

Ciel

Go Beyond

SUSTAINABILITY STRATEGY

INTRODUCTION

From 2015 to 2019, CIEL's initial sustainability strategy established and cemented a dedicated governance structure that started to embed sustainability as a management practice. Building on this momentum, the Group is committed to further strategic progress, demonstrating leadership and seeking new avenues to create value and mitigate risk. We believe this can only be achieved by clearly defining what we mean by sustainability, the scope of our actions and the goals to reach for – which is the purpose of the present document. Our process for elaborating this strategy has been two-fold:

1. The drafting of a proposed framework by the CIEL sustainability department based on the group's accumulated sustainability knowledge, best practices and current global context,
2. Consultations with key stakeholders, including sustainability champions and CEOs, to deliberate, find consensus, and thus amend and refine the document towards the present proposal.

We wish to thank the following contributors for their time, input and feedback, whether through one-on-one sessions or collective workshops.

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Please note that Alteo Group was considered to be outside the scope of this strategy.

OUR STRATEGY - AT A GLANCE

"Top employer brand" by 2025 (measured by engagement score) zero lost time injuries by 2030

Zero grievances on harassment, discrimination, corruption, bribery & fraud by 2030. 35% women at management level by 2025 and 30% at directorship level by 2030

Enablement score at or above high performing norm by 2025, 50% of new staff appointments from within the group by 2030

Replant 100,000 endemic trees in Mauritius by 2030. Reforest and/or Afforest 1000 Hectares of land by 2030



Increase the proportion of long-term community actions to 40% by 2025, and to 60% by 2030. Facilitate industry job awareness to a number of people equivalent to 1/3rd of our workforce per year by 2030

Create an Impact / Venture Capital fund to support local businesses, start ups and entrepreneurs by 2022. Source/buy at least 25% of food & beverages from local producers by 2030

Proactively develop products / services / experiences that are inclusive by 2024 and responsible by 2025

Zero single-use plastics by 2022, half waste to landfill by 2030, All value chains assessed by 2025 & acted on by 2030. Industry leading water efficiency by 2030

Decrease our Scope 1 & 2 carbon intensity by 50% by 2030 (tCO2/\$M of revenue). Zero coal as boiler fuel by 2030

Acknowledging the transformations the world faces today, CIEL recognises that business as usual will not be viable in the long run. Global infrastructure, supply chains, food systems, asset prices, land and labour productivity, and economic growth itself are increasingly at risk of deterioration due to a rapidly changing climate and various political, environmental and socio-economic trends.

Financial significance

This year's annual WEF Global Risks report sees environmental concerns dominating the top spots, amid the backdrop of ongoing wildfires in Australia and recent flooding in Indonesia. Climate risk analysis of companies and portfolios is moving out of a specialised niche and into the mainstream, with climate action delivering growth: for example, the STOXX Global Climate Change Leaders Index outperformed the STOXX Global 1800 by 5.4% per annum from December 2011 to July 2018. More broadly, sustainable investing had grown to more than \$30 trillion in 2018, a 34 percent increase in two years.

Legal implications

As climate change and its impacts become increasingly apparent, the legal landscape surrounding them is also evolving at pace. New International law governing the transition to a low-carbon society and responses to climate risk is driving a rapid rise in climate-specific national legislation and policies, and an increasing amount of litigation. For companies, governments and other organisations, these developments provide clear impetus to understand, disclose and manage climate risk. Failure to do so will increase exposure to legal liability.

The threat of social inequality

In the social sphere, inequality is seen as an important driver of the global risks landscape. In 2019, respondents to the Global Risk Perception Survey ranked "Rising income and wealth disparity" fourth in the list of underlying trends. Coupled with political polarisation, inequality erodes a country's social fabric in an economically damaging way: as cohesion and trust diminish, economic performance is likely to follow. Environmental factors can also exacerbate inequality, when populations are above but close to the poverty line, or vulnerable to specific shocks and lasting crises such as multi-year drought. Tackling social inequality is therefore a real corporate concern.

Embracing ethical & sustainable solutions

Beyond climate change and inequality, a host of social and environmental issues ranging from corruption and abuse of power to plastic pollution and ecosystem degradation, accentuate the need for holistic corporate sustainability strategies. Pressure from consumers and regulators is creating demand for greater supply chain transparency. Top talents are seeking meaningful employment with businesses that have a positive impact, with 75% of millennials now expecting employers to take a stand on key social issues, according to Glassdoor. On the customer's side, a recent study showed that 73% of global millennials are willing to pay extra for sustainable offerings—up from 50% in 2014.

According to Bloomberg, Gen Z comprised 32 percent of the global population in 2019. “They are a generation driven by values, with 68% identifying that doing their part to make the world a better place is important to them, and this directly impacts their buying behaviour.” A McKinsey study found that 90 per-cent of Gen-Z expects brands to take a responsible approach to environmental and social issues.

