

# Our ESG Approach

The progress made in our sustainability journey is indeed a direct result of the **passion and commitment of our employees**



### Shifting Mindset

Sustainability is a continuous journey; one, which we believe requires us to build a sustainability mindset that permeates all areas of the Group. People-powered success is the cornerstone of that mindset. The progress made, since 2020, under the three pillars of our sustainability strategy is indeed a direct result of the passion and commitment of our employees to create a world we can all feel proud of.

### Investing in Our People

At CIEL, we endeavour to leverage on the collective ability of our 37,500 employees to drive sustainable behaviours in the company and in the communities in which we operate. Nurturing this culture through multiple awareness initiatives and platforms as well as specific learning and development (L&D) programmes has remained a key area of focus this year. The programmes are developed or sourced in collaboration with internal and external experts and supported by a digitalisation process at cluster level. Cultivating the rich diversity brought by our talents and the variety of stakeholders we interact with is also a fundamental principle in our journey. Key milestones in our sustainability journey included organising Group functional forums, such as HR, Sustainability, Finance, and Risk Forums, to foster exchange of ideas and share best practices. We also hosted an Annual Symposium with our management teams, launched CSR campaigns, and continued with our unique 'Act for' initiatives. These programs encourage meaningful connections with our communities by actively participating in multi-stakeholder consultative workshops and a series of informal events aimed at promoting social interactions and enhancing team spirit.

### A Culture of Innovation

We also believe in a culture of innovation underpinned by sustainable thinking, to deliver great business results and customer experience. This can be best illustrated by the systematic integration of sustainability as a criteria and category in our recognition programmes such as the Innovation Awards and the Excellence Awards both at Group and Cluster level.

### Partnerships

We also recognise that to achieve meaningful change, partnering for impact is the way forward. Our global stakeholder network includes an intricate web of local communities, customers, suppliers, industry associations, non-governmental organisations, civil society organisations, academia, multilateral organisations, governments, our employees, investors and

**True to our purpose, we will continue to invest in human capital and our network of stakeholders to drive positive and meaningful impact.**

shareholders. Our regular interaction with stakeholders and numerous partners enables us, in our true entrepreneurial spirit, to accelerate our journey and leverage our collective expertise. Some of our long-term partnerships focus on community empowerment: CIEL Foundation, Actogether and Lacoste Foundation, amongst others. Our environmentally-driven partnerships cover efficient management of resources notably on circularity, for example, the Reverse Resources Platform. We further reinforce our commitment towards the local economy through innovative initiatives such as Agri-hub and climate-smart agriculture.



### Diversity and Ethics

Our engagement on Diversity and Ethics is also a driving force in achieving a sustainability mindset. Our unique Go Beyond Gender programme is a testimony to the Group's commitment to delivering structural changes. This has been supported by investment in the establishment of Go Beyond Gender committees at cluster level, the organisation of the first CIEL Women Forum and a bespoke Women in Leadership Programme. True to our purpose, we will continue to invest in human capital and our network of stakeholders to drive positive and meaningful impact. We look forward to the implementation of our roadmap across all our operations and geographies as well as the lessons to be learnt along this path.

