

aldahra 



Sustainability Report
2020



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Vice-Chairman Message

(102-11), (102-14), (102-15), (102-16), (102-17)



H.E. Khadim Al-Darei

Vice-Chairman & Co-founder

It is our vision to expand our operations and partnerships to achieve long-term, sustainable food security and for our efforts to align with our values of integrity, transparency, excellence and social responsibility. As part of this vision, at Al Dahra we are proud to present our first sustainability report. This report encompasses our activities and policies in terms of environmental, social and governance (ESG) sustainability and our alignment with the United Nations' Sustainable Development Goals.

The scope of this report includes our operations in the UAE, Romania and Serbia during 2019-2020. We would like to thank all our stakeholders from these locations who have been instrumental to our growth and sustainable development.

As a company, we have acquired more than 400,000 acres of land, which is cultivated by our fleet of 2000 farming assets for the production of essential food. With production in over 20 countries that serves 45 markets, our international presence is growing, especially in the Middle East and Asia. We are expanding rapidly outside our base in the UAE, as demonstrated by our performance in the two other countries covered in this report – Romania and Serbia.

Since Al Dahra's inception in 1995, we have been producing high-quality food products. It is a testament to our commitment that we have since grown internationally. Through our acquisitions, we currently own and manage the largest agricultural producer in Romania, and our base in Serbia is quickly growing.

We have developed guidelines for comprehensive policies related to topics such as health and safety management, and our focus on employees has been strengthened through various learning, development and engagement activities for their personal and professional growth. Additionally, we have begun to align our manufacturing and supply operations with global best practices and certifications.

Through the process of writing our first Sustainability Report, we have increased our knowledge of how to run a sustainable business and have been motivated to nurture our culture of responsible environmental, social and organizational practices. We understand the importance of all the elements that constitute our supply and service chain, and intend to use the principles of sustainability to guide our business philosophy in the coming years.

We hope this report serves as a stepping stone in our journey towards the expansion of our operations, enabling us to revolutionize the agricultural industry and supply chain, encourage lifelong learning and development of our people, engage with local communities and place ourselves on the international stage as a reliable and responsible organization.

We look forward to incorporating our learnings from this report into our practices, along with the valuable support of all our stakeholders.

About this Report

(102-48), (102-49), (102-53), (102-56), (102-54)

At Al Dahra, we are proud to launch our first Sustainability Report showcasing our social, environmental and governance performance for the year 2020. In this first report, we cover our operations in the United Arab Emirates, Romania and Serbia, however we plan to expand on this in future reports.



GRI Accordance

This report has been prepared in accordance with the GRI Standards: Core option.



Alignment

The report aligns with the United Nations Global Compact (UNGC) Principles, the United Nations Sustainable Development Goals (SDGs), the UAE Vision 2021, and the National Food Security Strategy 2051.



Comparable Data

Wherever possible, we have provided information from 2019 to help our stakeholders better understand our progress.



External Assurance

For our first report, we followed an internal assurance process.



Contact Point

For any enquiries about this report, please contact:

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Scope of the Report

(102-48), (102-49), (102-50), (102-51), (102-52)



2020



Year

In this report, we cover our environmental, social, and governance (ESG) performance for the year 2020.

Countries

We decided to start our sustainability reporting journey by highlighting our ESG performance in the United Arab Emirates, Romania and Serbia.

Monetary Values

All monetary values in this report are expressed in Arab Emirates Dirhams (AED) unless otherwise stated.

Terminology

Al Dahra Group	Every time we refer to Al Dahra Group, we are covering our ESG achievements globally.
Al Dahra UAE	Al Dahra Agriculture (Al Ain Farms), Al Dahra BayWa Agriculture LLC, Al Dahra Food SPLLC and Al Dahra Food Industries SPLLC, Al Dahra Agriculture Trading LLC (Etihad Mills)
Al Dahra PKB d.o.o	Al Dahra PKB
Al Dahra Rudnap d.o.o	Al Dahra Rudnap
Al Dahra Agriculture Romania SRL Agricost SA	Al Dahra Romania
Al Dahra Holding	Our Head Office in Abu Dhabi
Abu Dhabi Agriculture and Food Safety Authority	ADAFSA

Key Highlights



25+
Years of Experience



45+
Markets Service Reach

Employees at Al Dahra



5000
Employees from
10+ nationalities



Expansion of Al Dahra
Major acquisitions in
Romania, Serbia & UAE

Practice of Sustainable Agriculture Waste Management



Use of water efficient
agricultural practices



Use of organic pesticides
and fertilizers

Waste Management



Reuse and recycling programs
to avoid product wastage.



Eliminated carton packaging
to reduce wastage.



**Alignment with SDGs
and the UAE Vision**

Contributes to food security,
employment, provisions and
environmental management



**Areas of
Community Service**

Provides support to institutions
for academics, sports, youth
with special needs, as well as
public spaces

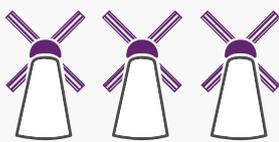
About Al Dahra

(102-1), (102-2), (102-3), (102-4), (102-6), (102-7), (102-10), (102-12), (102-13)

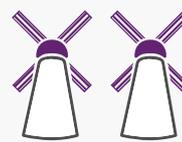
Al Dahra was founded in 1995, with headquarters in the United Arab Emirates. We are a prominent multinational leader in agribusiness, specializing in the cultivation, production and trading of animal feed, essential food commodities and end-to-end supply chain management.

The Group manages and operates land in excess of 400 thousand acres, with 1,200 pivots and a fleet comprising of more than 2,000 farming assets. In addition, the company owns and manages 15 state-of-the-art forage processing and baling facilities, and has the capacity to produce and supply three million metric tons of alfalfa and grasses annually, catering for the needs of the dairy and cattle industries.

We are a leading player in the production, packaging, marketing and distribution of grains operating



Rice Mills



Flour Mills

which have the capacity to produce



500,000 MT



500,000 MT

It further owns and operates a grains hub strategically located at the Fujairah port in the UAE, with 20 silos and more than 300,000 metric tons in storage capacity



Al Dahra has made considerable investments within the logistics and supply chain sector. It moves about 2 million metric tons annually and ships 175 thousand TEUs.



Our portfolio is divided into two main categories:

Animal Feed

Leading expertise in the farming, processing and supply of feed products and commodities.

With an annual capacity of about three million metric tons and more than 40 product categories and grades, the animal feed division predominantly caters for the needs of dairy companies, cattle rearing companies and livestock maintenance companies. In addition, the division closely collaborates with feed farmers, local feed growing cooperatives and agriculture and livestock ministries. Al Dahra animal feed division has established operations across all continents and has a leading market position in Asia and the Middle East and North Africa (MENA) region.



40+ forage varieties



Roughage & grasses



Feed commodities



Supplements & additives

Human Food

Widespread investments in the cultivation and distribution of grains, fruits and vegetables.

Within the human food division, grain production and trading constitutes a large share of the business with an annual production capacity of 500 thousand metric tons of rice and 500 thousand metric tons of flour. In addition, the group has made multiple investments in the cultivation, farming and distribution of various crops, notably; potatoes, corn, wheat, apples, oranges and other citrus fruits, dates and olives. The division promotes its produce through various marketing channels and has a wide customer base consisting mainly of retailers, wholesalers and distributors.



Essential crops & grains
(rice, flour, wheat, barley, corn & others)



Dairy
(fresh milk & dairy)



Fresh produce
(citrus, dates, grapes, Apples, olives, potatoes and others)



Vision

To partner with governmental and commercial entities to realize strategic food security and achieve long-term growth and sustainability.



Mission

To grow into a sustainable agricultural and food product provider and partner, ensuring supply sufficiency, high quality of farming and production operations, affordability of logistical distribution and protection of the environment and natural resources.



Values

Integrity

Building trust with customers, communities, suppliers, and one another by doing what is right.

Transparency

Ensuring openness, communication, and accountability in our various engagements.

Service Excellence

Building an organizational culture based on service and operational excellence in thought and in execution.

Social Responsibility

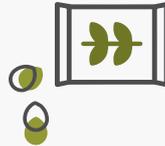
Being a good citizen, giving back to the community and complying with regulations.

Key Figures

Farming



400K acres land bank



More than 60 farms



Across 6 continents

Processing



3
Rice Mills



2
Flour Mills



2
Dairy Farms



2
Fruit Packhouses



17
Forage Processing Plants

Trading (annual supply and trading capacity)



500 MT of Flour



150K MT of fruits and vegetables



500 MT of Rice



1M MT of grains and fertilizers

Logistics



2.5M MT annual shipping volume, equivalent to 175K TEUs

Areas of Presence

Al Dahra's presence spans multiple continents. We operate in over 20 countries and cater to more than 45 markets, with a leading position in Asia and the Middle East.



GCC

Grains
Grains - Rice
Forage
Fruits & Vegetables
Dairy & Livestock



Asia

Grains - Rice
Forage



America

Grains
Forage
Feed Commodities
Fruits & Vegetables



Europe

Grains
Forage
Fruits & Vegetables
Dairy & Livestock



Australia

Forage



Africa

Grains
Forage
Fruits & Vegetables
Fertilizers

Europe

1. Greece
2. Italy
3. Serbia
4. Spain
5. Romania

Africa

6. Egypt
7. Morocco
8. Namibia
9. South Africa

Australia

10. Australia

Asia

11. India
12. Pakistan
13. China

GCC

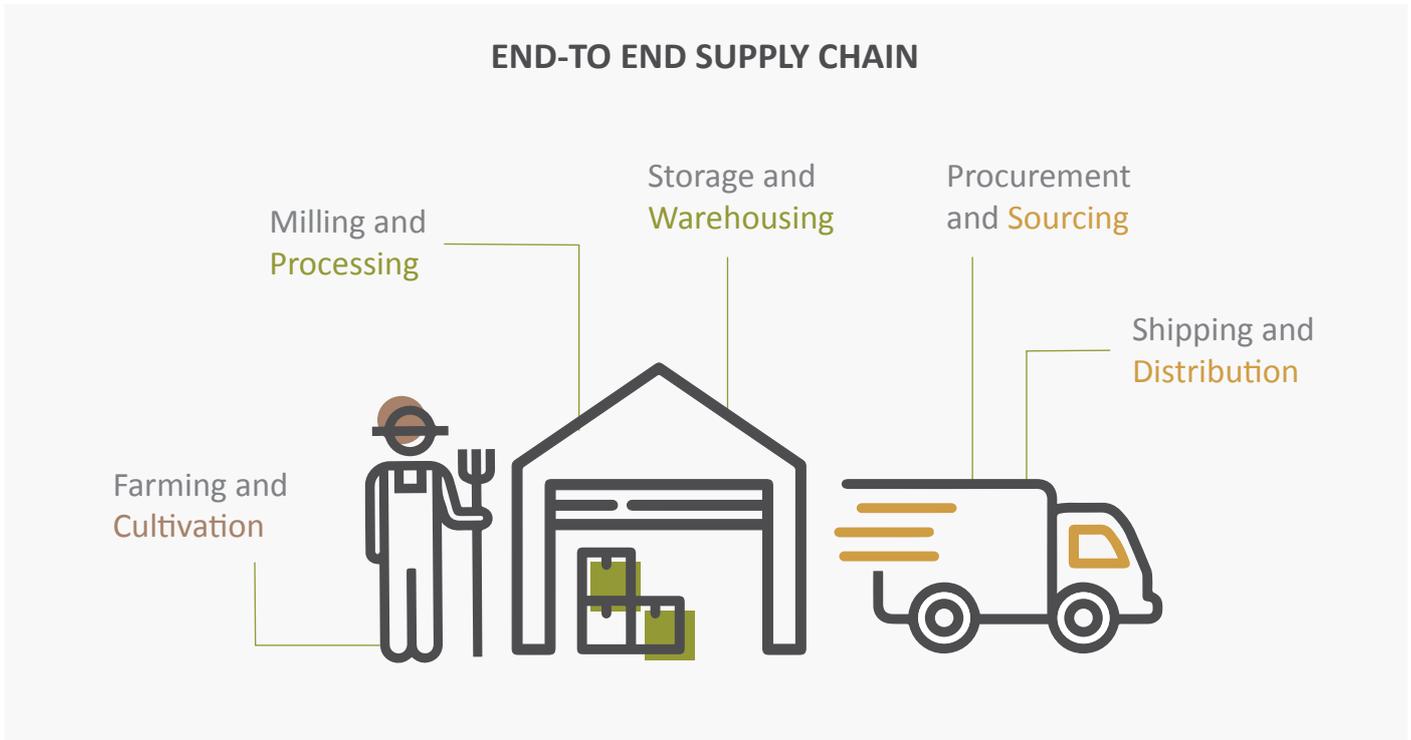
14. KSA
15. UAE

America

16. USA
(North West & South West)
17. Mexico

Products and Services

At Al Dahra, we have an integrated and unique business model.
We control the end-to-end supply chain:



