



**Malteurop**  
Groupe VIVESCIA



# MALTEUROP SUSTAINABILITY REPORT

BEYOND MALT:  
CRAFTING A  
SUSTAINABLE  
FUTURE

**2024**





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From humble beginnings in 1961, in a field in eastern France, to global leader today, we produce the malt that is found in the finest beers, spirits and bakery products around the world. Every day, we are driven by an obsession to help our customers succeed, through innovation, sustainability, and quality.

Caring for grain is part of our culture and it's the only way to produce high-quality malt. For brewers, distillers, food manufacturers... and lovers of life!

We deliver malt all around the world, thanks to our global presence in 14 countries, through 23 production sites across 7 business units. Our product range includes more than 10 product categories, from pilsen and specialty malts to malt extracts.

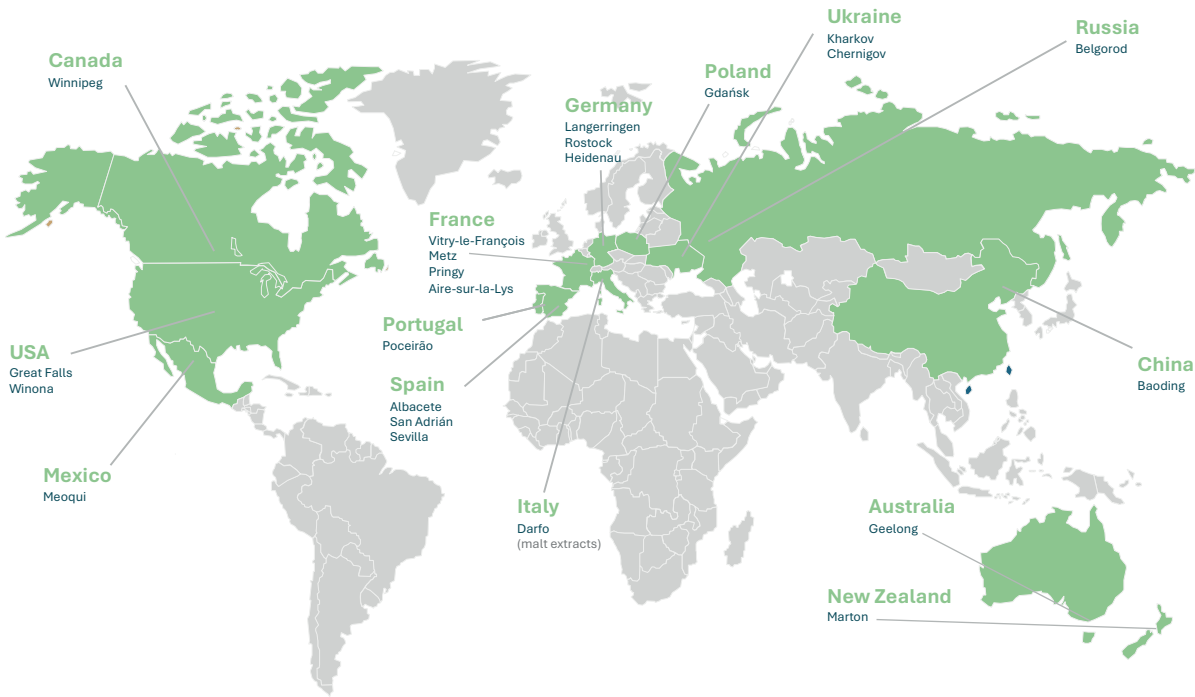
OUR MAIN PRODUCTS AROUND THE WORLD

- Pilsen Malts
- Caramel Malts
- Crystal Malts
- Roasted Malts
- Other specialty Malts
- Organic Malts
- Wheat malts
- Liquid Malt Extracts
- Powdered Malt Extracts
- Malted and hydrolized flours
- Improvers and mixes



WE ARE LOCAL, EVERYWHERE AROUND THE GLOBE

With a presence in 14 countries worldwide, Malteurop has the broad international presence needed to respond with winning agility to all its markets.







Olivier Hautin,  
CEO of Malteurop

“

*We decided to make sustainability the cornerstone of our “Malt Forward 2030” strategic plan.*

”

## CRAFTED BY MALTEUROP: OUR CORPORATE STRATEGY

**Malt Forward, our 2030 strategy, aims to transform the barley and malt value chain through Customer Centricity, Innovation, and Sustainability.** These three pillars operate together to shape Malteurop’s global approach, supported by an agile culture, talent development, and a disruptive mindset. Completely interconnected, they simultaneously drive our global Malteurop strategy.

While sustainability remains its central focus, this report also highlights the integrated impact of innovation and customer centricity in driving meaningful progress.



### 3 Strategic Priorities

#### 01 More Customer Centricity

1. Segmenting the market to focus on client needs, in a differentiating way
2. Fostering personalized and high-quality customer experience
3. Enhancing cooperation with partners to co-create value

#### 02 More Innovation

1. Inventing new product and service solutions
2. Conquering new markets
3. Developing innovation processes

#### 03 More Sustainability

1. Implementing the LINK by Malteurop approach
2. Promoting regenerative and low carbon agriculture to restore and enhance ecosystems
3. Decarbonizing our assets to reduce their environmental impact

### Our Enablers

#### Agile Culture

Adaptability, collaboration, iterative development, and a focus on continuous improvement

#### Talents At The Core

Upskilling and nurturing our international talent as a key success factor

#### Disruptive Approach

Challenge the status quo through innovative solutions, to transform the industry

## PART OF THE VIVESCIA GROUP

**VIVESCIA is an international agri-food cooperative group with 7,100 employees in 25 countries and annual revenue of €4.1 billion for the year ending June 30, 2024.** Specializing in grain cultivation and varietal development, VIVESCIA is owned by 9,500 farmer-entrepreneurs in northeast France.

By leveraging its expertise to bridge upstream agriculture and downstream food processing, VIVESCIA Group maintains a presence at every stage of the grain value chain —effectively connecting farmers with customers. This integrated approach has supported the Group’s diversification across multiple grain-based industries.



**As an integral part of VIVESCIA Group, Malteurop draws strength from its deep-rooted agricultural heritage, cooperative DNA, and sustainability ambitions.**

VIVESCIA has developed a sustainability policy, LINK; developed collaboratively with the Group’s various business lines, it embodies a commitment to accelerating sustainable practices. Malteurop has adapted this overarching strategy to the barley and malt industry, driving forward a transformative approach to sustainability within its sector —with LINK by Malteurop.



Valérie Frapier,  
Group CSR Director  
at VIVESCIA Group, and head  
of The TRANSITIONS Program

“

*The LINK Sustainability strategy of the VIVESCIA Group shapes every aspect of our business operations. LINK provides direction and meaning across our entire value chain. We wish every success to the dynamic energy Malteurop is bringing forward.*

”



## FROM VISION TO ACTION: TWO-WAY INTERVIEW WITH OLIVIER HAUTIN, CEO AND JULIEN ROY, CSSO



Olivier Hautin,  
CEO of Malteurop

Julien Roy, Chief Strategy  
& Sustainability Officer

“

*We anticipate and lead the change by taking bold actions to secure the future with a sustainable business model.* ”

### WHY AND HOW DOES MALTEUROP INCLUDE SUSTAINABILITY IN THE COMPANY'S OVERALL STRATEGY ?

**OLIVIER:** As part of VIVESCIA, a grain cooperative group, Malteurop operates with a long-term vision. Today, we all recognize that the world is changing at an unprecedented pace —and that standing still is not an option. For this reason, we decided to make sustainability the cornerstone of our "Malt Forward 2030" strategic plan. As a frontrunner in sustainable development, we aim to drive the transformation of the barley-malt industry. To achieve this, we don't just follow the regulations; we anticipate and lead the change by taking bold actions to secure the future with a sustainable business model.

**JULIEN:** Olivier highlighted Malteurop's long-term vision and bold ambitions, which fuel our energy to drive change! We all know that the challenge is immense, but it is also incredibly exciting! Our focus is on anticipating structural transformation, designing innovative solutions, adapting our business model, and forging new strategic partnerships. Our position within the value chain gives us the responsibility to drive change both upstream and downstream. To make this happen, we adopt a customer- and farmer-centric approach, leveraging three key ingredients: anticipation, innovation, and collaboration.