Innovation potential

In addition, sustainability is now recognised as a key driver of innovation in all sectors, challenging the status quo not only on processes, products and services, but also on business models | |. This is implicit in several new technologies for example, which dematerialise services (thus reducing their physical impacts) and/or render them accessible to marginalised communities (thus tapping into new markets and advancing the inclusive growth agenda). Social enterprises, new responsible products, services, and markets are emerging and becoming increasingly prominent, conquering clients and investors. Business as usual is shifting, and the future “usual” must have a positive impact. Lagging is not an option.

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2. <https://www.wemeanbusinesscoalition.org/blog/at-wef-leaders-must-face-climate-risks-and-harness-climate-action/>
3. <https://www.weforum.org/agenda/2020/01/heres-what-i-learned-at-davos-2020/>
4. <https://www.wemeanbusinesscoalition.org/blog/at-wef-cdps-a-list-showcases-the-companies-leading-on-climate-action/>
5. <https://www.bloomberg.com/news/articles/2019-04-01/global-sustainable-investments-rise-34-percent-to-30-7-trillion>
6. <http://www.acclimatise.uk.com/2019/05/15/climate-change-could-lead-to-great-wave-of-legal-liability/>
7. <https://www.weforum.org/reports/the-global-risks-report-2019>
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11. <https://www.bloomberg.com/news/articles/2018-08-20/gen-z-to-outnumber-millennials-within-a-year-demographic-trends>
12. <https://geomarketing.com/gen-z-will-account-for-40-percent-of-all-consumers-by-2020>
13. <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies>
14. <https://hbr.org/2009/09/why-sustainability-is-now-the-key-driver-of-innovation>
15. <https://hbr.org/2016/10/the-comprehensive-business-case-for-sustainability>
16. <https://www.forbes.com/sites/jaycoengilbert/2018/02/20/every-cfo-should-know-this-the-future-of-banking-ties-verified-esg-performance-to-cheaper-capital/#5a2143987e4d>

PRESSURES

Increasing costs for resources, taxes, and insurance premiums

Increasingly strict legislation

Loss of reputation

Lost investments to sub-optimised measures or blind alleys

Loss of market share to innovative competitors

Failure to see forthcoming demands on the market

DRIVERS



Attracting and retaining top talent



High employee health, wellbeing, engagement and productivity



Innovation and efficiency in production & services



High trust and highly positive perception by stakeholders



Increased revenue and market share, including new markets



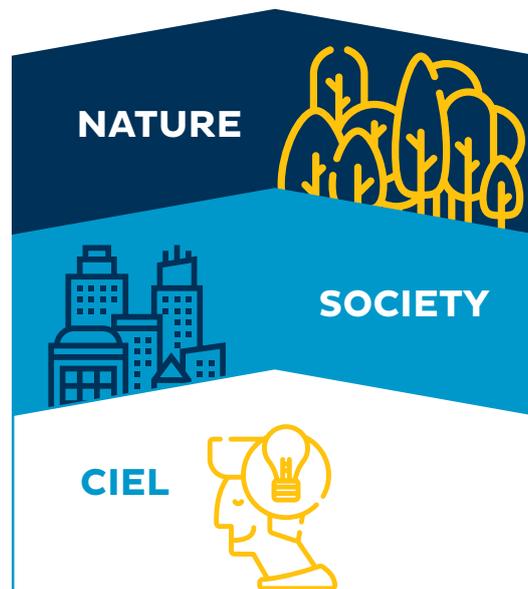
Risk mitigation and attractiveness for finance

The 2030 Horizon

The present strategy has a time horizon of 10 years, from 2020 to 2030, aligned with the Sustainable Development Goals and the Paris Agreement. This period is significant enough to aim for ambitious goals, while short enough to provide reasonable visibility on the external trends that will affect our performance. The goals spelled out herein will be reviewed and potentially updated every three years to integrate new insights from our progress, emerging best practices and external conditions.

We believe that sustainability should be centred on people's, their communities', and Nature's ability to thrive, all three scales being inter-dependent and essential to long-term prosperity.

Embodying our **People at Heart** value, our approach aims at supporting the individual from the inside-out [person > society > nature] and the outside-in [nature > society > person], whether she/he is an employee or other stakeholder. Indeed, healthy, educated and empowered people spread positive behaviour through their surroundings, and a well-tended socio-economic and natural environment will reinforce these behaviours, too.