Farming, Cultivation, Milling & Processing



Farming

- 400 acres land bank
- more than 60 farms across continents



Trading

- annual supply and trading capacity
- 500 MT of rice
 - 500MT of flour
 - 1M MT of grains and fertilizers
 - 150K MT of fruits and vegetables



Processing

- 17 Forage processing plants
- 3 Rice Mills
- 2 Flour Mills
- 2 Fruit Packhouses
- 2 Dairy Farms



Logistics

- 2.5M MT annual shipping volume, equivalent to 175K TEUs

Procurement, Sourcing, Storage, and Distribution

At Al Dahra, we have established agreements with international shipping lines to guarantee space, and utilize our powers of negotiation to maximize volume leverage – something we have placed even greater importance on since the onset of the pandemic. We have also established relations and tracked records with key outbound ports for ad-hoc solutions at loading ports and destinations.

We are the #1 importer into the UAE with:

Amongst the top 5 customers of **Jebel Ali port**

Largest customer of **Khalifa port**



Roughly 110,000 twenty-foot equivalent unit (TEUs) per annum

We are equipped with silos for our grains and warehouses for crops, and have easy access to the Danube river and its harbor loading facilities. Our bulk vessel deliveries across the globe are carried out in partnership with a logistics operator acquisition at Constanta Port.

Romania

Al Dahra Romania



Braila Island

Total area

710 km²

57.9 km length

18.6 km width

This location at Braila Island had not always been cultivated. In 1965, major sanitation and drainage works took place and subsequently, a dike 23.5km in length was built against the river floods, with 1,322km of irrigation canals fed by 32 giant pumps, drawing water from the river to irrigate almost the entire island making it arable. The products cross the river via ferry. Agricost Braila is divided into 29 districts, each with its own facilities.

Agricost SA is one of the best-known companies operating in agriculture in Romania. With over 14 years of experience, Agricost increased the business, relying on two directions of development. They aim to maximize the yield per unit area and reduce costs for results with efficiency as high as possible. The company has turned its attention to varieties and hybrid seeds of wheat, rapeseed, soybean and sunflower.



Agricost has 29 farming compounds on approx. 133,000 acres, coupled with exclusive and long-term supply agreements with forage producers and alfalfa growers.

In 2018, Al Dahra acquired Agricost Braila and started to invest massive funds to create higher yields and high-quality end-products. Agricost with Al Dahra support now has presence across the entire supply chain (farming, sourcing, processing and distribution) and was able to build state-of-the-art processing and packing facilities, with access to grain farming and sourcing in the Black Sea.



Presence across the entire supply chain

(farming, sourcing, processing and distribution)



Own farming coupled with exclusive and long-term supply agreements, with forage producers and alfalfa growers



Grain farming and sourcing in the Black Sea (Romania / Serbia)



High yields and high-quality end-products



State-of-the-art processing and packing facilities

Crops (Acres)



Autumn Wheat
29,600



Autumn barley
19,700



Corn
27,100



Soybean
16,800



Sunflower
24,700



Hay
12,300



Seed
1,000



Energetic willow
1,000



Others
120

Total 133,400+

Corn silage after barley (successive culture) 1,500

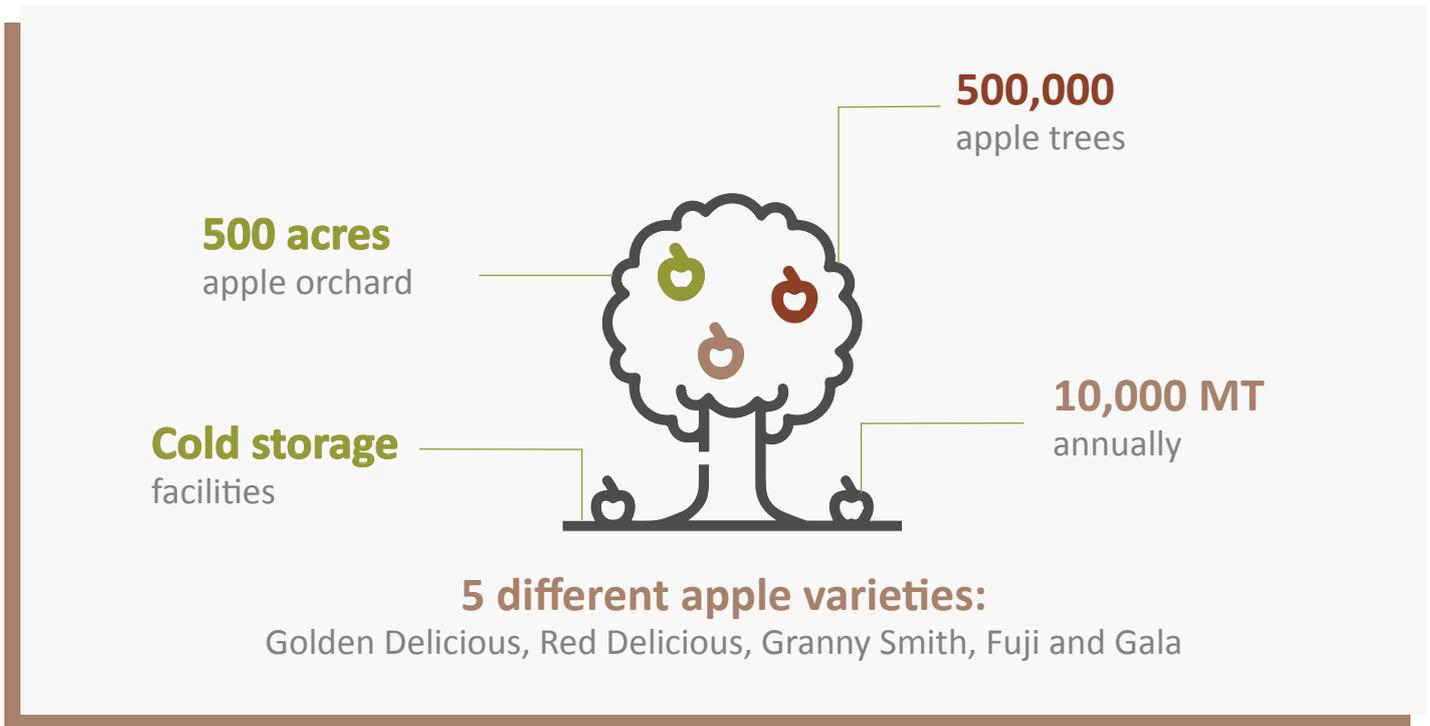
Serbia

Al Dahra Serbia operates its own farming, along with coupled exclusive and long-term supply agreements with forage producers and alfalfa growers.

Al Dahra Rudnap

Al Dahra acquired a majority stake in Rudnap Agrar, a subsidiary of the Rudnap Group based in Serbia, with the purpose of farming and distributing various crops.

Al Dahra Rudnap d.o.o currently operates an apple orchard.

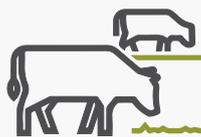


Al Dahra PKB

In 2018, Al Dahra signed a Sale and Purchase Agreement for acquiring the assets of PKB Korporacija and its subsidiaries in Serbia, through an asset sale model transaction. The acquisition is being undertaken as a result of Serbia’s objective to privatize PKB, and follows a public tender.



Al Dahra PKB d.o.o has **45,000 acres of farmland** next to Belgrade, spread across eight farms.



It also focuses on dairy farms comprising of **7,000 cows** across seven dairy sites and **produces 58 million liters of fresh milk**



The land also has an area dedicated to grains, with **55,000 million MT of grain silos.**

Al Dahra PKB d.o.o has three subsidiaries, Eko Lab, PKB Agroekonomika and Veterinarska Stanica PKB. Eko Lab is our fertilizer and seed laboratory. In PKB Agroekonomika, our employees are focusing on research and development and finally, we have our own veterinarian stations to support our animals at different stages in their life.



The different crops include: (Acres)



United Arab Emirates

Al Dahra (Al Ain Farms)

Al Dahra operates and manages dairy farms in the Al Ain region in Abu Dhabi, comprising approximately 1,600 cows with a daily production of 36,000 liters of fresh milk. As such, Al Dahra is considered to be the main supplier of milk to the largest dairy companies in Abu Dhabi. We are planning to expand our operations by establishing a new milking parlor with the capacity to milk about 2,000 cows simultaneously.



Organic Production

Organic vegetable production

300 greenhouses and nethouses

Organic fertilizers

50 MT of organic cheese produced yearly

250 liters of organic milk

20,000 kg fresh organic chicken monthly

Organic egg production

Organic dairy factory

Organic milking cows



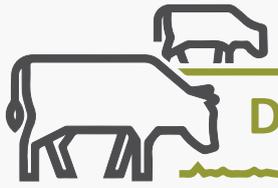
Cheese Production

Cheese production

facilities in UAE

300 MT of cheese produced annually

13 types of cheeses: Halloumi, Bulgari, Nabulsi, Shilal, Akawi, Shanklish, Kashkaval, Majdouli, Baladi, Labna, Milk, Laban Drink, Mozzarella



Dairy Farm

Fresh milk

1,420 Heifers

45,000 liters of fresh milk daily

RHA 9,200 Liters/ Cow/year

1,600 Cows

3,200 Cattle (Holstein)

Al Dahra Baywa

With headquarters in Germany, BayWa is a group with global reach that specializes in agriculture, energy and building materials, with an Innovation & Digitization development segment. As a global player, BayWa develops industry-leading projects and solutions which address the basic human needs of food, energy and housing.

The joint venture '**BayWa Al Dahra Agriculture LLC**' is committed to providing premium tomatoes from a sustainable and safe year-round production, which meets the demands of customers and consumers in the United Arab Emirates.

Using cutting edge technology in our greenhouse and selecting well-educated staff, we cultivate delicious produce to a very high standard. Under sustainable and resource-saving production processes, comprehensive quality and hygiene management guarantees consistent quantities of premium tomatoes. With this ground-breaking project, we strive to contribute to food security by meeting the growing demand for safe and locally grown produce in the UAE.



Tomatoes

25 acres of greenhouses in the UAE for tomatoes cultivation, with in-house nursery

Year round (365 days) supply and distribution

180,000 snack tomato plants cultivated

100% climate control and pesticides reduction

Retail brand Mahalli in local supermarkets

Closed water cycle generating **70%** savings

Al Dahra - Etihad Mills

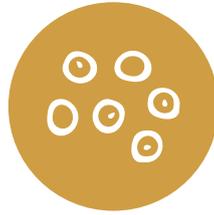
Etihad Mills is the main trading hub for grains in the United Arab Emirates, located in Fujairah, where grains are loaded and unloaded through connected ports. Our facilities have 20 grain storage silos with a total storage capacity of 300,000 metric tons. We have two Buhler cranes that enable us to offload a capacity of 1,200 metric tons per hour and load a capacity of 600 metric tons per hour. Our terminal is fully automated.



