



# CSR Roadmap 2022-2025

**Think  
Tomorrow**



## CSR approach

- **First Group CSR seminar** bringing together subsidiaries' General Managers, CSR Advisors and functional departments.
- Ongoing **reinforcement of teams** to accelerate the implementation of our CSR approach.
- **Launch of a biodiversity study**, with a preliminary analysis of the biodiversity impact of Rubis Énergie's main business units.
- **Human rights risk mapping.**
- Deployment of our **anti-corruption e-learning module** in the 40 countries where the Group operates.

## Climate strategy

- **Conclusions of the decarbonisation analysis mission** of Rubis Énergie's activities and identification of operational actions to achieve the climate objectives set in 2021.
- **Definition of an additional target of 20% reduction in scope 3A CO<sub>2</sub> emissions by 2030** (vs 2019, focusing mainly on emissions from outsourced shipping and road transport, *i.e.*, 45% of scope 3A emissions).
- Definition of an **internal carbon pricing methodology.**
- **Renewal by the CDP of Rubis' B rating** in the Climate Change Questionnaire.

## Activity news

- **Integration of Photosol**, one of France's leading photovoltaic producers, enabling us to develop new activities in renewable energies (one of the pillars of our climate strategy).
- **Increased offers including less carbon-intensive solutions** such as biofuels and low-sulfur fuel oils for our private and business customers, as well as HVO (Hydrotreated Vegetable Oil), a 100% renewable fuel that reduces CO<sub>2</sub> emissions.
- **First steps towards combined solutions** integrating solar energy with liquefied gas.
- **Ongoing development of the bitumen distribution business, now present in 8 countries** and contributing to the development of local road infrastructures.
- **Commissioning of the Green Water project**, which uses desalinated seawater to cover all the refinery's industrial water needs in Martinique without using the freshwater network.

# A commitment in line with Sustainable Development Goals



**7 AFFORDABLE AND CLEAN ENERGY**



Through its goal of providing access to energy, and LPG in particular, to as many people as possible, in regions where a large part of the population lacks such access, Rubis contributes first and foremost to SDG 7 “Affordable and clean energy”. Rubis also produces and distributes renewable energies.

**13 CLIMATE ACTION**



We are specifically addressing SDG 13 through our commitment to tackling climate change. The creation of a new branch, Rubis Renouvelables, in 2022 integrating Rubis Photosol, one of France’s leading independent producers of photovoltaic electricity, will further strengthen this commitment.

**5 GENDER EQUALITY** **8 DECENT WORK AND ECONOMIC GROWTH** **9 INDUSTRY, INNOVATION AND INFRASTRUCTURE** **16 PEACE, JUSTICE AND STRONG INSTITUTIONS**






The measures taken to improve the diversity of our teams, share the value created and implement an anti-corruption programme which follows the highest international standards are in line with SDGs 5, 8 and 16. The bitumen distribution activity in Africa enables us to meet the road infrastructure development needs of these countries and responds to SDG 9.

