

# CSR at a glance

June 2022



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## EDITORIAL BY CLARISSE GOBIN-SWIECZNIK & SOPHIE PIERSON

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# 2021 Significant events

## CSR approach

- Definition of our CSR Roadmap, Think Tomorrow 2022-2025.
- Membership of the United Nations Global Compact.
- New HSE Charter within Rubis Énergie.
- Publication of our new anti-corruption guide.
- First CDP score on the Climate Change questionnaire: B score.
- Special prize for gender equality within the Management Committee awarded to Rubis SCA from the French Minister for Gender Equality.
- Membership by Rubis Énergie of the Sea Cargo Charter, an initiative to promote responsible shipping.

## Climate strategy

- Launch of a study mission to define the carbon reduction roadmap for historical activities (Rubis Énergie).
- Definition of our climate strategy focusing on 3 pillars (decarbonising historical activities, diversifying Rubis Énergie activities and developing new activities in renewables).
- Acquisition of an 18.5% stake in share capital of HDF Energy (a global pioneer in hydrogen power).
- Announcement of the acquisition of Photosol France (completed on 14 April 2022) and creation of the Rubis Renouvelables division.

## Activities

- Channel Islands: marketing of the EcoHeat100, a 100% renewable domestic fuel capable of reducing carbon emissions over its entire life cycle by up to 90%.
- Bitumen: opening of 3 new distribution subsidiaries in South Africa, Gabon and Liberia.
- Kenya: renovation and rebranding programme for 171 RUBiS service stations.
- French Antilles refinery (SARA): ISO 50001 certification (energy management system).
- Martinique: commissioning of the Green Water project enabling seawater desalination to cover all the industrial water needs of the French Antilles refinery without using the freshwater network.

## Editorial

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.

This year, we finalised a strategic shift towards renewable energies with the acquisition of an 18.5% stake in the share capital of HDF Energy as well as the signature of a strategic priority and majority investment agreement in hydrogen-electricity power plant projects. On top of that, we acquired Photosol, one of the leading independent producers of photovoltaic energy in France.

**As such, Rubis has become a multi-energy group.** Renewable electricity production builds on the Group's traditional business lines which include Retail & Marketing, upstream Support & Services and bulk liquid Storage (joint venture).

Published in September 2021, our first CSR Roadmap, Think Tomorrow 2022-2025, 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 and the highest ethical standards.

**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. This document includes Key Performance Indicators (KPIs) to monitor our 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.

## 5.4 M<sub>m³</sub>

distributed in 2021  
(fuels, liquefied gases and bitumens)

In  
**41\* countries**

## 4,335\*

employees in the Group

## 113\*

industrial storage sites  
\*including Rubis Terminal JV

## DISTRIBUTING ENERGY FOR EVERYDAY LIFE



**1,242 employees**

■ 33%

● 38%

### CARIBBEAN

#### Activities

- Retail & Marketing
- Support & Services

#### Examples of renewable energy developments



##### BARBADOS

Rubis has invested 51% in a hybrid power plant which will

- produce clean, stable and competitive electricity with zero emissions
- supply 16,000 households 24/7 with solar energy and locally produced green hydrogen

**1,380 employees**

■ 31%

● 16%

### EUROPE

#### Activities

- Retail & Marketing
- Storage (JV)

**1,713 employees**

■ 36%

● 46%

### AFRICA

#### Activities

- Retail & Marketing
- Support & Services

#### Examples of renewable energy developments



##### KENYA

Solarisation of service stations



##### MOROCCO

Conversion from fuel oil to LPG

#### Examples of renewable energy developments



##### FRANCE - PHOTOSOL

Acquisition of Photosol, a leading independent producer of photovoltaic energy

- +80 photovoltaic power plants (France and its overseas departments)
- 330 MW production capacity



##### CHANNEL ISLANDS

Marketing of 100% renewable automotive and heating fuels

- up to 90% CO<sub>2</sub> emissions reduction
- made from vegetable oil and food waste

Fuels (63%)

LPG (18%)

Bitumen (19%)