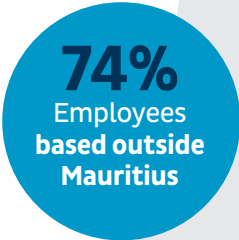
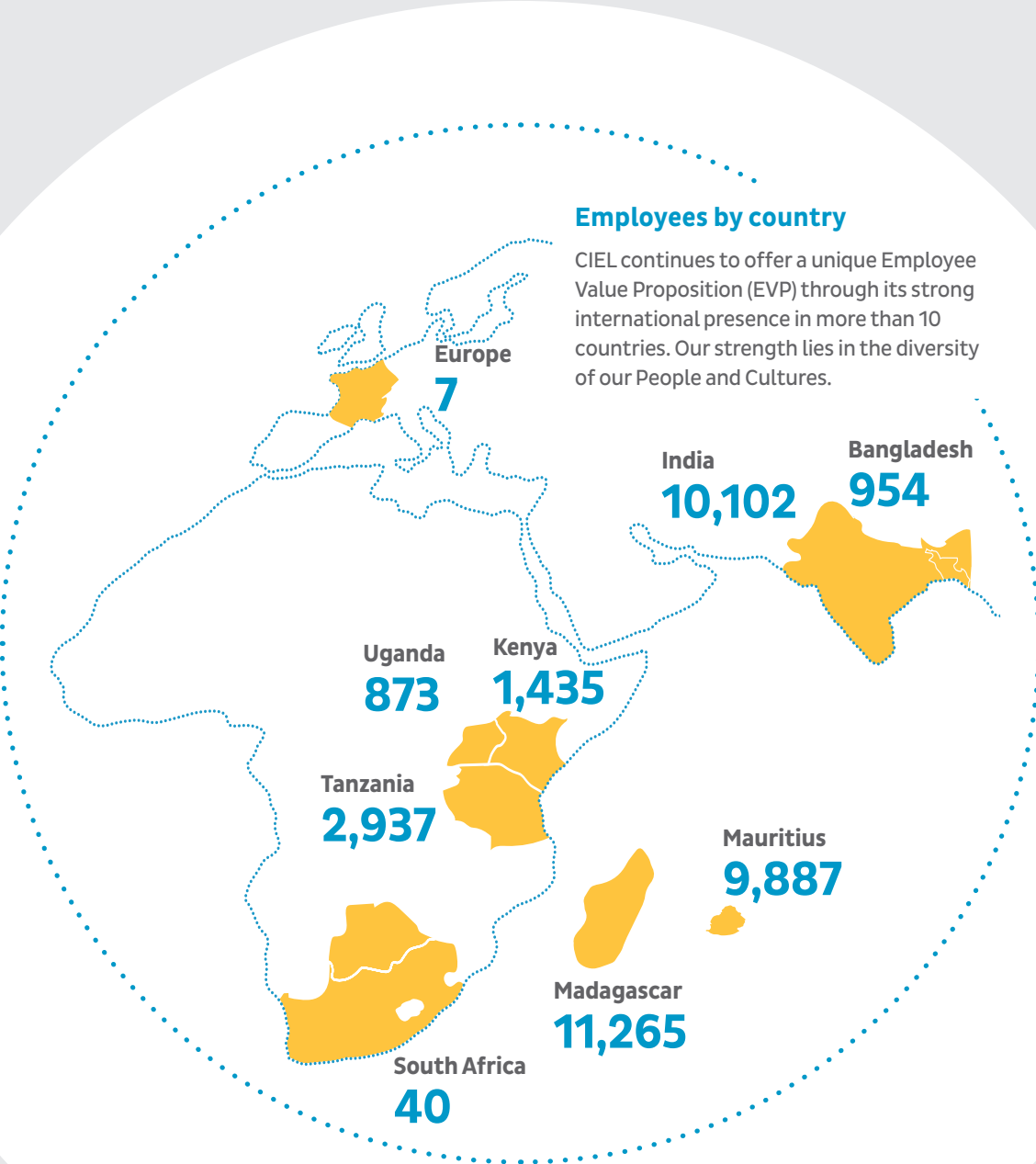
### Dev Sewgobind

Group Head of Human Resources and Sustainability

# Foster a Vibrant Workforce

## WORK ENVIRONMENT

TOTAL NUMBER OF EMPLOYEES  
IN THE GROUP



### EMPLOYEES PER CLUSTER

Ciel Textile	24,167	64.4%
Ciel Hotels & Resorts	3,121	8.3%
Ciel Healthcare	2,562	7.0%
Ciel Finance	1,687	4.5%
Ciel Agro	5,820	15.5%
Ciel Properties	89	0.2%
Ciel Head Office	54	0.1%



### Engagement Survey

In line with our commitment to provide employees with a voice and create a conducive work environment, the Group has conducted an Employee Engagement Survey with a recognised independent service provider. The objective is to drive positive changes by taking meaningful actions based on the feedback received. The survey will also enable eligible companies to be certified as an 'Employer of Choice'.

# Foster a Vibrant Workforce (Cont'd)

## DIVERSITY AND ETHICS

CIEL actively invests in delivering an inclusive working environment through diverse strategies and actions.

### Introduction of New Group Policies

The Diversity and Inclusion Policy and Harrassment and Bullying Policy were approved by CIEL Board in June 2023.

These policies demonstrate our commitment to provide a working environment free of discrimination, harassment and bullying, and where all stakeholders are treated, and treat others, with dignity, fairness and respect regardless of factors such as gender, disability, age or race.

These two policies will be cascaded to all the Group subsidiaries and monitored.

### Employability Programme for People with Disabilities (PwD)

The Group continues to employ PwD contributing to a diverse, inclusive and a positive workplace culture.

In Asia, the Textile Cluster employs approximately 125 PwD whilst in Mauritius the focus has remained on creating awareness and training of colleagues on this important topic. To date, 116 PwD are in employment in Mauritius, Madagascar, Kenya, Tanzania and Uganda.