**3 GOOD HEALTH AND WELL-BEING** **6 CLEAN WATER AND SANITATION** **14 LIFE BELOW WATER** **15 LIFE ON LAND**





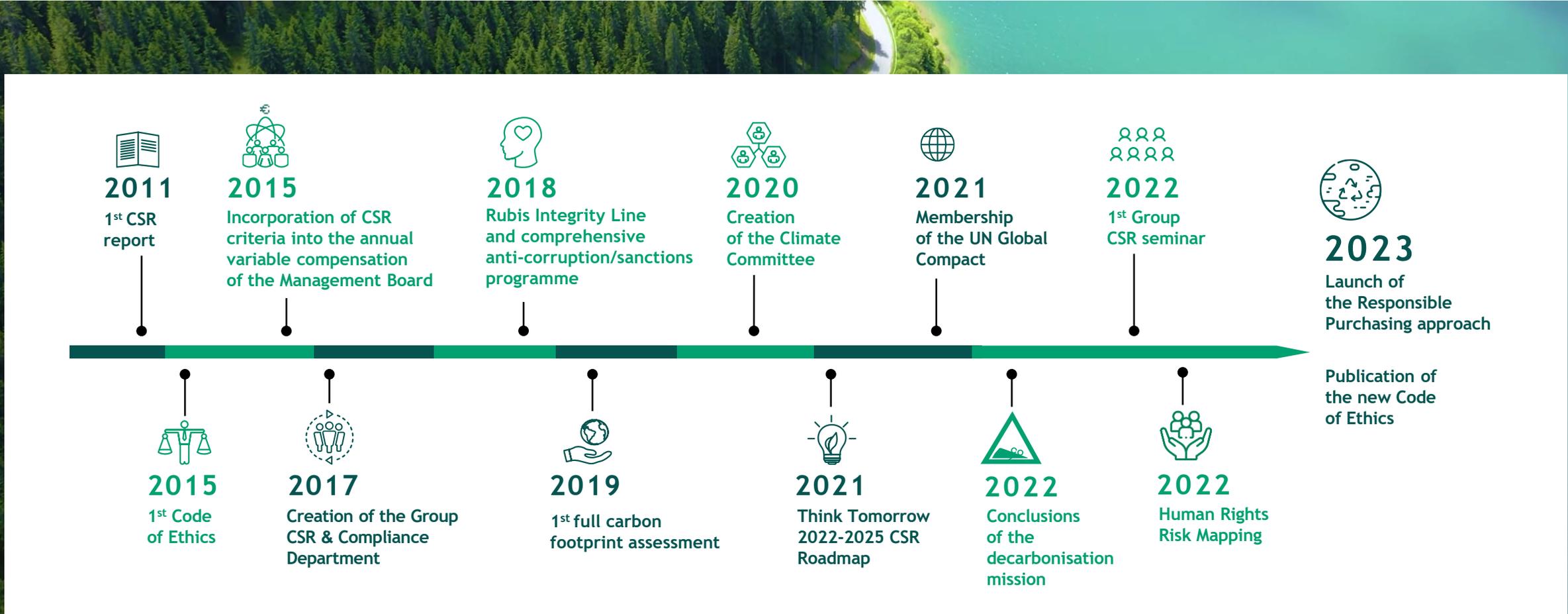

SDGs on which we are particularly vigilant to manage and limit the impact of our activities.

**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.

# CSR Trajectory



# Our Roadmap 2022-2025



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

We have structured our first CSR Roadmap around 3 pillars and 9 key challenges, to create a steering tool and make it easier for all our stakeholders to understand our approach.

**3**  
pillars

**9**  
key challenges

**13**  
priorities

**19**  
indicators



**REDUCING**  
our environmental  
footprint

Reducing the discharges  
from our operations

Complementing our traditional  
business lines by seeking to invest  
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 our employees

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



# Reducing our environmental footprint



As an energy player, we have a key role to play in the fight against climate change. Since 2019, we have been ramping up our decarbonisation and energy transition projects, in particular through the creation of a Climate Committee and the definition of a decarbonisation strategy. Moreover, since the day it was founded, the Group has endeavoured to **minimise the environmental impact** of its activities.

## 01 REDUCING the discharges from our operations

Reducing CO<sub>2</sub> emissions from our industrial sites, our ships and our trucks

In	<b>30%<sup>(1)</sup> reduction</b>
<b>2030</b>	in scopes 1 and 2 emissions (2019 baseline)
In	<b>20% reduction</b>
<b>2030</b>	in scope 3A emissions (mainly outsourced shipping and road transport) (base 2019)

Reducing accidental spills

In	<b>Number of accidental spills reaching the environment &gt; 200 liters lower than 2020 (20 spills)</b>
<b>2025</b>	

## 02 BUILDING on our traditional business lines by seeking to invest in renewable energy

Developing an internal carbon price to favour the most climate-friendly projects

In	<b>Use of an internal price</b>
<b>2023</b>	in all our business units

## 03 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 to energy efficiency

In	<b>Set a target</b>
<b>2023<sup>(2)</sup></b>	to reduce the carbon intensity of our products (scope to be defined)
From	<b>At least one consumer awareness campaign organised per business units per year</b>
<b>2022</b>	