Rubis Terminal JV

Breakdown in gross margin

Volume breakdown

# Our business model

## OUR RESOURCES



### HUMAN CAPITAL

- 4,335\* employees in 41\* countries



### SOCIETAL AND ENVIRONMENTAL CAPITAL

- A Climate Committee to support our energy transition
- 45%\* of sites certified
- €1.31M donated by Rubis SCA to community investment and social engagement initiatives
- 35\* Compliance Advisors



### INDUSTRIAL CAPITAL

- 1,026 service stations in 23 countries
- 113\* industrial sites worldwide
- €206M capital expenditure
- 6 fully-owned vessels and 9 time charters

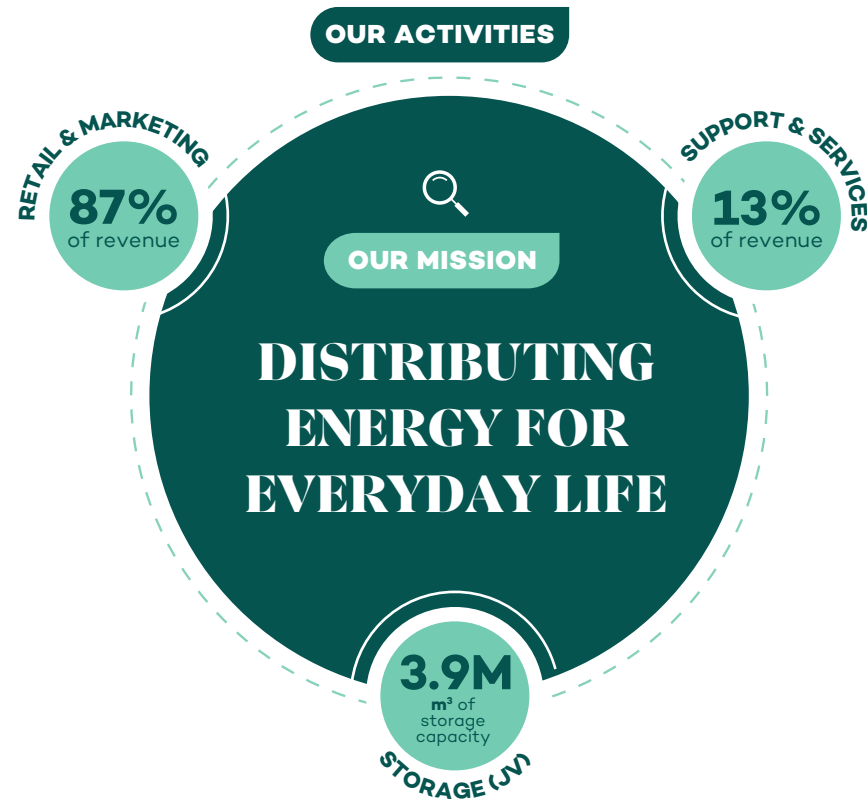


### FINANCIAL CAPITAL

- €2.7Bn: Group market capitalisation
- €465M cash flow (after cost of net financial debt and tax)
- 0.9: ratio of net financial debt to EBITDA

\* Data includes Rubis Terminal JV.  
Data as of 31/12/2021.

## OUR STRATEGY



## INDIVIDUALS — — — — OUR CUSTOMERS — — — — PROFESSIONALS

• **Customers** of our service 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.

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

- industry
- farming
- services
- utilities
- public works

## OUR VALUE CREATION



### HUMAN CAPITAL

- 82%\* of employees trained
- 103\* net jobs created in 2021
- 98%\* of employees employed locally
- 99.2%\* of employees have health coverage



### SOCIETAL AND ENVIRONMENTAL CAPITAL

- Promotion of less carbon-intensive energies (liquefied gases, biofuels, etc.)
- €188M taxes in 2021
- 0\* major industrial accidents
- Nearly 200,000 people benefiting from our community investment actions



### INDUSTRIAL CAPITAL

- **Continuity of supply** essential to the economies of the countries where the Group operates
- 15% of cash flow allocated to growth investments
- No. 1 or 2 in market share depending on the region



### FINANCIAL CAPITAL

- €293M: net income, Group share
- €182M distributed to shareholders
- €2.86: earnings per share
- €1.86: amount of dividend per share
- 9%: compound growth over 10 years in earnings per share
- 8%: compound growth over 10 years in dividend per share
- 12%: ROCE over 2017-2021 (5-year average)

# 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).**

## 7 AFFORDABLE AND CLEAN ENERGY



By distributing energy for everyday life in regions where a large part of the population lacks access, and thanks to the creation of a new business dedicated to renewable electricity production, we contribute first and foremost to United Nations SDG 7.