### WHAT ARE THE KEY SUSTAINABILITY PRIORITIES THAT MALTEUROP IS PURSUING?

**OLIVIER:** Our main priority is to ensure the safety and well-being of our people, while continuously promoting inclusion and nurturing talent. Achieving our ambitious climate goals is next, as we proudly stand among the few maltsters certified by the SBTi<sup>1</sup>, as part of the VIVESCIA Group. By 2030, we aim to reduce our Scope 1 and 2 emissions by 42%, and our Scope 3 emissions by 29%, compared to 2021 baseline — aligned with FLAG<sup>2</sup> targets.

Developing regenerative and low carbon agriculture is another strategic pillar for us. Additionally, we emphasize the importance of water resources, which are vital to our value chain and the broader ecosystem.

Collaborating with local communities is crucial to preserving water and biodiversity, thereby limiting our impact on nature.

### WHAT ARE THE MAIN CHALLENGES AND KEY SUCCESS FACTORS FOR THE IMPLEMENTATION OF YOUR SUSTAINABILITY ROADMAP ?

**JULIEN:** The biggest challenge we face is change management. We are not only cultivating a new culture within our company, with comprehensive training for all employees on climate change, biodiversity, and other sustainability topics, we are also extending this cultural shift to our external stakeholders across the entire value chain, from farmers to consumers.

After raising awareness throughout the ecosystem, the next challenge is the speed of execution required -we must advance rapidly on all fronts. Lastly, it is crucial to finance these transitions and identify the right business model. Key success factors include proactivity, forming strong partnerships, and maintaining a pragmatic approach.

<sup>1</sup>SBTi = SBTi (Science Based Targets initiative) is a collective initiative that supports private and public organizations in their efforts to reduce GHG emissions, in alignment with the goals of the Paris Agreement

<sup>2</sup>FLAG = Forest, Land and Agriculture



LINK BY MALTEUROP:  
BUILDING CONNECTIONS BETWEEN OUR  
STAKEHOLDERS TO CREATE A POSITIVE IMPACT



PLANET

Climate, agroecological transition, biodiversity, water, environmental management

CLIMATE, MITIGATION & ADAPTATION

Continue to reduce our GHG emissions across all three scopes & draw adaptation plans

- SBTi FLAG commitments for 2030 (2021 baseline)
- -29% (scope 3)
- -42% (scope 1 & 2)

AGROECOLOGICAL TRANSITIONS, BIODIVERSITY & WATER

Be a driving force in the transition to agro-ecology, define guidelines for mitigation and resilience for water and aim for a positive impact on biodiversity

- 7 countries engaged on regenerative agriculture & low carbon project in 2030
- -50% water consumption in operations in 2030 vs 2014

ENVIRONMENTAL CHARTER

Promoting and ensuring compliance with the Group Environmental Charter

- Ensure 100% site compliance across production sites



PEOPLE

Health & well-being in the workplace, talents, diversity & inclusion culture

HEALTH AND WELL-BEING

Ensuring a safe and caring working environment

- 0 serious or fatal accident
- % of BUs having set up local action plans on PSR

TALENTS

Boost the Group's employer brand and increase colleague employability:

- At least 3% of payroll dedicated to training
- Improve employee engagement rate at 68% by 2030
- Turnover rate below 15%

DIVERSITY & INCLUSION

Actively promoting equal opportunities, gender equality, diversity and inclusion

- % of business units that have implemented disability-related actions
- At least 40% of senior managers should be women by 2030



VALUE CHAIN & LAND

Sustainable value chain from grain to glass, developing local economy, contributing to the community

SUSTAINABLE VALUE CHAIN FROM GRAIN TO GLASS

Helping specific supply agreements grow by combining innovation and sustainability

- 30% of barley sourced via regenerative agriculture or low carbon programs towards 2030

COMMITMENT TO QUALITY

Guarantee food safety at every stage of production & develop continuous improvement processes

- 100% of our industrial sites with a certified food safety quality management system (ISO 22 000 or FSSC 22 000)

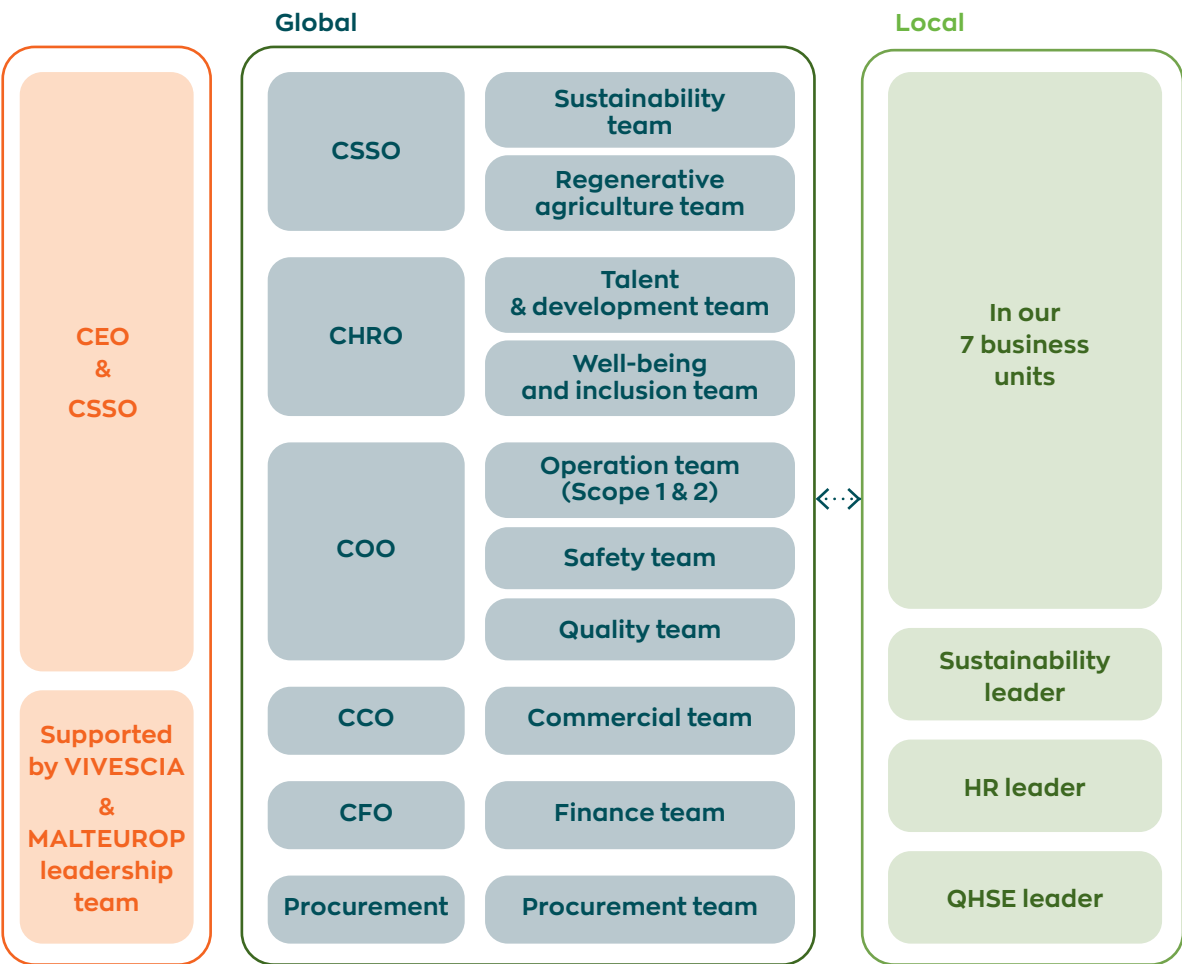
DEVELOPING THE LOCAL ECONOMY & SHARING KNOW-HOW

Drive a dynamic and inclusive footprint in the company's territory

- Number of farmers trained as part of the sustainability programs
- Number of regional academic or institutional partnerships
- Number of solidarity actions implemented by the sites

GROWING RESPONSIBLY TOGETHER

To accelerate a global transformation, we must embed sustainability at every level of our organization. To achieve this, we launched a sustainability network, designed to drive systemic change across all our entities and business units around the world. By fostering shared responsibility and collaboration, this initiative will strengthen our commitment to sustainable practices and long-term impact.