6 | <sup>(1)</sup> Former target announced in March 2021 : -20% in CO<sub>2</sub> emissions by 2030 (versus 2019, scopes 1 and 2, Retail & Marketing and Support & Services activities).  
<sup>(2)</sup> The Group had planned to set a target of reducing the carbon intensity of products sold by 2022. However, as the acquisition of Photosol has led to a change in the mix of products sold through the integration of new activities, the definition of this target has been postponed.



# Reducing our environmental footprint

## Monitoring our commitments



Commitments	KPIs	Target	2019 <sup>(1)</sup>	2020	2021	2022	2022 Achievements / 2023 Initiatives
Reducing the carbon footprint of our industrial sites, our ships and our trucks	Scopes 1 and 2 CO <sub>2</sub> emissions	<b>2030:</b> - 30% (vs 2029, Rubis Énergie scope)	252 <sup>(2)</sup> kt CO <sub>2</sub> eq	216 <sup>(2)</sup> kt CO <sub>2</sub> eq	207 <sup>(2)</sup> kt CO <sub>2</sub> eq	245 <sup>(2)</sup> kt CO <sub>2</sub> eq	<b>2022:</b> scopes 1 and 2 down by 3% vs 2019 base line <b>2023:</b> continuation of decarbonisation projects (solarisation of Group sites, use of biofuels, etc.)
Reducing the carbon footprint generated by our value chain (excluding products sold)	Scope 3A CO <sub>2</sub> emissions	<b>2030:</b> - 20% (vs 2019, Rubis Énergie scope, covering 45% of scope 3A, <i>i.e.</i> , outsourced shipping and road transport)	193 kt CO <sub>2</sub> eq	168 kt CO <sub>2</sub> eq	183 kt CO <sub>2</sub> eq	225 kt CO <sub>2</sub> eq	<b>2022:</b> scope 3A target set <b>2023:</b> first shipping emissions reported to the Sea Cargo Charter initiative
Diversifying our business lines in renewable energies	Development of an internal carbon price (ICP) to favour the most climate-friendly projects	<b>2023:</b> use of an internal carbon price in all our business units	N.A.	N.A.	N.A.	Definition of the methodology for using ICP	<b>2022:</b> definition of the methodology for using ICP <b>2023:</b> implementation
Reducing the carbon intensity of our products	Product carbon intensity	<b>2023:</b> set reduction target (scope to be defined)	0.482	0.409	0.375	0.360	<b>2022:</b> chosen as carbon intensity indicator $\text{teq CO}_2/\text{M€ EBITDA}$ As the acquisition of Photosol has led to a change in the mix of products sold, the definition of this target has been postponed
Raising customer awareness of energy efficiency	Number of awareness campaigns	<b>From 2022:</b> at least one awareness campaign per business units per year	N.C.	N.C.	N.C.	48%	<b>2022:</b> 48% of business units have carried out at least one operation to raise customer awareness of energy efficiency/energy use <b>2023:</b> 100% target
Reducing accidental spills	Number of spills with an environmental impact > 200 liters	<b>2025:</b> number of spills < 20	N.C.	20	23	14	<b>2022:</b> the reduction of the number of spills is due to greater awareness among teams and actions to upgrade HSE standards

7 | <sup>(1)</sup> We mention here the year 2019, reference year for the "Reducing our environmental impact" pillar, for the targets set for scopes 1, 2 and 3A indicators.  
<sup>(2)</sup> Data restated, for more information please refer to the 2022 Universal Registration Document on page 113 (<https://www.rubis.fr/fr/URD-2022>).



## Project overview

### Solarisation of our sites

In 2022, 7 business units have installed photovoltaic panels on their buildings, representing the equivalent of 773 kWp installed.

The number of assets being solarised is significantly increasing and will intensify over the next few years, with other internal projects currently under study estimated at 3.1 MWp.