## 13 CLIMATE ACTION



Our commitment to tackling climate change mainly focuses on SDG 13. In March 2022, we refined our carbon reduction plan, increasing our CO<sub>2</sub> emissions reduction target from –20% to –30% by 2030. As a result, the Group is now positioned on a well below 2°C trajectory.

## 3 GOOD HEALTH AND WELL-BEING



## 6 CLEAN WATER AND SANITATION



## 15 LIFE ON LAND



The stringent HSE standards introduced to limit the impact of our activities on people and the environment support SDGs 3, 6 and 15.

## 5 GENDER EQUALITY



## 8 DECENT WORK AND ECONOMIC GROWTH



## 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



The measures we are taking to improve the diversity of our teams, share the value created and implement a corruption prevention programme that follows the highest international standards fulfil SDGs 5, 8 and 16.

## WE SUPPORT

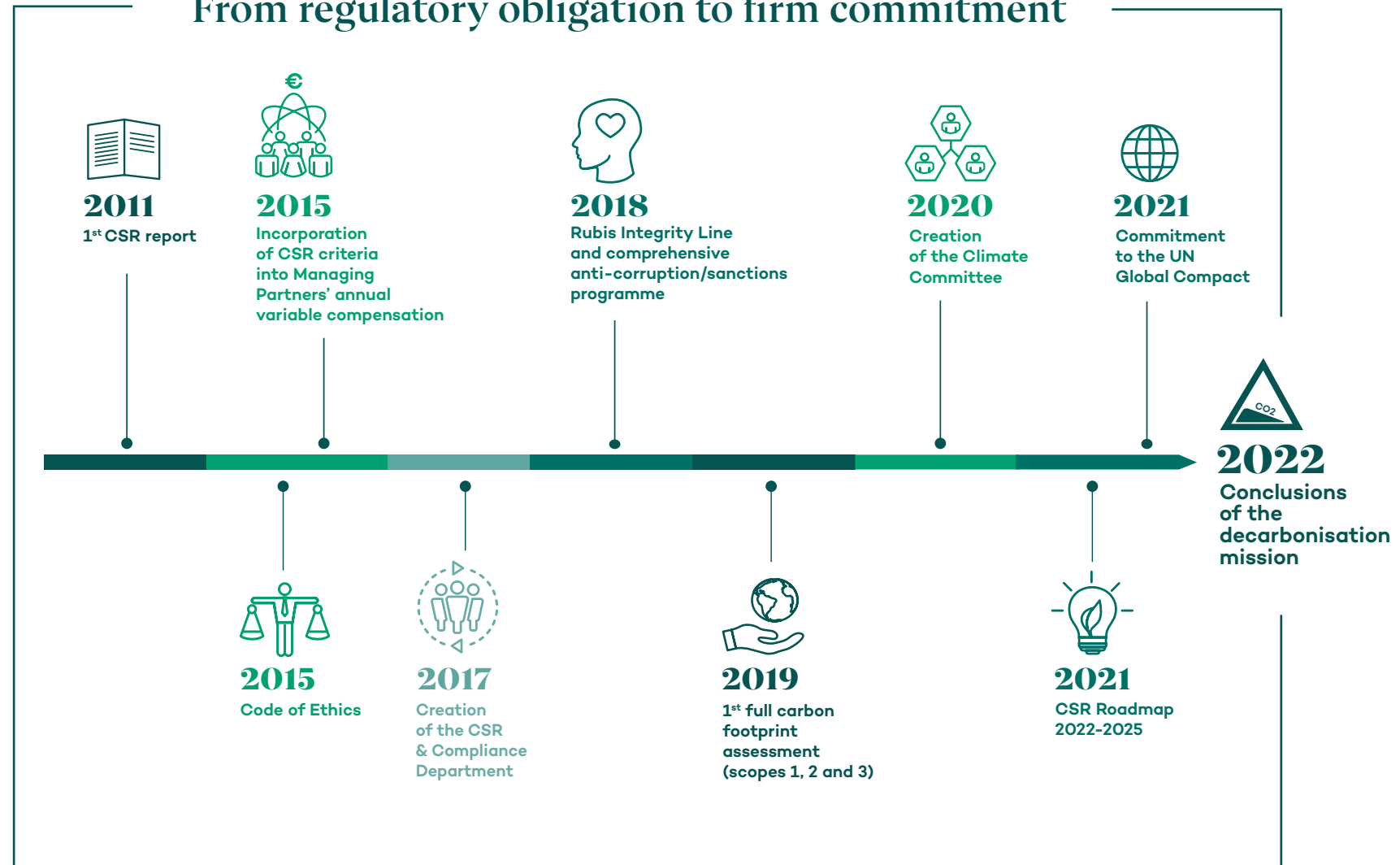


Since 2021, Rubis has been committed to the UN Global Compact corporate responsibility initiative and its 10 principles on human rights, international labour standards, the environment and the fight against corruption.

# Our CSR trajectory



## From regulatory obligation to firm commitment





**Our ambition:  
to achieve operational  
excellence in distributing  
energy for everyday life.**

Sophie Pierson  
CSR Director  
& Chief Compliance Officer



## **Our CSR Roadmap** ***Think Tomorrow***

**Think  
Tomorrow**



### **Reducing our environmental footprint**

**Reducing** the discharges from  
our operations

**Building** on our traditional business lines  
by investing in renewable energy

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