98%

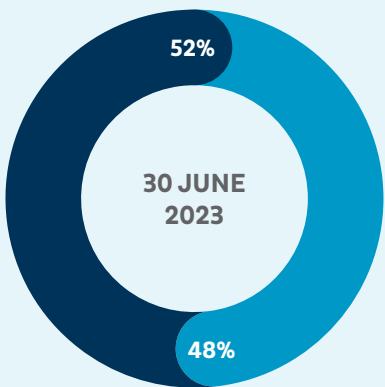
Of grievances resolved in FY23 (within defined timelines)

31%

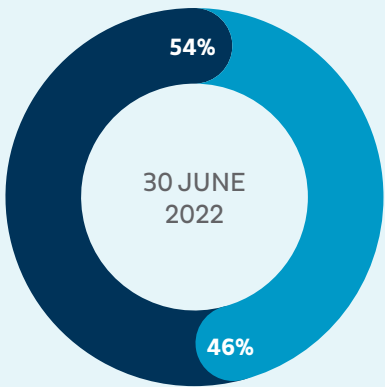
Increase of employees with disabilities in FY23

## Gender Balance

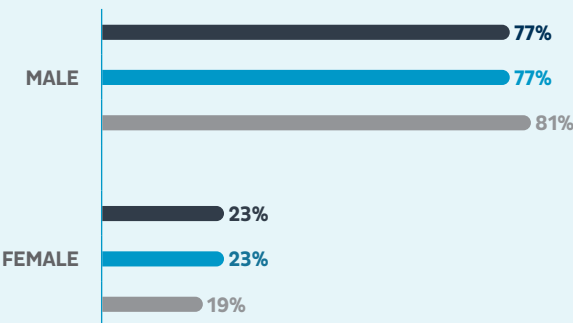
GENDER COMPOSITION WITHIN THE GROUP



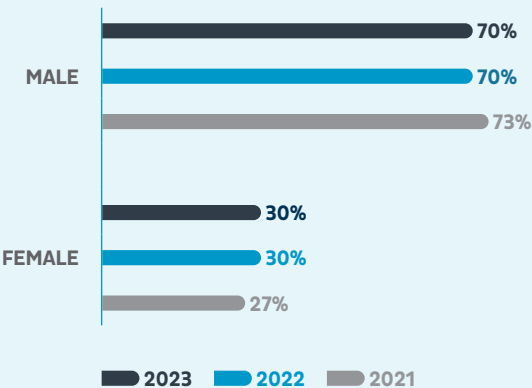
MALE FEMALE



DIRECTORSHIP LEVEL – CIEL AND SUBSIDIARIES ONLY



MANAGEMENT LEVEL





# Foster a Vibrant Workforce (Cont'd)

## DIVERSITY AND ETHICS (CONT'D)

### Go Beyond Gender Programme

#### Promoting Diversity and Inclusion through Trainings and Forums

- An E-learning training program was launched in February 2023 on Gender Balance in the Workplace to equip employees with knowledge and tools to proactively promote diversity and inclusion
- CIEL Women in Leadership Development Programme has been designed to equip our talented women with the necessary skills and tools to drive their career growth within the Group. It comprises of two components that started in August 2023:
  - CIEL Accelerating Women in Leadership Programme delivered by Stellenbosch University with a first batch of 33 women
  - CIEL Active Allies for Gender Equity Programme delivered by international consultants where more than 80 leaders were trained on their role as allies in creating an inclusive workplace where their women colleagues can thrive
- First CIEL Women Forum held in March 2023 gathering 110 women across the Group to celebrate achievements, share experiences and build connections

#### Establish Pay Parity by 2025

- Assessment of remuneration gap done in each cluster and action plans devised to achieve parity

#### Create a Women-Friendly Environment by 2023

- Each cluster has set up their own committee and are developing diverse solutions to provide greater flexibility and comfort for women



CIEL Accelerating Women in Leadership Programme



CIEL Active Allies for Gender Equity Programme



First CIEL Women Forum held in March 2023



### Employee Mobility

CIEL values the potential and skills of its employees and provides them with continuous growth opportunities within the Group.

#### Total number of appointments (transfers and internal promotions)





# Foster a Vibrant Workforce (Cont'd)

## LEARNING AND DEVELOPMENT

### Strategic Partnerships

CIEL continues to leverage on strategic partnerships with some of the best universities locally and globally in developing and delivering bespoke training programmes for our talents.

