



**ED&F  
MAN**  
EST. 1783

# Growing responsibly

**ED&F MAN**  
Corporate Social Responsibility Report 2014–16

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Established in 1783, ED&F Man is an employee-owned agricultural commodities merchant with 7,000 people in 60 countries. We trade sugar, coffee, molasses, animal feed, grains and pulses. We help our counterparties manage price risk through hedging and provide access to commodity and capital markets through our financial brokerage business.

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This report contains standard disclosures from the GRI Sustainability Reporting Guidelines.

## FOREWORD

# Much more than just a programme

ED&F Man maintains a long-standing commitment to sustainable and ethical business practices.



It is inherent in our culture and values, ingrained in our commercial strategy and daily operations, and championed in every part of our organisation across the globe.

This report provides details of our CSR performance over the period 2014-16. While we have always had a keen focus on CSR, during this period we have taken significant steps to formalise our policy, procedures and reporting structure, to weave CSR into every strand of our business and to facilitate measurement of progress.

Going forward, there is much work to be done. We will report regularly and transparently on the material economic, environmental and social impacts of our business. We will refine our non-financial KPIs and aim to set meaningful performance targets. We will continue to engage with NGOs and other external bodies, taking guidance on how to improve our CSR performance.

**Rafael Muguero**  
Group Executive Chairman  
ED&F Man Holdings Limited

Our Corporate Social Responsibility (CSR) programme aims to support responsible growth in four areas: Environment, Marketplace, Workplace and Society. It helps us to act decisively to limit the impact of our business on the environment, to provide customers with safe products and to embed ethical principles within our worldwide operations.

At ED&F Man, CSR is much more than just a programme. It is integral to who we are and how we do business.



### Commodity trading

We source, trade and distribute sugar, coffee, molasses, animal feed, grains and pulses. We span the entire supply chain, from farm to fork.



### Industrial assets

Our asset operations support our vertically integrated sugar business and involve growing, milling, refining, blending and packaging.



### Shipping

We provide a world-class freight shipping service, both for soft and hard commodity cargoes, via a time charter fleet of bulk carriers.



### Capital markets

Our financial brokerage extends to most asset classes and includes trade processing, clearing, execution, market making and agency services.

## ED&F MAN IN NUMBERS



## SUMMARY ACHIEVEMENTS 2014–16

AREA	CONTEXT & PRINCIPLES	ACHIEVED	VALUE DELIVERED	NEXT STEPS
 <b>Corporate Governance</b>	<ul style="list-style-type: none"> <li>– Ensuring legal compliance</li> <li>– Ethical and responsible behaviour</li> <li>– Accountability and risk management</li> <li>– Stakeholder recognition and interests</li> <li>– Transparency</li> </ul>	<ul style="list-style-type: none"> <li>– Upgraded CSR Policy</li> <li>– Roll-out of culture &amp; values globally</li> <li>– Upgraded standards of business conduct &amp; training of staff</li> <li>– Executed stakeholder review</li> <li>– New CSR Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>– Culture and values globally aligned</li> <li>– Brand differentiation</li> <li>– Aligned CSR activities in support of stakeholder’s interests</li> <li>– Risk and exposure mitigation</li> <li>– Long-term thinking and focus</li> <li>– Increased attractiveness for investors</li> <li>– Contributing to UN Sustainable Development Goals</li> </ul>	<ul style="list-style-type: none"> <li>– Continue to address new legislation</li> </ul>
 <b>Environment</b>	<ul style="list-style-type: none"> <li>– Prevention and/or reduction of environmental impact</li> <li>– Responsible energy and water use</li> <li>– Climate change</li> <li>– Combating land grabbing &amp; deforestation</li> </ul>	<ul style="list-style-type: none"> <li>– Upgraded environmental policy</li> <li>– Centralised energy &amp; water use tracking</li> <li>– Harmonized carbon footprint calculation</li> <li>– 10% reduction in water use/MT</li> <li>– 9% reduction in carbon emission/MT</li> <li>– No catastrophic environmental incidents</li> </ul>	<ul style="list-style-type: none"> <li>– Reduced environmental impact of operations</li> <li>– Reduced environmental risk exposure</li> <li>– Lower production / processing cost per MT</li> </ul>	<ul style="list-style-type: none"> <li>– Track energy and water use in offices</li> <li>– Track product transport emissions</li> <li>– Consider using internal carbon tax</li> </ul>
 <b>Marketplace</b>	<ul style="list-style-type: none"> <li>– Trading safe feed and food products</li> <li>– Responsible sourcing</li> <li>– Combating modern slavery issues</li> <li>– Collaboration in supply chain with suppliers and customers</li> </ul>	<ul style="list-style-type: none"> <li>– Upgraded Quality &amp; Food Safety Policy</li> <li>– Supplier Code of Conduct developed and implemented</li> <li>– Bonsucro certification of                             <ul style="list-style-type: none"> <li>– main sugar trading offices</li> <li>– all sugar operational assets</li> <li>– molasses international trading offices</li> </ul> </li> <li>– Global coffee farmer support through Volcafe Way</li> </ul>	<ul style="list-style-type: none"> <li>– Supplier confirmation of ethical and legal compliance</li> <li>– Assisting customers in their pledges to use safe and sustainable products</li> <li>– Customer engagement</li> <li>– Addressing consumer concerns on ethics and worker rights</li> <li>– Increased yields and income for coffee smallholders</li> </ul>	<ul style="list-style-type: none"> <li>– Bring all trading offices and assets to “Progressive” compliance status (&gt;90%)</li> <li>– Grow the certified supply chain for all commodities up and down supply chains</li> <li>– Integrate new acquisitions (Pulses) under the CSR policy and programme</li> <li>– Collaboration with supply chain partners</li> </ul>
 <b>Workplace</b>	<ul style="list-style-type: none"> <li>– Protecting and respecting basic human rights of employees</li> <li>– Observing labour conventions</li> <li>– Providing safe places of work</li> </ul>	<ul style="list-style-type: none"> <li>– Upgraded human resources policies and procedures</li> <li>– Upgraded Health &amp; Safety Policy</li> <li>– Harmonised health &amp; safety management system across all commodity units</li> <li>– Safety rules communicated for                             <ul style="list-style-type: none"> <li>– operational assets</li> <li>– offices</li> </ul> </li> <li>– 42% reduction in lost time incident rate</li> <li>– 87% employee engagement rate</li> </ul>	<ul style="list-style-type: none"> <li>– More skilled employees</li> <li>– More efficient recruitment</li> <li>– Safer workplaces</li> <li>– Increased employee morale and engagement</li> <li>– Increased attractiveness as employer</li> </ul>	<ul style="list-style-type: none"> <li>– Continue to improve safety performance</li> <li>– Focus on concern sites for safety</li> <li>– Launch safety communications campaign</li> </ul>
 <b>Society</b>	<ul style="list-style-type: none"> <li>– Community support</li> <li>– Contribute to community development</li> </ul>	<ul style="list-style-type: none"> <li>– \$400,000 committed to community projects</li> <li>– 4 schools built</li> <li>– All initiatives hinged on employee volunteering and fundraising</li> </ul>	<ul style="list-style-type: none"> <li>– Respect and a good reputation in the community</li> <li>– Increased employee morale and engagement</li> <li>– Improved relationships with communities</li> <li>– Improved income and lives for smallholders and their families</li> <li>– Environmental sustainability</li> <li>– Improved local entrepreneurship</li> <li>– Invaluable connections and networking</li> </ul>	<ul style="list-style-type: none"> <li>– Continue to invest in our host communities and earn our licence to operate</li> </ul>

# Corporate governance

## HIGHLIGHTS 2014–16

*Corporate governance*



Defined and communicated values

New CSR Steering Committee

Full integration in all business units

Renewed CSR policy with focus areas, ambitions and priorities

Aligned to global issues and UN Sustainable Development Goals

Upgraded standards of business conduct

Centralised cross-commodity compliance

All stakeholder interests integrated in CSR programme

## OUR CULTURE & VALUES

# The foundation of our CSR agenda

Embedding the right culture and values is critical to the Group's future success. We consciously foster a culture whereby we 'always do the right thing' and have established a clear set of values to frame every decision we make.

These values define who we are. They are the fundamental beliefs that determine our actions, guide our behaviour and influence the way we communicate and collaborate. They not only direct the way we engage with each other, but also with our clients, partners and communities.

Our values are the foundation of our CSR agenda. They were the main theme of our annual Leadership Conference in October 2015 and have since been rolled out across our global operations via 40 interactive 'Culture & Values' workshops in 25 offices around the globe.



### RESPECT

We recognise each other's differences, valuing the rich diversity of our workforce and our customers.

We seek out alternative views and value all contributions, aiming to build positive and long lasting partnerships based on trust and respect. We seek to protect the environment and enhance the prosperity and wellbeing of the communities in which we work. We collaborate and communicate openly and honestly.



### MERITOCRACY

We believe that we will be successful if we have motivated employees who receive fair rewards for their efforts. Employees have an equal opportunity to build a long-term career at ED&F Man. An individual's progression and reward is based on achievements and ability, not position or status. Leadership is selected on the basis of track record and the capacity to develop others.



### CLIENT FOCUS

We strive to build lasting partnerships with our customers and aim to exceed their expectations by creating additional value.

We are a reliable, innovative and flexible counter party wherever our customers choose to work with us.

We are 'as good as our word' and can be trusted to perform, something that our customers value in an increasingly uncertain world.



### INTEGRITY

We create partnerships built on teamwork, trust and reliability. We challenge what we believe to be wrong and champion fair, honest and ethical business practices.

We operate robust risk management and we keep our social and environmental responsibilities at the core of what we do



### ENTREPRENEURSHIP

We act upon opportunities, creating and championing new business ideas and hold ourselves accountable for their success.

We constantly seek ways to be more efficient and competitive, challenging the status quo. We create new ideas and build solutions that inspire others to do the same.

We take responsibility for turning our ideas into reality, we learn from our mistakes and are determined to improve and succeed.

Our capacity to construct comprehensive solutions based on deep commodities and financial expertise is valuable to our customers as they seek to maximize their own profitability and mitigate complex and global risk factors.

## STANDARDS OF BUSINESS CONDUCT

*Each employee is personally responsible*

Underpinning our CSR programme, our original 'Code of Ethics' has been transformed into a more comprehensive 'Standards of Business Conduct' policy. We are committed to doing business ethically and will never compromise our obligations to customers, employees, the environment and the communities in which we work.

 <http://www.edfman.com/images/PDFs/Standards-of-Business-Conduct.pdf>

Our Standards of Business Conduct set out minimum expectations for ethical behaviour and provide clear guidance on what is, and what is not, acceptable. They contain all principles, values and rules of behaviour that guide our decisions, procedures and systems. The fundamental aim is to protect the welfare of our key stakeholders and to respect the rights of all those affected by our operations.

These Standards of Business Conduct apply to ED&F Man and our associated businesses and suppliers around the world. Each employee - regardless of function, business unit or country - is personally responsible for complying with the standards and for living our values during every working hour.

### The Standards set minimum requirements for:

- Environmental management
- Safe workplaces
- Safe products
- Ethical conduct, including anti-bribery & corruption, anti-money laundering and whistleblowing

### The principles that govern our actions are:

- We will obey the law
- We will act in good faith
- We will consider the impact our decisions have on our stakeholders
- We will communicate openly with stakeholders
- We will act with integrity

### Standards of Business Conduct supplements:

Specific aspects of our Standards of Business Conduct are deemed instrumental to corporate governance and require additional guidance in the form of supplements. These supplements, which describe in more detail expected behaviour, do's and don'ts and what to do in case of doubt, cover a range of issues:

- Anti-Money Laundering
- Bribery & Corruption
- Gifts and Entertainment
- Financing Terrorism
- Gathering Competitive Information
- Health, Safety & Environment
- Product Quality & Product Safety
- Whistleblowing

# 40

Culture & Values  
workshops in  
25 countries



## ENGAGING WITH OUR STAKEHOLDERS

# Recognising interests and expectations

In early 2015, ED&F Man performed a stakeholder review through which we identified the different parties that could be impacted by our activities. Subsequent analysis resulted in a map of internal and external stakeholders, with recognition of their interests and expectations.