# OUR CONNECTIONS TO THE PLANET

*Our business revolves around growing and processing grain—an activity inherently tied to nature. Aware of this intrinsic connection, we go beyond regulatory requirements by taking robust actions to minimise our environmental impact.*

*We mobilize our value chain to enhance our businesses' ability to cope with environmental challenges. Planetary boundaries remind us of agriculture's environmental impact, but agriculture also offers solutions.*

*This is why we are actively committed to reducing our greenhouse gas (GHG) emissions, preserving water resources, and engaging actions in favor of biodiversity in both our agricultural supply and processing activities.*

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## CLIMATE CHANGE: LOW CARBON FOR HIGH IMPACT

### OUR AMBITIONS

Given the Group's reliance on natural resources and ecosystem services, we have set ambitious greenhouse gas (GHG) emissions reduction targets for 2030.

These targets are in line with those set by VIVESCIA Group and certified by SBTi<sup>1</sup> in June 2024. All of our commitments are also aligned with the Forest, Land and Agriculture sector framework (SBTi FLAG).



### OUR 2030 TARGETS



### OUR EMISSIONS

**Scope 1 (10-15%):** Direct GHG emissions (Natural Gas, Biomass, Refrigerant gases, etc.) under our operational control

**Scope 2 (4-8%):** Indirect GHG emissions from electricity and heat consumption under our operational control

**Scope 3 (79-83%):** Indirect GHG emissions from our value chain (raw materials, customer processing, transportation)

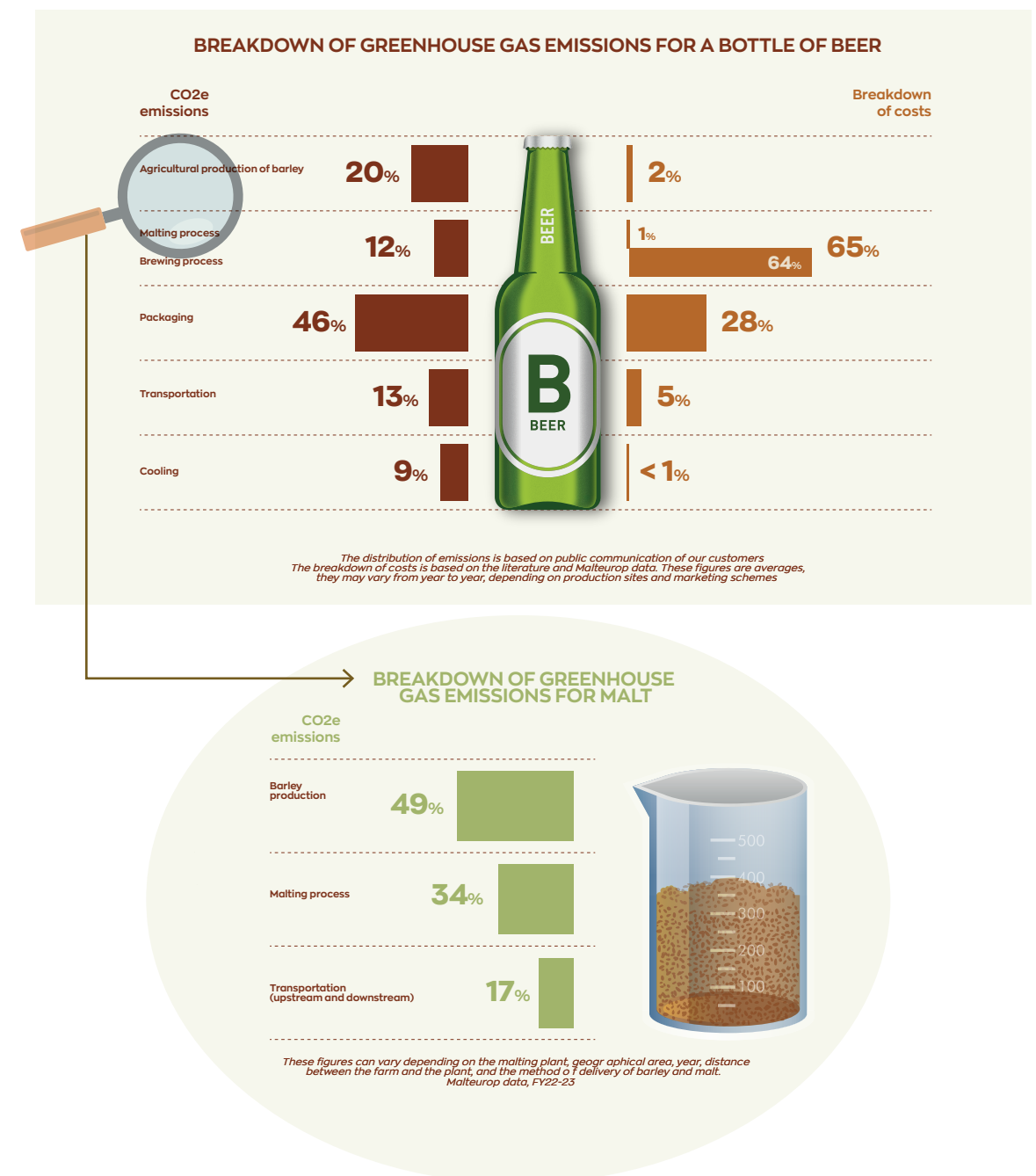
For Malteurop, the main sources of emissions are—from largest to smallest contributor—the cultivation of the agricultural raw materials we purchase, the processing of our products by customers, the production of heat in our malting plant, and upstream and downstream transportation.

While we continue to build on the mitigation actions already underway, the effects of climate change are becoming increasingly evident, and we are accelerating our adaptation strategy to address these challenges effectively.

<sup>1</sup>SBTi = SBTi (Science Based Targets initiative) is a collective initiative that supports private and public organizations in their efforts to reduce GHG emissions, in alignment with the goals of the Paris Agreement

<sup>2</sup>FLAG = Forest, Land and Agriculture

## THE IMPACT OF MALT IN ITS VALUE CHAIN



**Malt accounts for a significant proportion (more than 20%) of our customers' emissions (their Scope 3), while representing approximately 3% of the economic value of the product. This difference highlights opportunities for upstream emissions reductions.**

Malteurop has developed a quantified climate roadmap with action plans targeting major emission sources, particularly in upstream agriculture and malt production.



## AGRICULTURAL SHIFT : LOW CARBON AND REGENERATIVE AGRICULTURE

### WHY IS IT IMPORTANT?

As grain production is the primary source of GHG emissions from malting, representing approximately 49% of its footprint, we are accelerating the transition to regenerative, low carbon agriculture. Beyond mitigating our climate impact, this transition is an opportunity to secure supply, support our value chain, and take positive action on biodiversity, water and soil health while helping farmers build resilience against climate change.

### OUR AMBITIONS

We aim to roll out regenerative agriculture practices everywhere we have operations, while ensuring a viable business model for farmers and strengthening our long-term relationships with upstream & downstream partners.

To ensure a combination of agronomic best practices and scientific robustness, we make sure that our programs are in line with SBTi FLAG & GHG protocol standards and are audited by third parties (e.g. Bureau Veritas, Aenor, etc.).

### OUR 2030 TARGETS



#### More sustainable value chain:

Convinced that the transformation cannot happen without the collaboration of all stakeholders, Malteurop works with its entire ecosystem to develop a more sustainable value chain.

## THE GENESIS OF OUR CURRENT PROGRAMS FROM PILOT TO FULL SCALE

**Leveraging its close ties with VIVESCIA, Malteurop has always been a pioneer in agronomic expertise. We have been initiating experiments and pilots in low carbon and regenerative agriculture for many years.**

In 2020, we expanded our teams to scale up and collaborated with stakeholders to achieve a balanced, growth-ready economic model. This included aligning KPIs and methodologies with our customers, suppliers, and other food manufacturers sourcing crops from the same rotation cycle, in accordance with international standards.