The CIEL HEC Leadership Development Programme in collaboration with HEC Paris (Hautes Etudes Commerciales de Paris) which is one of the most prestigious business schools in the world. HEC Paris is known for its rigorous academic standards, strong international focus, and its contribution to business research and education.

The CIEL Textile Strategic Leadership Programme in collaboration with IIMB (Institute of Management Bangalore) which is a renowned business

school in Bangalore, India. IIMB is known for its high-quality management education, research, and executive development programs.

The CIEL Accelerating Women in Leadership Programme in collaboration with Stellenbosch University, based in South Africa, which is internationally recognised for its quality education and research and for its collaborations with universities and institutions worldwide.

A customised Bachelor of Science (BSc) in Nursing for the CIEL Healthcare cluster in collaboration with Charles Telfair Institute (CTI) which is an institution of higher education based in Mauritius.

### Hours of Training

TOTAL TRAINING HOURS  
FOR THE GROUP

469,320

FY23 (49% ▲)

Representing more than 10,500 working days of  
Leadership and soft-skills development trainings

314,531

FY22

TOTAL TRAINING HOURS  
PER CLUSTER FOR FY23



TEXTILE

270,170



HOTELS  
& RESORTS

98,970



HEALTHCARE

23,490



FINANCE

49,680



AGRO

26,630



PROPERTIES

560