The Company has aligned our CSR policy and programme accordingly, taking into account the relative importance and influence of each group, mitigating stakeholder risk and maximising the opportunity for positive impact. Throughout our operations, we maintain a constructive dialogue with each stakeholder group to steer our decision making.

### Employees

- Employees deserve a safe workplace and an equal opportunity work environment, with open communication and free from discrimination.
- They want to feel respected and valued, to be able to thrive through training and development, and to be rewarded for performance.
- They expect an employer to observe employee rights and privacy.

### Government

- Governments of all the countries in which we operate expect compliance with local law and timely payment of due taxes.
- In addition, they are tasked with reaching the UN Sustainable Development Goals and the Paris Climate Agreement targets. They expect all businesses - public and private - to operate responsibly and help deliver on the 2030 agenda.

### Planet

- The planet and the life it sustains, represented by NGOs such as the WWF and Greenpeace, is under threat. It is our duty to continuously apply a preventative environmental approach, ensuring that our operations have minimal negative impact.
- This can be achieved through regular environmental impact analysis, responsible use of energy & water, careful creation & disposal of waste, reduction in carbon emissions and preservation of rainforests.

### Managers

- Managers want to be authentic, representing an organisation's values and ensuring these are not just window dressing.
- They seek to build stakeholder advocacy, motivate employees, realise their career ambitions and help the organisation reach its goals. Management must be empowered to factor social and environmental issues into the core business model, taking action on key issues in relation to people or planet, inspiring future leaders, and talking publicly about responsible business issues.

### Customers

- Customers expect to be provided with safe products and services of agreed quality, on time, every time, at competitive prices. In doing so, our operations and activities should be lawful, ethical and truthful with regards to marketing communication, advertising and labelling.
- Customers also expect support from their suppliers in achieving their sustainability pledges, by respecting and raising social and environmental standards throughout the value chain.

### Creditors/Lenders

- Banks and financial institutions take a zero tolerance approach to non-compliance with the law, bribery & corruption, excessive gifts & entertainment, money laundering, human rights violation, and environmental pollution. They have strict policies and controls in place and expect the same high standards from their clients.
- They also require transparent and accurate reporting on financial and non-financial performance, as well as compliance with reporting regulations.

### Shareholders

- The prevalence of shareholder activism and socially responsible investing shows that shareholders – whether in public companies or employee owned companies – put their money where their values are.
- Shareholders expect businesses to have a role in addressing ethical, social and environmental issues and to have a duty of care as a good corporate citizen. They believe that integrating CSR into the DNA of a business has a direct and long-term benefit in terms of financial performance and share price.

### Society & Community

- Local communities demand that we comply with all applicable jurisdiction law, but also hope that our care for the community will go above and beyond legal requirements.
- They trust that we will contribute to their economies by using local labour and products to the maximum extent possible and by investing in the workforce. They appreciate us improving social standards via community projects, relief aid and volunteering initiatives.
- Rural neighbourhoods want us to nurture farmers and smallholders, contributing to more sustainable and safer working practices, better crop yield and higher income.

### Suppliers

- Suppliers – from small independents to large multinationals – expect fair and equitable treatment from buyer organisations.
- They seek strong, long-term relationships in which knowledge and information is shared, including the needs and specifications of end customers, so that they can better align their credentials and practices.
- Where suppliers are given support and security by a responsible buying company, such as stable terms and conditions, they invest more and take a longer term view. That results in a higher quality, more productive and dependable source of supply.

## CSR STRATEGY, FOCUS AREA AND PRIORITIES

# A symbiotic sustainability model

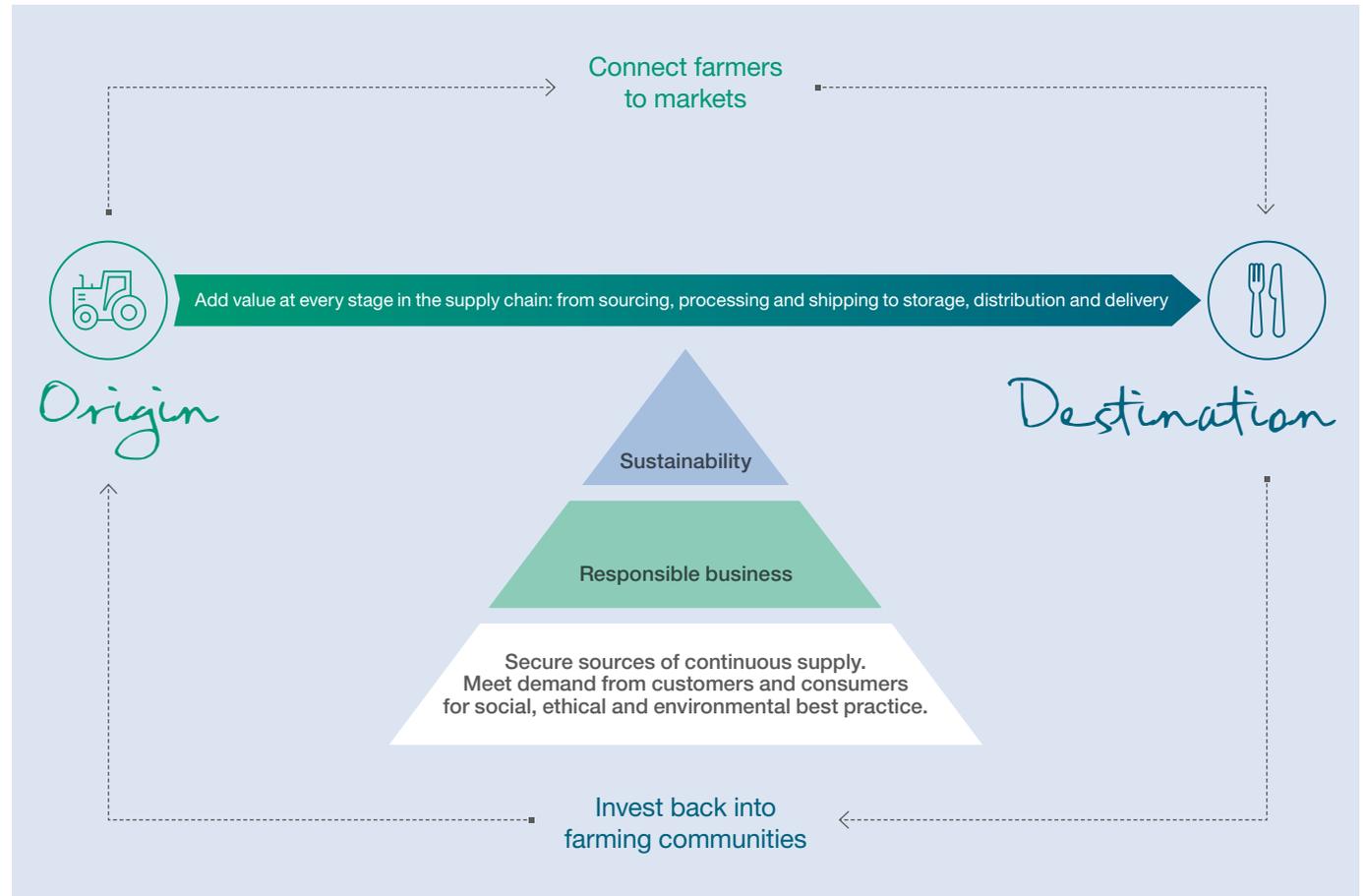
Our CSR policy aims to support responsible growth. We have assessed the material issues of most importance to ED&F Man and our stakeholders and continuously review priorities in the context of our changing business.

As an agricultural commodity trader, ED&F Man is dependent upon nature and the land.

To exist, we need continuity of supply. It is therefore in our interests to endorse sustainable agronomy practices and to combat climate change, which can have a destructive impact on crops. Projected increases in temperature, changes in precipitation patterns, extreme weather events, and shortage of water availability all have an adverse effect on agricultural productivity.

Farming is not just about crops, but about the people who cultivate, nurture and harvest them. It is mutually beneficial for us to support farming communities by providing education, training and investment, which all help to ensure prosperity – and combat poverty, rural flight and urbanisation – thereby protecting our sources of supply.

Our customers, driven by ever more discerning end consumers, expect that we demonstrate fair, responsible and sustainable business practices. They want to be able to track and trace the goods they buy from us and their standards are becoming increasingly stringent. By complying with these high standards, ED&F Man both protects our trading revenues and invests back into the growing communities in which we work.



## CSR STRATEGY, FOCUS AREA AND PRIORITIES

We focus resources in four areas where we can effect meaningful change by reducing negative impact and increasing positive impact: Environment, Marketplace, Workplace and Society. The policy states our chief ambitions and principles, emphasising that good practices in one area do not offset harm in another. It also outlines priorities for each of the four focal areas, relating them to each business activity: commodity trading, asset operations, shipping and capital markets.

 <http://www.edfman.com/images/PDFs/our-csr-policy.pdf>

 <b>Environment</b>	<p>We are committed to protecting the environment and minimising any adverse effect of our operations. We are taking steps to reduce the amount of carbon dioxide (CO<sub>2</sub>) we generate and our 'carbon footprint', by reducing the amount of energy we use. This reduces costs, limits the damaging effect we have on the environment and contributes to our efforts to be a responsible member of the communities in which we work.</p>	<p><b>Priorities:</b></p> <ul style="list-style-type: none"> <li>- Responsible energy and water use.</li> <li>- Managing waste.</li> <li>- Carbon footprint.</li> <li>- Preventing pollution.</li> </ul>
 <b>Marketplace</b>	<p>We are committed to bringing safe products of agreed quality to our customers. We work ethically in line with our Standards of Business Conduct. We also partner with our suppliers to act in line with our CSR commitments and actively take part in creating or expanding sustainable supply chains.</p>	<p><b>Priorities:</b></p> <ul style="list-style-type: none"> <li>- Deliver safe products of agreed quality.</li> <li>- Long term relationships with suppliers sharing our values and ethics.</li> <li>- Work with customers and consumers.</li> <li>- Comply with fair operating practices.</li> <li>- Practice responsible sourcing.</li> <li>- Grow the certified sustainable supply chain.</li> <li>- Manage change.</li> </ul>
 <b>Workplace</b>	<p>We recognise that the success of our business depends on us having highly talented employees. We respect basic human rights and progressive labour practices and are committed to ensure that our offices and industrial assets are safe and meet all legal requirements.</p>	<p><b>Priorities:</b></p> <ul style="list-style-type: none"> <li>- Ensure safe workplaces.</li> <li>- Comply with all labour practices globally.</li> <li>- Ensure human rights of all our employees are respected and complied with.</li> <li>- Improve the environment for employees to develop, grow and advance their career.</li> </ul>
 <b>Society</b>	<p>We play an active role in the community. Philanthropy and volunteering are part of our culture, and our employees are making a difference through their involvement in local and corporate community activities. Our businesses support local projects through our Charico fund, where activities focus on education, health, society and the provision of emergency aid. We are committed to being a responsible member of society, building strong relationships with local communities and complying with all local laws. By doing so we are improving local standards of living and helping local economies.</p>	<p><b>Priorities:</b></p> <ul style="list-style-type: none"> <li>- Be a responsible business in all countries where we operate.</li> <li>- Ensure basic human rights are respected.</li> <li>- Support local communities.</li> <li>- Community involvement.</li> <li>- Corporate giving.</li> </ul>

4

distinct CSR focal areas



## CSR IN A MACRO-ENVIRONMENT CONTEXT

Our CSR priorities stem from the activities of our commodity trading, asset operations, shipping and capital markets businesses. Although we conduct primary research to understand our stakeholders' chief concerns and expectations, we also take a wide-angled view on public affairs, trends, drivers, regulation and best practice.

