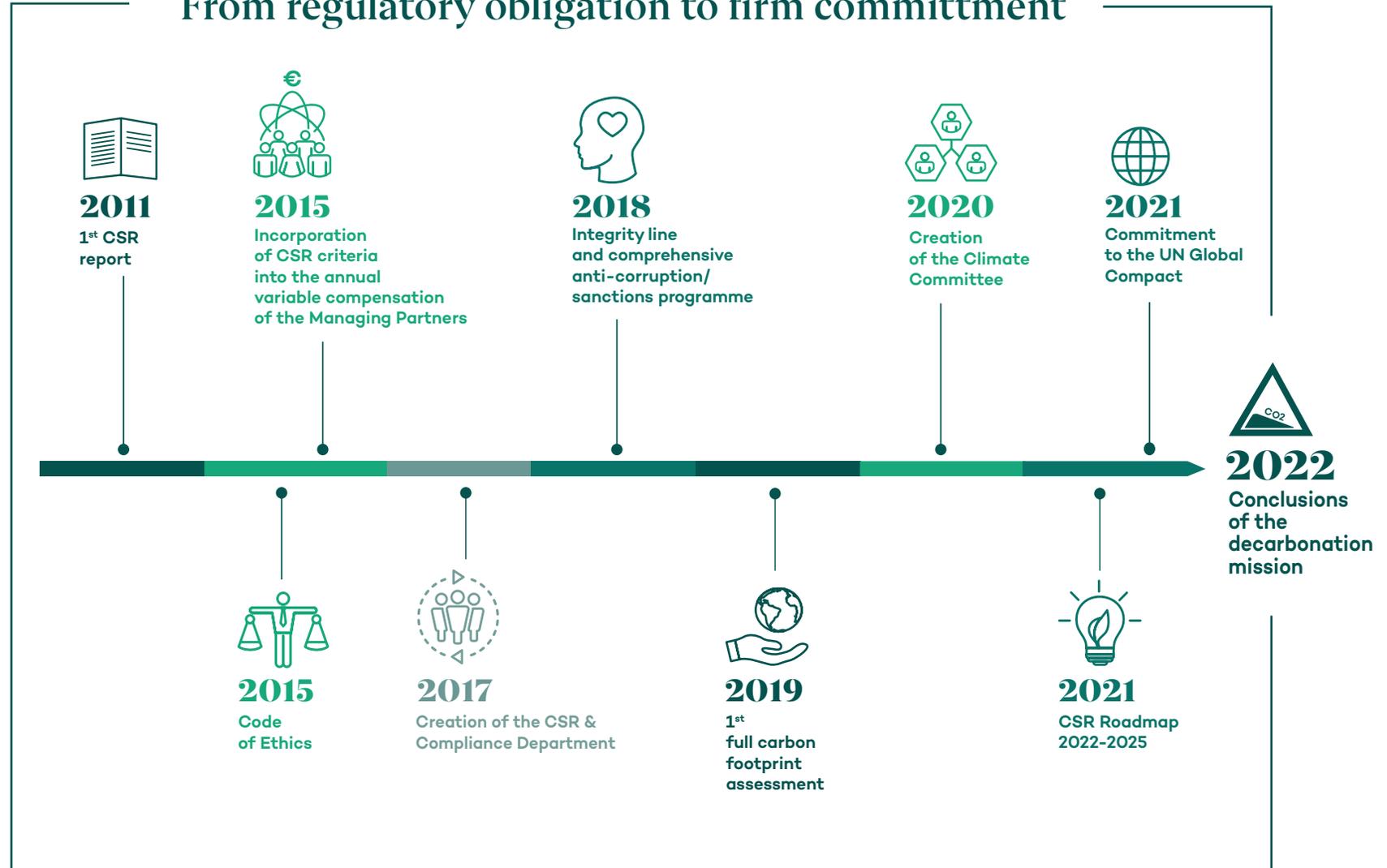
Rubis joined the United Nations Global Compact in August 2021. This global initiative aims to encourage companies to be socially responsible by committing to integrate and promote a number of principles relating to human rights, international labour standards, the environment and the fight against corruption.