These projects help to decarbonise the Group's operations by reducing emissions linked to energy consumption, particularly in countries where electricity is carbon based.



## Project overview

### Green Water

The Green Water project was implemented at SARA refinery in 2022. It enables to desalinate and demineralise seawater by reverse osmosis, in order to draw less drinking water from the public network for the benefit of the population.

This project is part of the circular economy approach and seeking to reduce the refinery's environmental impact by allowing it to cut its net consumption of fresh water by 80%. Discharged water is treated and controlled. Its salt content per liter is equivalent to that pumped from the bay, so as not to alter the ecosystem.





# Providing a safe and stimulating working environment



Rubis has always put people at the forefront of its concerns. The Group ensures that its employees are provided with a safe working environment and encourages their professional development.

## 04 ENSURING the safety of people

**Reducing occupational accidents with lost time**  
(employees and service providers)

In **2025** Frequency rate of occupational accidents<sup>(1)</sup> of employees with lost time > 1 day < 4.5

By **2025** **Decrease** in the number of occupational accidents of employees and service providers

**Achieve and maintain 0 fatalities**  
(employees and providers)

**Raise awareness of traffic accidents in an operational context** (employees and service providers)

## 05 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** **Implementation of a process** for identifying and supporting talent

From **2025** **100% of employees** trained each year, including 10% in the changes affecting our lines of business (energy transition, CSR, etc.)

In **2023** **100% of drivers** have received defensive driving training in the highest-risk countries

## 06 PROMOTING diversity within our teams

**Improving diversity in the management bodies of our subsidiaries**

By **2025** **30% women** on average on the Management Committees of Rubis Énergie and its subsidiaries  
**Maintain 30% representation of the least-represented gender** on the Group Management Committee

**Facilitating the integration of people with disabilities**

By **2023** **100% of CEOs and HR Directors** have received awareness training on the fight against prejudice and resistance when it comes to people with disabilities

By **2025** **100% of employees** trained



# Providing a safe and stimulating working environment

## Monitoring our commitments



Commitments	KPIs	Target	2020	2021	2022	2022 Achievements / 2023 Initiatives
Reducing occupational accidents with lost time > 1 day for employees	Lost time accident frequency rate > 1 day (excluding commuting accidents)	Maintain a lost-time accident frequency rate <4.5 by 2025	4.9 (including commuting accidents)	4	4.7	Since 2021, in line with our peers, commuting accidents are excluded from the indicator due to a different action plan required to reduce them. They remain included in HR monitoring indicators, in accordance with local regulations.
Reducing occupational accidents with lost time for service providers	Number of lost time accidents > 1 day declared	Number of lost time accidents < 32 by 2025	32	20	11	<b>2020-2022:</b> strong improvement <b>2023:</b> adaptation of the HSE charter to Rubis Photosol
Achieving and maintaining zero fatalities (employees and service providers)	Number of fatalities from an occupational accident	0	0 employee 0 service provider	1 employee 2 service providers	0 employee 0 service provider	<b>2022 :</b> no fatalities <b>2023:</b> preventing measures are carried on
Raising awareness of traffic accidents in an operational context (employees and service providers)	Defensive driving training rates in the most exposed countries	100% of drivers in the highest-risk countries are fully trained in 2023	/	62% <sup>(1)</sup> (76% of employee drivers and 59% of service provider drivers)	81% (91% employee drivers and 78% of service provider drivers)	<b>2022 :</b> the countries in which the Group operates considered to be the most exposed to road safety risks are among the 100 countries identified by the WHO as having the highest number of accidents <sup>(2)</sup>
Being an employer of choice	Launch of a process to identify and support talent	Establishment of a talent pool in 2023	N.A.	N.A.	Implementation of the talent pool	<b>2022:</b> talent pool definition <b>2023:</b> implementation of the programme within business units
Supporting skills development	Percentage of employees receiving training	<ul style="list-style-type: none"> <li>100% of employees trained annually</li> <li>Including 10% to changes of our lines of business</li> </ul>	67.8%	82.4%	90.1%	<b>2022:</b> 3,435 employees benefited from 68,593 hours of training and 1,092 employees were trained in the changes affecting our lines of business (energy transition, CSR, etc.)
			N.A.	N.A.	29%	
Promoting diversity in our teams	Percentage of women in the Management Committees	<ul style="list-style-type: none"> <li>30% women on average on Management Committees (Rubis Énergie scope)</li> <li>Maintain 30% representation of the least-represented gender on the Group Management Committee</li> </ul>	24.6%	27.4%	28.6%	<b>2022:</b> increase in the proportion of women in Rubis Énergie's Management Committees
			50%	50%	50%	
Promoting the integration of people with disabilities	Percentage of employees made aware of the fight against prejudice and resistance towards people with disabilities	<ul style="list-style-type: none"> <li>100% of DGs and HRDs aware by the end of 2023</li> <li>100% of employees aware by 2025</li> </ul>	N.C.	N.C.	100% of GMs N.C.	<b>2022:</b> disability awareness sessions for all GMs during the CSR seminar <b>2023:</b> disability awareness e-learning for the business units

