



Roadmap 2022-2025

**Think
Tomorrow**



Our roadmap 2022-2025

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Pillars

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Indicators



Reducing our environmental footprint

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

We have now developed our first CSR roadmap. This management tool is structured around 3 pillars and 9 key challenges, making it easier for all our stakeholders to understand our approach.

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



Reducing our environmental footprint



As an energy distributor, 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 CO₂ emissions from our industrial sites, our ships and our trucks

In **2022** **Target set** to reduce emissions in scope 3A (i.e., excluding products sold)

In **2030** **30%* reduction** in the emissions of scopes 1 and 2 (2019 baseline)

Reducing accidental spills

In **2025** **Number of spills** with an impact on the environment > 200 litres lower than 2020

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 **2023** **Use of an internal price** in all our subsidiaries

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 of these efforts

In **2022** **Target set** to reduce the carbon intensity of our products (scope to be defined)

From **2030** **At least one consumer awareness campaign** organised per subsidiary per year

* Former target announced in March 2021: -20% in CO₂ emissions by 2030 (versus 2019, scopes 1 and 2, Retail & Marketing and Support & Services activities).



Reducing our environmental footprint



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 ₂ emissions (scopes 1 and 2) | 2030: -30% (vs 2019, Rubis Énergie scope) | 226 kt CO ₂ eq. | 202 kt CO ₂ eq. | 189 kt CO ₂ eq. | 2021: Improvement from 20% reduction target set in March 2021 to -30% |
| Reducing the carbon footprint generated by our value chain (excluding products sold) | CO ₂ emissions (scope 3A) | 2022: Reduction target set | 139 kt CO ₂ eq. | 81 kt CO ₂ eq. | 183 kt CO ₂ eq. | 2021: Sea Cargo Charter membership |
| Diversifying our business lines in renewable energies | Development of an internal carbon price to favour the most climate-friendly projects | 2023: Use of an internal carbon price in all our subsidiaries | N.A. | N.A. | N.A. | 2021: Start of works to define the methodology 2022: Definition of methodology and testing |
| Reducing the carbon intensity of our products | Product carbon intensity | 2022: Reduction target set (scope to be defined) | | | | 2022: Target definition |
| Raising customer awareness of energy efficiency | Number of awareness campaigns | From 2022: 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. 2022: Implementation of monitoring and reporting for conducted awareness campaigns |
| Reducing accidental spills | Number of spills with an environmental impact > 200 litres | 2025: Number of spills < 20 | N.C. | 20 | 23 | 2021: the increase in declared spills results from improved reporting |



Project overview Green Water

Green Water invests in industrial water production facilities at the French Antilles refinery (SARA). These facilities use a **seawater desalination process**.

The project takes a **circular economy** approach and aims to reduce the refinery's environmental impact by reducing its drinking-water consumption by 80%. The discharged water will be treated, controlled and its salt content per litre of water will be equivalent to that pumped into the bay so as not to modify 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 supports their personal development.

04 Ensuring the safety of people

Reducing workplace accidents with lost time (employees and service providers)

In **2025** Frequency rate of workplace accidents* of employees with lost time \geq 1 day **< 4.5**

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

Achieve and maintain 0 fatal accident (employees and service 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 business lines (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% women minimum on the Rubis SCA Management Committee

Facilitating the integration of people with disabilities

By **2023** **100% of General Managers 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 | 2019 | 2020 | 2021 | 2021 Achievements / 2022 Initiatives |
|--|---|--|-------------------------------------|-------------------------------------|---|---|
| Reducing workplace accidents with lost time > 1 day for employees | Lost time accident frequency rate (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 to be implemented to reduce their number. Excluding commuting accidents, the frequency rate was 4 in 2021. |
| Reducing workplace 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 | 2021: 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) | 2022: 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. | 2021: Kick-off stage 2022: Testing stage |
| Supporting the development of skills | Percentage of employees receiving training | 100% of employees trained annually of which 10% in the changes affecting our business lines | 74.5% | 67.8% | 82.4% | 2021: 3,057 employee beneficiaries and 48,402 training hours |
| Promoting diversity in our teams | Percentage of women in management bodies | <ul style="list-style-type: none"> 30% women on average in Management Committees (Rubis Énergie scope) Maintain minimum 30% women representation in the Group's Management Committee | N.C. | 24.6% | 27.4% | 2021: Special prize for gender equality awarded to Rubis SCA's Management Committee from the French Minister for Gender Equality |
| | | | N.C. | 50% | 50% | |



Project overview

Rubis Energy Jamaica

Rubis Energy Jamaica was one of the first companies in the English-speaking Caribbean to commit, in March 2019, to obtaining gender equality certification from the UN Development Programme. The objectives set include eliminating gender pay gaps, increasing the role of women in decision making and eliminating sexual harassment in the workplace.





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 are run in a way that respects human rights

By **2025** Adhesion of Rubis SCA to key international standards

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

In **2023** 100% of employees have received ethics and anti-corruption training

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 capital expenditures

09 Supporting communities in the countries in which we operate

Contributing to local development and meeting global societal challenges

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

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



Contributing to a more virtuous society



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 | <p>2021: Signatory to the United Nations Global Compact</p> <p>2022: Launch of human rights risk mapping</p> |
| 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 (including Rubis Terminal JV) | N.C. | N.C. | 76% | <p>2021: Publication of a new anti-corruption guide in 6 languages</p> <p>2021: Creation of an e-learning module on anti-corruption</p> |
| 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 in 2023 | N.C. | N.C. | N.C. | <p>2022: Start of sustainable procurement works</p> <p>2022: Kick-off to update our Code of Ethics</p> |
| 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"> 100% of subsidiaries in 2025 Definition of a new societal programme in 2025 | 66% | 66% | 72% | <p>2021: Survey conducted with subsidiaries to identify local needs and define the new societal programme</p> <p>2022: Validation of the new societal programme</p> |



Project overview Fatapera kit

Vitogaz Madagascar promotes the use of bottled gas and makes it easier for the poorest households to access the product by offering it in combination with a discount on a Fatapera kit (a cooking stove that fits onto a gas bottle). 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 cook with, also helps combat large-scale deforestation on the island.



Our three key objectives



Reducing our environmental footprint

Reduce CO₂ emissions from our activities



-30% CO₂ emissions by 2030 (2019 baseline, Rubis Énergie - scopes 1 and 2)



Providing a safe and stimulating working environment

Increase parity on our Management Committees



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



Contributing to a more virtuous society

Train our teams to operate with integrity



100% of employees trained in ethics and anti-corruption measures by 2023

A commitment aligned with our sustainable development goals



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 CO₂ 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 fulfill 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.