Succeeding in this will imply transparency, dialogue, continuous improvement and innovation towards impactful development and a competitive edge. Being **Ethical & Sustainable** can thus fuel **Excellence at Core**, and ultimately our purpose:

FOR A WORLD
WE CAN ALL FEEL
PROUD OF

Critical to our work on sustainability is a clear understanding of our material impact areas. A material topic is one that reflects the organisation's significant economic, environmental and social impacts; or that substantively influences the assessments and decisions of stakeholders. Based on CIEL's sustainability journey up to now and through ongoing contact with sustainability champions, heads of departments, and management across our clusters, we have identified the following as our material topics:

Our People / Foster a Vibrant Workforce

Our 25,000+ employees dedicate a lot of their time to the business. Their health and wellbeing are not only a matter of responsibility but also critical to performance, morale, adaptability and team spirit. On this aspect, we focus on actions towards our work environment, diversity & ethics, and learning & development.

Communities / Champion Inclusive Economic Growth

By expanding in several market sectors and to 10+ countries, we have multiplied our reach in society and thus our number of clients and stakeholders. It is important that our growth is both transparent and shared, to build mutual recognition and trust. Here, we develop responsible & inclusive offerings, support the local economy, and facilitate community empowerment.

Nature / Activate Climate Response

Ultimately, nature still makes the air we breathe, the water we drink, food we eat, cotton we wear, and virtually everything we use and trade. Because its ability to provide these essential services is threatened by pollution and climate change, we must mitigate pollution & emissions, but also tend to our natural resources. On this topic we address energy, value chain impacts, and conservation & regeneration.

The following sub-sections further frame, clarify definitions, boundaries, and potential overlaps between each material topic. They therefore establish what we mean by sustainability at CIEL and spell out goals, relevant KPIs, suggested actions and how each dimension and aspect relate to existing reporting frameworks such as the SDGs and IFC performance standards, already used within the Group. Being the year of adoption of this new set of indicators, 2020 will be our reference year or baseline, against which we'll measure our progress.

While the goals represent concrete achievements to materialize, the actions presented herein are offered as guides rather than rigid prescriptions. Items may be combined into meaningful and impactful projects according to each cluster's context and specificity. Several of the measures listed are already taken at various levels, and are now unified with new, progressive moves. Clusters are encouraged to pursue any and all of the following according to their abilities, and CIEL will drive several projects, marked as "Group instruments".

4. STRATEGIC GOALS & ACTION PLANS

4.1 Foster a Vibrant Workforce

Empowering our people in their work and life is a win-win scenario for the individual and her/his surroundings, be it the organisation, society or nature. Going beyond physical aspects, we refer to health and wellbeing in an integral way, i.e. including people's acumen and moral sense.

- 🌟 In Work Environment, we address the innovative methods that enhance our employee experience, productivity at work, opportunities for leisure activities, physical exercise, good nutrition, and other aspects such as commuting arrangements and daily routines.
- 🌟 In Diversity & Ethics, we indicate moral aspects at work and beyond. Being treated and treating others right is a pre-requisite for a healthy and productive life, regardless of gender, handicap, etc. At a higher level, fair & ethical business is paramount, free of fraud, bribery & corruption. We also aim at empowering more women towards leadership roles, both at management and board levels.
- 🌟 In Learning and Development, we refer to the ability to stay curious, to keep up with the latest trends and thinking, to challenge the status quo and to innovate with sustainability in mind. This ability should become natural and effortless. In addition, we point to the importance of a growth mindset as opposed to a fixed mindset.

4.1 Foster a Vibrant Workforce

	STRATEGIC GOALS	KPIs	PROPOSED ACTIONS	IFC	SDGs
Work Environment	<ul style="list-style-type: none"> Achieve “Top Employer Brand” or equivalent status by 2025 Employee engagement score at or above industry norm by 2022, at or above high performing norm by 2025^A Achieve zero lost time injuries by 2030 	<ul style="list-style-type: none"> Employee engagement score % of employees on flexitime Hours of exercise / leisure per employee % of employees with medical cover % reduction in lost time injuries 	<ul style="list-style-type: none"> Encourage sports, leisure & good nutrition Provide medical cover & insurance for staff Facilitate annual health checks for employees Flexitime where relevant Promote adequate package customisation as appropriate Enhance employee experience through technology, ergonomics & air quality 	PS 2 PS 4	    
Diversity & Ethics	<ul style="list-style-type: none"> Zero grievances on harassment, discrimination, corruption, bribery & fraud by 2030 100% of employees report being confident in grievance raising / whistle blowing mechanism by 2025 Reach 35% women at management level by 2025 and 30% at directorship level by 2030* 	<ul style="list-style-type: none"> % of employees trained on ethics % of employees confident in whistle blowing mechanism No of material grievance cases reported % of grievances solved % of women at management and board level 	<ul style="list-style-type: none"> Ensure implementation of the group Code of Ethics Ensure functional whistle blowing mechanism Train all employees on ethics^B Awareness campaigns on diversity, inclusion & gender bias CIEL women network Programmes to enhance employability of people with disabilities 	PS 1 PS 2	   
Learning & Development	<ul style="list-style-type: none"> Employee enablement score at or above industry norm by 2022, at or above high performing norm by 2025^C 50% of new staff appointments from within the group by 2030** 	<ul style="list-style-type: none"> % of staff appointments from within the group. Training hrs / employee Training hours for leadership development & technical capability 	<ul style="list-style-type: none"> Enhance mobility of staff within the group for career development purposes Offer learning and skill development opportunities Promote learning and sharing of best practices and new technologies Implement regular appraisals and feedback system 	PS 2 PS 3	    