We therefore seek guidance from a number of well-known NGOs and globally recognised external bodies that set standards for CSR & sustainability methodology and reporting.

### United Nations Declaration of Human Rights (UDHR):

The Universal Declaration of Human Rights (UDHR) is a milestone document in the history of human rights. Drafted by representatives with different legal and cultural backgrounds from all regions of the world, the Declaration was proclaimed by the United Nations General Assembly in Paris on 10 December 1948 as a common standard of achievements for all peoples and all nations. Its thirty articles set out fundamental human rights to be universally protected.

### Conventions of the ILO (Fundamental rights at work):

The International Labour Organization (ILO) governing body has identified eight conventions as 'fundamental', covering subjects that are considered as fundamental principles and rights at work: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation. These principles are also covered in the ILO's Declaration on Fundamental Principles and Rights at Work (1998). There are currently over 1,367 ratifications of these conventions, representing 91.4% of the possible number of ratifications.

**OECD guidelines for multinational enterprises:** The OECD Guidelines for Multinational Enterprises are recommendations addressed by governments to multinational enterprises operating in or from adhering countries. They provide non-binding principles and standards for responsible business conduct in a global context consistent with applicable laws and internationally recognised standards. The Guidelines are the only multilaterally agreed and comprehensive code of responsible business conduct that governments have committed to promoting.

**UN Sustainable Development Goals:** Governments, businesses and civil society, together with the United Nations, have started to mobilize efforts to achieve the Sustainable Development Agenda by 2030. Universal, inclusive and indivisible, the Agenda calls for action by all countries to improve the lives of people everywhere.

In 2015, 195 countries adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals.

**Paris Climate Agreement:** At the Paris climate conference (COP21) in December 2015, 195 countries adopted the first-ever universal, legally binding global climate deal. The agreement sets out a global action plan to put the world on track to avoid dangerous climate change by limiting global warming to well below 2°C. Implementation of the Paris Agreement is essential for the achievement of the UN Sustainable Development Goals and provides a roadmap for climate actions that will reduce emissions and build climate resilience.

**SEDEX:** A number of our businesses and operational assets are registered on Sedex, a global not-for-profit membership organisation, home to the world's largest collaborative platform for transparently sharing responsible sourcing data on supply chains. Its 40,000 members in over 150 countries use Sedex to manage their performance around labour rights, health & safety, the environment and business ethics.

**Equator Principles:** The Equator Principles is a risk management framework adopted by financial institutions for determining, assessing and managing environmental and social risk in project finance. It is primarily intended to provide a minimum standard for due diligence to support responsible risk decision-making. As at 4 June 2013, 79 adopting financial institutions in 35 countries have officially adopted the Equator Principles, covering over 70 percent of international Project Finance debt in emerging markets. The Equator Principles, formally launched in Washington DC on 4 June 2003, were based on existing environmental and social policy frameworks established by the International Finance Corporation..

**UN Global Compact:** The United Nations Global Compact is an initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies and to report on their implementation. It is a principle-based framework, stating ten principles in the areas of

human rights, labour, the environment and anti-corruption. Under the Global Compact, companies are brought together with UN agencies, labour groups and civil society. Today it is the world's largest corporate sustainability initiative with 13,000 corporate participants in 170 countries. Its two objectives are to mainstream the ten principles in business activities around the world and to catalyse actions in support of the Sustainable Development Goals.

**World Food Program:** The World Food Programme is the food-assistance branch of the United Nations and the world's largest humanitarian organization addressing hunger and promoting food security. It provides food assistance to an average of 80 million people in 75 countries each year. From its headquarters in Rome and from more than 80 country offices around the world, the WFP works to help people who cannot produce or obtain enough food for themselves and their families. It is a member of the United Nations Development Group and part of its Executive Committee.

**CDP:** The CDP (formerly the "Carbon Disclosure Project") is an organisation based in the United Kingdom which works with shareholders and corporations to disclose the greenhouse gas (GHG) emissions of major corporations. In 2014, nearly 2,000 businesses reported climate change data to CDP. The reported data helps in identifying potential and scope to reduce energy usage and greenhouse gas emissions through the adoption of energy-efficiency methods and business planning.

**GRI:** The Global Reporting Initiative (GRI) is an international independent standards organisation that helps businesses, governments and other organisations understand and communicate their impacts on issues such as climate change, human rights and corruption. GRI provides the world's most widely used standards on sustainability reporting and disclosure. Its mission is to empower decision makers everywhere, through its sustainability standards and multi-stakeholder network, to take action towards a more sustainable economy and world. Many of the world's largest corporations base their sustainability reports on GRI Guidelines.

# THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

CSR starts with ED&F Man’s value system and a principled approach to doing business. By incorporating the UN Global Compact’s Ten Principles into our strategies, policies and procedures, ED&F Man meets fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption.

The Ten Principles are derived from the Universal Declaration of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

**ED&F MAN CSR POLICY**



Corporate Governance  
 CSR Focus Area – Environment  
 CSR Focus Area – Marketplace  
 CSR Focus Area – Workplace  
 CSR Focus Area – Society



**HUMAN RIGHTS**

1. Businesses should support and respect the protection of internationally proclaimed human rights
2. Make sure that they are not complicit in human rights abuses



**LABOUR**

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
4. The elimination of all forms of forced and compulsory labour
5. The effective abolition of child labour
6. The elimination of discrimination in respect of employment and occupation



**ENVIRONMENT**

7. Businesses should support a precautionary approach to environmental challenges
8. Undertake initiatives to promote greater environmental responsibility
9. Encourage the development and diffusion of environmentally friendly technologies



**ANTI-CORRUPTION**

10. Businesses should work against corruption in all its forms, including extortion and bribery

## CSR GOVERNANCE & MANAGEMENT

# A framework for discussion and action

CSR is integral to our business and our shared commitment to responsible growth rests with every ED&F Man employee. Ultimate accountability lies with the Group Executive Chairman, while the CSR Steering Committee acts as custodian for all CSR matters. Strong governance, through clearly defined roles and responsibilities, coupled with a framework for discussion and action, are essential to deliver our CSR programme.

### Basic Governance Structure

Responsibility for executing the CSR policy, as with all other company policies, lies with the operational business units.

The CSR Steering Committee ('the Committee') is tasked with supporting the Board and the Group Executive Chairman in reviewing the effectiveness of the policy and monitoring progress.

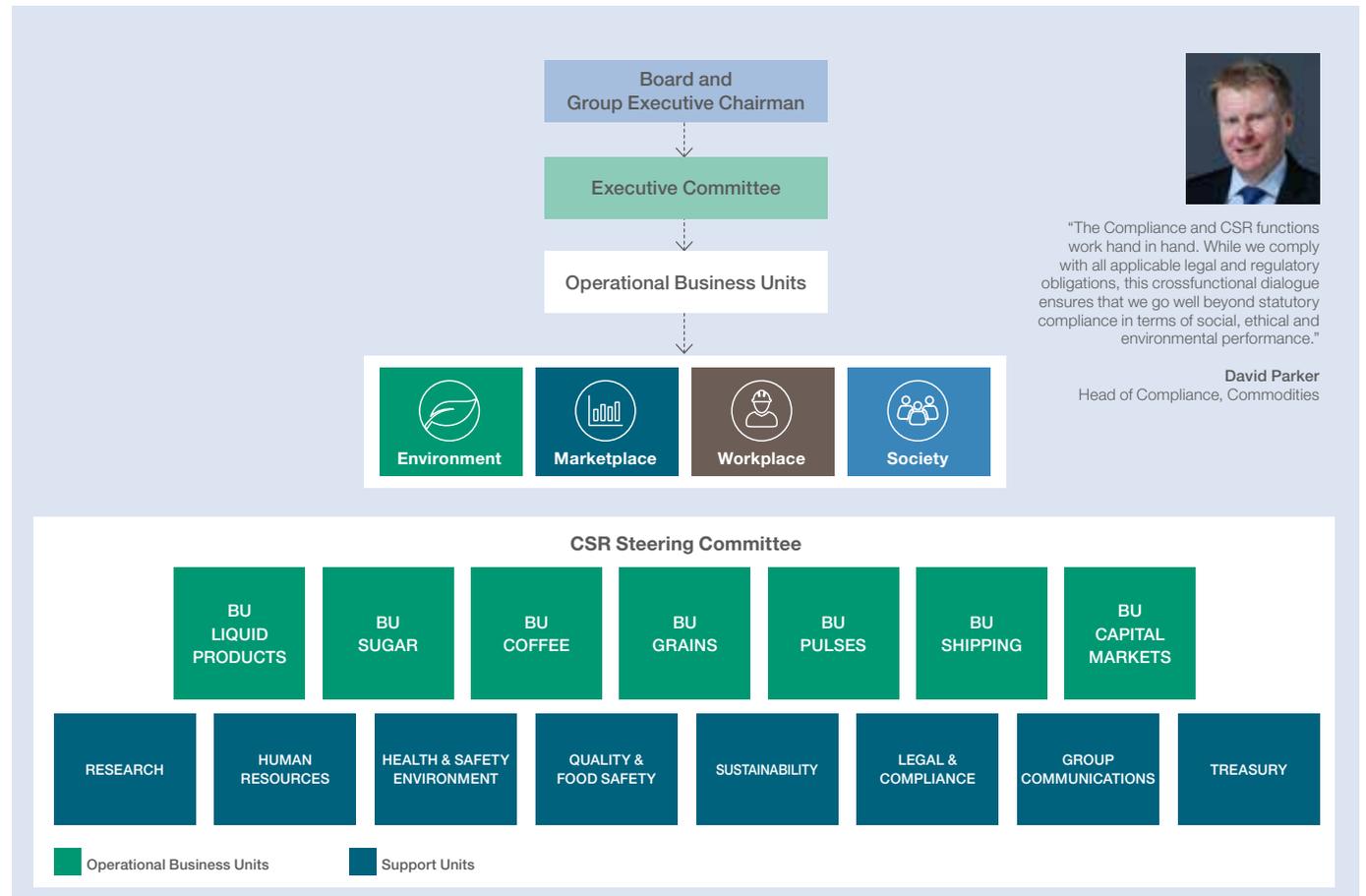
To ensure that the CSR agenda remains aligned with the overall business strategy, the Group Executive Chairman acts as chair of the Committee.

Other Committee members include a representative from each operational business unit, together with a representative from all major support functions. This allows the company to:

- Keep track of, discuss and quickly address salient issues that emerge in our evolving business.
- Ensure that the CSR programme remains relevant and fit for purpose.
- Embed a CSR champion in every aspect of our global business.

### Integrating CSR

The CSR programme is centrally managed by the Group's HSEQ & CSR Manager. This role works closely with subject matter experts, business units and support functions across all aspects of CSR, specifically focused on developing objectives and action plans to address priorities within the four focus areas: Environment, Marketplace, Workplace and Society.