This process culminated in the creation of the TRANSITIONS program, led by VIVESCIA. Subsequently, we began replicating similar initiatives, starting with Spain, which launched low carbon and regenerative agriculture programs in 2023, for the 2024 harvest, in collaboration with international coalitions.



Hervé le Faou,  
Senior Director Global  
Procurement, HEINEKEN

“Our collaboration with VIVESCIA Group and Malteurop and its subsidiaries contributes to HEINEKEN’S ambition to reduce its scope 3 FLAG emissions by 30% by 2030. Agriculture represents approximately 21% of our total carbon footprint. By investing in regenerative agriculture practices, we aim to not only reduce our environmental impact but also to strengthen the resilience of our supply chain for the future³.”

³Source: Heineken Website: A collaboration for the future of agriculture. <https://www.theheinekencompany.com/newsroom/a-collaboration-for-the-future-of-agriculture/>





## TRANSITIONS

### The first large-scale regenerative agriculture program in France:

Started in 2023, in the east of France, the TRANSITIONS program provides technical and economic support for farmers, on all crops, over a three-year period, ensuring improvements across the board. Initiated by the VIVESCIA cooperative, Malteurop and some key partners have built a coalition with an ambitious, innovative agronomic approach and a financing model that covers all crops grown on the farm.

**TRANSITIONS**  
EVERYTHING  
BEGINS TOGETHER



**90%**

of the program is funded by downstream partners



**420**

farmers had signed up for three years by 2024



**1,000**

farmers to be involved by 2026

### WITH THE COMMITMENT OF



### WITH THE SUPPORT OF



### 3 areas of progress

**1**

#### LOW CARBON

Reduction of greenhouse gas emissions (CO<sub>2</sub> equivalent tonnes)

**2**

#### SOIL HEALTH AND RESILIENCE

Duration of soil coverage  
Humified carbon returned to the soil

**3**

#### BIODIVERSITY

At this stage: CE2, CE2+ and HVE\*

\*Environmental certification level II, High environmental value



SIGNIFICANT  
FINANCIAL  
SUPPORT



INCREASED  
TECHNICAL  
SUPPORT



A PROGRAMME AT  
THE LEVEL OF THE  
FARM, ALL CROPS  
CONCERNED



MONITORING OF  
AGRO ECOLOGICAL  
AND LOW CARBON  
INDICATORS

### Training sessions



The first collective and individual training sessions with the 196 farmers in the programme.



Adrien Trompier,  
Food & Beverage Lead,  
Quantis France

“

TRANSITIONS is one of the most advanced and well-aligned regenerative agriculture programs on the market, built to reflect the latest standards and guidance. It enables scalable and credible impact through transparent and transferable emissions data. After reviewing the framework, we recognize it offers a high level of methodological robustness. Traceability is a key focus, with ongoing developments to make it even more solid and operational.

”



IN-BAR

The In-Bar (Intermalta Barley Agro-Regenerative Program) was launched in Spain during the 2023-2024 crop year with a focus on reducing emissions at the crop level. In collaboration with University of Córdoba and Spanish Association for Conservation Agriculture – Living Soils, we provide our key suppliers with essential resources, including a comprehensive «low carbon Barley Production» toolkit, to help them achieve at least 20% reduction in GHG emissions compared to the 2021 regional baseline.



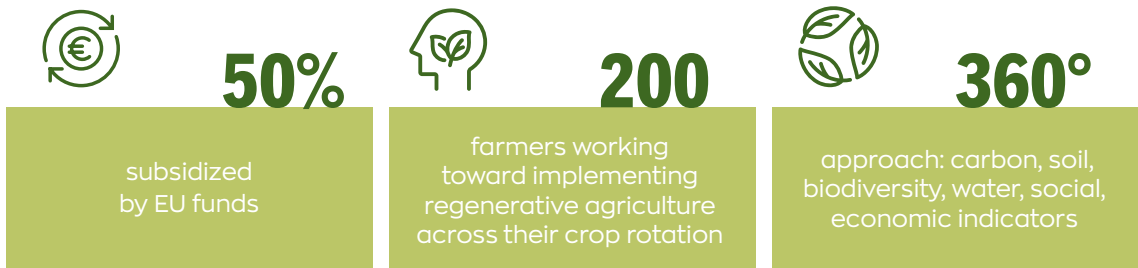
“ Grupo AN’s collaboration in the low-emission barley In-Bar program reflects our strong commitment to sustainability and innovation in agriculture that contributes to economic and social development of rural communities. In-Bar allows us to make progress in reducing emissions while guaranteeing high-quality products and promoting the transition towards more sustainable agriculture. ”



Alfredo Arbeloa,  
Managing Director, Grupo AN

NAVARRA 360

Navarra 360 is a Spanish program, launched in 2024, on the farm’s whole rotation cycle. The result of cooperation between upstream and downstream players (Danone, Cargill, EIT Food, Intermalta), goes beyond agricultural practices to include R&D on sequestration tools.



“

Farmers are fundamental to the project: their involvement is the key to everything. We are grateful to Danone, Cargill, and Intermalta, as well as the Government of Navarra, for their help bringing this program to life.

”

Begoña Pérez Villarreal,  
Director of EIT Food South



These three programs are only the beginning; we are developing more programs in our other sourcing regions.

In addition to our ongoing initiatives, we are actively collaborating on various R&D programs aimed at exploring innovative inputs and cutting-edge technologies to further reduce our environmental impact.



## MALTING PLANT: POWERING UP DIFFERENTLY

The malting process is the second-highest contributor to our malt's GHG emissions, accounting for approximately 34%, primarily due to heat production. These emissions fall directly within our operational scope.

### OUR AMBITIONS

Reducing our direct and indirect GHG emissions by 42% in our industrial sites across the world.

### DECARBONATION SINCE 2015

Between 2015 and 2021 we reduced our direct GHG emissions by 10%<sup>2</sup>. This is the result of years of improving the energy efficiency of our malting process.

Between 2022 and 2025, we carried out three rounds of technological applicability

screening on all our sites worldwide, to establish how we could achieve our GHG reduction objectives.

The technological applications taken into consideration in those screenings were biomass, photovoltaic panels, solar heaters, heat pumps, electric boilers, urban heating, and power purchasing agreements (PPA).

### OUR 2030 TARGETS



42%

reduction on scope 1 & 2  
GHG emissions  
vs 2021 baseline



57%

of our malting  
plants covered by  
conversion projects



13

sites with renewable  
energy conversion projects  
and opportunities across  
the world



<sup>2</sup> Based on normalized production

## THE SEVILLE'S BIOMASS

The Seville malting plant (Spain) is the fourth Malteurop plant to enjoy biomass energy, following a cogeneration plant in Gdansk (Poland) and heat networks in Metz and Vitry (France).

This new biomass cogeneration plant, inaugurated in May 2025, was designed to provide heat and electricity to the malting plant; it is expected to reduce the site's GHG emissions by more than 70% vs 2021 baseline.



In addition to these projects, we systematically examine the possibility of switching to green electricity for all of our plants' energy contracts.



Diego Varea,  
Industrial Director  
Assistant, InterMalta



Sofía Torcal,  
Responsible for  
Integrated Management  
Systems, InterMalta

“

*Dimensioned to be powered by almond shells, olive pits, and wood chips, this cogeneration plant allows us to promote waste-to-energy valorization and significantly decarbonize our heat production.*

*These fuels are considered renewable thanks to their very short growth cycle, during which the plants absorb carbon that is later released during the cogeneration process, thereby closing the loop. The SURE certification obtained proves the sustainable origin of our biomass.*

”



## NO WATER, NO MALT

### WHY IS IT IMPORTANT?

Water is a precious resource. By 2050, nearly 5 billion people could live in water-scarce areas. Currently, worldwide, about 70% of available fresh water is used in agriculture, 15% in industry and 15% is for domestic use<sup>3</sup>.

Water is a key component in malt processing. **No water, no malt.**

Water is a shared resource, so it is important to manage our own consumption responsibly, in order to protect our local environment and the resilience of our supply chain.

### OUR AMBITIONS

To improve our malting plants' water resilience by anticipating the impact of climate change on the water supply and minimizing the environmental effect of our effluents, while maintaining our focus on malt quality.

