



# Roadmap 2022-2025

**Think  
Tomorrow**



# Our roadmap 2022-2025

3  
Pillars

9  
Key challenges

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Priorities

19  
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 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 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 CO<sub>2</sub> 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 CO<sub>2</sub> 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 <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 signatory
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> Setting up a monitoring and reporting system for the awareness campaigns carried out
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



## 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 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% women** minimum on the Rubis SCA 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	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 increased to 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	<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 regions most at risk
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 skills development	Percentage of employees receiving training	100% of employees trained annually including 10% in trends for our business lines	74.5%	67.8%	82.4%	<b>2021:</b> 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"> <li>30% women on average in Management Committees (Rubis Énergie scope)</li> <li>Maintain minimum 30% women representation in the Group 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



## 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 ethical 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 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	2019	2020	2021	2021 Achievements / 2022 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.	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 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%	<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 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



## 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 CO<sub>2</sub> emissions from our activities



**-30%** CO<sub>2</sub> 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



Through our mission to provide as many people as possible with access to energy, particularly in areas where a large portion of the population has no such access, we contribute to SDG 7.



Our commitment to fight climate change caters primarily for SDG 13.



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



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 August 2021, Rubis has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment and anti-corruption.