# Environment

ED&F Man aims to minimise the environmental impact of our industrial assets and trading operations. It is a responsibility we take very seriously, not least because the commodities we trade are at risk from climate change, water shortage and poor soil quality.

## Our current priorities

- Prevent spillages and pollution
- Track energy and water use
- Track waste generated
- Establish the carbon footprint of our industrial assets
- Plan CO<sub>2</sub> reduction initiatives



# HIGHLIGHTS 2014-16

## Environment



Full integration of all assets and all business units

New environment policy



10%

Water use reduction (-131,569,000 litres)



10%

Carbon emission reduction (-22,740,038 kg CO<sub>2</sub>)

0

Spillages in public waters or on soil

Contributing to Global UN SDGs



## ENVIRONMENT

# Our approach is decentralised

We fully accept the obligations placed upon us by environmental laws and regulations and are committed to improving environmental performance across our supply chains. We encourage our business partners and members of the wider community to join us in this effort.

### Our approach:

ED&F Man is an 'asset-light' trading company. Our commodity trading and financial services businesses operate mainly from an office-based infrastructure. In certain countries, the company operates a number of industrial assets that support processing and distribution activities.

We set a minimum performance standard in our Group Environmental Policy, which governs all operations. Due to the variety of ED&F Man's business activities, markets and geographic regions, our approach to environmental management is decentralised. Each business unit, and in most cases each operation, is responsible for complying with local standards and regulations. Site-specific environmental programmes are implemented by dedicated local staff. As part of due diligence, environmental impact assessments are conducted before establishing or acquiring new assets.

### Reporting:

Reporting on our environmental performance is done internally to the business unit leaders and the CSR Steering Committee, and externally via the CDP system.

131,569m<sup>3</sup>

10% of water has been saved over the reporting period



This compares to

53

Olympic swimming pools



1,316

Person annual water use



Reduced energy use

-20% electricity

-34% gas



SHIPPING

While shipping is the most fuel efficient mode of bulk transportation, responsible ship operators like ED&F Man is campaigning for the introduction of more economical engines and the elimination of sulphur emissions. We comply with the IMO's International Convention for the Prevention of Pollution from Ships and Safety of Life at Sea.

We make sure that cleaning agents do not harm the marine environment, safely dispose of dunnage used to keep cargo in place, and pump ballast water to onshore facilities or treat it on-board to prevent the spread of non-indigenous species to marine environments.

## ENERGY & WATER USE

The biggest consumption of energy and water is in our industrial assets, where products are processed or handled. We have harmonized our energy and water data analysis & reporting system and enrolled the majority of sites, the few exceptions relating to recent acquisitions.

The Group is now in the process of adding our energy and water from office buildings to the tracking system, targeting completion by the end of 2017.

### Energy

Various initiatives taken by the business units, a selection of which are featured in this report, have already led to some impressive reductions in energy use. These not only cut operational costs, but lessen our carbon footprint and contribute to the UN Sustainable Development Goals.

#### ENERGY USE: TOTAL FOR ALL OPERATIONAL ASSETS PER TYPE:

	FY14/15	FY15/16	
Electricity (kWh):	49,357,089	39,419,501	<b>-20%</b>
Gas (m <sup>3</sup> ):	24,777,084	16,307,997	<b>-34%</b>
Oil / Diesel (ltr):	883,691	807,948	<b>-9%</b>
LPG (m <sup>3</sup> ):	75,967	78,309	<b>3%</b>
Coal (MT):	69,949	69,133	<b>-1%</b>
Gasoline (ltr):	48,753	91,278	<b>87%</b>
HFO (ltr):	112,875	198	<b>-100%</b>
City Heating (GJ):	2,742	2,952	<b>8%</b>

The increase in the Gasoline category is due to new assets coming on stream:

- The Agrodilo sugar beet farming & logistics business in Ukraine.
- The Autonomia sugar warehouse in Mexico.
- The Medan coffee mill in Indonesia.

The increase in the City Heating category is attributed to an increase in tonnage handled by our liquid products terminal in Esbjerg, Denmark, which uses energy to heat fish oil.

#### WATER USE IN M3 FOR ASSETS BY BUSINESS UNIT:

	FY14/15	FY15/16	
Coffee	374,114	372,464	<b>0%</b>
Sugar & Industrials	553,479	479,295	<b>-13%</b>
Liquid Products	208,844	153,109	<b>-27%</b>
<b>Total m<sup>3</sup></b>	<b>1,136,437</b>	<b>1,004,868</b>	<b>-12%</b>

#### WATER USE IN LTR/MT BUSINESS UNIT:

	FY14/15	FY15/16	
Coffee	1,588	1,104	<b>-30%</b>
Sugar & Industrials	911	792	<b>-13%</b>
Liquid Products	83	64	<b>-22%</b>
<b>Total m<sup>3</sup></b>	<b>338</b>	<b>303</b>	<b>-10%</b>

### Water

Our efforts to minimise total water intake in our operational assets have also yielded some significant reductions. Overall, the Group has achieved a 10% reduction in water use per tonne of product processed.

### Coffee:

At first sight, water consumption in our Coffee operations appears to be stable, but the data masks a significant reduction in litres of water per tonne of coffee processed. This has been achieved by commissioning more efficient water processing systems.

### Sugar/Industrials:

In comparison with the prior year, process improvements have resulted in a reduction in water use in our Sugar and associated Industrial Assets, a trend that we expect to continue on a like for like basis. However, with the addition of new farming, processing and distribution operations, it will be a challenge to maintain total water use at the current level.

### Liquid Products

While the Liquid Products business has benefited from an increase in volume going through our storage terminals, we have managed to reduce the amount of water used for tank cleaning.

## CARBON FOOTPRINT

The Paris Agreement on climate change came into force on November 4th 2016. Under the agreement, all governments that have ratified the accord carry an obligation to hold global warming to no more than 2C above pre-industrial levels.

As a responsible business, ED&F Man must play a key role in mitigating the environmental impact of our physical operations and trading offices, reducing both direct and indirect greenhouse gas emissions via low-carbon fuels and reduced power consumption.

The energy used in our operational assets has been converted into kg of carbon dioxide equivalent. Energy savings achieved during the period have resulted in a 10% reduction in carbon emissions.

### EMISSIONS IN KgCO<sub>2</sub> BY ENERGY TYPE

	FY14/15	FY15/16	
Electricity	22,457,475	17,935,873	<b>-20%</b>
Gas	46,479,332	30,592,171	<b>-34%</b>
Oil / Diesel	2,371,826	2,168,532	<b>-9%</b>
LPG	431,339	444,641	<b>3%</b>
Coal	161,984,572	160,094,358	<b>-1%</b>
Gasoline	114,496	214,367	<b>87%</b>
Heavy Fuel Oil	351,560	617	<b>-100%</b>
City Heating	55	59	<b>8%</b>
<b>Total kgCO<sub>2</sub></b>	<b>234,190,656</b>	<b>211,450,618</b>	<b>-10%</b>

Two out of the three business units have managed to achieve a reduction. The increase in emissions from our Coffee operations is a direct result of increased product processed.

### ENERGY EMISSIONS FOR ASSETS BY BUSINESS UNIT (EMISSION IN KgCO<sub>2</sub>)

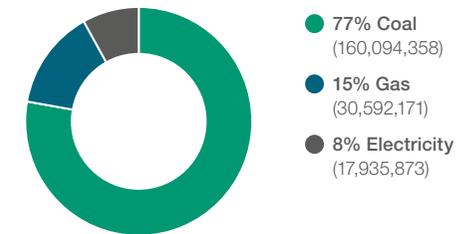
	FY14/15	FY15/16	
Coffee	7,673,321	8,996,720	<b>17%</b>
Sugar & Industrials	213,341,530	192,089,515	<b>-10%</b>
Liquid Products	13,175,805	10,364,383	<b>-21%</b>
<b>Total kgCO<sub>2</sub></b>	<b>234,190,656</b>	<b>211,450,618</b>	<b>-10%</b>

This is evidenced when carbon emissions per business unit are divided by total tonnage processed. All business units have achieved significant reduction in kg CO<sub>2</sub> emitted per metric tonne.

	FY14/15	FY15/16	
Coffee	33.04	26.99	<b>-18%</b>
Sugar & Industrials	351.36	317.59	<b>-10%</b>
Liquid Products	5.26	4.38	<b>-17%</b>
<b>Total kgCO<sub>2</sub></b>	<b>69.75</b>	<b>63.79</b>	<b>-9%</b>

The high level of carbon emissions emanating from our Sugar and associated Industrials Assets business is caused by the prevalent use of coal in refineries. Much of our effort to reduce emissions focuses on substituting coal as the main energy source in our refineries in Israel, Mexico, Singapore and the Ukraine.

### CARBON EMISSIONS BY ENERGY TYPE FY15/16



Remaining 1% covers oil, diesel, LPG, HFO and city heating. Total for Group assets in kgCO<sub>2</sub> and as percentage of total.

ED&F Man voluntarily reports our emissions data externally on the CDP carbon disclosure system, the most comprehensive collection of self-reported environmental data in the world.

Over the next two years, efforts to reduce our carbon footprint will focus on:

- Adding every site to our energy and water tracking system
- Extending the reporting scope to include transport emissions
- Taking further active measures to reduce utilities consumption.

A selection of our environmental initiatives are outlined in the next pages. Our planet is not a commodity. By modernising our equipment and improving working methods, we are intent on doing our bit to build a better, more sustainable world.

## PROJECTS IMPLEMENTED

### Colombia

#### New sorting machine improves energy consumption

Ageing equipment at Carcafe's dry mill in south-west Colombia wasted energy and productivity and took hours to clean. To increase efficiency, our local team installed a sorting machine with brand new technology that consumes less energy, reduces compressed air consumption and needs less maintenance. It also improves productivity and yield, achieving 'right first time' results.



#### Reducing water contamination from coffee milling

In the coffee-growing region of Antioquia, in the south-east of Colombia, waste water from coffee's wet milling process is contaminating the local water supply. The water is so full of sugars and pectin that the locals refer to it as 'agua miel' or honey water.

In partnership with key customers, Carcafe has initiated a project to remove waste water contaminants originating from the pulp process. Using a combination of physical, chemical and aerobic biological processes, the initiative covers a cluster of 221 coffee farms.

After pulp processing, the average pH of the water is currently between 3.5-4 (acidic) and the COD (Chemical Oxygen Demand, which measures the amount of organic compounds in water) is 120mg/litre. The goal of the project is for the pH to be 6.5-7 (neutral) and the COD to be around 4mg/litre, thereby enabling local communities to comply with local legislation and improve water quality.

These procedures aim to reduce water contamination by around 90%, which would convert more than 169.1 million litres of non-drinkable waste water into drinkable, environmentally-friendly water.

### Israel

#### Substituting heavy fuel oil with natural gas

Our Sugat refinery has phased out the use of heavy fuel oil, with natural gas now the only fuel source. The natural gas is used in a combined heat and power system to produce electricity and steam for the refinery's use, while surplus electricity is sold to the national grid. Benefits include elimination of sulphur oxides and reduced particle emission from the boiler chimney. Flue gas from the boiler is used in the production process, so this changeover has also improved effluent quality. 20.3 million cubic metres of natural gas have replaced their equivalent of 20,000 metric tons of heavy fuel oil.

#### Multiple initiatives to save energy

Energy saving initiatives completed at the Sugat refinery include lighting replacement and equipment refitting, as well as new pre-heaters and plate stacks in the evaporation station. A project to upgrade automation in the refining process has resulted in tighter control over energy utilisation plus optimised output stability. Altogether, overall energy consumption has reduced by more than 10% in the past two years.