Group instruments:

- A. Group employee engagement survey
- B. Group Ethics Campaign and material to be shared with clusters and BUS
- C. CIEL Innovation Awards & associated programmes / CIEL HEC Leadership Programme for top talents

Notes:

- * Management refers to L and L-1 in the operations. Cluster CEOs are counted as part of directorship.
- ** Applicable to L, L-1 and L-2. Staff mobility may be within (promotions) or across (hire by a different entity) clusters or BUS for career development purposes.

4. STRATEGIC GOALS & ACTION PLANS

4.2 Champion Inclusive Economic Growth

Client is king, and public perception can now make or break a business faster than ever. With the increased demand for sustainable solutions, we must demonstrate awareness and leadership in what we offer to society. On top of this, we want to share our growth by supporting the local economy and upscaling meaningful action in communities through our CSR programmes, driven by the CIEL Foundation and subsidiary CSR initiatives.

-  In Responsible & Innovative Offering, we seek to anticipate demand and be proactive in the development of products, services and experiences that are respectful of people and the planet, ensuring that our business remains relevant to market trends. Some products & services are also referred to as “inclusive” when they are designed for- and offered to- under-served populations, i.e. offering value that is not otherwise easily accessible.
-  In Local Economy, we uphold start-ups and entrepreneurs via financial and non-financial support mechanisms. These local actors may be our suppliers, service providers, potential partners and organisations which derive other forms of value from our products and services (e.g. recyclers).
-  Under Community Empowerment, we support the most disadvantaged in meeting their basic needs, through long-term CSR action and the development of inclusive products & services. Key aspects include but are not limited to: education, nutrition, hygiene, housing, & health. Through literacy & capacity programmes, we also share CIEL’s knowledge with our stakeholders, especially youth, to spark desire for careers that will support their independence in the future.

4.2 Champion Inclusive Economic Growth

	STRATEGIC GOALS	KPIs	PROPOSED ACTIONS	IFC	SDGs
Responsible & Innovative Offering	<ul style="list-style-type: none"> Proactively develop responsible products / services / experiences in each cluster by 2025 Develop inclusive products / services / experiences in each cluster by 2024 	<ul style="list-style-type: none"> Sales revenue from responsible products. Sales revenue from inclusive products No of beneficiaries from new inclusive products Funding engaged in responsible & inclusive R&D 	<ul style="list-style-type: none"> Understand new or under-served markets Understand new sector-specific sustainable consumer demands Consider existing and up-and-coming business models in your sector Partner with clients or other stakeholders for development of new products 	PS 1 PS 3 PS 4	     
Local Economy	<ul style="list-style-type: none"> Create an Impact / Venture Capital fund to support innovative local businesses, start ups and entrepreneurs by 2022^D Source/buy at least 25% of food & beverages from local producers* by 2030, without compromising on nutritional value & quality. 	<ul style="list-style-type: none"> % employees from surrounding communities % of local sourcing for food & beverages No of direct beneficiaries from impact investing % of staff mentoring local start-up or entrepreneur % of local interns 	<ul style="list-style-type: none"> Create financial products for responsible & innovative businesses, start-ups & entrepreneurs Sustainable local businesses directory Partnerships with local entrepreneurs & SMEs Develop intern and/ or mentor opportunities 	PS 1 PS 4 PS 7	     
Community Empowerment	<ul style="list-style-type: none"> By 2025, increase the proportion of long-term community actions** to 40%, and to 60% by 2030^E By 2030, facilitate industry job awareness and access to training and skills to a number of people equivalent to 1/3rd of our workforce per year. 	<ul style="list-style-type: none"> No of beneficiaries of long- term community actions Funding engaged (long term vs individual acts) No of beneficiaries from job awareness, literacy and capacity building actions 	<ul style="list-style-type: none"> Partnerships with NGOs on meaningful, long-term community projects Develop community health checks Jobs fairs & youth site visits focused on jobs & industry processes / practices Financial literacy programme Support professional development in NGOs 	PS 1 PS 4 PS 7	      

Group instruments:

D. Impact Fund targeted at start-ups and entrepreneurs tackling social and environmental issues
E. Long term actions and NGO partnerships via CIEL Foundation & Actogether.mu

Notes:

* Food & Beverages grown, harvested and produced locally or at least partially manufactured locally from imported ingredients.
** The minimum criteria to qualify as "long term" is at least two activities/initiatives per year over 2 years, with the same NGO or beneficiary group.