In parallel, we aim to reduce the water consumption and quality footprint of our upstream activities, mainly barley production. This starts by having a more precise view of our footprint and then rolling out action plans that are tailored to our sourcing regions.

### WATER REDUCTION SINCE 2014

In the last 10 years Malteurop has reduced its direct water consumption by 26%. This achievement is the result of the Manufacturing Excellence program rolled out between 2014 and 2024. In the continuity of this approach, in 2023 Malteurop launched a program on water consumption management and wastewater treatment optimization.

Additionally, Malteurop is studying innovative water recycling solutions to improve its resiliency in areas of high water stress, where there is a significant risk of water restrictions once conventional optimizations have been made.

### OUR 2030 TARGETS



50%

reduction vs. 2014 consumption

<sup>3</sup> UNESCO UN World Water Development Report 2024



*The team in Great Falls (North America) has achieved impressive reductions in water use through initiatives such as reducing the amount of water used to wash barley, limiting overflow practices, implementing fogging in germination boxes for air cooling, and optimizing the number of wet periods during steeping—all while maintaining malt quality.*

*The plant now uses almost 2.5 times less water than in 2015. A new aeration and biomass system, commissioned in December 2023, has delivered a threefold reduction in organic effluent loading.*

## ENVIRONMENTAL CHARTER: GUIDING OUR SUSTAINABILITY EFFORTS

### WHY IS IT IMPORTANT?

Initiated by VIVESCIA Group, the environmental charter is a shared set of fundamentals for environmental management across all our industrial sites and for the group's companies. Launched in 2022, it allows us to strengthen our environmental risk management and constitutes the founding element of a cross-cutting environmental culture.

### OUR AMBITIONS

The environmental charter includes:

- Implementation of an environmental management system (EMS)
- Core principles: regulatory compliance, stakeholder dialogue and state-of-the-art practices
- Thematic principles: energy and emissions, water, waste, biodiversity

### JUNE 2025 TARGET

100%

compliance with the environmental charter

*Biodiversity is one of the twenty core principles of our Environmental Charter. A variety of initiatives have been carried out across several regions to enhance our understanding of biodiversity and its significance, and how it is addressed on our sites.*

In response to local challenges, our sites implement practical actions such as the custom management of green spaces, with late mowing, a ban on plant protection products, the installation of nests, and the bio-regulation of rodents and birds.

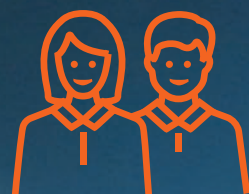
One of the many examples of events we organize that combine environmental awareness and concrete actions in the region around our malting plants:

To celebrate Biodiversity Day, the Gdansk malting plant in Poland invited its employees and their families to the Żuławy apiary for a series of educational workshops for children and adults.

A competition was organized to make insect hotels, and the winners saw their hotels installed on our factory's site. Benefiting from the ecosystem services provided by bees—from tasting the harvested honey to creating art with beeswax—a fun day was had by all, and everyone learned a lot!







# OUR CONNECTIONS TO PEOPLE



*At Malteurop, we place great emphasis on the development of our employees, their engagement, and their well-being at work.*

*Our values—work together, think long-term, be genuine, and dare to be entrepreneurial—reflect a true corporate culture that is embodied in everything we do. This culture enables each individual to realize their potential, collaborate, and find meaning in their work.*

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## TALENT: ATTRACT, DEVELOP, RETAIN

### WHY IS IT IMPORTANT?

The achievement of our collective goals and commitments depends on the women and men who form the backbone of our organization. Identifying, recognizing, and nurturing talent within Malteurop is central to our identity and is crucial to securing our future.

### OUR AMBITIONS

**To attract and retain the best talent by offering personalized development pathways:**

- Continue promoting the industry, its careers, and the evolving skills they require.
- Strengthen our employer brand.

**To strengthen our staff's employability:**

- Put employees at the heart of their professional development.
- Maintain and enhance employees' skills throughout their careers.

### KEY FIGURES

Malteurop brings together **1,100** employees, working across **11** business sectors and more than **100** professions.



### OUR TALENT INITIATIVES

Attracting and retaining talent remains a key focus of our human resources strategy. In 2024, we onboarded 76 new employees, representing 7% of our total workforce, and developed tailored integration plans for each individual.

Concurrently, our comprehensive HR initiatives have contributed to a staff turnover rate of 7%, which is three times lower than the industry average —demonstrating well-being within our organization.



Thierry Houot,  
Chief Human  
Resources Officer

**“** To achieve these outcomes, we have established human resources frameworks, including talent reviews and performance and skills management. Looking ahead, we are introducing new programs, such as the Graduate Program. **”**

### THE MALTEUROP GRADUATE PROGRAM

**Designed as a career accelerator for recent graduates and early-career professionals, the Graduate Program aims to train future talent in the expertise required for our industry.**

Recruited on permanent contracts, our graduates will benefit from a tailor-made training program and follow a 24-month pathway consisting of 4 different international assignments.

#### Meet Théophane!

**Théophane began his journey with a supply chain assignment and transitioned to quality for his second posting.**



Théophane,  
Operations Project  
Manager

**“** I am thrilled to have joined Malteurop's Graduate Program. It is an exceptional opportunity to lead projects in diverse fields and work with people from different cultural backgrounds. This first job is undoubtedly a true springboard for my future career. **”**

### TRAINING & DEVELOPMENT

**Developing our talent and skills is essential to our success. Each year, we commit to allocating 3% of our payroll to training and development initiatives. In 2024, we exceeded this target, dedicating 4.8%, which is 1.8% above the Group's objective and three times the market average.**

Among various training programs, we highlight one focused on management, developed in collaboration with VIVESCIA. This program is tailored to align with our specific needs and organizational identity, reflecting our unique DNA.

### MANAGER TRAINING @ VIVESCIA

This training program, focused on practical and personalized case studies, aims to align our managerial culture and ensure that managers are equipped with the resources and tools they need to carry out their responsibilities effectively.



## ENGAGEMENT

### GLOBAL ENGAGEMENT SURVEY AND CERTIFICATIONS



In 2023, Malteurop partnered with Great Place to Work to conduct the first employee engagement survey across the VIVESCIA Group. Employees from 12 countries were invited to participate, with a response rate of nearly 80%. As a result of this initiative, three countries—New Zealand, China, and Mexico—have earned the “Great Place to Work” certification.

Following the survey, all business units developed action plans and are actively working on their implementation while sharing updates on their progress.

### EXAMPLE OF AN INITIATIVE AFTER THE GLOBAL ENGAGEMENT SURVEY ANALYSIS: EMPLOYEE ENGAGEMENT AT MALTEUROP NORTH AMERICA

At Malteurop North America, we cultivate a vibrant workplace culture rooted in connection, recognition, and shared experiences. Our Employee Engagement Team—created & managed by employees, and led by Financial Planning & Analysis Lead, Will Mendez—implements initiatives designed to boost morale, foster collaboration, and create a sense of belonging across departments.

#### LUNCH & LEARN SERIES

Bimonthly, we host internal Lunch & Learn sessions where team members share knowledge on various topics, including the malting process in the beer industry. We also feature «Get to Know This Department» spotlights to help employees learn about different teams and operations.

#### MONTHLY COMPANY VALUES RECOGNITION

Every month, we spotlight one of our core values and encourage employees to nominate peers who exemplify that value, reinforcing our culture.