## PROJECTS IMPLEMENTED

### Costa Rica



#### Ash collectors reduce air pollution

Particles in the air from coffee-drying furnaces were causing concern in Volcafe's Santo Domingo mill. Ash-collectors designed and manufactured for the furnaces' exhaust stacks reduced the amount of dry particles by almost a third.

#### Lagoon waterproofing

A waterproofing project at our Santo Domingo mill involved the installation of a waterproof textile at the bottom of the wastewater lagoon (which acts as a reservoir, not as a water treatment system) in order to avoid leakage and contamination of the watershed.



#### Dissolved Air Flotation Unit

A newly designed dissolved air flotation unit has been installed at our San Diego coffee mill.

The objective was to reduce the concentration of Chemical Oxygen Demand (COD), Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS) and Oils & Greases (O&G) in order to improve the efficiency of the biological treatment system and reduce effluent contamination.

The team also attached sediment clarifiers to the water-treating system to remove 90% of solid particles. Their work helped the site meet all local regulations for treating waste water.

This project resulted in a reduction of 12% in COD-BOD, 60% in TSS and 85% in O&G.

Altogether, the Group's energy consumption has reduced by more than 10% in the past two years.





# Marketplace

At ED&F Man, product stewardship is all about delivering products of agreed quality that comply with local regulations and are safe for human and animal consumption.

## Our current priorities

- Comply with fair operating practices
- Operate with strong ethics, trust and integrity
- Encourage customer dialogue and co-operation
- Deliver safe products of agreed quality
- Promote the use of sustainable products
- Eliminate forced labour, child labour and violations of the law

## HIGHLIGHTS 2014–16

# Marketplace



Collaboration with customers and suppliers

Up and down the supply chain

Supplier code of conduct implemented  
Responsible sourcing covering 56% of all suppliers

Bonsucro certification

Molasses & Sugar Trading, Sugar Refineries & Processing Plants

250+

Field workers supporting coffee producers through the Volcafe way

Upgraded quality & food safety policy

Harmonised cross-commodity

Upgraded standards of business conduct

Global compliance with ethical and fair practices in all business units

### Contributing to Global UN SDGs



## MARKETPLACE

# We work with suppliers who share our values

Increasingly, our stakeholders require us to show that our CSR programme extends to our entire supply chain as well as our own operations. It is up to us to ensure that, further up the supply chain, our suppliers commit to ethical and sustainable practices. Their products are our products. We therefore go to great lengths to build transparent, fair and collaborative two-way partnerships with our supply partners across all product groups.

We have rigorous product safety and quality control processes in place that focus on prevention. In the last two years ED&F Man has upgraded our Quality & Food Safety Policy. Our approach to product safety & quality is now globally harmonized across all commodity business units, ensuring the same set of controls are in place to guarantee our products are developed, produced, traded, transported, stored, distributed and delivered in a controlled and hygienic way. The safety and health of our customers and consumers is our top priority.

### Suppliers

We consider our suppliers to be extensions of our own business and expect them to share similar commitments to product quality and product safety. We hold them accountable to our 'Supplier Code of Conduct' and expect them to meet our business standards, adhering to safe and fair working practices and labour conditions. We buy our products and services on the basis of merit and at all times treat our suppliers fairly and without discrimination. We seek long-lasting business relationships based on mutual trust and respect and we provide help and support where needed.

### Customers and consumers

We deal lawfully and ethically with our customers and offer high quality products at competitive prices. We execute business accurately and reliably. We actively support our customers in achieving their sustainability pledges and commitments by practicing responsible sourcing. In addition, we have been growing our certified supply chains in our Sugar, Molasses and Fish Oil businesses, and have continued our efforts on sustainability and farmer support in our Coffee operations.

### Fair operating practices

Sustainability is the cornerstone of our CSR programme and Standards of Business Conduct. Promoting products that are sustainably produced, either through responsible sourcing or via the various certified sustainability schemes, helps to secure the long-term future of the agricultural supply chain.

Coffee farmer outreach programme

3 continents



## MARKETPLACE

# Research

“The agricultural supply chain is evolving continuously; not just in terms of market dynamics, but also in terms of environmental and social implications. ED&F Man, with our global presence in supply chains across various commodities, has to evolve with these changes, always acting responsibly to reduce our environmental impact and improve the communities where we live and work.

We rely on coffee, sugar and grain farmers around the world to source our products. Supporting sustainable development at these origins is not just good practice, but integral to our future sourcing. Equally, when we ship and process the goods, it should be done in the most efficient manner, which makes complete commercial sense when done within the guidelines of local and global environmental protocol.

Our research department is constantly looking at developments in the macro environment, monitoring the latest in CSR and sustainability issues. This helps ED&F Man keep abreast of new initiatives, ensuring that our industry is up-to-date with the latest CSR frameworks as we adapt to our changing world. We work with agronomists at origin to determine supply-side dynamics, both short term and long term. This will include looking at climate change impacts, water shortage impacts and other agri-environmental issues - all of which can have lasting implications on our sourcing, and ultimately the sustainability of our business.”



*Kona Haque –  
Head of Research*



### SUSTAINABILITY

By 2050, there will be another 3 billion people on our planet, pushing global population to 9.6 billion. How can we feed and fuel this growing population, while protecting the ecological systems upon which all life depends? According to the Brundtland Report, 1987, sustainability is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Supporting this aim, ED&F Man commits to helping the world meet the converging challenges of:

- rising demand for food, biofuels and fibres;
- increasing use of water, land and other natural resources;

- the need to preserve biodiversity and habitats; and
- the overarching context of climate change, which exacerbates impacts and adds unpredictability.

Across the commodities we trade, we aim to contribute to food security and sustainability in agriculture. We work collaboratively with suppliers and customers in over 65 nations to improve productivity on existing land, and enhance natural resources such as biodiversity, soil and water. We aim to achieve the concurrent goals of a healthy environment, social and economic equity, and economic profitability.

# RESPONSIBLE SOURCING

ED&F Man is committed to responsible sourcing and full transparency and traceability in the supply chain. We only want to work with suppliers who share our values and source their products according to the social, ethical, environmental and safety standards we set.

There are three facets to our responsible sourcing strategy:

### 1. Certified Supply Chains

Where appropriate industry certification bodies exist, qualification criteria are set by third parties that conduct independent audits. For example, we comply with Bonsucro in the sugar market and with 4C, UTZ and others in the coffee market.

### 2. Impact Verification

In the coffee market, we take a more interventionist approach with some of our farming partners. The 'Vocafe Way' employs field teams to provide technical assistance to producers so that they can improve social and environmental conditions and optimise profitability.

### 3. Supplier Code of Conduct

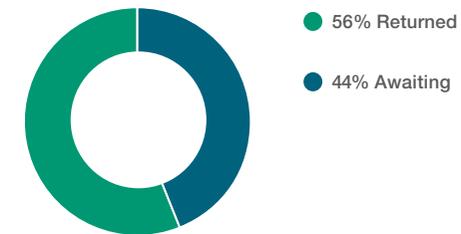
We have developed a "Supplier Code of Conduct" document that has been sent to all our current suppliers, asking them to confirm their commitment to the principles therein and to return a signed copy.

By returning this document the supplier confirms:

- Compliance with all local laws and regulations.
- Compliance with basic human rights and international labour conventions.
- Compliance with working time directives, fair wages and benefits for all staff as per local laws.
- Ensuring a healthy and safe work environment.
- A preventative approach to environmental management, in line with all applicable laws and permits.
- Operating in an ethical way, in compliance with antitrust laws and applicable sanction regimes.
- Not to be engaged in bribery, corruption, money laundering or other fraudulent practices, in line with law and company policies.

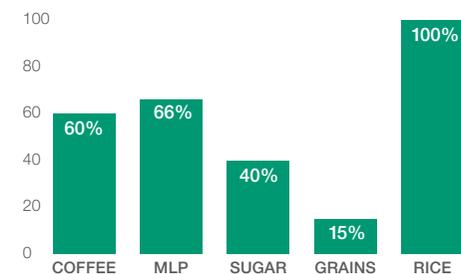
This is an ongoing initiative and all business units continue their work in ensuring that each supplier signs up to our mandatory Code.

### Supplier Code of Conduct



Overall Return for Group

### Supplier Code of Conduct



Overall Return for Group

## CERTIFIED SUPPLY CHAINS

# Sugar



ED&F Man has been trading sugar for over two centuries. We source raw and white sugar in over 40 sugar producing countries and handle over 10 million metric tonnes each year. With worldwide origination, distribution and storage facilities we can supply sugar nearly anywhere. We also operate refineries and, in some countries, sell directly to consumers. We have built our business on strong, long-term relationships with the entire supply chain, to ensure customers get a secure, traceable and reliable sugar supply.

Our long history and worldwide presence means that we work with a vast array of suppliers. We are now collaborating with these suppliers to develop sustainable sugar supply chains. Numerous customers have made public statements regarding their intention to source 100 per cent sustainable sugar by 2020. We are helping these companies to meet their goals and to promote long-term viability for sugar production by supporting and upholding standards for farmers' land rights, labour rights, climate change resilience, and biodiversity conservation.

### Bonsucro

ED&F Man is a founding member of Bonsucro, the sustainability platform for sugarcane. We helped to establish measurable environmental and social standards for sugarcane production and have sponsored associated industry events, most recently the Sustainable Sugar Cane Conference in London in December 2016. We currently serve on Bonsucro's Membership Committee, Buyer Accelerator Committee and Smallholder Advisory Committee and provide input into key decisions.

In 2016 we expanded our original Bonsucro Chain of Custody certificate to encompass more sites around the world. Our Bonsucro certificate now covers our Amsterdam, London, Miami, New Orleans and Singapore sugar & molasses trading hubs and our refining, blending and packing operations in the Czech Republic, India, Israel, Singapore, the USA and Ukraine. Bonsucro certification allows us to trade and process certified sustainable cane sugar products to our customers on a global scale. We also trade other types of sustainably certified sugars, including Fairtrade Certified and Organic Certified sugars.

### Roadmap to certification

The first step towards certification was to establish priorities and a strategic path. We set out a road map to decide which offices and assets to focus on and underwent training in Bonsucro-specific requirements and what we had to do to meet them. We extended our existing internal controls and quality systems and implemented a protocol to harmonise our compliance standards globally. This is in line with our CSR policy to meet Bonsucro's requirements for traceability and mass-balance for trading, shipping and processing.

The certification process has led to more regular dialogue with our suppliers to make sure there is mutual commitment to meet the Bonsucro standard and recognition that there needs to be a specific certification component tailored to smallholders.



SMALLHOLDERS



“Sugarcane is the world’s largest agricultural commodity in terms of biomass and 25% of global sugarcane land is now engaged in Bonsucro – encouraging progress. The challenge in smallholder agriculture is making compliance work for vulnerable participants in the supply chain. More rules don’t mean better practices. Success requires an understanding of local issues and collaboration with relevant local actors. Programs need to focus on the root causes of social and environmental issues, with solutions designed by origin and performed at origin.”

Shauna Mohr, Sustainability Director

## CERTIFIED SUPPLY CHAINS

# Coffee

Volcafe, the coffee division of ED&F Man, is one of the world's largest coffee traders and handles 11m bags of coffee each year. Founded in 1851, Volcafe operates in all the world's main coffee-producing countries and importing markets. We source coffee directly from producers, and prepare and distribute it to roasters. Volcafe's significant, permanent presence at origin enables us to address supply chain issues and opportunities in ways few others can.