Our CSR trajectory



From regulatory obligation to firm commitment



First CSR Roadmap



Our 2022-2025 CSR Roadmap goes far beyond simply making a statement. It is a tool to guide us in our everyday tasks, a commitment to a sustainable future and an opportunity for our activities to evolve.

Sophie Pierson
CSR Director & Chief Compliance Officer



Think Tomorrow

The Corporate Social Responsibility (CSR) approach that we have been pursuing for the past 10 years enables us to take social and environmental issues into consideration throughout our operations. In 2021, we prepared our first CSR Roadmap, **with 3 pillars and 9 key challenges**. This Roadmap will guide us in our actions and give our stakeholders a better understanding of what we are doing.



REDUCING OUR ENVIRONMENTAL FOOTPRINT

- 1. Reducing** the discharges from our operations
- 2. Building** on our traditional business lines by investing in renewable energy
- 3. Promoting** the energy transition in all of our markets by developing the distribution of less carbon-intensive energy



PROVIDING A SAFE AND STIMULATING ENVIRONMENT FOR OUR TEAMS

- 4. Ensuring** the safety of our employees
- 5. Supporting** the development of their skills
- 6. Promoting** diversity within our teams



CONTRIBUTING TO A MORE VIRTUOUS SOCIETY

- 7. Operating** with integrity
- 8. Managing** our supply chain responsibly
- 9. Supporting** communities in the countries where we operate

Reducing our environmental footprint

INTEGRATING CLIMATE RISKS AND ISSUES

Rubis' core business as a supplier and transporter of energy is at the crossroads of two key issues: providing access to energy to allow people to go about their daily lives, and the urgent issue of global warming. According to the International Energy Agency, the energy sector, excluding electricity, was accountable for 6% of global CO₂ emissions in 2018. We are keenly aware of our industry's impact and we understand that we have a responsibility to pursue a low-carbon strategy in order to meet the challenges of climate change and the expectations of our stakeholders.

We are adapting our governance to guide our actions: **this led us to form a Climate Committee and to conduct our first full carbon footprint assessment in 2019.** We have drawn on the findings of this assessment to develop our climate action plan to reduce our carbon emissions*, with the following **3 axes**:

REDUCING

the discharges from our operations

BUILDING

on our traditional business lines by investing in renewable energy

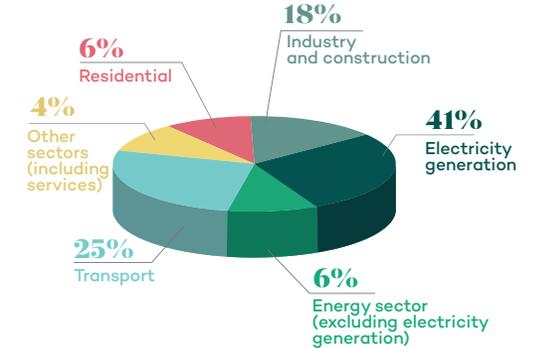
PROMOTING

the energy transition in our markets by developing the distribution of less carbon-intensive energy



Breakdown of global CO₂ emissions by sector (2018)

Source: IEA, 2020



2022-2025 Roadmap Think Tomorrow

REDUCING THE DISCHARGES FROM OUR OPERATIONS



> **Reducing CO₂ emissions from our industrial sites, and from the ships and trucks we need to transport the products we sell.**

- 2022: setting a target to lower emissions within scope 3A.
- 2030: 20% reduction in scopes 1 and 2 emissions (versus 2019, Rubis Énergie scope).

> **Reducing accidental spills**

- 2025: number of spills with an environmental impact > 200 litres less than in 2020.

BUILDING ON OUR TRADITIONAL BUSINESS LINES BY INVESTING IN RENEWABLE ENERGY



> **Developing an internal carbon price to favour projects with the lowest CO₂ emissions.**

- 2023: applying an internal price at all subsidiaries.

PROMOTING THE ENERGY TRANSITION IN ALL OF OUR MARKETS BY DEVELOPING THE DISTRIBUTION OF LESS CARBON-INTENSIVE ENERGY



> **Reducing the carbon intensity of our products and raising customer awareness on this issue.**

- 2022: setting a target to lower the carbon intensity of products (scope to be decided).
- From 2022: staging of at least one consumer awareness campaign at every subsidiary, every year.