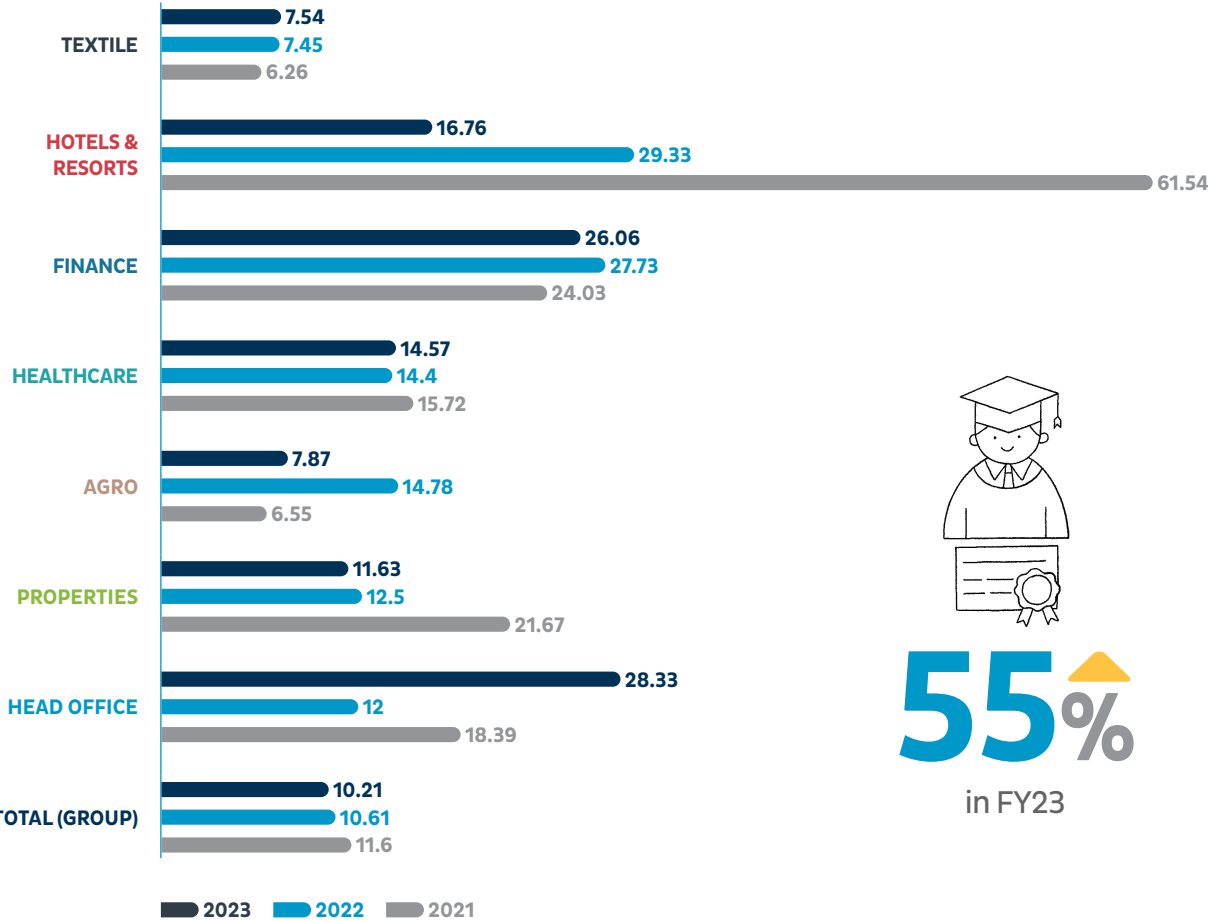


HEAD OFFICE

820

### Workforce Trained

TRAINING HOURS PER EMPLOYEE



55%  
in FY23

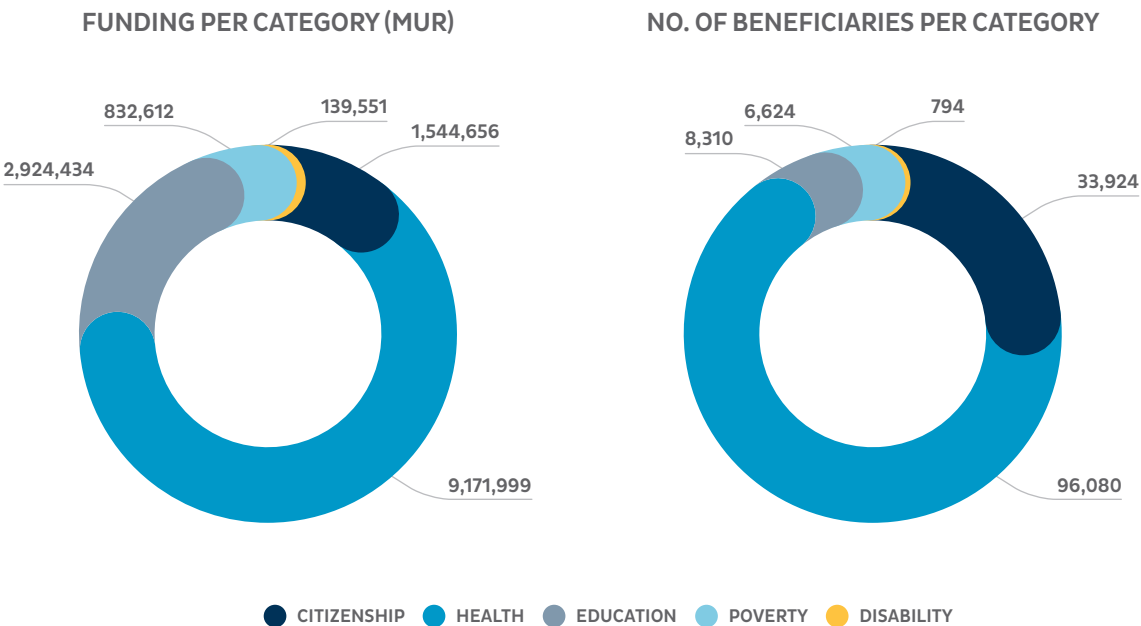
# Champion Inclusive Growth

## COMMUNITY EMPOWERMENT - CLUSTERS

### Strategic Goals

- By 2025, increase the proportion of long-term community actions to 40%, and to 60% by 2030
- By 2030, facilitate industry job awareness and access to training and skills to a number of people equivalent to one third of our workforce per year

### Key Highlights



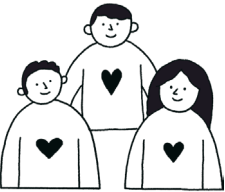
Revamped the C-Care on the road programme in Mauritius to facilitate access to care in pre-defined regions throughout the year. Initially providing free breast cancer screening to women in regions identified as vulnerable communities (360+ women screened since inception of our Bis Roz initiative), the program is now targeting three non-communicable diseases: cancer, diabetes and cardio-vascular diseases.



Organisation of Health Camps in India providing blood donation, ENT consultations, Covid vaccination, diabetes screening, cervical cancer screening, dental care, benefiting more than 20,000 inhabitants since 2014 in collaboration with a wide network of partners.



Participated in the construction of a maternity health center in Madagascar which can accommodate at least five patients along with physicians in place to provide the necessary consultation and care.