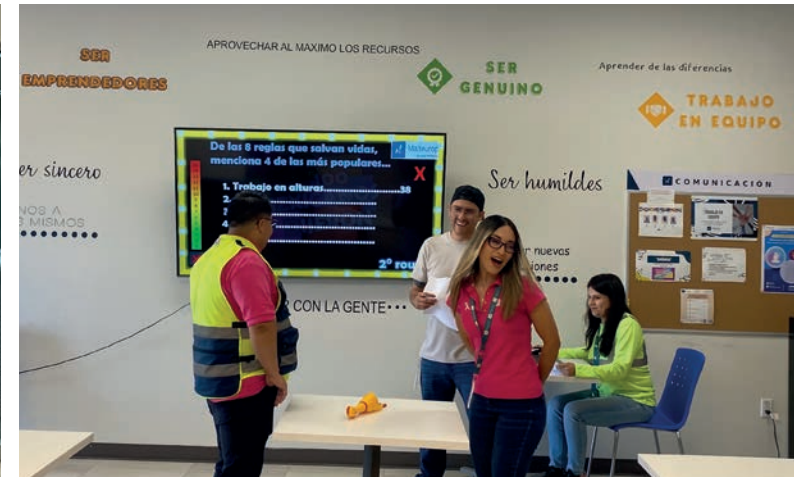


Emilie Chappat, Project Manager at Malteurop and VIVESCIA Group

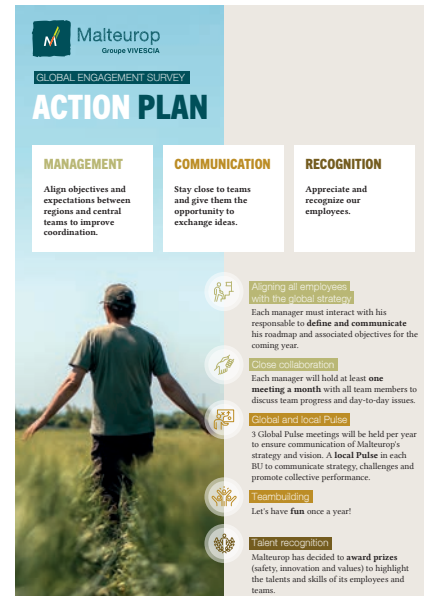
“

*This engagement survey provided us with valuable insights into our teams’ satisfaction, motivation, and needs, providing a solid foundation to guide our actions in the realm of social responsibility.*

”



**Employee Engagement Committee activities:** Left: group picture from the celebration of National Employee Appreciation Day (Milwaukee), Right: team game during safety discussion (Meequi)



“

*The Employee Engagement Committee is where ideas turn into action—it’s a space where every voice matters. Together, we build a workplace where employees feel connected and valued, leading to higher morale, stronger collaboration, and increased retention and satisfaction.*

”



Wilfredo Mendez,  
Employee Engagement Committee lead  
Financial Planning & Analysis Lead



## HOW TO FOSTER A SAFE WORKPLACE

### CARE: OUR APPROACH TO SAFETY

#### THE GOAL OF LINK BY MALTEUROP

- To provide a safe workplace where well-being is a priority, by preventing psychological risks and strengthening our safety culture.
- To ensure the safety of our employees through our CARE program.

#### WHY CARE IS IMPORTANT?

Because health and safety is the top priority for all Malteurop employees. We have rolled out our CARE program to manage major risks in our business, develop targeted mitigation plans, and raise employee awareness of potential hazards they may face.

#### ACTION PLAN

We have defined two main pillars: controlling our businesses' major risks and developing a **Just-Fair culture**. We are focusing our effort and attention on identifying the major risks that are specific to our various production sites, as well as our support functions.



For the year ending 30 June 2024 For the year ending 30 June 2024

#### HOW DO WE SPREAD A SAFETY CULTURE?

- We train our managers on leadership skills to help them embrace a Just-Fair culture.
- We organize quarterly global safety meetings to share our vision and progress.
- We conduct internal cross-audits to monitor good safety practices and safety behaviors across our sites.
- We give out the following yearly awards: Safety behavior, Good safety practices, and Best performance improvement



Thierry Houot,  
Chief Human  
Resources Officer



William Paque,  
Chief Operations Officer

“As manager we are all convinced that our individual managerial practices impact our safety performance.”



## WELL-BEING: HOW TO CREATE A GROWTH CULTURE

### WHY IS IT IMPORTANT?

Employee well-being and professional fulfilment are at the heart of our approach to corporate social responsibility.

We are convinced that a culture focused on well-being fosters collaboration, innovation, and engagement. Within the company, we strive to guarantee a healthy and safe workplace environment.

### OUR AMBITIONS

- To prevent psychosocial risks (PSR) by raising awareness among managers and reducing the main factors of stress.
- To provide a work environment that promotes work-life balance.
- To boost employee motivation and a sense of belonging

### KEY FIGURES



Surveys on PSR have been carried out in France, Spain and Germany; the roll-out is in progress in countries where there is no legal obligation.

### Business Ethics

- Ethics ambassadors trained at central and business unit levels.
- A code of business conduct, consolidated with VIVESCIA Group, describes the ethical rules applicable to employees in their day-to-day work, both within the company and with external third parties.
- Ethicall, our secure, group-wide ethical whistleblowing tool, is available to everyone to anonymously report behavior or situations that breach the code of conduct.



## EXAMPLE OF OUR AUSTRALIAN AND NEW ZEALAND TEAMS' COMMITMENT TO NURTURING MENTAL HEALTH

We have implemented several actions within our BU to support employee mental health and well-being, including:

- **Employee Assistance Programs (EAPs):**  
Offering confidential counselling and support services to help employees & their immediate family members to navigate personal and professional challenges.
- **Health and Wellness Activities:**  
Organizing activities like 'One Foot Forward - Walk for Mental Health' for the month of October, to promote physical and mental health, teamwork, and collaborative projects.
- **Training for managers in mental health awareness:**  
During the 2024 Safety Week, managers followed EAP Leader Training to help them identify when team members may need assistance, to support open communication, and familiarize themselves with the resources available. This includes monthly HR Check-ins with People Leaders.



Anna Lagozzino,  
Regional HR manager

“

*At Malteurop Australia & New Zealand we recognise health and wellbeing are integral to Corporate Social Responsibility (CSR) as they directly influence both employees' quality of life and the broader community's prosperity. Prioritizing employee mental health and well-being yields numerous benefits for both employees and the organisation*

”



Margaret Ioannidis – Payroll Officer, Anna Lagozzino, Regional HR manager, Rebecca Fataga, HR Coordinator at Malteurop Australia & New Zealand

## DIVERSITY & INCLUSION: MAKING EVERYONE FEELS WELCOME AND THRIVE

### WHY IS IT IMPORTANT?

Because professional equality and inclusion are major issues for both our company and wider society. We aim to shift mindsets and foster an increasingly fair and respectful work environment. VIVESCIA and Malteurop are convinced that gender equality and diversity are real drivers of modernity, innovation and efficiency in business. We are actively committed to promoting professional equality at all levels of the company.

### OUR AMBITIONS

- To develop gender equality by taking into account the rate of feminization of our business lines, and roll out LeadHERship, our global program for women in leadership roles.
- To implement our strategy to increase opportunities for people with disabilities.
- To roll out our D&I Pilot Phase at Malteurop North America.

### KEY FIGURES



8%

more women in Malteurop's Executive Committee since 2023.



27%

of women in our organization at management level, with a target of 40% by 2030.



100%

of business units have implemented at least one disability-related actions.



83%

of positive answer to the statement «When you join the company, you are made to feel welcome.»





## EXAMPLE OF OUR TEAMS IN NORTH AMERICA & MEXICO

### DIVERSITY, EQUITY AND INCLUSION (DEI) PILOT

Since the end of 2023, our team in North America has been crafting its three-year People & Culture Strategy.

The pilot's purpose is to deepen our commitment to be a best-in-class workforce and business partner through inclusive workplace and leadership practices that yield a sense of belonging, collaboration, innovation and business success.

As a key part of this program, we have partnered with the 'We are all human' organization, which works to build bridges with the Hispanic community, helping to foster a more inclusive environment within our company. In line with this commitment, Malteurop North America joined the 6<sup>th</sup> annual Hispanic Leadership Summit at the United Nations (NYC) bringing together 500 corporate and community professionals.

The DEI strategic initiative aims to propel us forward in leading our industry today and in the future.

The team has already reached a series of milestones:

- Comprehensive business assessment
- Insightful interviews and meetings with leadership
- Definition of a vision of success
- DEI workplace belonging survey

## EXAMPLE WITH THE LEADHERSHIP PROGRAM



The LeadHERship program is dedicated to embedding gender equality at the core of the VIVESCIA Group's strategy, fostering sustainable performance throughout the organization.

**To achieve this, its initiatives are structured around two key principles:**

- Focusing on individuals to support the development of leaders and empower their growth.
- Building a pro-diversity collective to shift mindsets within the Group and create a supportive environment that allows leaders to thrive.