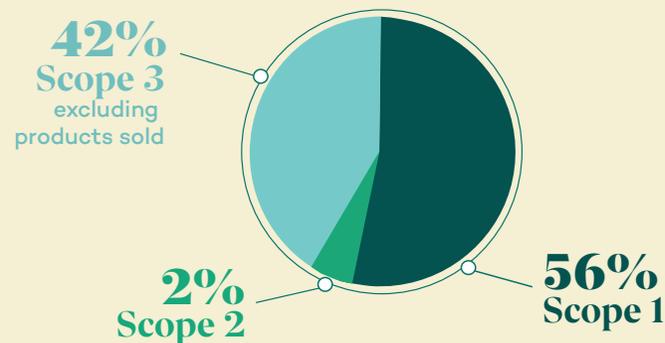
* emissions linked to our value chain, excluding those tied to the use of products sold.



**Carbon footprint assessment*:
Breakdown of scopes 1, 2 and 3 excluding emissions tied to the use of products sold**

Understanding the Rubis carbon footprint assessment:

The purpose of the carbon assessment is to measure direct and indirect GHG emissions from our own activities (scopes 1 and 2), together with other indirect emissions relating to Rubis value chain, such as those connected to the purchase of products and services, or the transportation of our products when this is outsourced (scope 3A), as well as emissions generated by our customers in their use of the products sold (scope 3B). As is the case at most companies, scope 3B accounts for most of our emissions. We have therefore separated scope 3B emissions from the rest of the emissions in our assessment, as different measures are required to lower them, namely a shift in our business model to provide less carbon-intensive products.



* excluding the Rubis Terminal JV

REDUCING THE CARBON FOOTPRINT OF OUR OPERATIONS

Rubis Énergie teamed up with specialised consultants in its key lines of business (land transport, maritime transport, refining, management of storage sites) to prepare an action plan for 2019-2030 to reduce the carbon footprint of its operations (scopes 1 and 2).

	Proportion of our carbon footprint**	Main sources of emissions	Examples of action taken
Scope 1	56% i.e. 210 kt CO ₂ e	Owned industrial sites, vessels and trucks	Industrial sites: replacement of 4 furnaces at the refinery (15% reduction in fuel consumption) Vessels: route optimisation, studies into the integration of biofuels into bunkers Trucks: eco-driving
Scope 2	2% i.e. 7.8 kt CO ₂ e	Electricity consumption at industrial sites	
Scope 3A	42% i.e. 154 kt CO ₂ e	Outsourced transport, of which 62% for shipping, the purchase of goods and services, fixed assets, etc.	Gradual incorporation of the Sea Cargo Charter clause into our charter agreements, as they are renewed

** excluding emissions relating to products sold (scope 3B), representing 98% of emissions - efforts to reduce the carbon intensity of products sold are described in the paragraph headed "Our actions to develop new, less carbon-intensive activities".

We are targeting a reduction of at least 20% in CO₂ emissions by 2030.

Where technological and regulatory conditions permit, we intend to go even further in this ambition by reducing our emissions by 32% and, ultimately, by shrinking our carbon footprint across all scopes.

1 OUR RUBIS TERMINAL JV HAS BEEN TAKING STEPS FOR MANY YEARS TO MAKE HEATING SYSTEMS MORE ENERGY-EFFICIENT

by replacing boilers with heat pump systems, mixed systems or, where local conditions allow, more ecological systems such as geothermal energy. **It is also diversifying its activities by developing the mix of products stored in its terminals.** Revenue: **60% from automotive and heating fuel, 40% from liquid products such as fertilisers, edible oils and molasses.**

2 OUR ACTIONS TO DEVELOP NEW, LESS CARBON-INTENSIVE ACTIVITIES

We employ a decentralised approach, adapted to local circumstances (weather, vehicle use, product specifications, etc.), to identify activities or fuels with a lower carbon life cycle.