**145,000+**  
BENEFICIARIES

**19%**  
on FY22

### PARTNERSHIPS AND COLLABORATING FOR IMPACT

- Victoria Hospital and Princess Margareth Orthopaedic Centre, Mauritius
- Lacoste Foundation (Madagascar)
- Dayananda Sagar Hospitals and Research Centre, Harohalli, India
- Akash Multi Super Specialty and Research Centre Devanahally, India
- Bangalore Cancer Hospital, India
- District Health Department, India
- Forces Vives de Flic en Flac, Mauritius
- SOS Children's Villages Mauritius
- Link to Life, Mauritius

# Champion Inclusive Growth (Cont'd)

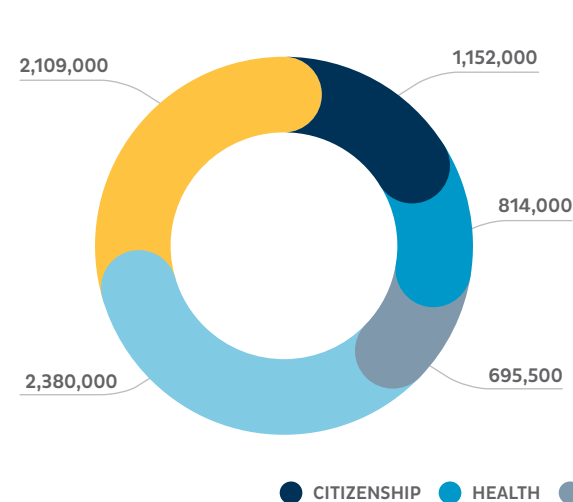
## COMMUNITY EMPOWERMENT - CIEL FOUNDATION

### Strategic Goals

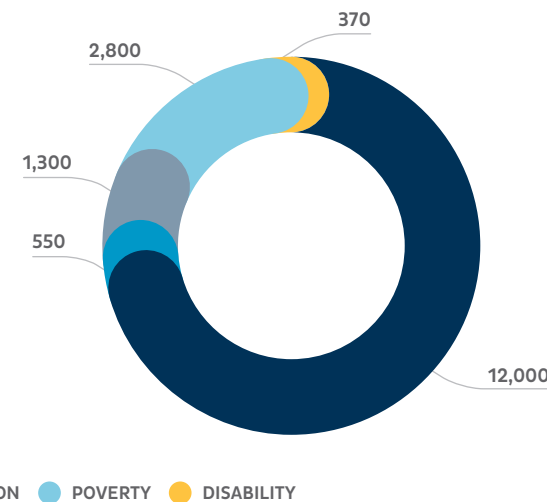
- By 2025, increase the proportion of long-term community actions to 40%, and to 60% by 2030
- By 2030, facilitate industry job awareness and access to training and skills to a number of people equivalent to 1/3rd of our workforce per year

### Key Highlights

FUNDING PER CATEGORY (MUR)



NO. OF BENEFICIARIES PER CATEGORY



MUR  
**112** M  
INVESTED IN  
COMMUNITIES  
since 2004

MUR  
**7.1** M  
INVESTED IN  
COMMUNITIES  
in 2022\*

110% ▲ on 2021

\*Calendar year

### FEATURED PROJECTS

#### SEDAM – Service d'Evaluation et de diagnostique de l'autisme a Maurice (Autisme Maurice)

A unique service in Mauritius for the evaluation and detection of autism spectrum amongst children. Managed by Autisme Maurice in partnership with CIEL Foundation and CIEL Healthcare (Wellkin hospital).

MUR **530,000**  
Amount Invested

Since 2018

**160**  
No. of Beneficiaries

#### Empowering women and youth to end Gender Based Violence and poverty (Gender Links)

Training program for women and young girls

MUR **340,000**  
Amount Invested

Since 2021

**40**  
No. of Beneficiaries

### PARTNERSHIPS AND COLLABORATING FOR IMPACT

#### Long-term partnerships

- Caritas Lakaz Lespwar Solitude, Since 2010
- Centre Frère René Guillemin, Since 2019
- Joie de Vivre, Since 2019
- Inclusion Mauritius, Since 2019
- Society for the Welfare of the Deaf, Since 2010

**ACTogether**  
la plateforme sociale

Founded in 2007, ACTogether is a unique platform in Mauritius created to: i) support and empower NGOs with structuring and capacity-building to strengthen their impact, ii) enhance the profile of NGOs by providing them with a range of tools, and iii) bring together and foster collaboration between the diverse actors involved in social work across the country.

During the FY23, two areas of focus were identified to support NGOs as part as the platforms' offline activities.