4.3 Activate Climate Response

The Paris Agreement adopted in 2015 builds upon the UN Framework Convention on Climate Change and – for the first time – brings all nations into a common cause to fight climate change and adapt to its adverse impacts. Countries, including Mauritius, committed to holding the global average temperature rise to well below 2°C, pursue efforts to limit the increase to 1.5°C, and achieve net-zero emissions in the second half of this century.

Ten years ago, if countries had acted based on climate science, we would have needed to reduce emissions by 3.3% each year to limit global warming to 1.5°C. This is the level scientists say is associated with less devastating impacts than higher levels of global warming. Today, we need to reduce emissions by 7.6% each year between 2020 and 2030. By just 2025, the cut needed will steepen to 15.5% each year. Every day we delay, the more extreme, difficult and expensive the cuts become. Every fraction of additional warming beyond 1.5°C will result in increasingly severe and expensive impacts.

Here, we consider Energy, Value Chain Impacts, and Conservation and Regeneration as three distinct areas of action. While some overlaps exist between these, they are more fundamental than the popular concepts of decarbonation and circularity, which create further overlapping and may lead to confusion. Here, all three areas can and must address decarbonation, while circularity pertains to value chain impacts, though it isn't the one and only solution in this area.

-  In Energy, we refer to enhancing energy efficiency and transitioning to low carbon energy sources, through smart policies, data and technology.
-  In Value Chain Impacts, we address water use, the nature of materials, their provenance, carbon intensity, products and by-products, pollution potential if/when they become waste, and circularity – the ability for them to serve as a resource. This is where trade-offs are the most technical: for example, natural materials may not always have a more positive impact than synthetic ones, some circular processes may cause significant emissions, etc. This is also where our product and service design can be most optimised and have its strongest impact.
-  In Conservation and Regeneration, we focus on restoring endemic ecosystems, reforestation and afforestation, and how our business can both contribute to- and benefit from- these activities.

¹⁷ The OECD defines Inclusive Growth as economic growth that is distributed fairly across society and creates opportunities for all, referring to commercial solutions intent on reducing inequalities. This endeavour has the potential of creating new markets, which has incentivised entrepreneurs to generate new business by addressing real, local needs and potentially challenging traditional businesses where this opportunity has been overlooked (eg. mobile money vs traditional banking). An example of inclusive service within CIEL Group is KRED from BNI Madagascar, a micro-finance service which actively goes towards potential customers due to their isolation. In this case, both the service itself and its mode of delivery are designed for commercial returns and social impact at the same time.

¹⁸ Philanthropic community actions are often “one-offs”: individual interventions from the enterprise towards one or more groups of people, who receive a service (e.g. painting a school) or material support (e.g. distribution of books). While these actions are positive, they can be rendered more meaningful through follow-up actions and by building a lasting relationship with beneficiaries. Long term actions focus on quality versus quantity. This may mean that less beneficiaries are directly reached, but meaningful impact through increased presence and focused action may be felt more strongly by indirect beneficiaries in the community. Clusters are therefore encouraged to increase their involvement with the beneficiary groups where the most relevant and impactful actions can be done. **The minimum criteria to qualify as “long term” is at least two occasions per year over 2 years, with the same NGO or beneficiary group.**

¹⁹ UNEP Emissions Gap Report 2019.

²⁰ We are currently building capacity to accurately measure Scope 1, 2 and 3 emissions (direct, indirect and supply chain) to establish our emissions baseline, while already investigating and implementing emission reduction projects. We will review our emission targets every three years as we gather more data, experience and insight.

²¹ Note that value chain is different from supply chain which only considers value chain upstream of our operations.