Marketing biofuels: Rubis Énergie's Retail & Marketing subsidiary in the Channel Islands has been marketing a HVO (Hydrotreated Vegetable Oil) biofuel since 2019. HVO is a synthetic diesel fuel made from raw materials derived from vegetables, residues and waste. It complies with the European renewable energy directive and has the same chemical structure as a standard fuel. Being non-fossil in origin, **it reduces CO₂ emissions by at least 50% and lowers emissions of particulate matter** (NO_x and carbon monoxide). It can be used in most diesel engines without prior modification.

We are keen to build on this successful initiative in the Channel Islands to extend the use of biofuels to other subsidiaries.

3 OUR ACTIONS TO RAISE CONSUMER AWARENESS

Promoting the use of liquefied gases and the energy transition

Liquefied gases emit less CO₂ than fuel oil, wood and charcoal and are an integral part of the energy transition. Around 20 Rubis subsidiaries are positioned in the liquefied gas distribution market (bottled and bulk). Liquefied gas has many uses (domestic, industrial and fuel) and is relatively competitively priced. It is an ideal solution to

address concerns over access to energy in emerging countries - where large segments of the population face energy insecurity - and is a substitute for charcoal, thus protecting these parts of the world from massive deforestation.

Helping consumers to lower their energy consumption

By signing the FAIRE (Facilitating, Supporting and Informing for Renovation and Energy efficiency) charter, Vitogaz France is committed to helping consumers make their homes more energy-efficient. FAIRE is a state-run service set up to guide consumers in the renovation and improvement of their homes with a view to reducing their energy consumption. Rubis Énergie is focusing its efforts on the French overseas departments by developing and financing large-scale initiatives to encourage sustainable mobility and energy-saving solutions.

4 LAYING THE FOUNDATIONS OF THE FUTURE

Our climate strategy involves striking a balance between our existing operations and the less carbon-intensive activities that we will be gradually branching out towards. We have chosen to see the energy transition as an opportunity, and have therefore decided to focus on stable, cost-effective and interlocking technologies. With this in mind, in June 2021, Rubis became the second largest shareholder in HDF Energy after its founder. Through this investment, combined with an industrial agreement, we are making forays into the production of large scale non-intermittent renewable electricity from solar or wind energy combined with high-powered fuel cells. This is a fast-growing industry.

SARA, OUR ENERGY TRANSITION LABORATORY

SARA has chosen to harness its geographical location and industrial process to produce renewable energy. Ultimately that will enable it to lower its emissions from the use of conventional sources of energy needed to run the facility.

Indeed, SARA has developed a series of programmes since 2018 when the largest solar photovoltaic power plant in Martinique was launched. These programmes are headed up by its New Energies team and include the commissioning of a fuel cell powered by the hydrogen produced in the refining process as part of a "circular economy" approach, plans to produce 3rd generation biofuels from micro-algae and green hydrogen, a positive energy biological carbon sink programme, and a renewable energy storage programme in French Guiana (CEOG), to name but a few.



Providing a safe and stimulating environment for our teams



TAKING PEOPLE-RELATED RISKS AND KEY ISSUES INTO CONSIDERATION

At Rubis, we endeavour to provide our staff and the service providers who work at our sites with a safe and stimulating working environment. We make sure to provide a secure and inclusive work setting for all our employees, fostering personal growth. Our 2022-2025 Roadmap contains important goals that we intend to accomplish with and for our staff:

ENSURING
the safety of our employees

SUPPORTING
the development of their skills

PROMOTING
diversity within our teams

2022-2025 Roadmap **Think Tomorrow**

ENSURING THE SAFETY OF OUR EMPLOYEES



- > **Reducing the number of workplace accidents** that require sick leave (for employees and service providers)
 - 2025: frequency of workplace accidents with sick leave ≥ 1 day among employees < 4.5 .
 - By 2025: fall in the number of workplace accidents with sick leave* for both employees and service providers.
- > **Raising awareness about traffic accidents** in work settings (for both employees and service providers)
 - 2023: 100% of drivers will have received defensive driving training in countries where the risk of accident is the highest.

* workplace accidents with sick leave ≥ 1 day (excluding traffic accidents).