- Selfcare project:
  - (i) Project co-developed with two professionals in Psychology to culminate in four group sessions between February and June 2023 on different self-care related themes with 31 NGOs aiming at bringing their representatives to reflect on ways to take care of their own needs and those of their organisations; and set proper boundaries to work with their respective beneficiaries;
  - (ii) "Cafés Solidaires", coaching provided to heads of two batches of five selected NGOs on a six months period to enable them to engage in a thinking process on their personal and professional goals
- Technical Capacity Building Workshops: succession planning, volunteer management, project writing, monitoring and evaluation, basics of HR, management of community gardening projects, communication (image positioning, press relation and community management)



# Champion Inclusive Growth (Cont'd)

## LOCAL ECONOMY

### Strategic Goals

- Create an Impact/Venture Capital Fund to support innovative local businesses, start ups and entrepreneurs by 2022
- Source/buy at least 25% of food and beverages from local producers by 2030, without compromising on nutritional value and quality

### Key Highlights



Climate Smart Agriculture Partnership designed to reinforce our Farm-to-Table approach at our resorts and achieving a more resilient local food system. A Memorandum of Understanding was signed with 100 planters from the Belle Mare farming community to purchase their vegetables and fruits grown under Climate-Smart Agriculture principles. Further support was provided to install water tanks and drip irrigation systems.



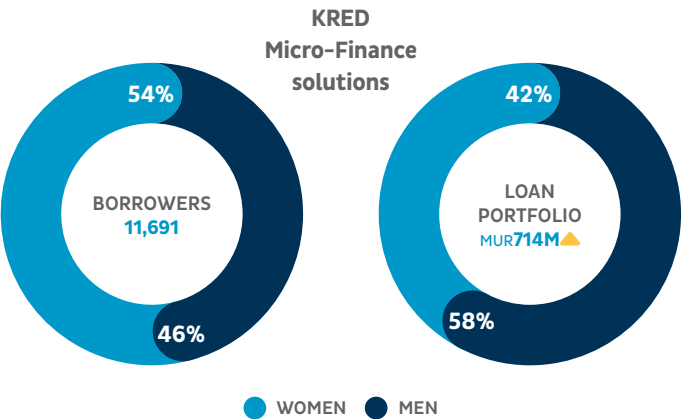
Created the Ferney Agri Hub Bio Farm to train beneficiaries from the surrounding communities and the Agri Entrepreneurs on Agri Ecology with the goal of operating the farm and becoming self-sustaining.

## RESPONSIBLE OFFERING

### Strategic Goals

- Proactively develop responsible products, services and experiences in each cluster by 2025
- Develop inclusive products, services and experiences in each cluster by 2024

### Key Highlights



Increased usage of certified sustainable raw materials from 38% to 45%, driving research for product innovation notably at design stage through the launch of tools such as the Eco-Index.

### PARTNERSHIPS AND COLLABORATING FOR IMPACT

- Australian Agency for International Development (Australian Aid)
- International Chamber of Commerce on the Standards for Sustainable Trade
- Food and Agricultural Research and Extension Institute (FAREI), Mauritius
- Le Vélo Vert, Mauritius
- La Déchètèque, Mauritius
- University of Mauritius
- Charles Telfair Campus – Curtin University, Mauritius
- Polytechnics Mauritius
- Comparative Health Knowledge System (UK NHS)
- Thalassemia Society, Mauritius



### #ComeAlive Experiences

Strong focus on integrating sustainability into guest experiences through activities proposed for adults and at the kids' club: Izzy the Bee, Chef's Garden, Marine Conservation. 1800 guests and people from local communities (including school children) have participated in those activities.



Regeneration project of Nouvelle Usine in collaboration with a specialised partner to dismantle the site following selective deconstruction principles and to reintroduce some materials in the local economy.





# Activate Climate Response

## ENERGY AND CARBON EMISSIONS

### Strategic Goals

- Establish accurate emissions baseline by 2022
- Decrease our Scope 1 and 2 carbon intensity by 50% by 2030 (tCO<sub>2</sub>e/\$M of revenue)
- Zero coal as boiler fuel by 2030
- Adopt green (/bioclimatic) building practices as far as economically feasible for new buildings

### Key Highlights

#### CARBON ACCOUNTING AND CLIMATE STRATEGY PROJECT

In 2022, a Group-wide carbon footprint accounting exercise was launched in partnership with a specialised external consultant. The exercise was a key learning experience for the organization with regards to understanding our carbon footprint including scope 1 and 2, as well as scope 3.