4.3 Activate Climate Response

	STRATEGIC GOALS	KPIs	PROPOSED ACTIONS	IFC	SDGs
Energy	<ul style="list-style-type: none"> Establish accurate emissions baseline by 2022 Decrease our Scope 1 & 2 carbon intensity by 50% by 2030 (tCO2/\$M of revenue)^F Zero coal as boiler fuel by 2030 Adopt green (/bioclimatic) building practices as far as economically feasible for new buildings 	<ul style="list-style-type: none"> % reduction in electricity consumption % use of renewable energy vs total consumption % reduction in coal consumption % reduction in carbon footprint 	<ul style="list-style-type: none"> Submit Science Based Emission Reduction Targets by 2022 Reduce Energy Intensiveness Implement smart devices for efficiency Reduce traveling Implement Renewable Energy projects Improve thermal insulation 	PS 3 PS 6	    
Value Chains	<ul style="list-style-type: none"> 100% of value chain assessed by 2025, actions taken on all value chains by 2030^G Achieve zero single use plastics in production* by 2022 except H&S constraints Reduce waste to landfill by 50% by 2030 Reach industry leading water efficiency levels by 2030 	<ul style="list-style-type: none"> % value chain assessed % value chain acted on % reduction in sourcing of single use plastic % reduction of waste sent to landfill % reduction in water use 	<ul style="list-style-type: none"> Digitise & dematerialise Optimise material use Reduce packaging Reusable, recyclable or compostable materials Increase recycled content in production Reduce water intensity Enhance local and regional sourcing opportunities 	PS 1 PS 2 PS 3	     
Conservation Regeneration	<ul style="list-style-type: none"> Reach 500k people with nature conservation awareness material per year by 2025 Replant 100,000 endemic trees in Mauritius by 2030^H Reforest and/or Afforest 1000 Hectares of land by 2030 	<ul style="list-style-type: none"> No of people reached by awareness material No of trees planted Ha of reforestation or afforestation. % of carbon footprint offset via conservation & regeneration 	<ul style="list-style-type: none"> Develop relevant awareness material and events (e.g. Ferney Nature Festival) Reach stakeholders Support conservation projects Identify and develop high quality conservation / carbon offset projects 	PS 3 PS 6	    

Group instruments:

- F. Initiative to facilitate implementation of Solar PV at suitable sites.
- G. Implementation of supply chain assessment by a specialist partner organisation.
- H. Strong focus on Ferney as an educational & conservation hub.

Notes:

- * Food & Beverages grown, harvested and produced locally or at least partially manufactured locally from imported ingredients.
- ** The minimum criteria to qualify as "long term" is at least two activities/initiatives per year over 2 years, with the same NGO or beneficiary group.

Organisational capacity refers to our ability to integrate responsible and impactful developments in our management practices and beyond, as drivers of innovation in products, services and business models. We will seek to build capacity under three aspects:

Governance

Being the main object of the 2014-2019 strategy, sustainability governance is our strong suit with a proven structure and functionality. Upkeeping and reinforcing this system will ensure its continuity and creating cluster-specific sustainability strategies will ensure relevant action in their respective sectors.

Data Infrastructure & Reporting

In a world increasingly driven by data, connectivity and eventually artificial intelligence, measuring data to track performance indicators is key to gaining precise insight on the strengths, weaknesses, opportunities and threats (SWOT) they represent. A data infrastructure should provide a baseline, facilitate reporting as per shareholder/ stakeholder requirements, but more importantly enhance our progress towards the targets and strategic objectives herein. This capacity must become central to our development and competitiveness.

Engagement

This aspect is tightly linked to our work environment and learning & development. Employees & stakeholders that are aware of- and trained on- the implications of sustainability in the short and long term will become proactive drivers of our progress. We must therefore generate and foster long-lasting engagement on key aspects that empower and motivate the workforce and our communities.

5. ORGANISATIONAL CAPACITY

	STRATEGIC GOALS	KPIs	PROPOSED ACTIONS	IFC	SDGs
Governance	<ul style="list-style-type: none"> Define and implement clear & efficient E&S management systems across all operations by 2022 Develop cluster sustainability strategies by 2021 Conduct yearly deep-dive on sustainability at cluster board level from 2021 	<ul style="list-style-type: none"> % implementation of E&S management system % compliance of cluster strategic plan Yearly board with deep dive on sustainability 	<ul style="list-style-type: none"> Regular audits of E&S management systems Appoint an independent expert member to the Corporate Sustainability Committee Consider E&S parameters in all new projects and developments 	PS 1	  
Data Framework	<ul style="list-style-type: none"> Implement group-wide data collection tool on non-financial KPIs by end of 2020*. Seek independent sustainability assessment and audit of clusters by 2025 	<ul style="list-style-type: none"> The data infrastructure serves the KPIs listed in the Strategy dimensions: Vibrant Workforce, Inclusive Economic Growth and Climate Response 	<ul style="list-style-type: none"> Standardise KPIs (units, ratios, etc) Ensure completeness of data entry Ensure paper trails / traceability so data is verifiable & auditable Allocate resource person where necessary 		
Engagement	<ul style="list-style-type: none"> Hold bi-annual E&S workshops for champions from 2020 with focus on cross-cluster solutions** From 2020, hold annual CIEL sustainability forum*** Train all employees on sustainability by 2025 Engage with relevant trade organisations, public authorities and civil society 	<ul style="list-style-type: none"> No of champions present at bi-annual workshops No of participants in annual Forum Training hours on sustainability per employee No of cross-cluster solutions developed 	<ul style="list-style-type: none"> Regular and transparent communication Active engagement and participation internally and externally Regular trainings on sustainability 		