**To deliver on these two key principles, the LeadHERship community has identified five essential areas for action:**

1. Skills development
2. Networking opportunities
3. Targeted communication
4. Facilitating recruitment and mobility
5. Transforming the work environment

Established in 2024, the program officially launched its club at the beginning of 2025, already gathering 85 members of top management, including both women and men.



Nichole Henderson, HR  
Director at Malteurop  
North America

“

*At Malteurop North America, by aligning with WAAH<sup>4</sup> and other organizations, we aim to not only build our employer brand but also contribute to the advancement of Diversity, Equity, and Inclusion. Together, we can make a meaningful difference.*

”



Claire Madoré, General  
Manager for France &  
Germany and program  
sponsor

“

*The LeadHERship program engages everyone on both an individual and collective level. Encouraging each employee to embrace and promote pro-diversity values is a cornerstone of our Group's future success.*

”



<sup>4</sup>WAAH = We are all human Foundation believe in the power of dialogue to create common ground and remove divisions by focusing on the universal values that makes us all human.





# OUR CONNECTIONS TO THE VALUE CHAIN & LAND

*At Malteurop, quality is the cornerstone of trust—we achieve our ambitions through the five pillars of quality. Beyond quality, we strengthen our value chain by supporting farmers with sustainable practices and climate resilience.*

*Our global presence is rooted in local commitment, as we actively invest in communities, local businesses, and youth through education, collaboration, and innovation initiatives.*

**Quality:** the key to trust ..... 42

**Value chain:** leading the way by cultivating a resilient grain industry ..... 44

**Communities:** global presence, local heart ..... 48



# QUALITY: THE KEY TO TRUST

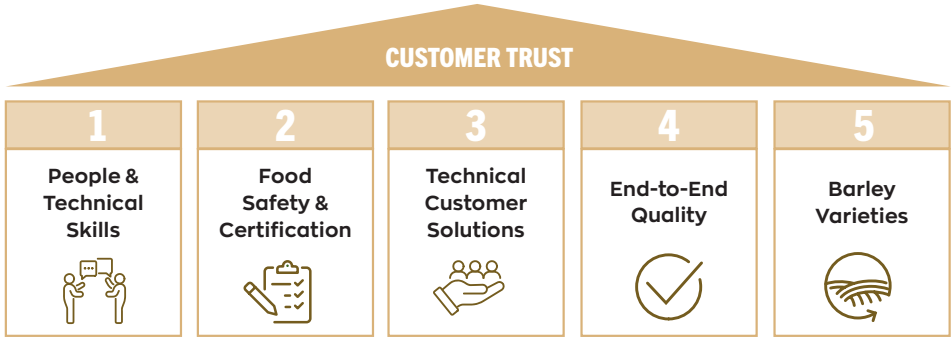
## WHY IS IT IMPORTANT?

To deliver **consistent, safe, custom-formulated food ingredients of natural origin in a more sustainable way**, to earn the trust of our partners as a reliable malt supplier.

## OUR AMBITIONS

- To continue guaranteeing the safety and quality of our products at every stage of production.
  - To implement a food safety quality management system (ISO 22 000 or FSCC 22 000) on 100% of our production sites.
- A cross-regional quality department has been set up to harmonize practices.

At Malteurop, we define Quality Leadership through the five following pillars:



## PEOPLE AND TECHNICAL SKILLS

In partnership with the IFBM (*Institut Français des Boissons de la Brasserie et de la Malterie*—French Institute for brewing and malted beverages), our Malt Academy offers a training program to dive into the heart of the barley-malt-beer industry. More than 50 employees are trained every year, allowing them to develop a shared vision of the malt and brewing world, quality standards, and customer-centricity.



Yovcho Byalkov,  
France & Germany  
QHE manager

“Over and above technical skills, this academy offers the opportunity to discover a rich and complex world, to meet passionate experts and to share our values to build a close-knit team.”

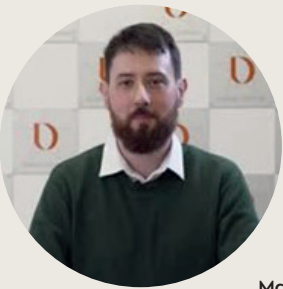
## FOOD SAFETY & CERTIFICATION

As part of the food and beverage industry, food safety has always been a priority in our daily operations. Our sites in France, Germany, Spain and Australia obtained their first food safety certifications 10 years ago, soon followed by our other plants. We are now taking another step forward by strengthening

our quality teams with the aim of harmonizing our approaches worldwide. In addition to food safety certification audits, every year we conduct more than 100 internal audits across all our sites, to make sure that our processes and protocols are in line with applicable standards.

## TECHNICAL CUSTOMER SOLUTIONS

Diamalteria Italiana develops tailor-made solutions for a wide range of applications. Our products are designed to offer outstanding performance and to meet our customers’ ideas and needs. We focus on delivering innovative solutions, from cocoa boosters and bakery applications to plant-based products.



Damiano Bartesaghi,  
Innovation Technical  
Manager at Diamalteria

“Our job is to collaborate with each client to develop the perfect formula for their project. We start from their specific needs and create customized solutions, from the initial brief to sampling and pilot-scale production, including design and lab trial phases; we work alongside the customer to bring shape and substance to the original idea.”

## END-TO-END QUALITY

Each of our business units is equipped with its own laboratory. This network of laboratories and technical centers conducts over 500,000 analyses annually. We carry out more than 50,000 analyses on barley quality, to ensure our raw materials meet the required standards.

Analyses are carried out throughout the production process—from receipt of raw materials, through malting to final delivery—to guarantee compliance with our quality standards.

## BARLEY VARIETIES

Varietal development is essential to ensuring the resilience of our upstream and downstream value chains, while addressing the pressures brought by climate change. Across our 14 countries in 2024, we tested more than 400 barley varieties, 12 of which are under development, including five trialed by our brewing and distilling partners. We are committed to meeting the expectations of our customers and farmers in the regions we source from, contributing to the qualitative evolution of varieties in the years ahead.



Jean-Michel Oustrain,  
Varietal Development  
Manager

“No barley, no beer. This simple phrase encapsulates our efforts to secure a future with barley varieties that are more resilient to climate change, more tolerant to disease, and capable of optimizing input use, while obviously also meeting consumer needs.”



## VALUE CHAIN: LEADING THE WAY BY CULTIVATING A RESILIENT GRAIN INDUSTRY

### WHY IS IT IMPORTANT?

Thanks to our agricultural heritage, we are firmly committed to resilient and regenerative agriculture that places grain at the heart of our business. As a central player in the value chain, linking the production of grain to the transformation of our malt into finished products, our approach aims to bring together industry actors around a shared and ambitious vision. Our aim is twofold: to reduce our environmental footprint and to anticipate our customers' expectations.

### OUR AMBITIONS

#### TO HELP SECTORS GROW BY COMBINING INNOVATION AND SUSTAINABILITY

- Accelerate the development and co-construction of responsible and/or certified plant-based industries.
- Commit to meeting customer and consumer expectations in terms of quality, sustainability and quantity in our wheat and barley supply chains.

### 2030 TARGET



### OUR PARTNERSHIP WITH THE SUSTAINABLE AGRICULTURE INITIATIVE (SAI) PLATFORM

As a member of the SAI Initiative since its creation in 2022, we have worked closely with the platform, particularly on the development of the international framework "Regenerating Together", and with our suppliers to source Farm Sustainability Assessment (FSA) barley.

### THE REGENERATIVE TOGETHER FRAMEWORK (RTF)

This program aims at developing an aligned approach to regenerative agriculture with a four-step process from context analysis to monitoring and assessing progress.

**Navarra 360°, co-financed by InterMalta, is the first project putting into action the collaboration between EIT Food and the SAI platform to test their framework.** This pioneering initiative will pilot the SAI Platform's "Regenerating Together Framework" across several value chains, leveraging the program's position as an industry-aligned approach to measuring, reporting and verifying regenerative agriculture outcomes.