Wheat



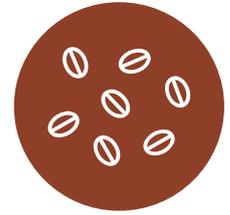
Barley



Pulses



Corn



Oats

Al Dahra Food

Al Dahra Food is the first rice mill in the UAE. It is the largest and only fully-automated rice factory of its kind in the Gulf region. Under the patronage of H.H Sheikh Hazza bin Zayed Al Nayhan, Deputy Chairman of Abu Dhabi Executive Council, Al Dahra Holding and Abu Dhabi Ports, in 2016 the Gulf region's largest and only rice factory of its kind was launched in the Khalifa Industrial Zone (KIZAD).

The factory spans a total area of 260,000 square meters at KIZAD, and handles the full production cycle of rice, including; milling, storage, packaging and distribution within the UAE and export to foreign markets via the adjacent Khalifa Port.





Annual processing capacity of **140,000 metric tons**



Annual trading capacity of **500,000 million metric tons**



High speed, fully automated consumer packaging



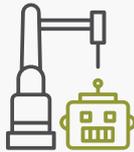
Temperature controlled, insulated and automated silos



In-house insulated and covered storage facilities for finished rice



High speed, fully-automated bulk bagging, taping and strapping



Latest fully automated equipment from renowned manufacturers

Awards & Memberships

UAE

- Abu Dhabi Food Security Strategy
- Largest forage exporter out of the United States and winner of the US President Commerce E-Award

Al Dahra Food

- Best HSE practices by Neeshan Awards
- Best Waste Management Performance by Neeshan Awards

Al Dahra Romania

- Braila Chamber of Commerce, Industry and Agriculture
- Romania Corn Producers Association
- First Place 2019 Braila Top of Agriculture Companies, offered by Braila Chamber of Commerce and Industry and Agriculture
- Biggest corn production within Romania in 2019, offered by Romania Corn Producers Association
- Gold Corn Trophy 2018 - Irrigation offered by Romania Corn Producers Association

Our Governance

(102-45)

At Al Dahra, we have always believed in strong corporate governance to enable us to conduct business honestly and fairly. As the pandemic continues to affect every corner of the globe, we know that our results will be greater and more long-lasting if we can achieve our goals as quickly as possible. In this chapter, we are proud to present the leadership team that has built Al Dahra into the business it is today.



Governing Bodies

(102-18), (102-19), (102-20), (102-22), (102-23), (102-24), (102-25), (102-26), (102-27), (102-28), (102-29), (102-30), (102-31), (102-32), (102-33)



H.E. Khadim Al-Darei ***Vice-Chairman & Co-founder***

H.E Khedaim Abdulla Al Derei is a delegated member from the Ministry of Foreign Affairs, and he is in charge of commercial business in the Private Office of H.H Sheikh Hamdan Bin Zayed Al Nahyan. He has over 28 years of public and private sector experience and has held senior positions within the UAE’s diplomatic core. H.E Khedaim is also the Vice Chairman and Co-Founder of Al Dahra Holding and the Managing Director of Al Ain Holding, H.E Khedaim has overall responsibility for ensuring the business strategy is aligned with the shareholder and the board target.

He began his career working in the UAE Ministry of Foreign Affairs, with postings to the UAE Embassies in Washington DC, USA and Beirut, Lebanon, where he held the post of First Secretary. H.E Khedaim was then appointed Plenipotentiary Minister First Class at the Ministry of Foreign Affairs. In addition to these duties, he was made Deputy General Manager to the Court of H.H Sheikh Hamdan Bin Zayed Al Nahyan, the then Deputy Prime Minister and Minister of Foreign Affairs.

After leaving the Ministry of Foreign Affairs, he was appointed Chief Executive Officer of the Private Office of H.H Sheikh Hamdan Bin Zayed Al Nahyan. In this role, he was responsible for the coordination of all private and business interests and activities of His Highness. H.E Khedaim holds a Bachelor’s degree in Human Resources Development from the American University in Washington DC, USA and Masters in International Relations from the Lebanese American University, Lebanon. He has also attended several executive management programs at top institutions such as the Harvard Business School in Boston, USA.

Our organizational chart is divided into our core corporate functions and business units.

Corporate Core Functions



Gianluca Fabbri
Group Chief Finance Officer



Hussain Al Katheeri
Chief Executive Officer - Strategy



Dr. Sulaiman Al Nuaimi
Chief Executive Officer - Government Relations

Business Units



HE. Rashed Al Shuraiqi
Agricultural senior advisor



Hussain Al Katheeri
Chief Executive Officer - Trading



Salmeen Al Ameri
Chief Executive Officer - UAE Business

Our Committees

(102-5)

Finance Committee

The optimization of financial practices within Al Dahra is handled by the finance committee at the holding level. The objectives of the committee when setting our financial strategies are to assess financial policies and review the budgets before submitting them to the Excom.

ESHS Committee

Al Dahra's vision is to partner with governmental and commercial entities to realize strategic food security and achieve long-term growth and sustainability. To achieve this vision, we are committed to growing as a sustainable agricultural and food product provider and partner by protecting the environment, utilizing natural resources responsibly, respecting human rights and managing occupational health and safety. As a consequence, we are in the process of forming our Environmental, Social, Health & Safety Committee (ESHS Committee), which will be in charge of looking after these risks.

Our Sustainability Management



Sustainability Management

Sustainability management is particularly pertinent to agribusiness, as it contributes negatively to climate change. According to predictions by the Food and Agriculture Organization Corporate Statistical Database (FAOSTAT), one of the key challenges is to feed a growing population (9 billion people by 2050), while reducing our arable land per by 25% in the next 30 years. Hence, there is a need for the agribusiness industry to adopt sustainable management and understand its environmental, social and governance impacts and opportunities, to fulfill the demands of the people and planet while maintaining a profit.

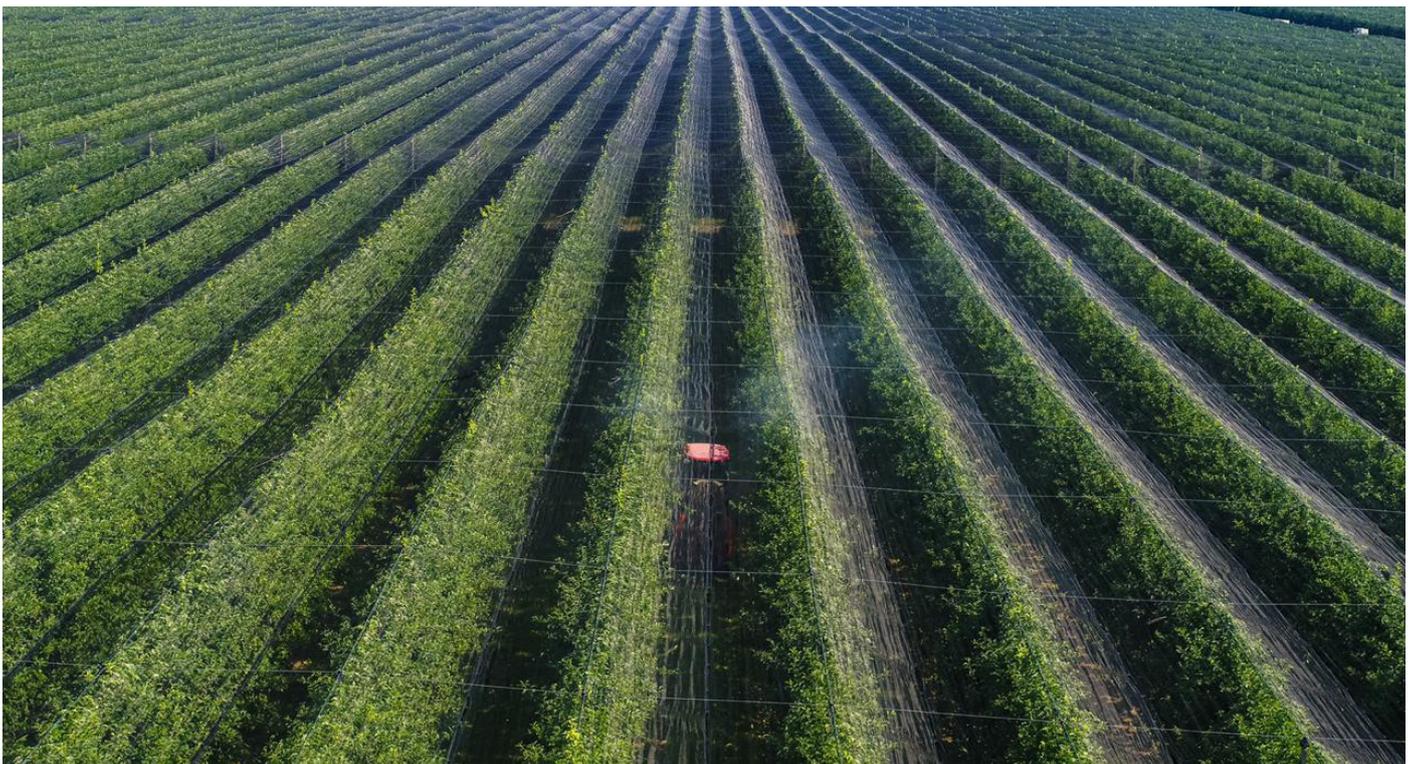


At Al Dahra, our approach to sustainability is motivated by our mission and vision to ensure food security by producing the highest quality products possible through the lowest consumption of resources.



By expanding to the world, we also strive to share agricultural best-practices with the industry so as to help the industry move in a sustainable direction as quickly as possible.

By starting our sustainability reporting journey as an annual practice, we are at a point where sustainability management is becoming part of the responsibility of every department.



Key Stakeholder Groups & Stakeholder Engagement

(102-21), (102-40), (102-42), (102-43), (102-44)

The key to any successful sustainability approach, is to closely involve those who are impacted. Therefore, we defined our stakeholders as those who are directly or indirectly affected by our operations, or those with a direct impact or effect on our business.

At Al Dahra, we conducted this mapping process internally. We identified nine stakeholder groups, with whom we maintain ongoing engagement by continuously communicating our operations and impact.

Stakeholders	Engagement Methods & Frequency	Key Topics Raised
Employees	 <ul style="list-style-type: none"> - Annual Employee Engagement - Constant Training & Development - Frequent Events 	 <p>Compensation, Training, Learning, Growth, Development & Retention</p>
Shareholders	 <ul style="list-style-type: none"> - Constant Investor Relations Team - Annual Financial Report 	 <p>Financial Performance</p>
Customers	 <ul style="list-style-type: none"> - Constant Campaigns, Social Media & Newsletters / constant Customer Satisfaction Feedback 	 <p>Outstanding Customer Experience</p>

<p>Farmers</p>	 <ul style="list-style-type: none"> - Long-Term Contracts - Training & Service Provision 	 <p>Long Term Relations and Provision of Opportunities</p>
<p>Suppliers</p>	 <ul style="list-style-type: none"> - Constant Tenders & RFPs - Newsletters 	 <p>Fair Selection and Partnership</p>
<p>Local community</p>	 <ul style="list-style-type: none"> - Constant Partnerships & Events with Local Non-Profit Organizations 	 <p>Empowering Local Communities</p>
<p>Government</p>	 <ul style="list-style-type: none"> - Monthly Meetings & Events - Constant Emails & Shared Committees 	 <p>Food Security</p>
<p>Environment</p>	 <ul style="list-style-type: none"> - Use of Sustainable Products & Services / Constant Partnership & International Certification 	 <p>Practicing Sustainable Water & Agricultural Management</p>

Materiality Matrix & Key Concerns Raised

(102-46), (102-47)

Materiality, as defined by the GRI, is the principle that determines a list of sustainability topics on which an organization has significant economic, environmental and social impact. The sensitivity of an issue to stakeholders and Al Dahra in terms of importance, forms the basis of the materiality analysis. In turn, identification of these topics guides the processes for devising and implementing specific action plans that address material aspects.