10 | <sup>(1)</sup> Data restated, for further information please refer to the 2022 Universal Registration Document on page 113 (<https://www.rubis.fr/fr/URD-2022>).

<sup>(2)</sup> [https://www.who.int/data/gho/data/indicators/indicator-details/GHO/estimated-road-traffic-death-rate-\(per-100-000-population\)](https://www.who.int/data/gho/data/indicators/indicator-details/GHO/estimated-road-traffic-death-rate-(per-100-000-population)).



## Project overview For a more inclusive society

Our affiliate Galana and the Platform of Federations of Disabled People of Madagascar recently signed a partnership agreement aimed at promoting the inclusion of people with disabilities. The agreement includes several key actions:

- awareness raising and training on disability issues for Galana employees and business partners by the Platform's experts;
- infrastructure accessibility: Galana's facilities and premises will be equipped with ramps, adapted elevators and accessible restrooms to accommodate people with disabilities;
- inclusive employment: Galana promotes the employment of people with disabilities by implementing inclusive recruitment policies, offering opportunities adapted to their specific needs and facilitating their integration into the company.

By working together, these two partners aspire to create an environment where every individual, regardless of disability, can participate fully in social and professional life.



## Project overview NO to sexism

For several years, our affiliate SARA has been running an annual "NO to sexism" campaign on all its sites. A series of actions reminds employees, including service providers, that sexism in any form is intolerable. A team of performers helped everyone to understand through real-life scenes what sexist behavior is and how serious it is. SARA regularly publishes articles on the subject. For further information, a leaflet was handed out to everyone, reminding them of what the law says on the subject and what the penalties are.





# Contributing to a more virtuous society



Rubis' mission is to provide as many people as possible with access to energy, particularly in areas where a significant proportion of the population is deprived of such resources. The Group ensures that this mission is fulfilled in accordance with international standards, while embracing a **socially responsible and supportive attitude** wherever it is present.

## 07 OPERATING with integrity

**Ensuring that our operations respect human rights**

By **2025** Rubis SCA adheres to key international standards

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

In **2023** 100% of employees made aware of ethics and anti-corruption rules

## 08 MANAGING our supply chain responsibly

**Drafting a « Sustainable Procurement » charter**

From **2023** Systematic consideration of CSR criteria when selecting suppliers and service providers for the company's most significant Capex projects

## 09 SUPPORTING communities in the countries in which we operate

**Contributing to local development and meeting global societal challenges**

In **2025** 100% of our business units have implemented societal actions that meet local needs (linked to one of the 2 themes, education or health)

In **2025** In addition to existing local societal actions, a Group societal project will be defined with a specific theme