Since the inception of the sustainability movement, Volcafe has built and operated certified, sustainable supply chains across all our origins, addressing key social and environmental issues in coffee farming communities. These efforts fulfil the requirements of major roaster codes of conduct and sustainable certification systems such as 4C/Global Coffee Platform, UTZ, Rainforest Alliance, Café Practices, Nespresso AAA, and more. Our interdisciplinary field teams, called Farmer Support Organisations, advise producers year-round on environmental, social and agro-economic practices.

In 2014 and 2015, Volcafe undertook an initiative to research and develop a global approach for sustainable sourcing of high-quality coffees. Drawing upon the expertise of our field teams, we pooled our knowledge and experience to document best practices at origin. We then developed an agricultural extension service to provide direct technical assistance to farmers, helping them to improve quality, productivity and yield. We decided to call this new sustainable sourcing strategy the 'Volcafe Way'.

The Volcafe Way is now active in Africa, Asia and Latin America. More than a sustainability strategy, it is the way we do business. We take a 'root cause, root solution' approach, working direct with coffee farmers to train them in sustainable production techniques and good agronomy practices, and to make the best use of their land for future generations. We help manage risks, increase farm profitability, gather data and focus on measurable results that our customers can monitor and verify. One of our flagship training methods is using model farms, which provide local learning hubs where surrounding communities can exchange best practices so that they all learn and benefit – whether they work with us or not.

Outside of the Volcafe Way, we also collaborate with a wide range of local and international NGOs and other partners on projects related to community development. One such example is the Costa Foundation. Working together since 2011, we have built 14 schools, giving 2,756 children access to education. The Costa Foundation, Charico (the charitable committee of ED&F Man), Volcafe, its subsidiaries and local coffee growing communities have jointly invested over \$3.5m in projects in Vietnam, Peru and Colombia. Together, we have created access to education which will drive professionalism into farming, has positively influenced the lives of children to date and will continue to do so for many generations to come.

In addition, we partner with a diverse range of development partners including ABI, Catholic Relief Services, Rabobank Foundation, TechoServe, the UN Capital Development Fund, and others across Africa, Asia and Latin America.



## VOLCAFE PROMOTES FEMALE COFFEE FARMERS



Volcafe, ED&F Man's specialty coffee trading business, has developed a new blend of coffee sourced entirely from female coffee farmers in Guatemala. Known as 'La Morena', in reference to azucar morena (brown sugar) because of its sweet taste, it is sold online to small scale roasters in the USA via Volcafe's direct channel, Genuine Origin.

Coffee farming is a challenging profession, but female producers in some regions of the world face a particularly steep hill. In Guatemala, many women become farm owners through family tragedy, only to face an industry dominated by men who can be dismissive of women in the business. Worse still, some try to take advantage of the women's situations.

With help from Volcafe, Mujeres en Café - the Guatemalan chapter of the International Women's Coffee Alliance - is fighting back. Volcafe's first step was to arrange a field trip for all the female producers to learn about Volcafe's unique farmer outreach programme, known as The Volcafe Way. Working direct with coffee farmers, The Volcafe Way uses model farms to train them in sustainable production techniques, good agronomy practices and sound business management.



Maria Renee Morales, Volcafe's Assistant Manager in Guatemala, explains: "We offered our help and tailored The Volcafe Way to female owners, sharing the knowledge they really need. So the next time the guy with the fertiliser comes, they can say, 'No, that price is too high. I know what it should cost.' Or, 'I know this worker has the ability to prune one line of coffee, but he's pruning only two plants per day.' With knowledge comes confidence and stronger management."

The second step was to run a contest in which the women farmers sent samples for tasting. Maria Renee Morales and her cupping team were duly impressed and selected the three best lots. The winners were Celeste Fumagalli, from her farm in Jutiapa, Karin Hernandez from Ciudad Vieja, and Jovita Castillo, manager of Joya Grande in Santa Rosa.



The Volcafe team then went on to develop a specialty coffee from the three winning farms, each from a different region of Guatemala. The result is Genuine Origin's 'La Morena', a clean, sweet tasting blend, with a predominant flavour of brown sugar, produced almost entirely by women, from bean to cup. The coffee is now selling well and, for every pound sold, Volcafe donates 35¢ to the International Women's Coffee Alliance.

## CERTIFIED SUPPLY CHAINS

# Liquid products and grains

Our molasses and liquid products business is all about upcycling. Molasses is a by-product from the sugar production process, while many other liquid co-products are collected from the food, drink and fermentation industries.

Typical by-products include: whey permeate from cheese production; pot ale syrup from the whisky industry; vinasses / CMS (condensed molasses solubles) from the fermentation industry; corn syrup from wet corn milling; condensed glutamic acid fermentation product from the manufacturing of MSG; rice bran from the rice milling industry; and wheat midds from the wheat milling industry.

### Molasses & Molasses Blends

In addition to its sugar content, molasses also contains protein, trace minerals and vitamins, which allows us to convert it into highly nutritious animal feed.

We also use molasses and liquid products to create environmentally friendly fertilizers and innovative eco-friendly applications for industrial use.

Around 40% of our US animal feed blends are derived from food industry co-products, with some blends up to 100%. What some may consider unusable effluent, we see as ingredients for a fully upcycled supply chain, alleviating the burden of farming and reducing food waste.

Working hand in hand with some of our customers, particularly those in the rum industry, we have certified a number of molasses supply origins under recognised sustainability schemes. To ensure compliance, we have conducted several audits of our Central American suppliers, often in conjunction with our customers.

ED&F Man and our molasses suppliers are engaged with several sustainability certification schemes, such as Bonsucro, ISCC, Proterra, and Fairtrade to increase the number of certified sugar mills worldwide and increase the volume of sustainability certified molasses.

### Fish Oil

Our entire fish oil division (3 trading offices in Chile, Canada and the UK and a bulk liquid storage terminal in Denmark) is certified under the IFFO RS sustainability scheme (International Fish Oil and Fish Meal Responsible Sourcing).

Fish oil and fish meal with the IFFO RS mark originates from fisheries managed according to the Food and Agriculture Organization of the United Nations (FAO) Code of Conduct for Responsible Fisheries. This ensures fish is caught and processed responsibly, and that no illegal, unreported or unregulated raw materials are used. It also proves full traceability throughout the production and supply chain.

In 2014, 70% of the fish oil we traded was certified sustainable IFFO RS fish oil. This has grown in 2015 and 2016 to 74% and 79% respectively.

### Grains

As well as meeting all food safety and supply chain regulation, our Grains offices are certified to provide GMP+ approved products.

GMP+ (Good Manufacturing Practice) Feed Safety Assurance is the leading global system for upholding feed safety and quality. Certification, supported by HACCP-based controls, guarantees that feed products are produced, processed, traded, stored and transported in a responsible manner. We offer grains and molasses products with the GMP+ certification.

Co-products from food industry



## WESTWAY FEED PRODUCTS WINS 'LIQUID FEED FACILITY OF THE YEAR'

Westway feed



Westway's plant in Dimmitt, Texas, has been recognised as the best liquid feed facility in the USA at the 2016 Feed Facility of the Year competition. The American Feed Industry Association (AFIA) and the farming publication 'Feedstuffs' hold the contest each year to recognise "overall excellence in feed and ingredient manufacturing operations." The award promotes "increased safety, quality, regulatory compliance, operating efficiencies and overall industry awareness of food safety," according to AFIA.

Phil Thomas, manager of the Dimmitt facility, attributes his plant's success to the four experienced staff who work there:

*"It's a huge honour to win the award. The whole team out here in Dimmitt is thrilled, and I am happy for my guys. They do a great job day in and day out. They're the ones that made it happen. Now we set the bar higher and the goal is to win the overall feed facility award."*

Westway's Albany plant in New York state, was also a finalist. Scott Holcombe, manager at Albany, says AFIA recognises Westway's commitment to safety - including monthly safety training and meetings, health education and hazardous analysis - as well as its focus on meeting its customers' needs: "We are always open to discussion with our customers. If anyone thinks we can make any improvements, we have a 100 percent open door for them."

Westway Feed Products operates 27 production facilities across the United States and Canada.



## PRODUCT QUALITY & PRODUCT SAFETY

Product safety is based on prevention

Our business involves food and animal feed production and distribution, so managing product risk is vital. In global markets, where products originate from many sources and can travel great distances, the environment in which supply chain participants operate is demanding and complex.

Our mission is to provide products that meet agreed quality requirements, are safe for human consumption or for use as animal feed and, dependent on type of product or industry, meet all applicable legal requirements.

This mission is supported by four basic principles:

- Compliance and leadership
- Improved risk management
- Harmonisation and simplification of quality and food safety management systems
- Raising awareness

The safety of our products is fundamental to the integrity of our global brands and to our image as a responsible and dependable trading company. All ED&F Man employees working in commodities have a responsibility to comply with our Quality & Food Safety policy, as well as with local and international feed and food laws and industry standards.

Our product safety management systems are based on prevention.

### Harmonised policy

We mitigate all potential product safety risks through a common Quality & Food Safety Policy that sets minimum hygiene standards and applies to all commodity business units across every geography. All traded product must comply with the policy, irrespective of origin or destination.

### Critical control points

We ensure the quality, safety and integrity of all raw materials, ingredients, additives and final products while in our hands. We do this by operating a systematic, preventive, system - based on the FSA and FDA guidance on HACCP/HARPC (Hazard Analysis Critical Control Points / Hazard Analysis and Risk-based Preventive Controls) - across every aspect of the food chain for which we are responsible.

### Supplier management

Suppliers are evaluated and approved based on their ability to supply products or services in accordance with our specifications on hygiene, traceability, security, quality and safety. These requirements are extended to outsourced, third-party suppliers (storage, warehousing, transport, production, etc.) to ensure similar standards are applied.



### Auditing

Our auditing process has been aligned across all commodity business units, ensuring all product processing and handling sites are checked in the same way, against the same criteria. Such audits help identify any areas for corrective action.

### Future

Through continuous improvement, our objective is to bring every site up to the Level 2 'Proactive' standard by 2018, and to the Level 3 'World Class' standard by 2020.

This commitment involves significant investment by everyone, at all levels of the workforce. Ultimately, we believe that we can only be a successful business if we eliminate purchasing risk for our customers, remove consumer concerns and protect the image of the food and feed markets.

### Food Safety Modernization Act

Our US-based businesses, and those exporting to the US, are fully compliant with all applicable sections of the FDA Food Safety Modernization Act (FSMA), including the Foreign Supplier Verification Program (FSVP). We have Preventive Controls Qualified Individuals (PCQIs) at our facilities around the world to ensure that all food/feed we sell is safe for human and animal consumption.



# Workplace

People are our greatest asset. They are what makes ED&F Man the company it is today and they represent our future. We strive to keep our employees safe, to treat them with respect, to engage and listen to them and to reward their dedication and contribution.

## Our current priorities

- Employee communication and collaboration
- Hiring and retaining talent
- Performance management & reward
- Team engagement
- Ensure safe workplaces

# HIGHLIGHTS 2014-16

Workplace



Upgraded global health & safety policy & training

Harmonized cross-commodity

87%

Group employee engagement score (+9%)

LTI:  
Lost Time Incidents  
-27%

LTIR:  
Lost Time Incident Rate  
-42%

LTIFR:  
Lost Time Incident Frequency Rate  
-34%

LTD:  
Lost Time Days  
-43%

LTISR:  
Lost Time Incident Severity Rate  
-24%

88%  
of locations LTI free

Upgraded human resources policies

Culture & values, training & development, flex-working, diversity & inclusion, block leave, performance management, graduate & talent programmes

Upgraded standards of business conduct

Covering all basic human rights at work & labour standards

Contributing to Global UN SDGs



New safety rules and audit protocols for assets & offices

Minimum standards and compliance

## WORKPLACE

# We want our employees to be inspired

We are an equal opportunity employer, committed to fair and effective practices in relation to workplace diversity, human rights, work/life balance, health & safety, training and career development. We consciously breed a culture of empowerment, engagement and entrepreneurialism in which both individual and team endeavour is recognised. We want our employees to be inspired to succeed for themselves, their colleagues and the company.