### **Providing a safe and stimulating working environment**

**Ensuring** the safety of people

**Supporting** the development of their skills

**Promoting** diversity within our teams



### **Contributing to a more virtuous society**

**Operating** with integrity

**Managing** our supply chain responsibly

**Supporting** communities in the countries  
in which we operate

Launched 10 years ago, our Corporate Social Responsibility (CSR) approach allows us to **incorporate social and environmental issues** into all our operations.

In 2021, we formalised our first CSR Roadmap, **with 3 pillars and 9 key challenges**. This Roadmap will guide us and give our stakeholders a better understanding of our actions.



# 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. 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 priorities**:

### REDUCING

the discharges from our operations

### BUILDING

on our traditional business lines by investing in renewable energy

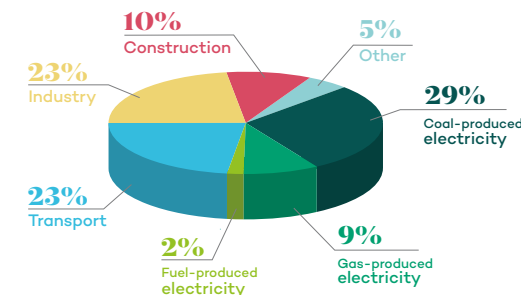
### PROMOTING

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



## Breakdown of global CO<sub>2</sub> emissions by sector

Source: IEA, 2020



## Our 2022-2025 goals **Think Tomorrow**

### REDUCING THE DISCHARGES FROM OUR OPERATIONS



#### > Reducing CO<sub>2</sub> 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: 30% reduction in the emissions of scopes 1 and 2 (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 CO<sub>2</sub> emissions.

- 2023: Applying the defined internal price at all subsidiaries.

### PROMOTING THE ENERGY TRANSITION IN ALL 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 defined).
- From 2022: Staging of at least one consumer awareness campaign at every subsidiary, every year.

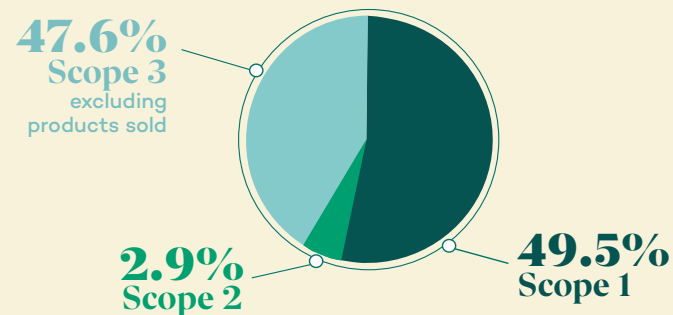
\* Emissions linked to our value chain, excluding those tied to the use of products sold.