*The Navarra 360° partnership reflects our shared vision of scaling up regenerative agriculture through innovation and collaboration. By leveraging the collective expertise of all partners in this multistakeholder approach, we aim to drive regenerative agriculture in practice while strengthening the Regenerating Together Framework to deliver environmental, social, and economic benefits<sup>4</sup>.*



<sup>4</sup>Source: SAI Platform website, [saipatform.org](https://saipatform.org)

We ensure that our regenerative agriculture programs align with this framework in terms of technical methodology, data collection, and indicators to be monitored.

### THE FARM SUSTAINABILITY ASSESSMENT (FSA)

The FSA enables food and beverage businesses to assess, improve, and validate on-farm sustainability with a set of questions to farmers.

At Malteurop, we recognize the added value of supplying our customers while driving for:

- a common understanding of sustainable agriculture;
- continuous improvement in social, environmental and commercial performance;
- collaborative work throughout the supply chain.

Our business units produce significant volumes of FSA-certified barley; 100% of our Polish barley is rated FSA silver, and 73% of the 2023 harvest in France meets FSA standards.





### TRACEABILITY: FROM BAVARIAN FIELDS TO ICONIC BAVARIAN BEERS

For years, German customers have been trusting Malteurop to ensure a locally sourced supply—from South Bavarian fields to our Langerringen plant—shaping the essence of regional brewing. These partnerships, deeply rooted in tradition, foster strong connections across the entire value chain. The Erdinger partnership for the “Herbstfest” is one of them.

### “HEIMAT WEIZEN”, LOCAL WHEAT

For its “Herbstfest,” Erdinger celebrates its region and commits to local sourcing. Only the finest wheat and barley from the surrounding area are selected for the Festweisse, specially brewed for the occasion. Since 2022, Malteurop has supported this tradition by supplying locally grown and malted barley in close collaboration with farmers—bridging the gap from field to glass through “Heimat Weizen,” (homeland wheat).



### TRANSPARENCY: SUSTAINABILITY CERTIFICATIONS

Our sustainability efforts are recognized by the world’s leading providers of sustainability ratings, such as Ecovadis and Sedex.

#### ECOVADIS

As an independent agency for corporate social responsibility ratings with a network of more than 100,000 companies worldwide, EcoVadis provides solutions for monitoring sustainable global supply chains. The ratings process includes multiple CSR criteria:

- Environmental impact
- Labor and human rights standards
- Ethics and procurement practices

#### Malteurop ratings:

- Intermalta: Ecovadis gold
- Portugal: Ecovadis silver
- Germany: Ecovadis silver
- France: Ecovadis silver
- Diamalteria: Ecovadis bronze



#### SEDEX

Sedex is a Supplier Ethical Data Exchange, a global platform enabling its 85,000 member corporations to maintain data on ethical and responsible practices. The core pillars of the platform include labor standards, health & safety, the environment, and business ethics.

#### Malteurop ratings:

- Canada, the United States, Mexico, Spain

Proud to be a  
**Sedex**  
Member







## COMMUNITIES: GLOBAL PRESENCE, LOCAL HEART

### WHY IS IT IMPORTANT?

As a global company, we have a responsibility to actively contribute to the development and well-being of the local communities where we operate.

### OUR AMBITIONS

Malteurop aims to:

- promote a dynamic and inclusive local economy in regions the company operates in;
- strengthen the positive impact of our production facilities on local communities around the world;
- share our knowledge and know-how, contributing to the development of entrepreneurship and the sustainability of agricultural professions.

### KEY FIGURES



## OUR COMMITMENTS ARE REFLECTED IN THE FOLLOWING ACTIONS

### COMMITMENT 1: PROMOTE A DYNAMIC AND INCLUSIVE LOCAL ECONOMY IN REGIONS THE COMPANY OPERATES IN

Our dedication to local anchoring is exemplified through strategic partnerships and collaborative actions with academic institutions, professional organizations, and R&D centers. These relationships not only foster mutual learning but also drive innovation and sustainable development within our communities.

#### ACADEMIC

Our goal is to create a lasting positive impact on young generations. To turn our commitment into action, each of our business units establishes at least three academic partnerships and initiatives with educational organizations. Through these efforts, we have built an international network of partnerships, including Darfo (Italy) with Perugia University, Gdansk (Poland) with the University of Warmia and Mazury (UM), Meoque (Mexico) with Universidad Tecnológica de Camargo, and in France with the Association Jeunesse Entreprise, connecting young people with the business world through classroom interventions.

#### INSTITUTIONS

To reach our goal of fostering mutual learning, we have built an international network of partnerships with professional organizations and R&D entities.



### COMMITMENT 2: STRENGTHEN THE POSITIVE IMPACT OF OUR PRODUCTION FACILITIES ON LOCAL COMMUNITIES AROUND THE WORLD

Our business units carry out solidarity initiatives every year. Those solidarity initiatives are many and varied, from a donation campaign in Spain after the DANA storm, clothing donations to Emmaüs in France, support for children with muscular atrophy with Wamba Ets in Italy, Promoting labor inclusion for the family members with disabilities of our staff in Spain in collaboration with Fundación Adecco, and monthly donations to “Give Where You Live” in Australia.

### COMMITMENT 3: SHARE OUR KNOWLEDGE AND KNOW-HOW, CONTRIBUTING TO THE DEVELOPMENT OF ENTREPRENEURSHIP AND THE SUSTAINABILITY OF AGRICULTURAL PROFESSIONS

For Malteurop, local anchoring also means the development and sustainability of our suppliers in the context of the evolution of practices in response to climate change. To achieve our ambitions, our agronomists offer expert advice and training to farmers on innovative practices such as regenerative agriculture in France and Spain, and low carbon farming in Australia, Poland, and Denmark. Additionally, we support conventional practices, including barley cultivation in Mexico, particularly around our Meoqui malting plant, where barley has been successfully integrated into crop rotation cycles.



**KPIs**







## PLANET



CO2e reduction  
scope 1 and 2 by 2030  
vs 2021 baseline

BY 30 JUNE 2024

**-11%**

GOAL

**-42% by 2030**



CO2e reduction  
scope 3 by 2030  
vs 2021 baseline

BY JUNE 2023

**+1%**

GOAL

**-29% by 2030**



Number of countries  
engaged on regenerative  
and low carbon agriculture  
projects at scale

BY 30 JUNE 2024

**2**

GOAL

**7 by 2030**



Reduce absolute water  
consumption in  
operations vs 2014  
baseline

BY 30 JUNE 2024

**-26%**

GOAL

**-50% by 2030**



% of sites compliant with  
the Group Environmental  
Charter

BY 30 JUNE 2024

**82%**

GOAL

**100% by June 2025**



## PEOPLE



Number of serious  
or fatal accident

BY 30 JUNE 2024

**0**

GOAL

**0**



% of BUs having set up  
local action plans or PSR

BY 30 JUNE 2024

**56%**

GOAL

**100%**



% of payroll dedicated  
to training

BY 30 JUNE 2024

**4,8%**

GOAL

**At least 3%**



% of employee  
engagement

BY 30 JUNE 2024

**61%**

GOAL

Improve employee  
engagement rate at

**68% by 2030**



% of turnover

BY 30 JUNE 2024

**7%**

GOAL

**Below 15%**



% of business units  
that have implemented  
disability-related action

BY 30 JUNE 2024

**100%**

GOAL

**100%**



% of women senior  
managers

BY 30 JUNE 2024

**27%**

GOAL

**At least 40% by 2030**





## VALUE CHAIN & LAND



% of barley sourced via regenerative agriculture or low carbon program

BY 30 JUNE 2024

**2%**

GOAL

**30%** by 2030



% of our industrial sites with a certified food safety management system (ISO 22 000 or FSCC 22 000)

BY 30 JUNE 2024

**91%**

GOAL

**100%** by 2030



Number of farmers trained as part of the sustainability programs

BY 30 JUNE 2024

**1,342**

GOAL

**2,000** by 2030



Number of regional academic partnership

BY 30 JUNE 2024

**19**

GOAL

At least **3** by BU



Number of regional institutional partnership

BY 30 JUNE 2024

**21**



Number of solidarity actions implemented by the sites

BY 30 JUNE 2024

**38**

GOAL

At least **1** per site





**Malteurop**  
Groupe VIVESCIA



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