### Labour practices

We support and respect the principles of the ILO Declaration of Philadelphia that labour is not a commodity. We do not discriminate in personnel practices, never use child or forced labour and observe all rights of our employees. We expect the same from our suppliers and service providers.

### Human rights

We support human rights for employees and local communities who may be affected by our business activities. We fight against child and forced labour, and uphold all national laws and human rights. We follow principles including:

- the right for everyone to earn a living by freely chosen work without being subject to forced, bonded or compulsory labour, or trafficking
- the right to just, safe and favourable conditions of work
- freedom of association
- the right of collective bargaining

### Employees

We respect employees' privacy and treat each other with dignity and respect. We provide safe and healthy working conditions, an atmosphere of open communication and a work environment free from discrimination and harassment.

### Health and safety

We aim for a workplace that is free from known safety and health hazards. We cannot accept a single person being harmed while working on our sites. It's that simple.

People survey

87%  
engagement score



## OUR PEOPLE

Social cohesion is key to what we do

“For ED&F Man, social cohesion is key to what we do. Our role as a major international company in commodity trading, shipping and financial services is built upon shared values of responsibility, respect, solidarity and pride in what we do. Today, the Group is more aware than ever of its exposure to market developments, regulatory change, ever more intense competition and the demanding economic context. The Group has to rise to the challenge of uncertain growth, the geopolitical situation and price fluctuations, while at the same time safeguarding jobs of its employees and know-how. In the context of a very competitive globalised agricultural sector, strengthening our values and preparing for the future means we have to adapt to a faster pace, whilst ensuring cohesion by remaining true to our values and playing our part in maintaining effective relations with employees.”



Stuart Reed -  
Chief People Officer

During this reporting period the global Human Resources department has expanded to support the organisation in addressing the above challenges. With respect to CSR, workforce activities focus on the following four priorities:

- Communication and collaboration
- Hiring and retaining talent
- Performance management and reward
- Team engagement

### Culture & Values

HR took a lead role in the implementation of our revised Standards of Business Conduct, including the organisation of 40 “Culture & Values Sessions” by senior management at 25 of our global offices and main hubs. These sessions communicated the importance of our ethical standards and values and helped to embed them at grass-roots level.

### Diversity & Inclusion

Different people bring varied experiences to our company. This diversity of perspective instils innovation, enhances the service we give to our clients and ultimately improves our performance. We believe that to succeed, our people need to feel included and valued for their contribution.

The Diversity & Inclusion strategy was launched at the Group Leadership Conference in October 2016 and has now been rolled out globally, with the Executive Committee endorsing the Group’s commitment to Diversity & Inclusion, communicating progress to date and outlining the action plan to realise the strategy.

Recent initiatives to promote diversity and inclusion include:

- We are actively targeting more diverse candidates through our recruitment and graduate programmes.
- We are raising awareness about diversity and inclusion through employee development programmes and events. For example, our diversity focus has been promoted in association with International Women’s Day for the 2nd consecutive year.
- We have successfully piloted an informal flexible working programme in London and are considering opportunities to extend this to more teams where it is practical to do so, making it easier for people to balance their work-life with their personal responsibilities.

### Improving employee engagement

In 2016, the Group conducted a global people survey, which achieved a 90% response rate. Encouragingly, the survey showed an overall engagement level of 87%, up 9% compared to the previous survey and 10% above industry norms. Elements of the survey included pride, care, longevity, endeavour and advocacy, with satisfaction levels measured via a series of scored statements. The results have been communicated to employees. Areas in need of improvement are being explored through employee focus groups and translated into action plans. Progress in executing these plans will be checked through local ‘pulse’ surveys.

IMPROVEMENTS			
My manager takes steps to challenge and improve staff performance	ED&F Man provides adequate opportunity for social interaction	I understand my Business Unit/ Function’s strategies and plans	Senior leaders are open and approachable
<b>+26% points</b>	<b>+26% points</b>	<b>+23% points</b>	<b>+23% points</b>

## OUR PEOPLE

### Compliance training

Compliance training on the new Standards of Business Conduct is being rolled out through a phased regional release, in conjunction with the launch of a new e-learning system. This ensures automatic tracking of progress and completion, including reporting of progress to management.

All new joiners are automatically enrolled in the e-learning compliance module as part of their induction. The scope of training and quality of user experience has significantly improved, with subject matter including: anti-money laundering; anti-bribery & corruption; conflicts of interest; gifts & entertainment; financing terrorism; gathering competitive information; and whistle blowing.

### Improved e-learning

The Group has launched a broad-based e-learning curriculum, enabling employees to proactively manage their learning and career development. Our aim is to support every employee in maximising their abilities and fulfilling their potential. Training topics include management & leadership, personal effectiveness, team development, commercial knowledge and technical business knowledge.

### Block Leave policy

A new Block Leave policy has been implemented to mitigate risk associated with the concentration of decision making and information in few hands. The policy recommends that all employees take two consecutive weeks' leave each year and that identified 'key employees' be subject to a mandated two week leave and a formal handover of their responsibilities to a delegate.

### Performance management & reward

A newly structured performance management and reward framework is helping to manage pay and expectations fairly and equitably. Following a successful pilot in December 2015, this has now been implemented across all geographies. Evaluation reviews employees' performance essentials (including operation in line with our values) and managers' leadership essentials.

### Hiring and retaining talent

The Group's talent management cycle is continuous and focuses on succession planning for critical roles. Alongside our drive to recruit high calibre external candidates, there is a significant effort to develop existing employees via "Fundamentals of Management" sessions. This initiative is helping to build the Group's bench-strength of internal talent able to assume greater responsibilities.

### Graduate programme

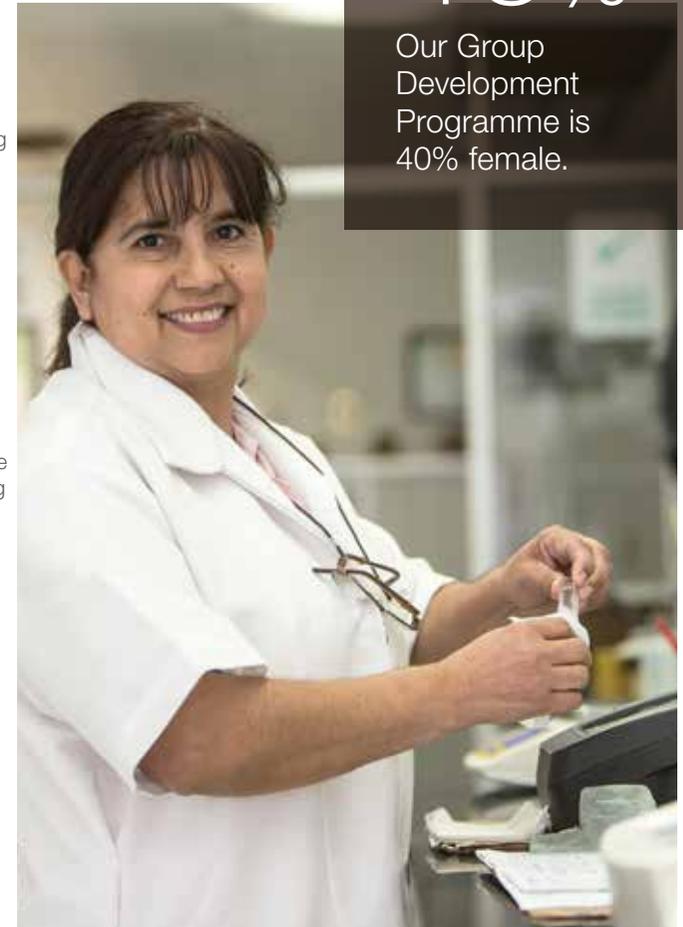
A new manager has been appointed to drive our Graduate Intake Programme and our Group Development Programme for more experienced staff. Both programmes are being used as vehicles to support our Diversity & Inclusion goals: members of the 2015 Group Development Programme comprised eight nationalities and 40% were female.

### Refreshed Group web site and Intranet

A new ED&F Man public web site has been released that meets the accessibility requirements of today's internet environment. The site includes a more complete CSR component, including access to this report. The Group intranet has also been refreshed, serving as a hub for knowledge, news and training.

# 40%

Our Group Development Programme is 40% female.



## HEALTH & SAFETY

# Our number one priority

ED&F Man’s number one priority is the safety and wellbeing of our employees, contractors, buy & supply partners and the communities within which we operate. Our aim is simple – that everyone goes home safe and healthy every day. We believe that all fatalities, injuries and occupational diseases are preventable through robust risk management, decisive corrective action and regular behavioural training.

During the reporting period, the company has launched a single health & safety policy, minimum safety rules for assets and offices, and a harmonized set of safety procedures. All safety risks are now managed in the same way, wherever in the world we operate. Everyone working in or visiting our sites will enjoy equally high health & safety standards.

Safe operations depend not only on technically sound plant, equipment, systems and procedures, but also on our employees. Safety is ultimately about people and their behaviour.

A team of health & safety managers deployed within the business units audits compliance and implements improvements. Their mandate is to maintain operational safety levels and help drive down incident and accident rates. Through investment in training, we aim to constantly raise awareness of risks and hazards, making health & safety a natural part of everybody’s mind-set across all levels of our organisation, from boardroom to factory floor. Everyone’s behaviour and compliance plays a part in preventing incidents.

**Harmonized Health & Safety system:**

The Group’s single, cross-commodity Health & Safety policy is applicable to all our operational assets and offices. It governs a set of harmonised safety management procedures that is being rolled out across all business units over the next two years. We are now halfway through the upgrade process, with all the highest risk activities covered.

**The safety control procedures harmonised across the Group in this reporting period are:**

- General Safety & Housekeeping
- On site Traffic Management and Pedestrian Segregation
- Personal Protection Equipment
- Work Permits
- Manual and Material Handling
- Lifting & Lifting Equipment
- Power & Energy Isolation
- Confined Space Activities
- Working At Heights
- Visitor & Contractor Management
- Management Of Change
- Emergency Response
- Business Travel



HEALTH & SAFETY



“143 ED&F Man locations (88%) experienced no lost time accidents in 2016. We can only ever be happy with a 100% safety record.”

Rene Kleinjan, Group HSEQ & CSR Manager

# HEALTH & SAFETY

## Health & Safety training

We have invested in professional safety training on a range of relevant topics, using video as the most effective medium and making different language versions available globally to maximise understanding. Our next step is to integrate the safety video library with the Group's e-learning portal and the new joiner induction programme, making custom sets of training videos to match specific job roles.

Through a set of fixed key performance indicators – aligned with industry standard practice – we track progress against our plan and objectives.

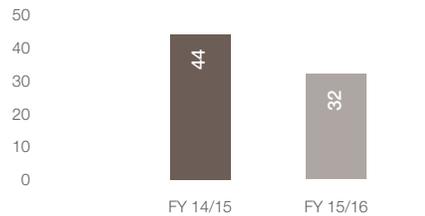
Our performance and improvements are encouraging, but certain sites remain a concern and we have specific action plans in place to raise performance to the desired level.

With our upgraded safety management system, our aim is for all sites to achieve green "Progressive" (Level 5) status and our safety team is working tirelessly to reach our aspiration of zero lost time incidents.