SUPPORTING THE DEVELOPMENT OF THEIR SKILLS



- > **Setting up a dynamic approach to managing skills and talents**, so as to meet the expectations of employees and cater for the changes affecting our lines of business.
 - From 2023: launch of a process to identify and support talent.
 - By 2025: 100% of employees will have received training each year, of which 10% in the changes affecting our lines of businesses (energy transition, CSR, etc.).

PROMOTING DIVERSITY WITHIN OUR TEAMS



- > **Improving diversity in the management bodies of our subsidiaries**
 - By 2025: women will make up 30% on average of the Management Committees of Rubis Énergie and its subsidiaries.
- > **Facilitating the integration of people with a disability**
 - By 2023: 100% of CEOs and HRDs will have been trained to tackle prejudice and resistance towards people with disabilities.
 - By 2025: 100% of employees will have received this training.





PREVENTION IS THE BEST POLICY

At Rubis, the safety of our staff, external contractors and surrounding communities is a priority. We have invested heavily in safety at our industrial facilities, and have also introduced knowledge-sharing and training tools.

“ZERO MAJOR ACCIDENTS” TARGET

We have set a “zero major accidents” target for each of our 117 industrial facilities. Our QHSE teams are also working to reduce accident-related leave, both among our staff and among external service providers. This hinges on a strategy with two main pillars:

- Investment to maintain and adapt our facilities. We invested €131 million in 2020, i.e. more than 50% of overall capital expenditure.
- We have also introduced an in-house database to share feedback on workplace accidents. Each incident or accident is logged and analysed, further to which organisational recommendations may be made, risk prevention procedures updated and suitable training provided.

This proactive policy has reduced the frequency of workplace accidents by 43% at the Group and its subsidiaries since 2015, bringing it to 5.5* in 2020.

We also endeavour to provide social security cover for employees in countries where no such cover is mandatory.

As of 31 December 2020, 97% of all our employees benefited from social security cover, all countries combined.

DEFENSIVE DRIVING TO IMPROVE ROAD SAFETY

We go above and beyond regulatory requirements relating to the transport of hazardous materials, with specific training programmes on defensive driving - a method of assessing situations to reduce stress and accidents - introduced in countries where there is a greater risk of accident due to local customs, distances travelled, poor quality infrastructure, etc.

In 2020, 62% of drivers (both employees and contractors) received such training.

* per million hours worked.

SUPPORTING THE DEVELOPMENT OF SKILLS

We help our employees develop their skills and experience, because we know that this will enable us to provide a high standard of service, ensure our operations are secure, stimulate new ideas and help our staff adapt to changing industry challenges.

We are committed to a comprehensive training policy that meets the needs of our business today (industrial safety, transport of hydrocarbons, customs regulations, human resources, etc.) and will enable our staff to adapt to the changing professions in the energy sector going forward (energy transition, CSR, circular economy, etc.).

Despite the Covid-19 pandemic, 69% of our employees were able to complete training in 2020.



PROMOTING DIVERSITY WITHIN OUR TEAMS

As stated in our Code of Ethics, diversity and inclusion are important values at Rubis. To ensure that everyone enjoys the same opportunities and that we can all grow as a group through each of our unique perspectives, we have taken measures to promote talent with no gender distinction in professions long-occupied by men. This is particularly evident in our policies on non-discriminatory hiring, equal pay and the promotion of women to positions of responsibility.

More than 50 nationalities are represented in the Rubis workforce.

Today, women represent 1/4 of staff and 1/3 of positions of responsibility (managers and executives) at our Group.

Women hold 50% of the seats on the Group's Management Committee.

Contributing to a more virtuous society



In keeping with our motto: "la volonté d'entreprendre, le choix de la responsabilité" (the entrepreneurial spirit, the choice of responsibility), we conduct our business responsibly and with integrity.

Employing and training people from local communities, promoting gender equality, sharing value creation, tackling corruption in all its forms and upholding human rights are core aspects of our activity and how we manage our subsidiaries.

Our goals to contribute to a more virtuous society, set out in our 2022-2025 Roadmap, are as follows:

OPERATING

with
integrity

MANAGING

our supply
chain responsibly

SUPPORTING

communities
in the countries
where we
operate

2022-2025 Roadmap **Think Tomorrow**

OPERATING WITH INTEGRITY



> Ensuring that our operations are run in a way that respects human rights

- By 2025: Rubis SCA will adhere to major international standards.