The identification process, known as the materiality analysis exercise, was conducted in two parts:



Research & Benchmarking

We conducted intensive research to select sustainability topics. The process was done locally, regionally and internationally, in countries including the UAE, Romania, and Serbia.

We also referred to the UN Sustainable Development Goals (SDGs), the Global Reporting Initiative (GRI) Standards, as well as national agendas in the three markets.



Stakeholder Engagement

We engaged with our stakeholders to rate each of these topics based on their importance.

We use the results of our materiality analysis to communicate with our stakeholders on our sustainability management, in regards to their needs.

The outcome from our materiality analysis is presented in the Materiality Matrix below:

Materiality Matrix



We have also studied the impact boundaries of our material topics, across a scale of:

✓ Low

✓ Medium

✓ High importance

Materiality Topics	Boundaries					
	Within the group		Outside the Group			
	Company	Agriculture	Transport	Suppliers	Marketplace	Consumers
Human Rights & Labor Conditions	✓					
Health & Safety	✓	✓		✓		✓
Water Management	✓	✓	✓			
Food Security	✓	✓		✓	✓	✓
Business Ethics	✓	✓		✓	✓	✓
Biodiversity & Soil Management	✓	✓				
Human Capital & Management	✓	✓		✓	✓	✓
Waste Management	✓	✓				
Product Quality, Safety & Responsibility	✓	✓	✓	✓	✓	✓
Greenhouse Gas Emissions	✓		✓			
Technology & Innovation	✓	✓	✓	✓	✓	✓
Land Use	✓	✓	✓		✓	✓
Sustainable Supply Chain Management	✓	✓	✓	✓	✓	✓
Customer Engagement	✓					✓
Community Relations	✓				✓	✓
Nationalization	✓			✓		

Our Sustainability Framework

In our first sustainability report, we have created a guiding framework to establish our approach to sustainability management.

This framework comprises three elements: Impact, Key Areas and Alignments:

1. The **impact** ensures positive contributions of our operations and services for our stakeholders.
2. The **key areas** are areas of business close to our mission, vision and operations that are identified as critical in achieving our long-term impact.
3. The **alignments** are driving forces that will inspire us to optimize our assets and resources to set and meet our goals for sustainable agribusiness.

An understanding of these three elements will help us align our processes and achieve sustainable functioning across all our services to maximize our impact.



United Arab Emirates Vision 2021:

The UAE vision is a long-term plan aiming to unite all Emiratis and the government under four pillars of guiding principles to make the UAE one of the best countries in the world by 2021. These four pillars are; United in Prosperity, United in Knowledge, United in Destiny, and United in Responsibility. Each pillar comprises of specific components that the country needs to meet to achieve the larger principles.

The pillars and components most relevant to Al Dahra’s initiatives are as follows:

UAE Vision Pillar	Component	Our Contributions
United In Prosperity	 Well Preserved Natural Environment	 Development of Policies to Responsibly Manage Natural Resources
	 Long and Healthy Lives	Partnership with the World Wildlife Fund for the Emirates Nature Program Focus on employee and environmental health and safety
United in Destiny	 Safe and Secure Nation	 Partnership with ADAFSA for food security
United in Knowledge	 Knowledge-based and Highly Productive	 Supports innovative practices within the sector
United in Responsibility	 Strong and active communities	 Community investments for children with special needs

UN Sustainable Development Goals (SDGs):

The Sustainable Development Goals (SDGs) are 17 goals which were introduced by the United Nations in 2015, aimed at achieving a sustainable present and future for the entire planet. Although the goals are relevant to most business sectors and operations, some goals are more pertinent to certain industries than others. The industry of agriculture and food production is most relevant to the nine goals presented below. These are the goals that Al Dahra are striving to achieve by aligning them with business processes, operations and values.

Sustainable Development Goals	Our Contributions
SDG 1: No Poverty	Provision of employment, contracts, and tenders to locals and immigrants.
SDG 2: Zero Hunger	Expanding production of food crops.
SDG 4: Quality Education	Investment in education of employees as well as local communities.
SDG 5: Gender Equality	Gradually increasing the proportion of female employees in upper collar positions.
SDG 8: Decent Work and Economic Growth	Strategic investments in different regions to optimize employment and economic output.
SDG 12: Responsible Consumption and Production	<p>Use of air-cooled chillers and other alternative technology to reduce water usage.</p> <p>Transitioning to organic pesticides and fertilizers to reduce soil degradation.</p> <p>Implementation of energy efficient techniques to reduce total energy consumption.</p>
SDG 15: Life on Land	Creation of policies to improve biodiversity management and animal welfare.

Our Human Resources Investment



Our Human Resources Investment

(103-1), (103-2), (103-3)

The pioneers of Al Dahra’s growing success are our people, who are an increasingly important asset as we journey towards becoming a global force, with presence in multiple countries. We strive to build mutually respectful relationships with our employees everywhere, to make them feel comfortable in our organization, maximize their potential, cultivate cross-cultural relationships and grow as a multinational identity.

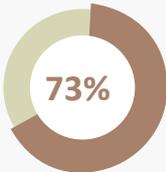
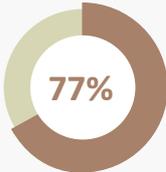
We are guided by our values, which are in holding trustworthy relationships, open communications and creating a strong culture in the organization that supports excellence in operations, service delivery and overall mindset. To demonstrate our commitment to these people-centric values, we invest in our employees through training, engagements and benefits, keeping their best interests at heart. We do not tolerate discrimination, we value human rights uphold our labor regulations to national and international standards. We ensure excellence is maintained by undertaking background checks related to verification of education, employment, and criminal offenses for all recruits. We have tailored our policies and processes regarding our human resources to enhance our learning and improve in these areas.

Diversity and Inclusion

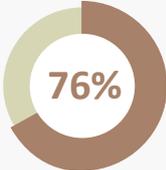
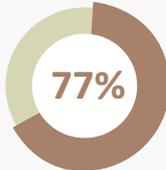
(401-1), (405-1)

At Al Dahra, we are dedicated to maintaining a significant number of employees in our field department. We are an organization with good organizational processes as well as strong field work and management. So, our blue-collar workers are at the core of our production and service mechanisms, giving us a strong field department, as demonstrated below.

Al Dahra UAE

	2020	2019
Number of Full Time Employees	835	814
Blue Collar Employees (%)	 73%	 77%
White Collar Employees (%)	 27%	 23%

Al Dahra Romania

	2020	2019
Number of Full Time Employees	844	771
Blue Collar Employees (%)		
White Collar Employees (%)		

Al Dahra Serbia

	Al Dahra PKB		Al Dahra Rudnap	
	2020	2019	2020	2019
Number of Full Time Employees	1,058	1,067	46	50
Blue Collar Employees				
White Collar Employees				

Gender Diversity

(401-1), (405-1)

At Al Dahra, we are continuously working towards having a gender-balanced workforce that is inclusive for everybody. We acknowledge that this isn't a process that is achieved overnight, however we are committed to increasing the number of women on our workforce year after year, until we have a balanced workforce that reflects the diversity and inclusivity of Al Dhara.

	Al Dahra PKB		Al Dahra Rudnap		Al Dahra Romania	
	2020	2019	2020	2019	2020	2019
Number of Full Time Employees	1,058	1,067	46	50	844	771
Female Employees	29%	29%	30%	28%	10%	10%
Male Employees	71%	71%	70%	72%	90%	90%

	Al Dahra UAE		Al Dahra PKB		Al Dahra Rudnap		Al Dahra Romania	
	2020	2019	2020	2019	2020	2019	2020	2019
Number of White Collar Employees	224	187	250	235	18	13	187	180
White Collar Female Employees	13%	13%	53%	56%	67%	46%	35%	34%
White Collar Male Employees	87%	87%	47%	44%	33%	54%	65%	66%

Nationality Diversity

(405-1)

Since expanding globally and establishing ourselves as industry leaders in multiple countries, we have endeavored to incorporate a transnational workforce that will guide our actions in various parts of the world. During any acquisitions or mergers, we ensure that we keep established teams together who were already working there. We do understand that when new land is added to our portfolio, complications can arise in the local community. Therefore, we want to make sure that all stakeholder's needs are taken into consideration and avoid creating any instability. We want to ensure the wellbeing of our employees, through efforts which include making sure the salaries we pay are above minimum wage.

Al Dahra PKB



2020	2019
99%	100%
1%	0%
85%	100%

Al Dahra Romania



2020	2020
99%	99%
1%	1%
90%	90%

Al Dahra Rudnap



2020	2019
100%	100%
0%	0%
100%	100%

Al Dahra UAE



2020	2019
3%	3%
97%	97%
57%	57%

Local Employees (%)

Expat Employees (%)

Local in the top Management (%)



Al Dahra UAE

(102-8)



In Al Dahra UAE, we are a diverse team comprised of **more than 40 different nationalities.**



People with Disabilities

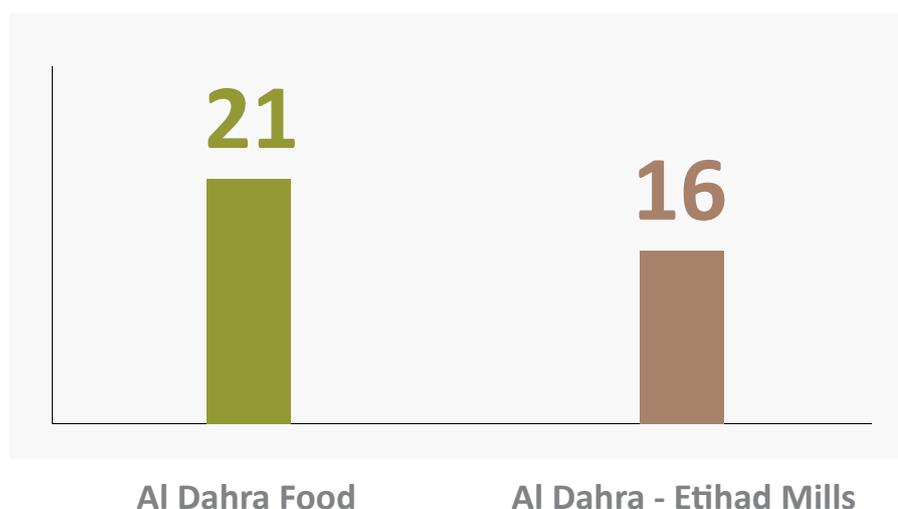
(405-1)

We believe that everybody should have the chance to work and at Al Dahra, we actively invest in people with disabilities. In 2020, at Al Dahra PKB, we had 17 employees with disabilities employed. At Al Dahra Rudnap, we have had one person with disabilities employed throughout both 2019 and 2020.

As part of the National Service Program in the United Arab Emirates, we have partnered with Abu Dhabi Agriculture and Food Safety Authority to bring people with disabilities into our two business units; Al Dahra Food and Al Dahra - Etihad Mills. Roles available for them include; maintenance assistant, procurement assistant, logistics coordinator, safety officer and quality assistant. Each person with disabilities receives intensive training after their onboarding.



People with disabilities in 2020 & 2019

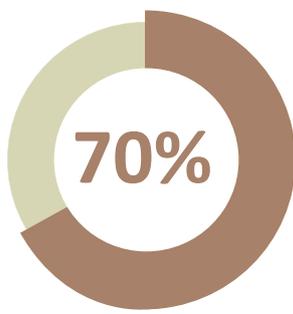


Learning & Development

(404-1), (404-2)

At Al Dahra, we aim to train employees and encourage life-long learning to ensure that the capabilities of our people are constantly improving. This makes our employees competitive and knowledgeable workers in an environment of fast-paced technology and development. We want to meet modern workplace learning requirements, while cultivating a sound human infrastructure that can carry our vision to expand globally.