Group instruments:

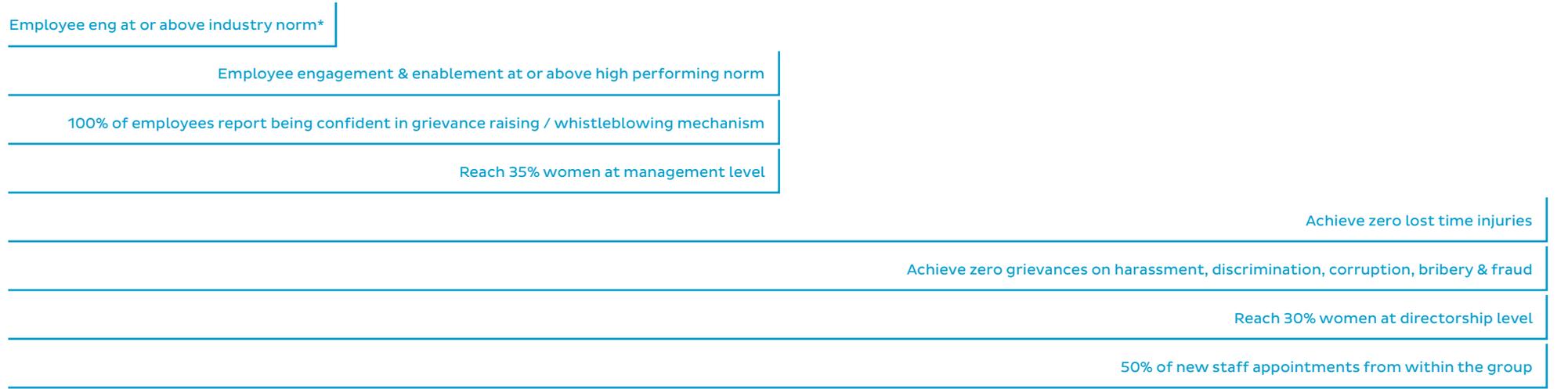
- * Data collection tool & integrated reporting
- ** Sustainability workshops for best practice exchange
- *** Annual sustainability forum