\*\* Previous target announced in March 2021: -20%, revised on the basis of an in-depth study of decarbonisation levers.



### Understanding the Rubis carbon footprint assessment

The purpose of the carbon assessment is to measure direct and indirect greenhouse gas (GHG) emissions from our own activities (scopes 1 and 2), together with other indirect emissions relating to the Rubis value chain, such as those connected to the purchase of products and services, or the transport 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 with most companies in our industry, 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. In 2022, we will define a target to reduce the carbon intensity of our products.



\* Excluding the Rubis Terminal JV.

### REDUCING THE CARBON FOOTPRINT OF OUR OPERATIONS

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

**We are targeting a reduction of at least 30% in CO<sub>2</sub> emissions by 2030.**

By assessing additional decarbonisation opportunities in our business activities, we have revised our scope 1 and 2 emissions reduction target upwards to -30% by 2030 (vs -20% announced in March 2021). In doing so, the Group is now positioned on a well below 2°C trajectory.

	Proportion of carbon footprint**	Main emissions sources	Examples of initiatives
Scope 1	49.5% i.e., 183 kt CO <sub>2</sub> eq.	Owned industrial sites, ships and trucks	<b>Industrial sites:</b> replacement of 4 furnaces at the refinery (10% reduction in fuel consumption); site solarisation <b>Ships:</b> route optimisation, studies into the integration of biofuels into bunkers/LNG <b>Trucks:</b> biofuels, eco-driving
Scope 2	2.9% i.e., 11.3 kt CO <sub>2</sub> eq.	Electricity consumption at industrial sites	
Scope 3 (excluding products sold)	47.6% i.e., 12 841 kt CO <sub>2</sub> eq.	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 98.5% of emissions, i.e., 12 841 kt CO<sub>2</sub> eq. Efforts to reduce the carbon intensity of products sold are described in the paragraph headed "Our actions to develop new, less carbon-intensive activities". Comprehensive GHG emissions are disclosed in our 2021 Universal Registration Document (page 111).

## Our climate initiative

### 1 IMPROVING THE ENERGY EFFICIENCY OF OUR OPERATIONS

The Group makes significant efforts daily to reduce energy consumption.

**Electricity consumption:** replacement of energy-intensive components with new models (refinery furnaces, heating systems, etc.) and large-scale solarisation programme for our service stations, specific depots and administrative premises.

**Shipping:** Sea Cargo Charter membership and route optimisation, control and monitoring of bitumen heating, use of biofuels, etc.

**Land transport:** use of Liquefied Natural Gas (LNG) and Hydrotreated Vegetable Oil (HVO) for delivery trucks, company car fleets and training in environmentally-friendly driving techniques.

**The Rubis Terminal JV** also modernised its facilities and replaced boilers with heat pumps or mixed systems or, local conditions permitting, with greener heating systems (geothermal, for instance).

### 2 DIVERSIFYING OUR HISTORICAL ACTIVITIES TO PROVIDE LESS CARBON-INTENSIVE SOLUTIONS

We employ a decentralised approach, adapted to local circumstances (weather, vehicle use, product specifications, etc.). To this end, our projects focus on three themes:

**Transition to electric mobility:** development of electric vehicle charging stations.

**Supply of biofuels:** as an example, the Channel Islands have marketed a HVO biofuel since 2019. HVO is a synthetic diesel fuel made from raw materials derived from vegetables, residues and waste. It **reduces CO<sub>2</sub> emissions by at least 50% and lowers emissions of particulate matter** (NO<sub>x</sub> 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.

**Hybrid solutions for our professional customers:** solarisation of facilities (with or without storage), in addition to the use of other energy sources.

**The Rubis Terminal JV** is also diversifying its activities by developing the mix of products stored in its terminals. In 2021, fossil fuels represented 45% of revenue (vs 71% in 2016).