**-27%**

### LTIs – Lost Time Incidents

Workplace incidents with injury resulting in one day or more off work



#### Lost Time Incidents (LTIs)

The number of incidents with lost time for the Group has decreased from 44 down to 32, an improvement of 27%

**-43%**

### LTDs – Lost Time Days

Total number of days lost due to workplace incidents with lost time



#### Lost Time Days (LTDs)

The total number of lost workdays for the Group resulting from safety incidents has decreased from 734 down to 416, an improvement of 43%.

**-42%**

### LTIRs – Lost Time Incident Rate

Number of workplace incidents with lost time per 100 employees



#### Lost Time Incident Rates (LTIRs)

The number of workplace incidents with lost time per 100 employees for the Group has decreased from 1.46 down to 0.84, an improvement of 42%.

**-24%**

### LTISR – Lost Time Incident Severity Rate

The average number of days lost per single lost time incident



#### Lost Time Incident Severity Rate (LTISR)

The improved controls and preventative focus have resulted in less severe injuries. The severity rate has dropped by 24%, from 17 days on average per incident down to 13.

**-34%**

### LTIFR – Lost Time Incident Frequency Rate

Total number of workplace incidents with lost time per 1,000,000 hours worked



#### Lost Time Incident Frequency Rate (LTIFR)

As a result of the improved controls implemented and training provided, the frequency rate of incidents with lost time has dropped by 34%, from 5.3 to 3.5.

Metrics shown display fair comparison to previous year.

Acquisitions during the year are not included in these performance metrics, but are part of the safety management system scope.



# Society

Our business is all about building relationships, not just with customers and suppliers, but also with our neighbours.

## Our current priorities

- Uphold human rights
- Support the communities in which we work
- Contribute to local agricultural economies
- Support charitable giving and disaster relief
- Encourage employee volunteering

# HIGHLIGHTS 2014-16

Society



Partnering with stakeholders in community support

14 schools built

With Costa Foundation (\$3.5m)

Combating forced and child labour issues and improving farmer safety

\$400,000

for employee fundraising and volunteering

Earning our social licence to operate

Volunteering and matched fundraising at the core

Contributing to Global UN SDGs



RESPECT for our communities is one of our values

SOCIETY

# Philanthropy is part of our culture

We want to contribute to the economic prosperity and social wellbeing of our host communities, ensuring high labour standards, upholding local laws, fighting forced or child labour, encouraging education and supporting improvements to health. That way we earn our social licence to operate and develop truly sustainable supply chains.

**Charitable activities**

Philanthropy and volunteering are part of our culture. Our aim is to enjoy a happy and helpful relationship with our neighbours, our workers and their families and to protect livelihoods. We support local development projects through our charitable fund and promote employee volunteering, helping to drive change and enrich local communities through our people’s knowledge, expertise and commitment. The projects we support are wide ranging: from building schools, funding healthcare facilities and providing sustainable farming education, to improving local housing, donating emergency aid and stimulating cultural activities. These socio-economic improvement projects go hand in hand with our other sustainability initiatives.

**Charico**

Our employees take part in an impressive amount of fundraising, both inside and outside their jobs. Charico, ED&F Man’s charitable committee, offers funding to support this important work.

Charico supports activities that improve socio-economic conditions for the communities in which we operate, focusing on the most vulnerable members of society. We do not offer funds for projects run by large national or international charities. Instead, we prefer to support projects that employees run themselves or initiatives that staff are taking part in run by smaller, local organisations. Our role is to bring people, expertise and finance together. Charico has formal processes in place to review proposals, select those that match our criteria and support implementation.

Charico awards money through two separate initiatives:

**1. Matched fundraising**

We match employees’ fundraising activities up to a maximum of US\$1,000 (or equivalent in local currency). Activities may involve being sponsored for sporting challenges in aid of medical charities, or taking part in fundraising events, such as raffles or bake sales to raise money for those in need. Our matched giving scheme is restricted to funds raised and excludes straight donations.

**2. Supporting charitable projects in local communities**

Many of our employees volunteer their time to help charitable projects. Some of them even run charitable projects themselves. In the past, employees in South America and Asia have rolled up their sleeves to refurbish schools in disadvantaged communities, colleagues all over the world have worked on projects to provide better healthcare in sugar or coffee growing areas close to their workplace, and volunteers in cities like London and New York have given up their time to help the homeless or elderly. Charico provides funds for such projects, on the condition our employees are directly involved in the project and can see it through to a successful conclusion.

Provided  
**2,756**  
children access  
to education



SOCIETY

## CHARICO PROJECTS

### Tanzania



We are supporting a sustainable initiative to plant more drought resistant coffee trees in Tanzania. 'Seed Capital for Seedlings' is a project involving Ahold Delhaize retail group and ED&F Man's coffee supply business, Volcafe Select. Income derived from selling coffee to consumers is reinvested into local nurseries to cultivate drought resistant coffee tree varieties for Tanzanian producers. The aim is to satisfy the growing demand for coffee in the face of reduced yields due to climate change across East Africa. This approach is enabling Tanzanian coffee farmers to develop their own drought resistant plant, which would otherwise be prohibitively expensive.

### Philippines

Typhoon Yolanda hit the Philippines in November 2013, killing thousands of people and destroying hundreds of thousands of homes. Many sugar plantation workers were displaced and left homeless.

Straight after the disaster we partnered with international aid agency Habitat for Humanity to supply families on the islands of Leyte and Cebu with shelter kits to build new homes. We raised \$200,000, including matched giving, to supply shelter kits to 550 families, including plantation workers and their families in our supply chain.

### United Kingdom



A team from ED&F Man has raised over £120,000 for various charities by running the 2017 London Marathon. Organiser Mike Levitz, from the Sugar team in Miami, has coordinated an ED&F Man team in the race for the past 12 years and to date he has raised more than £700,000 in aid of Children with Cancer UK. This year the team of 77 intrepid runners, which included 35 employees and their relatives, also raised funds for Breast Cancer Haven, Wessex Cancer Trust, the Sailors' Society and Mencap.

## CHARICO PROJECTS

### Guatemala



La Montañita nursery, before and after reconstruction.

With 70 per cent of the country living in poverty, school is still a luxury for many children in Guatemala. ED&F Man has extended and refurbished two schools in the Lake Atitlan and Oriente coffee growing regions.

#### San Pedro la Laguna school

San Pedro's school kitchen didn't have any equipment to prepare food, and was so run-down it was hard to keep clean. Over two months, our team built a new kitchen where children can now eat healthy meals in hygienic surroundings. The new facilities will help children concentrate and learn for generations to come. Parents, teachers and children are delighted with the results.

#### La Montañita nursery

The school needed a wall, a roof and major improvements to its kitchen and bathrooms. The kitchen needed hygienic cooking and storage areas. Parents were keen to transform the kitchen into a modern, healthy area to prepare food. We also built a perimeter wall for security and a patio roof to keep out the sun and rain.

### Israel

Children from the poor Israeli region of Qiryat Gat attend a community centre most days after school to participate in a range of activities, one of which is a cookery class organised by ED&F Man employees from the local Sugat subsidiary. The community centre yard, which was originally renovated with the help of Sugat employees, provides a focal point for local children.

Sugat's HR coordinator, Sigal Mukhaguli, delivers the classes along with other Sugat volunteers and, with help from Charico's regional project fund, provides everything that is needed for the activity, such as baking ovens, plates, products and recipes. This enjoyable and socially beneficial project strengthens the company's engagement in the community and increases awareness of Sugat products among local families.

### Indonesia

People in the coffee growing areas of Lintong, Sumatra, have limited healthcare and educational facilities, so we organised three projects to help the communities. First, we funded community health days, which offered free health check-ups, medicine and blood tests for around 2,700 people. We also educated farmers on the dangers of hazardous agro-chemicals.

We also launched a free English school. So far, about 50 students participate in classes each year – all children of local farmers. We plan to extend the classes to 300 children in three villages.

Finally, we gave the school modern teaching tools to train the next generation of farmers and agronomists, including state-of-the-art soil analysis equipment. New farmers can now develop a better understanding of their soil, grow more and use fewer expensive or dangerous chemical fertilisers.

## CHARICO PROJECTS

### Peru



We worked with the Costa Foundation to improve schools in San Ignacio, Nuevo Eden, Nuevo Sullana and Mazaronquiari, and build a completely new school in Chuquibambilla.

Many of the buildings were in desperate need of repair. Schools in these areas often only have one classroom where children of different ages and abilities attend the same lessons. Some children have to travel long distances and, with little classroom space, many children can't attend school at all. The renovated schools have more classrooms, better equipment and hygienic kitchens and dining rooms.

### Haiti



ED&F Man is supporting the construction of new homes in Haiti in the wake of Hurricane Matthew, with a contribution of US\$15,000. Haiti was the hardest hit by the hurricane, killing 546 people and destroying thousands of homes across the Caribbean island. ED&F Man has a long history of doing business in Haiti with our most recent activities focused on the sugar trade. Thanks to the ED&F Man

Relief Fund, five homes will be constructed for the victims of the devastation at Grand Goâve, in the south west of the country. Our employees in Miami led the fundraising efforts, which included contributions from many other areas of the organisation and was then matched by the company. The ED&F Man Relief Fund is working closely with 'Be Like Brit', a US-based non-profit organization.

ED&F Man is supporting the construction of new homes in Haiti in the wake of Hurricane Matthew.

This is in addition to a \$5,000 donation to the Association Haitienne de Développement Humain (AHDH), contributing to a fresh water supply for the La Vallée-de-Jacmel area in the south of the island and helping prevent diseases such as cholera, typhoid fever and malaria. ED&F Man has previously supported AHDH with US\$50,000 to help build a new medical centre for the local community, following a devastating earthquake in 2010.

## CHARICO PROJECTS

### Colombia



In December 2016, The Juventus Training Experience brought a bit of Turin to Colombia's coffee-growing region of Meta when Volcafe's business in Colombia, Carcafe, organised a summer camp for children of coffee farmers. Working with the Italian coffee company Lavazza and UNESCO, who jointly funded the activity, the project promoted respect, tolerance and integration by training together and having fun. The coffee-growing areas in this part of Colombia are very remote, and the participants travelled up to four hours daily to take part.

Eight professional football coaches – four Italians and four Colombians – travelled to remote areas to train 120 local boys and girls for six days in a football summer camp. The children, aged between 5 and 17, were provided with branded sports kits, which they wore with pride. Healthy food was served each day and the children packed every moment improving their sporting skills.

### United States of America



ED&F Man has raised around \$400,000 and helped save the lives of 15 children.

HeartGift Louisiana helps children with heart conditions from countries without access to life-saving facilities, by bringing them to the Children's Hospital of New Orleans for surgery. Doctors donate their services for free and hospitals discount all the costs, but it is still an expensive undertaking - each child's treatment

costs around \$25,000. Since becoming involved with HeartGift, ED&F Man has raised around \$400,000 and helped save the lives of 15 children. Founded in Austin, Texas, HeartGift now has several divisions across the USA, including Louisiana, where fundraising is carried out by the ED&F Man team.

### Vietnam



We built a nursery school in the coffee-growing region of Krong Ana, Vietnam. Krong Ana district has around 300 children in need of nursery education. With some communities living in poverty, education is not always a priority.

Plus there are 48 ethnic minority groups in Vietnam, each speaking different dialects or languages, which does not help literacy levels. We backed a project to build a permanent nursery school with places for 240 children. We helped finance six new classrooms, a kitchen and bathroom, a water supply and a playground.



**ED&F  
MAN**  
EST. 1783

**ED&F MAN**

ED&F Man Holdings  
3 London Bridge Street  
London SE1 9SG

[www.edfman.com](http://www.edfman.com)