Our priority is to offer our employees learning and development opportunities that helps us to perform for today and be prepared for tomorrow. For the development of our employees, we use a 70-20-10 learning approach, where we largely build on internal knowledge and consider hands-on experiences as the most beneficial way to learn and develop:



Learning
on the job



Learning
from others



Learning
from training

Additionally, we will be offering Skills Development Leave which can be used from 2021 onwards. Employees can be take up to 3 days leave to attend any events or workshops related to developing their skills. This leave will give them freedom to devote their time to learning.

We recognize that around the world, women are facing discrimination, lack of access to skills and training and inefficient protection of their basic human rights. At Al Dahra, we support women's rights and economic inclusion by ensuring that our women have equal access to training and career development opportunities.

Learning Topics

Our training is divided between corporate functions and business units. In the section below, we have highlighted some of the training given to our employees.

Al Dahra Holding:



Project Management Professional Certificate

Project Management Professional (PMP) Certificate recognizes demonstrated knowledge and skill in leading and directing project teams and in delivering project results within the constraints of schedule, budget and resources.



Supply Chain Certificate

The qualification helps logistics professionals to learn new skills and innovations necessary to deal with modern shipping, production and distribution methods.

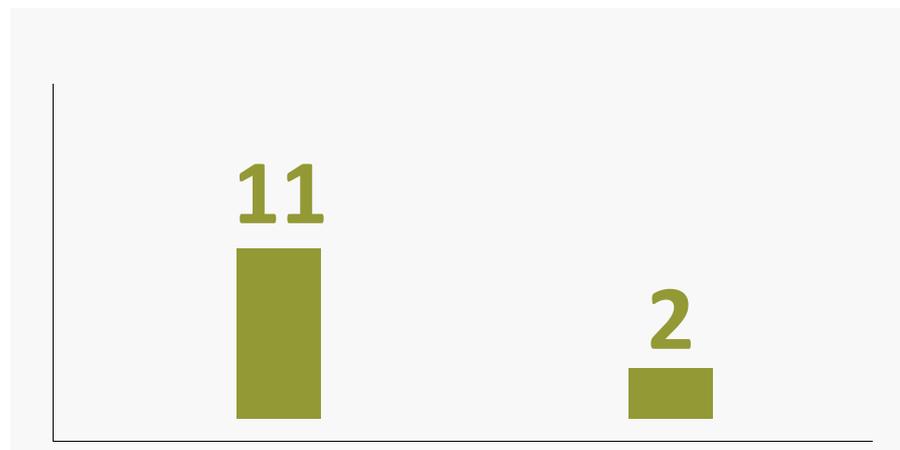


Finance For Non-Finance Certificate

The certificate empowers employees to gain practical finance skills by mastering key aspects of accounting and corporate finance.



Average Training Days for All Etihad Mills Employees



Al Dahra - Etihad Mills

On the operations side, Al Dahra - Etihad Mills focused on the following training:

- ISO 22000: Food Safety
- Operational Prerequisite Program (OPRP) & Critical Control Point (CCP) Monitoring Procedures
- Personal hygiene & importance of food safety.
- Preventive & predictive maintenance
- Heavy machinery & shovel driving license
- Work safety
- Fire prevention
- First Aid

Al Dahra - Al Ain Farms

Below is listed some of our training programs at Al Dahra Agriculture (Al Ain Farms):



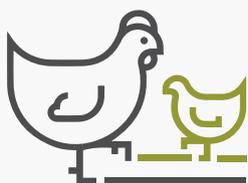
Vegetables

- Organic Fertilizer Field Application Training
- Organic Pesticides Field Application Training
- Koppert Biological System – Netherlands
“Knowing and recognize”



Cheese

- ADAFSA - Essential food safety
- Hazard Analysis Critical Control Point (HACCP) Training



Poultry

- ADAFSA* -Essential food safety
- Certificate training - halal slaughtering
- Halal certificate - halal awareness training

ADAFSA: Abu Dhabi Agriculture and Food Safety Authority.

In continuation with our partnership with Abu Dhabi Agriculture and Food Safety Authority (ADAFSA), some employees have been sent to Al Dahra Food as part of their training to understand the process and systems.

In 2020, we decided that all new employees joining the company will receive awareness training on the following topics as part of their induction:



ESHS Policies & Risks



Grievance procedures



Hazard reporting and incident reporting (and relevant incident and investigation outcomes)



Emergency response and evacuation and safe assembly points



Code of conduct (including respecting human rights and conduct in the community)

Performance & Goal Management

Starting in 2021, Al Dahra will be tracking employee performance through the Performance and Goal Management System (PMGM). This is Al Dahra's online Performance management process, accessible to employees through Success Factors Employee Central system. PMGM emphasizes performance management as an ongoing process, rather than a single, annual event and reflects the process as a shared responsibility between manager and employee. Currently, we are training employees and managers in the process of using the system.

It has several key benefits, such as:



Identify & develop key talent



Link employee goals to organizational objectives



Tie performance to a compensation system



Increase the quantity and quality of performance discussions and employee



Automate & simplify performance reviews, self-assessments and more



Achieve consistent ratings and appraisals across the organization

Performance Campaign: 2020 Appraisal & 2021 Objective Setting

In order to link employees' objectives, goals and performance with managers' assessments and reviews, we conducted a year-long campaign to bring all components together.



Labor Practices and Human Rights

(103-1), (103-2), (103-3), (408-1), (412-1)

Labor rights, including child labor, excessive hours with low wages and human trafficking, are often the leading human rights concerns in agriculture companies. One of our priorities has always been to eliminate these potential risks, and we are currently in the process of developing our human rights policy. The policy strives to make it clear and transparent how we define, approach, govern and support universal human rights and dignity of people throughout our operations, the communities in which we operate and our global supply chain.

The policy also acknowledges internationally recognized human rights principles, informed by the United Nations Guiding Principles on Business and Human Rights and its foundational principles for business enterprises, including those expressed in the International Bill of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

Respect and non-discrimination in the workplace is hugely important at Al Dahra. As we expand across regions, we increase our focus on being inclusive, which in the long-term will aid our growth as a company outside the UAE. We ensure that we:



Respect all stakeholders and value the different cultural groups and nationalities.



Provide a safe and healthy work environment free of harassment

In the event that a situation involving discrimination or harassment occurs, the affected individual should bring the matter immediately to the attention of their business unit head/supervisor and/or the HRD. The Organization will assure that the matter will be handled in a confidential and professional manner, respecting the rights and privileges of all parties involved.

Workplace Health & Safety

(403-1)

We are currently in the process of creating an Environmental, Social, Health & Safety (ESHS) Committee to develop company-wide policies, where one of the focus areas is the health and safety of employees related to work-related procedures and processes. The following priorities from the ESHS are at the core of workplace health and safety.



Occupational Health & Safety

Providing safe and healthy working conditions for employees, contractors and other persons, in order to prevent work-related injury and/or ill health.



Grievance Management

Providing grievance mechanisms for workers, communities and others who may be affected by our activities.

We also provide safety-related training to our employees in OHSAS 18001, which is one of the International Standard for Occupational Health and Safety Management Systems that addresses occupational health and safety. Other training in this area includes; basic first aid, basic firefighting, maintenance safety, Automated External Defibrillator and Cardiopulmonary Resuscitation.

We ensure that our employees are provided with the right personal protective equipment along with protective awareness training, first aid boxes and access to qualified responders. We offer safety training which is designed to ensure that our employees are fully aware of best practices around operating machinery so as to limit risk of accident and injury.

Workplace health and safety management are not just policies, but a part of the culture that we are cultivating. Additionally, in the United Arab Emirates, we have workmen’s compensation which covers any occupational sickness and accidents that might occur during employment with us. In accordance with the UAE Labor Law, this includes; medical expenses in the context of wage loss, body injuries, and more.

Below are a few examples of our Health and Safety Training:

Al Dahra - Etihad Mills	Al Dahra - Al Ain Farms
<ul style="list-style-type: none"> - Basic firefighting (level 2 - 3) and first aid - Maintenance safety - Fire drill 1 and 2 - Working at Heights - First Aid -OHSAS 18001 -LEAN SIX SIGMA 	<ul style="list-style-type: none"> -Basic firefighting (level 2 - 3) and first aid -Maintenance safety -Fire drill 1 and 2 -Working at Heights -First Aid -OHSAS 18001 -LEAN SIX SIGMA -Safe Handling of Chemicals Training -Chemical Safety Handling

COVID-19 & Safety Measurement

In March 2020, numerous training sessions were held in all sites, informing staff members how to recognize COVID-19 symptoms and what precautions to take to avoid infection. In addition, temperature checks were, and are still, being done on a daily basis, at the entrance of the premises and at office/working spaces during the day. Medical tests were conducted for all staff members.

In conjunction, all personnel in operations have been separated into two groups to avoid a conglomeration of people, therefore reducing the risk of spreading the virus. Medical equipment such as gloves, masks and sanitizers have been given to all staff members. All of our facilities are regularly disinfected.

Until July 2020, most office-based staff were working from home. Visitors and face-to-face meetings were strictly prohibited and meetings are now taking place through Microsoft Teams and other online tools.

Unfortunately, some of our workers in Al Dahra - Al Ain Farms and in Al Dahra PKB and Al Dahra Rudnap have been exposed to COVID-19. Directly, preventive measures have been put in place to avoid the spread of the virus and strict control and reporting measures have been carried out since. Employees were given medical equipment such as masks, gloves and sanitizers. The affected employees were isolated and all of them recovered in a few weeks. None of our employees in Romania have so far been affected by COVID-19. Here, we have contributed to efforts in the Brăila region to limit and prevent the spread of Covid -19. We have purchased equipment, test kits and materials needed for medical units amounting to 94,000 EUR, which have been donated to the Brăila county Emergency Hospital.

Employee Engagement

(402-1)

It is important to us to continuously engage with our employees, as we want to build a connected community which can assist us in our growth. We cannot improve our products and services, meet our objectives and satisfy the demands of the market without an engaged workforce that feels we are conducive to their productivity. We measure our cultivation of a culture of belonging, growth and guidance through an annual assessment of how our employees view our efforts. **Our employee engagement survey from this year revealed the following perceptions:**

Sense of Belonging	Leadership	Career Development
 <p>81.3% feel proud to work at Al Dahra</p>	 <p>72.8% receive support and guidance from leaders</p>	 <p>40.2% are happy with compensation and benefits</p>
 <p>77.4% feel empowered and heard</p>	 <p>76.5% believe leaders follow strategic thinking & creative approach</p>	 <p>57.9% believe policies and procedures are well explained</p>
 <p>73.4% believe the work environment is positive</p>	 <p>70.9% believe leaders delegate tasks and support teamwork</p>	 <p>70.5% feel their relations with other employees are positive</p>
		 <p>67.1% feel they get adequate training 59.8% feel they receive positive performance appraisal</p>





Employee Benefits

(401-3) (401-2)

Employees largely enjoy working at Al Dahra because we take the time and effort to properly recognize, acknowledge, and support their work. We have several initiatives which appreciate the contribution made by our employees, through means such as providing assistance to them and their families with visas, school support, healthcare and end-of-service benefits.



Family Visa

For officers and above who are not UAE citizens, Al Dahra pays for up to two visa applications per family member.



School Support

Basic school tuition fees and other expenses will be incurred by Al Dahra provided schooling is conducted in the UAE, and appropriate documentation is provided.



Medical and Health Support

Medical insurance will be provided to employees and their families, dependent on their grades.



End of Service Benefit

Payable for employees who worked more than 12 months, this benefit offers remuneration based on the number of years of service, per UAE regulations.