### 3 RAISING CONSUMER AWARENESS THROUGH OUR ACTIONS

**Supporting consumers in energy saving programmes,** particularly through consumption habit information and awareness-raising initiatives. For instance, 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. In addition, starting in 2022, one of the Group's objectives is for each subsidiary to organise at least one consumer awareness-raising initiative per year.

**Promoting the use of liquefied gases and the energy transition,** notably in emerging countries where large segments of the population face energy insecurity. Liquefied gases emit less CO<sub>2</sub> than fuel oil, wood and charcoal. They are an integral part of the energy transition since they address concerns over energy access while protecting these parts of the world from massive deforestation. Some 20 subsidiaries offer innovative solutions as illustrated in Madagascar where the sale of smaller cylinders encourages the poorest households to use this energy source.

### 4 LAYING THE FOUNDATIONS OF THE FUTURE BY DEVELOPING NEW ACTIVITIES IN RENEWABLE ENERGIES

**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. After signing an industrial agreement with HDF Energy in June 2021 to develop hydrogen-electricity power plants, Rubis acquired Photosol France in April 2022. Photosol is a leading independent producer of photovoltaic energy. Both investments mark a new chapter in Rubis' history as the Group diversifies into renewable electricity production. This shift in strategy is reflected in the creation of a third division – Rubis Renouvelables.





## Monitoring our commitments

Commitments	KPIs	Target	2019	2020	2021	2021 Achievements / 2022 Initiatives
Reducing the carbon footprint of our industrial sites, our ships and our trucks	CO <sub>2</sub> emissions (scopes 1 and 2)	<b>2030:</b> -30% (vs 2019, Rubis Énergie scope)	226 kt CO <sub>2</sub> eq.	202 kt CO <sub>2</sub> eq.	189 kt CO <sub>2</sub> eq.	<b>2021:</b> Improvement from 20% reduction target set in March 2021 to -30%
Reducing the carbon footprint generated by our value chain (excluding products sold)	CO <sub>2</sub> emissions (scope 3A)	<b>2022:</b> Reduction target set	139 kt CO <sub>2</sub> eq.	81 kt CO <sub>2</sub> eq.	183 kt CO <sub>2</sub> eq.	<b>2021:</b> Sea Cargo Charter membership
Diversifying our business lines in renewable energies	Development of an internal carbon price to favour the most climate-friendly projects	<b>2023:</b> Use of an internal carbon price in all our subsidiaries	N.A.	N.A.	N.A.	<b>2021:</b> Start of works to define the methodology <b>2022:</b> Definition of methodology and testing
Reducing the carbon intensity of our products	Product carbon intensity	<b>2022:</b> Reduction target set (scope to be defined)				<b>2022:</b> Target definition
Raising customer awareness of energy efficiency	Number of awareness campaigns	<b>From 2022:</b> At least one awareness campaign per subsidiary per year	N.C.	N.C.	N.C.	Awareness campaigns have been conducted in various countries (France, Madagascar, Haiti, etc.) for several years. <b>2022:</b> Implementation of monitoring and reporting for conducted awareness campaigns
Reducing accidental spills	Number of spills with an environmental impact > 200 litres	<b>2025:</b> Number of spills < 20	N.C.	20	23	<b>2021:</b> The increase in declared spills results from improved reporting



# Providing a safe and stimulating working environment



## TAKING PEOPLE-RELATED RISKS AND KEY ISSUES INTO CONSIDERATION

At Rubis, we endeavour to create a safe and stimulating working environment for our staff and the service providers who work at our sites. We make sure to develop a secure and inclusive workplace 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 people

**SUPPORTING**  
the development  
of their skills

**PROMOTING**  
diversity within  
our teams

## Our 2022-2025 goals **Think Tomorrow**



### ENSURING THE SAFETY OF PEOPLE

> **Reducing the number of workplace accidents** with lost time (employees and service providers)

**In 2025**

Frequency rate of workplace accidents with lost time  $\geq 1$  day among employees  $< 4.5$ .

**By 2025**

Decrease in workplace accidents with lost time\* for employees and service providers.

> **Achieve and maintain 0 fatal accident** (employees and service providers)

> **Raising awareness of traffic accidents** in work settings (employees and service providers)



### SUPPORTING THE DEVELOPMENT OF THEIR SKILLS

> **Introducing a dynamic approach to skills and talent management** to cater to employee needs and changes affecting our business lines

**From 2023**

Launch of a process to identify and support talent.