> Encouraging our employees to understand and adhere to our ethical and compliance rules

- 2023: 100% employees will have completed ethics and anti-corruption training.

MANAGING OUR SUPPLY CHAIN RESPONSIBLY



> Drafting a "Sustainable Procurement" charter

- From 2023: systematic inclusion of CSR criteria in the selection of suppliers and service providers for the largest capex items.

SUPPORTING COMMUNITIES IN THE COUNTRIES WHERE WE OPERATE



> Contributing to local development and meeting local societal challenges

- 2025: 100% of subsidiaries will have embarked on societal initiatives to meet a local need (relating to education, healthcare or the environment).
- 2025: alongside existing local initiatives, definition of a Group-wide societal programme in a specific area.

COMMITTING TO CONDUCT OUR BUSINESS WITH INTEGRITY

RESPECT FOR FUNDAMENTAL RIGHTS

As a responsible employer, **we take steps to ensure that the fundamental rights of all our employees are respected in all the countries where we operate.**

Our management principles therefore prohibit any form of discrimination or harassment. We also expect our service providers to comply with equivalent standards in terms of safety, environmental protection and human rights, and we want to manage our supply chain more stringently by introducing a “Sustainable Procurement” charter.

PREVENTION OF CORRUPTION

37 Compliance Advisors throughout our subsidiaries ensure that each employee understands and follows our ethics and anti-corruption rules. We have introduced tools (practical guides, awareness campaigns, etc.) to achieve this.

In 2020, 76% of the General Managers at our subsidiaries reported that they had taken part in initiatives taken in-house to prevent corruption.

Rubis integrity line

Should a Rubis employee or any external or temporary worker at our sites witness an incident despite the preventive measures we have put in place, they may use our whistleblowing system - Rubis Integrity Line - to report a breach of the ethical rules that we have laid out.



COMMITTING TO THE DEVELOPMENT OF LOCAL COMMUNITIES

With more than 4,000 employees in Africa, the Caribbean and Europe, Rubis values diversity as both a precious resource and a genuine part of our corporate culture. We promote local talent by prioritising the employment of people from surrounding communities, who bring experience and first-hand knowledge of the area. We also seek to forge relationships with local businesses as often as possible.

Our subsidiaries' commitment in regional communities is also reflected in their involvement in a series of initiatives that support, promote or preserve cultural heritage and the work of local associations.

This enables us to:

- > come into contact with associations who work to provide access to education and healthcare, and to protect the environment, in each country where we operate;
- > promote contemporary artistic creation and access to culture through the Rubis Mécénat endowment fund.

In 2020, more than €2 million was devoted to actions in favour of education, healthcare and culture in our 41 countries.

+ **4,000**

employees in Africa, the Caribbean and Europe

97%

of Group employees are hired locally

€2M
allocated

for education, healthcare and culture in our 41 countries

“
Personal integrity is key to ensuring exemplary collective behaviour. It is a safeguard against any wrongdoing that could be detrimental to the Group, to employees, to business relations or to any other external public or private operator.”

Gilles Gobin and Jacques Riou,
Managing Partners of the Rubis Group - Extract from the Code of Ethics

Our efforts to combat the Covid-19 pandemic

In 2020, in the unprecedented context of the Covid-19 pandemic, we took our long-term actions within communities even further by setting aside €1.65 million to support the most vulnerable populations (healthcare, food, material and technological aid) and help medical research in France (with the *Fondation AP-HP pour la Recherche* and the research department of the Bordeaux University Hospital).



TO FIND OUT MORE

EVERYTHING YOU NEED TO KNOW IS CONTAINED IN OUR 2020 NON-FINANCIAL INFORMATION STATEMENT:
https://www.rubis.fr/uploads/attachments/RUB2020_RSE_EN.pdf

YOU CAN ALSO ACCESS OUR CSR ROADMAP AT:
https://www.rubis.fr/uploads/attachments/Rubis_CSR%20roadmap_2022_2025_EN.pdf
Information taken from the NFIS audited by an independent third party.



www.rubis.fr/en/

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