Family

Both non-UAE and UAE employees will receive compensation for one annual round trip.

Activities for Employees

In addition to benefits, we also engage with employees through various activities. For instance, over the last two years we have organized the following activities in the UAE:



Employee Turnover and Retention

We pride ourselves on being an organization that retains a large majority of our employees every year, through useful policies and benefits. As shown below, in Al Dhara Romania, our turnover rates have decreased in the past year, while in the UAE they have stayed the same. We hope to continue to engage with our employees through different methods and ensure that we build a workforce with long-term sustainability. We were thankfully able to retain all of our employees throughout the pandemic.

	Al Dhara UAE		Al Dhara PKB		Al Dhara Rudnap		Al Dhara Romania	
	2020	2019	2020	2019	2020	2019	2020	2019
Turnover Rate for All Employees	13%	13%	7%	46%	13%	30%	10%	21%
Turnover Rate for Female Employees	24%	19%	3%	14%	2%	2%	1%	1%
Turnover Rate for Male Employees	13%	13%	5%	32%	11%	30%	9%	20%

Our human resources processes in Romania have been simplified and automated during the last year. One initiative in this field was the installation of SAP Success Factors, a very useful tool for employees that supports our employees for goal setting, goal evaluation, feedback, personal Human Resources administration and starting next year payroll.

Lastly, Corporate Services have come up with the following strategic pillars that will be implemented from 2021:



The image displays four strategic pillars, each represented by a circular icon and a text label below it. From left to right: 1. 'Digital Experience' with an icon of a laptop and a smartphone. 2. 'Collaboration' with an icon of two people. 3. 'Well being & Health' with an icon of a heart and a pulse line. 4. 'Engagement' with an icon of two people and arrows indicating interaction.

- Digital Experience**
- Collaboration**
- Well being & Health**
- Engagement**

For well-being and health, we have developed a Corporate Well-being Program, which will be implemented from 2021.

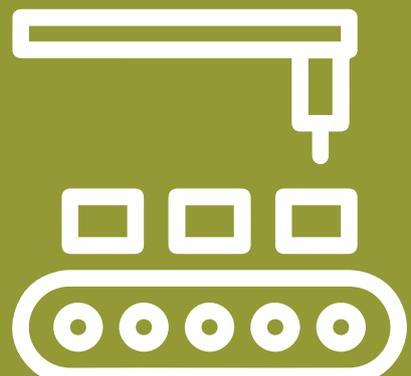


The image shows a central illustration of a person holding an apple, with the word 'Well-being' written below it. Surrounding this central element are six components of the program, each with a horizontal line underneath the text. On the left side, from top to bottom: 'More Positivity', 'Less Stress', and 'Higher sense of belonging'. On the right side, from top to bottom: 'Better Lifestyle', 'Better Engagement & Planning', and 'Higher Team spirit'.

- More Positivity**
- Less Stress**
- Higher sense of belonging**
- Well-being**
- Better Lifestyle**
- Better Engagement & Planning**
- Higher Team spirit**

This program will have long-term effects for our employees, including improving engagement, planning, and decision-making abilities; bringing them more positivity and decreasing their stress levels; enhancing their team spirit and sense of belonging. Overall, we aim to help them improve their lifestyle.

Our Manufacturing & Supply Excellence



Our Manufacturing & Supply Excellence

Al Dahra acknowledges that manufacturing and supply chains play an important role in responsible, controlled and safe production and distribution. This is why we aim to apply the basic principles of ethics, human rights and production safety with all our vendors, ensuring that they follow our codes of conduct. We also emphasize the importance of engaging with local suppliers, as they know their communities best and have an incentive to protect their areas. They follow not just our codes of conduct, but the basic procedures and strategies that make our manufacturing and supply beneficial for business profit, as well as for people and the environment.

Manufacturing & Technology

Agricultural production and manufacturing practices depend greatly on good environmental, water and energy management. Some practices can be harmful to our land and water resources through overuse of chemicals, leading to pollution and unsustainable agriculture, as well as poor production of food due to improper management. Therefore, there is a need to align manufacturing processes with energy-efficient and green technology. Efforts to do so can ensure the sustainable use of resources and increase agricultural productivity to serve the needs of a rapidly growing population.

At Al Dahra, we believe in producing food not just for today, but also for tomorrow, by strengthening our commitment to improving the technology we use in our operations.





Radio-Frequency Identification (RFID)

A technology used to track objects to improve the efficiency of operations and processes. It uses electronic devices such as chips and antennas, attached to objects using a unique identifier to read and capture information.



Automation of Production Elements

Plan to install antennas at production gates, storage and loading bays to track the movement of the pellets, automating the stock count, temperature and humidity controls, and keeping information like the age of rice updated.



Digitalization Plan

Consolidation of all of our products under one single portfolio and developing an online business strategy to create and unite communities. The project committee team has been appointed and comprises of employees from all departments and different business units. We asked them for name ideas and the feedback was remarkable. The names were shortlisted and ultimately, 'Food Crowd' was selected. The project is now in its development stage and is set to launch before the end of the year.

Supply Chain Management

(103-1), (103-2), (103-3), (102-9), (204-1), (205-1), (205-2), (414-1)

In the past year, we grew from 2,500 employees to 4,200 employees worldwide. With this massive growth spread across different locations, we recognized the need to centralize our procurement processes. This not only helped us to raise and answer questions which were not on the table before, but helped us to make good decisions, such as selecting the right supplier. Our supplier community has grown, so it is extremely important to have an array of options for our supply chain.

Percentage of Regional Procurement Budget Spent on Local Suppliers



At Al Dahra PKB, Supply chain management is done by the commercial sector, where there are departments that manage activities connected with the supply chain, each with its own perimeters and responsibilities, such as:



Procurement and Delivery



Sales and Marketing



Warehouse Operations

Most products from our own plant production are used for feeding our own animals, and the remaining quantities are sold to the market (local or international, directly to clients or through the Trading division of the overarching company). Fresh milk is sold on the local market to the largest dairy producers. We also import some products directly from other markets, with the goal to improve quality, or to fulfill specific business needs. Using different procurement strategies, a mix of long-term contracts and spot purchases is used to secure on time and full deliveries of every item necessary for day-to-day business activities. Warehouse operations and internal supply chains are also organized to hold stock levels at an optimal level, supporting production activities.

Being the biggest farm in this part of Europe, Al Dahra PKB leverages large quantities to obtain good prices and quality products for all items, which must be purchased from the market. We use SAP Ariba for supplier and sourcing management, but also for e-commerce and exchange of other documents with suppliers.

We support local suppliers to improve their capabilities, which will help them meet higher technical, HSSE, and business standards. Through SAP Ariba, we now have the chance to receive daily alerts about our registered suppliers. SAP Ariba simplifies the information evaluation process, improves the mitigation management plan and last, but not least, will support our supply chain in improving its preventive risk management process.

Our overall growth also pushed us to develop our first official global vendor code of conduct, which was created in 2020. In this policy, Al Dahra identifies and manages the environmental, social and economic impacts within our supply chain. We also make sure that we integrate the supply chain in our core competency that is continuously developing. At Al Dahra, we ensure that we are making ongoing investments to enhance our logistics capabilities, solidify international relations with key shipping lines and essential ports, and develop trade lanes across various origins and destinations.

Below are some elements that were highlighted:



Conflict of Interests

Vendors shall disclose any conflict of interest or situation that could be perceived to be a conflict of interest, including the existence of any related parties within AlDahra.



Whistleblowing

Vendors shall have a whistleblowing policy to provide a structure for their workers and contractors to make reports about unethical conduct, non-compliance, breach of law or regulation, improper treatment or any other concerns.



Anti-Corruption

Vendors shall not tolerate, participate in, or allow any form of corruption or financial malpractice including; money laundering, insider trading, under-reporting the size of a cash transaction, or wrongfully avoiding tax liability.



Human Rights

Vendors shall ensure their workers are treated with respect and dignity and in a working environment that honors their human rights. The Vendor shall not allow child, slave, bonded or forced labor, or human trafficking.



Data Security & Confidentiality

The Vendor shall operate suitable security measures to ensure the adequate protection of Al Dahra's data, which will include confidential information. The Vendor shall implement sufficient safeguards to protect the data against unauthorized access or disclosure, or use against cyber-attacks or other intrusions into electronic systems.



Ethics

Vendors shall adopt honest, direct, suitable and clear forms of communication whether with Al Dahra, government agencies or other relevant third parties. Vendors shall honor their commitments.

In the coming years, we will monitor the percentage of suppliers who formally certified their compliance with our code of conduct. We don't currently assess our suppliers based on their environmental, social and governance practices, however we are proud that in Serbia and Romania, all of our suppliers received EU certification, passing the minimum requirements to operate. The certification shows that the company has taken care of its regulatory obligations appropriately and to EU standards. Al Dahra Rudnap d.o.o audits their suppliers according to the requirements of the BCSI codec, which includes; environmental, social and governance performance.

Looking ahead, we will start monitoring the ESHS performance of our service providers, suppliers and contractors – prioritizing those who have adopted sustainable practices and offer training, tools and share good practices with others.

Additionally, Al Dahra's UAE representatives will be participating in the Executive Think Tank for the Food & Beverage Value Chain, an event constructed around increasing collaboration and innovation for the development of sustainable procurement practices and policies. The event will cover transparency, diversity and inclusion, and efficient management of the supply chain, as well as the usage of sustainable ingredients and innovative packaging.

Our Environmental Management

(103-1), (103-2), (103-3), (307-1)



Al Dahra acknowledges that manufacturing and supply chains play an important role in responsible, controlled and safe production and distribution. This is why we aim to apply the basic principles of ethics, human rights and production safety with all our vendors, ensuring that they follow our codes of conduct. We also emphasize the importance of engaging with local suppliers, as they know their communities best and have an incentive to protect their areas. They follow not just our codes of conduct, but the basic procedures and strategies that make our manufacturing and supply beneficial for business profit, as well as for people and the environment.

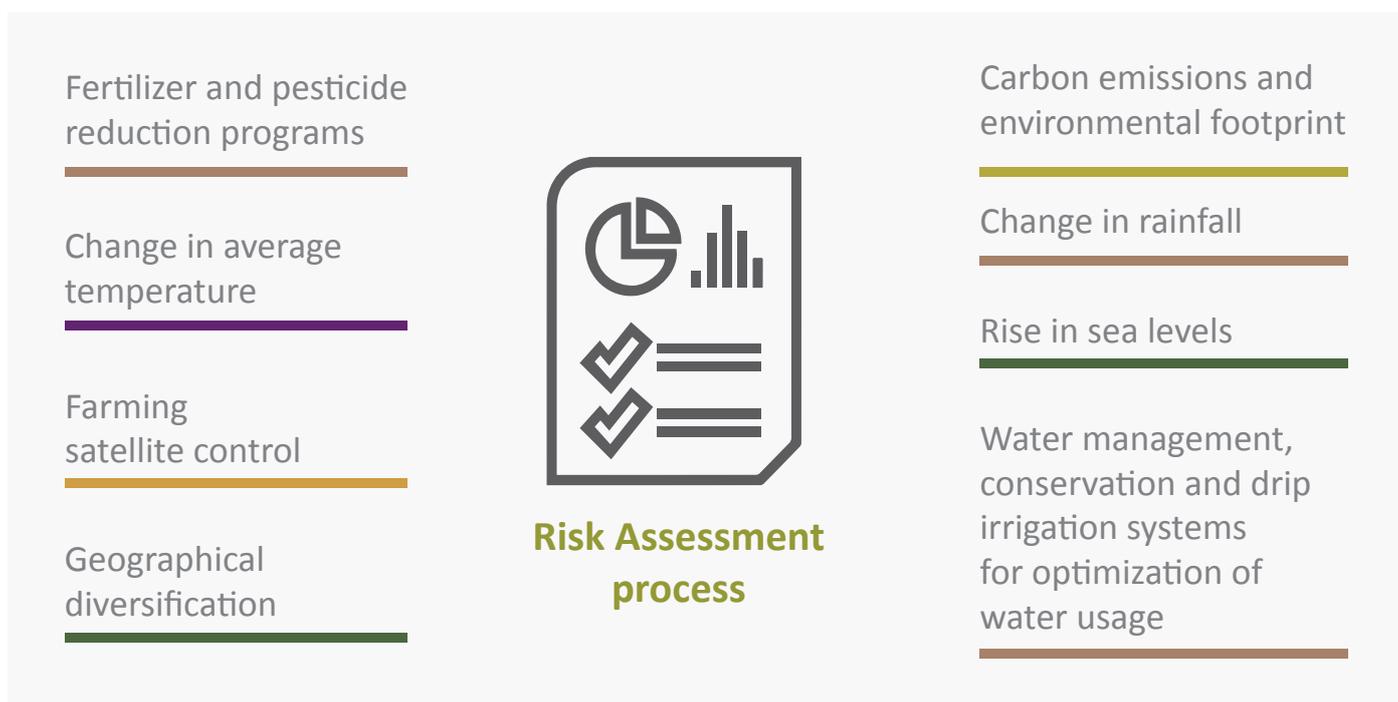
Environmental Footprint & Land Use

(103-1), (103-2), (103-3)

Agriculture produces a large environmental footprint as it uses a lot of natural resources and produces harmful gases. However, there have been shifts in global agricultural practices to address unsustainability in the use of land and other natural resources. We have emphasized practices and policies related to procuring natural resources in a responsible manner, in order to avoid or minimize adverse impacts on ecosystems, the biodiversity they support, and the services they provide.