**By 2025**

100% of employees will have received annual training, of which 10% in the changes affecting our business lines (energy transition, CSR, etc.).

**In 2023**

100% of drivers will have received defensive driving training in the highest-risk countries.



### PROMOTING DIVERSITY WITHIN OUR TEAMS

> **Improving diversity in our subsidiary management bodies**

- By 2025: Women will make up 30% on average of the Management Committees of Rubis Énergie and its subsidiaries.
- Maintain minimum 30% women representation in Rubis SCA's Management Committee.

> **Facilitating the integration of people with disabilities**

- By 2023: 100% of General Managers and HR Directors will have been trained to tackle prejudice and resistance towards people with disabilities.
- By 2025: 100% of employees will have received this training.

\* Workplace accidents with lost time  $\geq 1$  day (excluding traffic accidents).





### PREVENTION IS THE BEST POLICY

At Rubis, the safety of our staff, service providers 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 113 industrial facilities. Our QHSE teams are also working to reduce accident-related leave, both among our staff and external service providers. This hinges on a strategy with two main pillars:

► Investment to maintain and adapt our facilities.

We invested €133 million in 2021, i.e., more than 64% 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 53% at the Group and its subsidiaries since 2015, bringing it to 4.6\* in 2021. We also endeavour to provide social security cover for employees in countries where no such cover is mandatory.

As of 31 December 2021, 99% of all our employees benefitted from social security cover, all countries combined.

### DEFENSIVE DRIVING TO IMPROVE ROAD SAFETY

Rubis prides itself on going 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 with the highest risk of accident due to local customs, distances travelled, poor quality infrastructure, etc.

In 2021, 65% of drivers (both employees and contractors) received such training.

### SUPPORTING THE DEVELOPMENT OF SKILLS

We help our employees develop their skills and experience, because we believe 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.).

With this in mind, 82% of our staff received training in 2021.

### 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 60 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.

\* Per million hours worked.

## Monitoring our commitments

Commitments	KPIs	Target	2019	2020	2021	2021 Achievements / 2022 Initiatives
Reducing the number of workplace accidents with lost time $\geq$ 1 day (employees)	Frequency rate of workplace accidents with lost time $\geq$ 1 day (excluding commuting accidents)	< 4.5 in 2025	4.5 (including commuting accidents)	4.9 (including commuting accidents)	4.6 (including commuting accidents)	Commuting accidents recognised in the calculation of the workplace accident frequency rate in France were included until 2021. In line with our peers' reporting, commuting accidents will be excluded from 2022 due to the various action plans implemented to reduce their number. Excluding commuting accidents, the frequency rate was 4 in 2021.
Reducing workplace accidents with lost time (service providers)	Number of accidents with lost time $\geq$ 1 day declared	Number of accidents with lost time < 32 by 2025	/	32	20	<b>2021:</b> New HSE Charter
Achieving and sustaining zero fatal accidents	Number of fatalities from a workplace accident	0	1 employee 0 service providers	0 employees 0 service providers	1 employee 2 service providers	Continuation of preventive measures
Raising awareness of traffic accidents in an operational context (employees and service providers)	Percentage receiving defensive driving training in the highest-risk countries	100% of drivers in the highest-risk countries are fully trained in 2023	/	/	65% (82% of employee drivers and 58% of service provider drivers)	<b>2022:</b> Identification of highest-risk countries to focus our efforts on the most at-risk regions
Becoming an employer of choice	Launch of a process to identify and support talent	Establishment of a talent pool in 2023	N.A.	N.A.	N.A.	<b>2021:</b> Kick-off stage <b>2022:</b> Testing stage
Supporting the development of skills	Percentage of employees receiving training	100% of employees trained annually of which 10% in changes affecting our business lines	74.5%	67.8%	82.4%	<b>2021:</b> 3,057 employee beneficiaries and 48,402 training hours
Improving diversity in our teams	Percentage of women in management bodies	<ul style="list-style-type: none"> <li>30% women on average in Management Committees (Rubis Énergie scope)</li> <li>Maintain minimum 30% women representation in the Group's Management Committee</li> </ul>	N.C.  N.C.	24.6%  50%	27.4%  50%	<b>2021:</b> Special prize for gender equality awarded to Rubis SCA's Management Committee from the French Minister for Gender Equality