GOALS AND TIMELINE



2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030

Foster a Vibrant Workforce

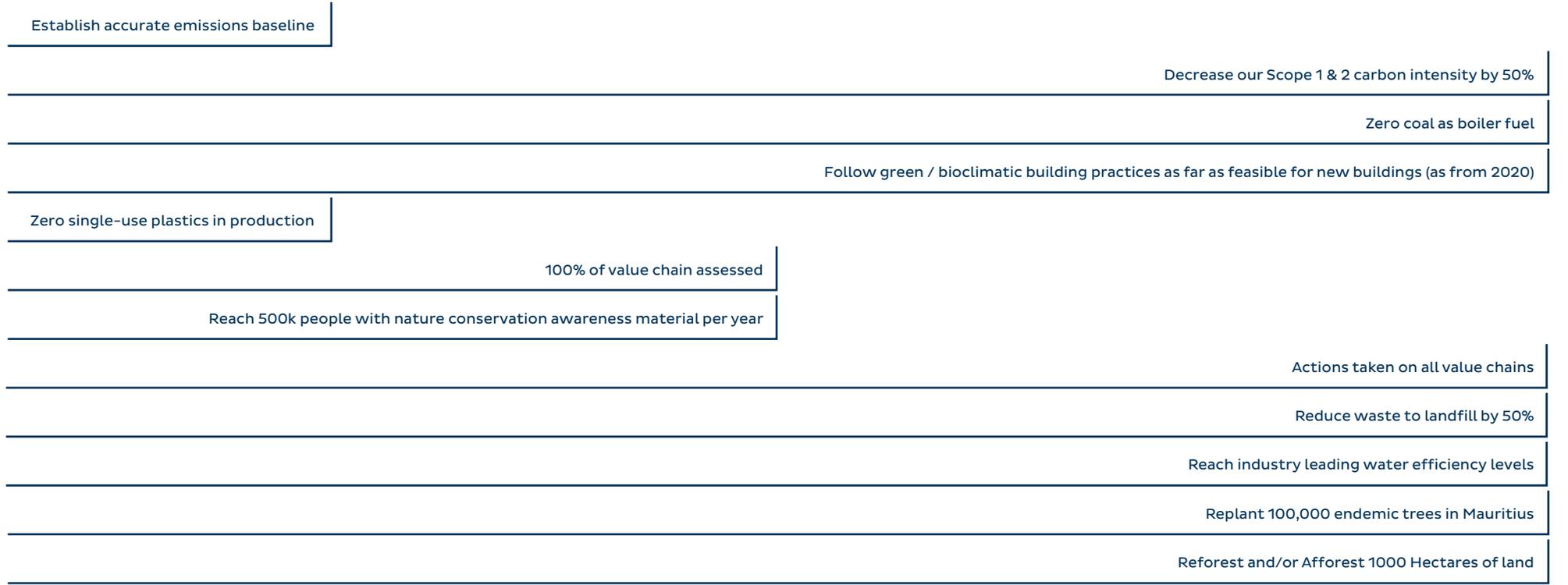


Champion Inclusive Economic Growth

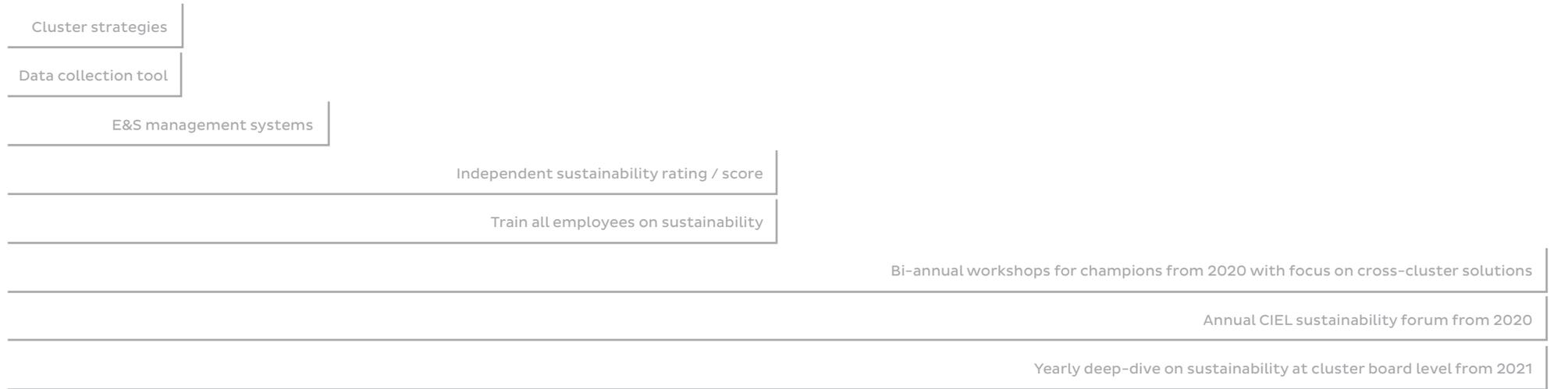


2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030

Activate Climate Response



Organisational Capacity



Ferney as CIEL's Sustainable Development Hub

Facing the Bay of Mahebourg from the foot of the Lion Mountain, Ferney is an historical and natural treasure of Mauritius, home to one of the last endemic forest of the island. The 3,100 Ha domain which is part of CIEL, has averted the construction of a highway through its valley in 2004, established a 200 Ha conservation zone in 2007, and is now a prized location for environmental education, healthy living and responsible Agro development. Our ambition is to position and develop Ferney as a hub for sustainable development, reconnecting with Nature and embracing the following dimensions:



Conservation & regeneration of a unique biodiversity sanctuary – restoring ecosystems through replanting of 100,000 endemic trees by 2030 through La Vallée de Ferney Conservation Trust, a unique public-private partnership between CIEL and the Government of Mauritius, with the support of the Mauritian Wildlife Foundation.



Reforestation programme to capture carbon emissions – participating to CIEL's goal of planting 1,000 Hectares by 2030, thus enhancing the habitat of endemic fauna (contributing to its resilience and long-term survival), and the wellbeing of Ferney residents.



Environmental awareness – touching thousands of people every year through unique experiences:

- ☛ Guided tours in conservation zone and dedicated tours for schools and underprivileged children,
- ☛ Ferney Nature Festival, offering a range of educational, leisure, craft and nature experiences designed for children and families,
- ☛ CIEL Ferney Trail, the largest trail in Mauritius, attracting 5,000 visitors every year,
- ☛ Employee programmes (team building programmes and learning & development activities).

Sustainable business development – offering opportunities for new agricultural cultivations, natural materials and food production facilities, R&D facilities, aimed at attracting the innovative start-ups and businesses that are seeking such a conducive environment.



Integrated products and offerings – working in partnerships with CIEL entities as well as external partners aligned with the same values to develop meaningful programmes such as:

- ☛ One Life, One Tree initiative by C-Care, a tree planted for every baby born at C-Care facilities,
- ☛ The Kestrel Card by Bank One, supporting La Vallée de Ferney Conservation Trust,
- ☛ Integrating Ferney as part of SUN's Timeless Memories experiences,
- ☛ Etc.

FOR A WORLD

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