Before the acquisition of or merging new land, we go through a risk assessment phase in the UAE, where we promote a robust process of identification, assessment, mitigation and management of risks associated with both business growth (including acquisitions, land leases, project expansions and new developments) and our day-to-day operational activities. We are also in the process of developing a land acquisition policy that will cover these aspects more stringently and will be applied to our operations in Serbia and Romania.

As part of the risk assessment process, we will be looking into the following aspects:



Al Dahra UAE

In January 2020, the United Arab Emirates experienced a torrential rainstorm. Following this, Al Dahra worked in ADAFSA sites recovering bales that had sank. The Animal Feed team created valleys and drained water around the products, while providing a workforce to clean the sites. However, our operations here have optimized the minimal use of water, chemicals, and fertilizers and use special farming beds instead of soil in order to decrease water usage and soil degradation. Such practices can assist agriculturally scarce regions such as the UAE to achieve food security without compromising on the environment, hence, they align with SDG target 2.4 of sustainable food production.

Fertilizers & Pesticides

At Al Dahra, we continually provide new solutions and initiatives to reduce our consumption of fertilizers and pesticides while switching the remaining ones for organic solutions.

Al Dahra Romania

We do regular testing on our soil and seeds to ensure quality. At the end of each year, the engineer in charge makes a report which is discussed with the general manager and committee during the annual meeting. An agricultural plan is made based on this report, and the amount of fertilizers and pesticides needed can be planned for the coming year. In order to keep a long-lasting relationship with suppliers, they test their products in the lab or on 7 acres of land. If the products are in regulation with Al Dahra's strategy, they can be purchased on a larger scale. In Romania, mineral fertilizers are used.

Al Dahra PKB

Our laboratory, Eko-Lab, has the competence to perform tests on fertilizers and pesticides, to be sure we are using the most suitable products for our land.

Al Dahra - Al Ain Farms

In our fertilizer section, Al Dahra uses only organic products. The organic fertilizer factory is certified by the ministry of climate change & environment. Their origins are from cow and poultry manure. Our components are therefore derived from our own local agricultural production units. Fertilizer production is closely monitored in our state-of-the-art laboratory, which closely coordinates with the Abu Dhabi Food Control Laboratories and the Ministry of Environment and Water.

Our fertilizer improves soil structure and benefits lawns, palm trees, fruit trees, shrubs and more. It improves the moisture retention of the soil, reducing the need for irrigation water. We also have an upcoming plan of utilizing nitrogen gas for fumigation instead of using fertilizers on human food.

Livestock

Poultry-Pellet & Powder

Animal Origin



Our different kinds of fertilizers

Palm Fertilizer

Plant Pellets & Powder

Biodiversity

We understand the need to protect the biodiversity of our lands. Therefore, in our policies we make sure that the environment is protected throughout the lifecycle of our operations, including the protection of natural habitats and promoting biodiversity.

We also recognize that humane treatment of animals is not only an ethical responsibility, but also leads to better livestock quality and production outcomes. At Al Dahra, we ensure that the design and management of our production systems consider the welfare of our animals based on five pillars:



- 1 Freedom from Hunger and Thirst**
- 2 Freedom from Discomfort Due to the Environment**
- 3 Freedom from Pain, Injury or Disease**
- 4 Freedom to Express Normal Behavior for the Species**
- 5 Freedom from Fear and Distress**

Sustainable Energy Use

Agriculture consumes a substantial amount of biomass energy, through means such as operating farm machinery, use of vehicles, production operations and equipment. Most of these energy sources are not clean or green, and given the scale of agricultural operations, they contribute significantly to climate change. In order to reduce our greenhouse gases emissions, at Al Dahra, we use and adopt different techniques according to our land and their needs.

For example, to protect our land in Romania, we use energetic willow. We plant trees on the side of cultivated land to protect our crops. Then, we transform them into pallets and use them in the factory as biofuel.

Electricity Consumption (KwH)

(302-1), (302-3), (302-4)

	Al Dahra BayWa	Al Dahra Food	Al Dahra - Etihad Mills
2019	11,008,361	4,000,000	4,885,000
2020	3,247,605	4,230,902	7,700,26

In 2018, we installed light tubes in our Al Dahra Food SPLLC and Al Dahra Food Industries SPLLC facility that helped us to considerably reduce our electricity consumption. The lights fixtures in the silo had a total consumption of 48 kwh. If we were to operate them during working hours, we would consume 480 kwh. But since installing the light tubes, we only need to operate them for the last 3 hours in the afternoon, taking our consumption down to 144 kwh - a 30% reduction in energy consumed.

At Al Dahra Food SPLLC and Al Dahra Food Industries SPLLC, we use evolving technologies such as solar thermal collectors for outdoor solar lights to create environmentally friendly clean energy and minimize the environmental impact from electricity generated. This enhances sustainability, reduces pollution and lowers the costs of mitigating global warming.

Serbia & Romania

	Al Dahra PKB	Al Dahra Rudnap	Al Dahra Romania Agricost SA
2019	11,228,999	2,754,326	6,363,504
2020	9,245,648	2,509,205	11,386,049

Greenhouse Gases (GHG) Emissions

(305-2), (305-4)

	Al Dahra UAE <small>Including Al Dahra Food SPLLC and Al Dahra Food Industries SPLLC and Al Dahra Agriculture Trading LLC (Etihad Mills) only</small>		Al Dahra Serbia		Al Dahra Romania	
	2020	2019	2020	2019	2020	2019
Scope 2 Indirect Emissions Electricity consumption (tCO2e)	7,677	5,717	7,564	8,998	7,326	4,095
Average Emissions Per Employee (tCO2e)	9.19	7.02	6.85	8.05	8.68	5.31

Using Water Responsibly & Recycling Waste

(303-5), (306-2)

The main challenge confronting water management in agriculture, is improving efficiency of water use and its sustainability. To ensure food security for all and sustainable management of water resources in agriculture, there is a critical need to increase the “crop per drop” efficiency of water. Currently, we have implemented the following initiatives and programs and keep growing our knowledge so we can achieve better sustainability on our water consumption.

Water Consumption

Al Dahra - Al Ain Farms

	Milk Unit		Cheese Unit		Date Unit	
	2020	2019	2020	2019	2020	2019
Non-Drinking Water Consumption (Million Liters)	132	146	0.45	0.46	1.6	1.6

Al Dahra BayWa

Al Dahra BayWa		
	2020	2019
Non-Drinking Water Consumption (Liters)	114,060	352,480

In 2020, our water consumption at Al Dahra - BayWa was very low. This is due to the lack of activity following the rainstorm.

Al Dahra Food

Al Dahra Food		
	2020	2019
Non-Drinking Water Consumption (Liters)	20,738,481	15,898,729

At Al Dahra Food, we use water machines that extract water from atmospheric moisture and filter it for human drinking.

In 2018, we installed air-cooled chillers instead of water-cooled chillers. Previously, the three water-cooled chillers consumed about 100 gallons of water a day in the form of evaporated water due to the hot climate. With the new installation of air-cooled chillers, we save about 30,000 gallons of water every year.

Serbia & Romania

	Al Dahra PKB		Al Dahra Rudnap		Al Dahra Romania	
	2020	2019	2020	2019	2020	2019
Non-Drinking Water Consumption in Lands (Million Liters)	13,937	9,649	136	132	73	57

During 2020, Al Dahra Romania had its driest year in 15 years; hence, we installed 117 extra pivots that apply small amounts of water at frequent intervals to unit areas of crops to avoid losing large amounts of crops. Therefore, our water consumption and electricity consumption for watering crops has significantly increased from 2019 to 2020.

At Al Dahra PKB d.o.o, the waste of water is used with manure as fertilizer. With this method, we create around 102,000 MT of fertilizer per year.

Waste

When it comes to waste management, we have in place initiatives and programs to recycle or reuse our waste. Al Dahra continues to identify opportunities to reduce waste through innovative sustainability practices, setting goals to reduce its solid waste generation rate every year.

United Arab Emirates

Al Dahra - Etihad Mills

Waste (kg)	2020	2019
 Grains	14,460	26,810

Al Dahra Food

Recycled Waste	2020	2019
 Byproducts (kg)	31,410	370
 Paper (units)	112,800	45,120
 Metal (MT)	32	32
 Plastic (MT)	7	17
 Containers (Units - each 40 ft)	40	40

Al Dahra Food office recycles about 90 percent of its output from the office's pantry. The plant expanded its recycling program to include color coded recycling boxes. This arrangement has enabled the plant to reduce the amount of waste going to landfill.

In 2019, we stopped using carton packaging, which saved 184,551kg of cartons per year. We can use any byproducts for animal feed. We reduced our paper consumption by switching to digital platforms and software, reducing the need to print. We can reuse metal, plastic and containers on our farms for various purposes.

Serbia & Romania

		Al Dahra PKB		Al Dahra Romania	
Recycled Waste (kg)		2020	2019	2020	2019
	Plastic	1,800	N/A	20,770	20,783
	Carton	2,710	1,200	9,123	8,922
	Paper	453	4,090	N/A	N/A
	General Waste	1,300	1430	349,962	260,837

Al Dahra Rudnap doesn't monitor waste, as apple waste represents less than 1% of the total amount of apples, and no other waste is produced.

In Al Dahra Romania, our waste packaging is sent to the chemical sector, where we compress it and sell to recycling companies. In 2020, Agricost continued to achieve a high waste recovery rate of 97% out of the demolition projects. The largest amount of waste (91%) was clean concrete and mixtures of concrete and bricks, which was crushed and prepared for further use on secondary roads. Around 10 metric tons of scrapped metallic ferrous and non-ferrous materials were recycled by authorized companies. The other waste was directed to specialized waste facilities for either recovery or disposal.

Our Community Engagement



Our Community Engagement

(103-1),(103-2),(103-3),(413-1)

Our policy includes a focus on Social & Community Management. Not only do we place a huge emphasis on respecting the human rights of our workers, we provide them with a living wage (at a minimum) and ensure that slavery and human trafficking is not taking place in our supply chain through strict assessment procedures. We emphasize building strong relationships with our neighbors, by respecting human rights, taking their health, safety and security into account and contributing positively to the prosperity of communities and wider society. We contribute in areas such as local infrastructure, education, health and environmental protection.