# 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 in which we operate

## Our 2022-2025 goals **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 key international standards.

#### › Encouraging our employees to understand and adhere to our ethics and compliance rules

- In 2023: 100% of 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 IN WHICH WE OPERATE



#### › Contributing to local development and meeting local societal challenges

- In 2025: 100% of subsidiaries will have implemented societal actions that meet local needs (relating to education, health or the environment).
- In 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

**35 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 2021, 78% of the General Managers at our subsidiaries reported that they had participated 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 ethics rules that we have laid out.



## COMMITTING TO THE DEVELOPMENT OF LOCAL COMMUNITIES

With more than 4,300 employees in Africa, the Caribbean and Europe, Rubis values diversity as both a precious resource and a genuine part of our corporate culture. We champion 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:

- > engage 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 2021, more than €1.3 million was devoted to actions in favour of education, health and culture.**

# +4,300

employees in Africa, the Caribbean and Europe

# 98%

of Group employees are employed locally

# €1.3M

donated

by Rubis SCA to community investment and social engagement initiatives

“

**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

”

## Monitoring our commitments

Commitments	KPIs	Target	2019	2020	2021	2021 Achievements / 2022 Initiatives
Ensuring that our operations are run in a way that respects human rights	Adhesion to key international standards	Formalisation of adhesions by 2025	N.A.	N.A.	Signatory to the United Nations Global Compact	<b>2021:</b> Signatory to the United Nations Global Compact <b>2022:</b> Launch of human rights risk mapping
Increasing our employees' understanding of and adhesion to our ethics rules and principles	Percentage of employees trained in ethics and anti-corruption	100% of employees trained in 2023 (includes Rubis Terminal JV)	N.C.	N.C.	76%	<b>2021:</b> Publication of a new anti-corruption guide in 6 languages <b>2021:</b> Creation of an e-learning module on anti-corruption
Managing our supply chain responsibly	Percentage of supplier and service provider specifications including ethics criteria	100% of supplier and service provider contracts for the largest CapEx items include ethics criteria as part in 2023	N.C.	N.C.	N.C.	<b>2022:</b> Start of sustainable procurement works <b>2022:</b> Kick-off to update our Code of Ethics
Contributing to local development and meeting global societal challenges	Percentage of subsidiaries that have implemented community investment initiatives to meet local needs	<ul style="list-style-type: none"> <li>• 100% of subsidiaries in 2025</li> <li>• Definition of a new societal programme in 2025</li> </ul>	66% N.A.	66% N.A.	72% N.A.	<b>2021:</b> Survey conducted with subsidiaries to identify local needs and define the new societal programme <b>2022:</b> Validation of the new societal programme

# Non-financial performance



2021

AA

**Performance: High**

Rank: Top 7% in the “Oil and gas refining, marketing, transportation and storage” sector



2021

C-

**Performance: Average**

Decile ranking: 5 in the “Oil and gas storage and pipelines” sector



2021

33.2

**Performance: Above average**

Rank: 27/87 in the “Oil and gas refining and marketing” sub-sector



2021

B

**Performance: Above average**

Rank: Top 25% in the “Oil &amp; Gas” sector

 TO FIND OUT MORE

**EVERYTHING YOU NEED TO KNOW IS CONTAINED IN OUR 2021 NON-FINANCIAL INFORMATION STATEMENT (NFIS):**

<https://rubis.fr/labrador.report/en/content/non-financial-information-statement-nfis-1>

Information taken from the NFIS audited by an independent third party.

**ACCESS OUR CSR ROADMAP AT:**

[https://www.rubis.fr/uploads/attachments/Rubis\\_CSR%20roadmap\\_2022\\_2025\\_JUNE%2022.pdf](https://www.rubis.fr/uploads/attachments/Rubis_CSR%20roadmap_2022_2025_JUNE%2022.pdf)



[www.rubis.fr/en/](http://www.rubis.fr/en/)