# Contributing to a more virtuous society

## Monitoring our commitments



Commitments	KPIs	Target	2020	2021	2022	2022 Achievements / 2023 Initiatives
Ensuring that our operations are run in a way that respects human rights	Adhesion to major international standards	Formalisation of adhesions by 2025	N.A.	Signatory to the United Nations Global Compact	Publication of our 1 <sup>st</sup> Global Compact Progress Report	<b>2022:</b> completion of human rights risk mapping <b>2023:</b> definition of a human rights action plan <b>2023:</b> distribution of the new Rubis Code of Ethics materialising the inclusion of our actions in the framework of international reference texts
Increasing our employees' understanding and adhesion to our ethics rules and principles	Percentage of employees trained in ethics and anti-corruption <i>of which employees trained via the "Preventing and detecting corruption" e-learning module</i>	100% of employees made aware in 2023 (including Rubis Terminal JV)	N.C.	76%	90%	<b>2023:</b> implementation of the anti-corruption program within Rubis Photosol
			N.A.	N.A.	61%	
Managing our supply chain responsibly	Percentage of supplier and service provider specifications including ethics criteria	In 2023, formalise a responsible purchasing approach and adopt a charter making it mandatory to integrate CSR criteria into the selection of suppliers and service providers for the company's most significant capex projects	N.A.	N.A.	N.A.	<b>2023:</b> implementation of the Responsible Purchasing initiative to identify the purchasing categories most at risk and define an action plan for priority categories
Contributing to local development and meeting global societal challenges	Percentage of business units that have implemented community investment initiatives to meet local needs	<ul style="list-style-type: none"> <li>100% of our business units in 2025</li> <li>Definition of a new societal program in 2025</li> </ul>	66%	66%	66%	<b>2022:</b> 3 new countries committed: Rwanda, Zambia and India
			N.A.	N.A.	N.A.	<b>2023:</b> the Group pursues its international societal approach



## Project overview Fatapera kit

Our affiliate **Vitogaz Madagascar** promotes the use of bottled gas and makes it easier for modest households to buy the product by offering a discount on a Fatapera kit (a cooking stove directly fitted for gas bottle).

Vitogaz Madagascar has distributed over 5,000 Fatapera kits. The aim is to facilitate the transition of households with limited purchasing power to less carbon-intensive energy and to help them switch from charcoal. Gas, which is easy to use for cooking, not only reduces inhalation of particulate matter, but also fights against massive deforestation on the island.



## Project overview Code of Ethics

In order to reflect the evolution of the Group's CSR approach and to take account of societal issues, we revised our Code of Ethics in 2022. Employees and managers of subsidiaries, representing all our areas of operation and all our business lines, were involved in this work to reflect the diversity of our challenges. **Published in 2023 and available in 6 languages, it is being rolled out across the Group.**



# Our four key objectives



**REDUCING**  
our environmental footprint

**Reduce CO<sub>2</sub> emissions**  
from our activities



**-30%** CO<sub>2</sub> emissions **by 2030** (2019 baseline, Rubis Énergie - scopes 1 and 2)

**-20%** CO<sub>2</sub> emissions **by 2030** (2019 baseline, Rubis Énergie - scope 3A (mainly outsourced shipping and road transport))



**PROVIDING**  
a safe and stimulating  
working environment

**Increase parity**  
on our Management Committees



**30%** minimum average proportion of women on the Management Committees of Rubis Énergie and its subsidiaries **by 2025**



**CONTRIBUTING**  
to a more virtuous society

**Raise awareness of our teams**  
to operate with integrity



**100%** of employees made aware of ethics and anti-corruption rules **by 2023**

# Extra-financial Performance



2022 AA

**MSCI** Performance: High

2021 C -

**ISS ESG** Performance: Medium

2023 29,7

**SUSTAINALYTICS** Performance: Above average

2022 B

**CDP** Performance: Above average

**i** TO FIND OUT MORE

FIND OUT MORE ABOUT OUR CSR APPROACH AND DATA IN OUR 2022 NON-FINANCIAL INFORMATION STATEMENT BY CLICKING [HERE](#)  
Data from the NFIS are audited by an independent third-party organisation.



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

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**Our commitment to a sustainable future**