Food Security

(103-1), (103-2), (103-3)

It is part of the UAE's vision to develop strategic partnerships with organizations in order to achieve sustainable food security in our country. In alignment with this, Al Dahra will continue to place an emphasis on keeping water and food security at the core of its strategy.

Food security represents a basic need that concerns every citizen, irrespective of the geography, society or culture they belong to. For Emirati citizens in particular, food security does not merely embody a survival instinct. It is expressed through a continuous quest to wisely and creatively address the challenges and natural barriers facing domestic farming, such as an unfavorable climate and water scarcity.

At Al Dahra, we believe that we have a responsibility towards end-consumers to enhance availability, accessibility and affordability of essential food commodities and crops. We are committed to aligning ourselves with various national strategies to achieve food security. We are part of the UAE Vision for 2051, which is to be the world's leading hub in innovation-driven food security.

Our food security strategy is based on:



Improving reliable access to **sufficient, safe and nutritious food**



Pioneering **international agribusiness trade and partnerships** to ensure food security through the production of some of the 18 main plant and livestock products



Expanding a **sustainable, technology-driven supply chain** to mitigate any risks and crises for food security

To this day, the preservation of the nation's natural resources and the creation of a sustainable, integrated and self-sufficient food security platform remains a priority for the United Arab Emirates and Al Dahra.

As a desert nation, we need to be continuously vigilant, building resilience and reducing reliance on external sources of food while mitigating various food import risks. To do so, our strategy relies on three main pillars: securing raw material, diversifying supplies from different origins and maintaining strategic food reserves for emergency situations.

Throughout the pandemic, the crisis predicting consumer demand was challenging. We needed to secure options for storing grain in desert conditions. By centralizing procurement, we posted our global sourcing needs on SAP Ariba. From China to Argentina, 142 suppliers responded in just 3 days. The shipment delays and storage problems were solved with minimal disruption, ensuring people would have access to the food they needed.

As for business operations, the management, production and HSE departments have been working closely with ADAFSA. Being a strategic partner for food security in the UAE, it was important for us to not only to be prepared, but also to support the government in a time of crisis. Therefore, a business continuity plan has been put in place and is being executed with precision. Extra materials have been ordered and our supply chain is working relentlessly. We also helped the government raise awareness among customers about taking necessary precautions when going out, not to panic shop and to remain calm.

In cooperatin with ADAFSA, we supported persons with disabilities to do their military services in our facilities.

Community Relations

The other component of our vision is building strong community relations and partnerships. In alignment with this vision, we have partnered with several organizations to improve socioeconomic development in the UAE.

Al Dahra UAE has a strategic partnership with the National Service Authority, providing training to soldiers with special needs who cannot serve in camps. They are trained at strategic factories and premises such as Al Dahra Food and Al Dahra - Etihad Mills.



We also sponsored the General Authority for Sports 2019, supporting young talent participating in sports. Additionally, in 2019-2020, we sponsored essential commodities which were given to families in need during Ramadan.



Al Dahra Community Initiatives

To emphasize our investment in the local community, we undertake several initiatives for the enjoyment and improvement of our people. Broadly in the UAE, Romania and Serbia, our initiatives fall under:



Social development, which includes developing agricultural education, awareness and training the youth



Sponsoring medical technology and initiatives



Contributing to sustainable water and energy management programs

A few of our main initiatives in the UAE are as follows:



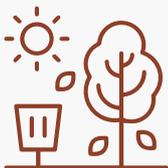
Zayed Higher Organization Sponsorship

Sponsorship of trips for youth from the Zayed Organization for people with special needs to Al Dahra - Al Ain Farms, to educate them about farms and organic production, as well as seeking potential jobs



Hayat - Emirates Red Crescent Sponsorship

Sponsored a renewable energy initiative from the Emirates Red Crescent



Emirates Nature - WWF Sponsorship

Provided monetary program support since 2018 to the partnership of Emirates Nature with the World Wildlife Fund. Additionally, we helped the program increase its reach to hundreds of farming communities to train them in optimization of water irrigation.

We have also made commitments to health, inclusion and education through the following donations:



Al Hanan Center for Disabled Children

Since 2019, we sponsored the construction of an occupational therapy clinic at Al Hanan School for Children with Special Needs, which is an independent, non-profit rehabilitation school for children with developmental disabilities and learning difficulties.



Rashid Center for The Determined Ones

Since 2018, we donated to the Rashid Center for The Determined Ones, which is dedicated to meeting the learning and development needs of students with special needs.

We have made socioeconomic development investments in Romania as well, most notably:



Agricultural High School Development

A donation to the Association, which works to educate youth on agriculture and rural development



Chamber of Commerce - Organization of the National Agriculture Fair sponsorship

Sponsored the National Agriculture Fair, an event to increase awareness of and participation in agriculture



Donation of a PCR device for COVID-19 testing

Donated a PCR device that came equipped with 1700 tests for COVID testing at the Brăila county Emergency Hospital



"Agrointeligenta" Association, Project "100 solutions for the future of the Romanian village" Sponsorship

Sponsored an initiative to encourage citizens to find innovative and useful solutions to resolve socioeconomic community issues in Romania

In addition to the above, we have also sponsored social life in Romania through the following:



Modernization of schools and kindergartens in Mărasu and Frecatei localities

Bought necessary furniture (benches, tables, cabinets, hangers, curtains, carpet) and equipment (computers, monitors, televisions) for schools



Sponsorship of the women's handball team of the city of Brăila, HC Dunărea Brăila

Game and training equipment was purchased and the team's travel expenses were covered

We have also supported academic and environmental progress in Serbia through Al Dahra PKB d.o.o, with the following initiatives:



Renovation of local schools

Providing monetary support for infrastructural issues and decor



Renovation of public parks

Landscaping and installing benches at nearby parks



Tree planting

Planting 1000 new trees each year in collaboration with employees, their families, community members, youth and environmental associations

GRI Standards Content Index

(102-55)

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 aligns with appropriate sections in the body of the report.



GRI Content Index					
GRI Standard	Disclosure	Page no or URL references	Omission	UNGC Principles	Information/ Comment
GRI 101: Foundation 2016					
General Disclosures					
GRI 102: General Disclosures 2016	102-1 Name of the organization	9			No Specific COP Requirements
	102-2 Activities, brands, products, and services	9			
	102-3 Location of headquarters	9			
	102-4 Location of operations	9			
	102-5 Ownership and legal form	28			
	102-6 Markets served	9			
	102-7 Scale of the organization	9			
	102-8 Information on employees and other workers	44			
	102-9 Supply chain	60			
	102-10 Significant changes to the organization and its supply chain	9			
	102-11 Precautionary Principle or approach	4			
	102-12 External initiatives	9			
	102-13 Membership of associations	9			
Organizational Profile					
	102-14 Statement from senior decision-maker	4			"Statement of Continuing Support"
	102-15 Key impacts, risks, and opportunities	4			
Strategy					
	102-16 Values, principles, standards, and norms of behavior	4			No Specific COP Requirements
	102-17 Mechanisms for advice and concerns about ethics	4			
Ethics and Integrity					
	102-18 Governance structure	25			Principles 1-10
	102-19 Delegating authority	25			
	102-20 Executive-level responsibility for economic, environmental, and social topics	25			
	102-21 Consulting stakeholders on economic, environmental, and social topics	31			
	102-22 Composition of the highest governance body and its committees	25			
	102-23 Chair of the highest governance body	25			
	102-24 Nominating and selecting the highest governance body	25			

Governance

102-25 Conflicts of interest	25
102-26 Role of highest governance body in setting purpose, values, and strategy	25
102-27 Collective knowledge of highest governance body	25
102-28 Evaluating the highest governance body's performance	25
102-29 Identifying and managing economic, environmental, and social impacts	25
102-30 Effectiveness of risk management processes	25
102-31 Review of economic, environmental, and social topics	25
102-32 Highest governance body's role in sustainability reporting	25
102-33 Communicating critical concerns	25

Principles 1-10

Stakeholder Engagement

102-40 List of stakeholder groups	31
102-41 Collective bargaining agreements	Collective bargaining is not permitted within the UAE
102-42 Identifying and selecting stakeholders	31
102-43 Approach to stakeholder engagement	31
102-44 Key topics and concerns raised	31

Principles 1-10

Reporting Practice

102-45 Entities included in the consolidated financial statements	24
102-46 Defining report content and topic Boundaries	33
102-47 List of material topics	33
102-48 Restatements of information	6,7
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"No Specific COP Requirements"

GRI 102:
General Disclosures 2016

GRI 200 Economic Standard Series

GRI 103:
Management Approach 2016 for:
• Procurement Practices
• Anti-corruption

103-1 Explanation of the material topic and its Boundary	60
103-2 The management approach and its components	60
103-3 Evaluation of the management approach	60

Procurement Practices

GRI 204:
Procurement Practices 2016

204-1 Proportion of spending on local suppliers	60
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"Principles 1 - 10"

Anti-corruption

GRI 205:
Anti-corruption 2016

205-1 Operations assessed for risks related to corruption	60
205-2 Communication and training about anti-corruption policies and procedures	60

"Principles 1 - 10"

GRI 300 Environmental Standards Series

GRI 103: Management Approach 2016 for: <ul style="list-style-type: none"> • Energy • Water • GHG Emissions • Effluents and Waste 	103-1 Explanation of the material topic and its Boundary	64			
	103-2 The management approach and its components	64			
	103-3 Evaluation of the management approach	64			
Energy					
GRI 302: Energy 2016	302-1 Energy consumption within the organization	67			"Principles 7,8,9"
	302-3 Energy intensity	67			
	302-4 Reduction of energy consumption	67			
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Emissions					
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	68			"Principles 7,8,9"
	305-4 GHG emissions intensity	68			
Effluents and Waste					
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	69			"Principles 7,8,9"
Environmental Compliance					
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	64			"Principles 7,8,9"

GRI 400 Social Standards Series

GRI 103: Management Approach 2016 for: <ul style="list-style-type: none"> • Employment • Labor, Management Relations • Occupational Health and Safety • Training and Education • Diversity and Equal Opportunity 	103-1 Explanation of the material topic and its Boundary	40			
	103-2 The management approach and its components	40			
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Employment					
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	40,41		Principle 6	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	54			
	401-3 Parental leave	54			
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GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	53		Principle 6	
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Training and Education					
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	45		Principle 6	
	404-2 Programs for upgrading employee skills and transition assistance programs	45			
Diversity and Equal Opportunity					
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	40, 41, 43, 44		Principle 6	
GRI 400 Social Standards Series					
GRI 103: Management Approach 2016 for: • Chil Labor • Human Rights Assessment	103-1 Explanation of the material topic and its Boundary	50		Principle 6	
	103-2 The management approach and its components	50			
	103-3 Evaluation of the management approach	50			
Child Labor					
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	50		Principle 5	
Human Rights Assessment					
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights review or impact assessments	50		Principle 2	
Local Communities					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	74		Principle 1	
	103-2 The management approach and its components	74			
	103-3 Evaluation of the management approach	74			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs people	74			

Supplier Social Assessment					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	60			Principle 1
	103-2 The management approach and its components	60			
	103-3 Evaluation of the management approach	60			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	60			

GRI 400 Social Standards Series

GRI 103: Management Approach 2016 for: • Marketing and Labeling • Customer Privacy	103-1 Explanation of the material topic and its Boundary	74			
	103-2 The management approach and its components	74			
	103-3 Evaluation of the management approach	74			

Marketing and Labeling

GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	This information is considered confidential.	Confidentiality Constraints - This information is considered confidential.	No Specific COP Requirements	
	417-3 Incidents of non-compliance concerning marketing communications				

Customer Privacy

GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	This information is considered confidential.	Confidentiality Constraints - This information is considered confidential.	Principle 1	
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