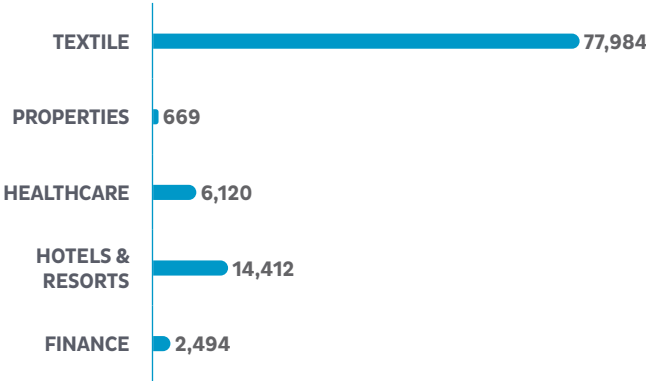
A series of workshops at cluster level were also launched to co-create climate action plans, involving senior management and representatives from key functions (operations, risks, finance, etc.) with the ultimate goal of updating the Group climate strategy.

#### PARTNERSHIPS AND COLLABORATING FOR IMPACT

- Sustainable Apparel Coalition (SAC)
- Zero Discharge of Hazardous Chemicals (ZDHC)
- United Nations Global Compact Network

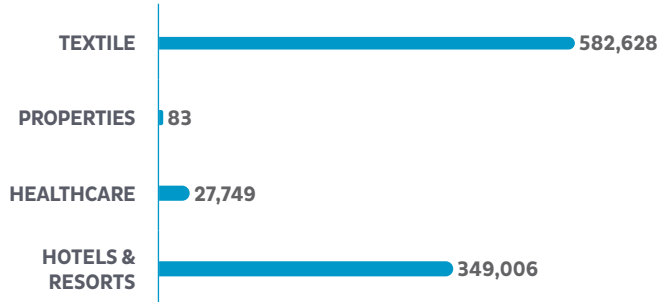
### Scope 1 and 2

EMISSIONS PER CLUSTER (TCO<sub>2</sub>e)



### Scope 3

EMISSIONS PER CLUSTER (TCO<sub>2</sub>e)



### Looking Ahead

- SBTI commitment at cluster-level
- Integrating the carbon accounting methodology into our sustainability digital platform

FERNEY

## VALUE CHAINS: SUPPLIERS

### Strategic Goals

- 100% of value chain assessed by 2025, actions taken on all value chains by 2030

### Key Highlights

We are working on methodologies at cluster-level to assess our suppliers and ensure we are working with the right partners.

To kickstart our efforts we have chosen as a theme for our CIEL Annual Sustainability Forum: Sustainable Value Chains and the Journey to a Circular Business Model. The 2023 edition brought together over 110 participants from all clusters and geographies. They included senior management as well as representatives from key functions such as supply chain management, finance, risk, operations and sustainability. It included both capacity-building sessions and hands-on workshops to map and analyse our value chains.



- Completed a mapping exercise of suppliers and subcontractors to assess their alignment to cluster sustainability objectives
- Goal of publicly disclosing list of value chain partners by 2030



- Mapping and assessment of suppliers in view of the development of its circularity strategy

## VALUE CHAINS: WASTE

### Strategic Goals

- Achieve zero single use plastics in production by 2022 except Health and Safety constraints
- Reduce waste to landfill by 50% by 2030

### Key Highlights

Responsible handling of waste and the implementation of waste policies at cluster level were key areas of focus. The implementation of a Group-wide digital tool to measure waste across different categories in a timely and accurate manner will further support the achievement of our objectives. The following features some breakthroughs at cluster level.



- Achieved 80% diversion rate
- Waste policy implemented across all BUs



- Mapping of single-use plastics and identified of alternatives for 40 out 44 items
- For food waste, plate and peel waste are 100% recycled



- Implemented a waste segregation policy and designed training for staff and signed MOUs with recycling service-providers

### PARTNERSHIPS AND COLLABORATING FOR IMPACT

- Sustainable Tourism Mauritius
- Association of Hoteliers and Restaurants in Mauritius
- Sustainable Apparel Coalition (SAC)
- Zero Discharge of Hazardous Chemicals (ZDHC)
- Mission Verte, Mauritius
- Reverse Resources





# Activate Climate Response (Cont'd)

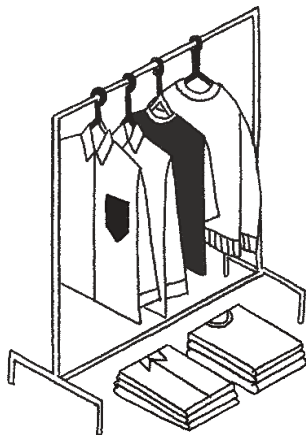
## VALUE CHAINS: WATER

### Strategic Goals

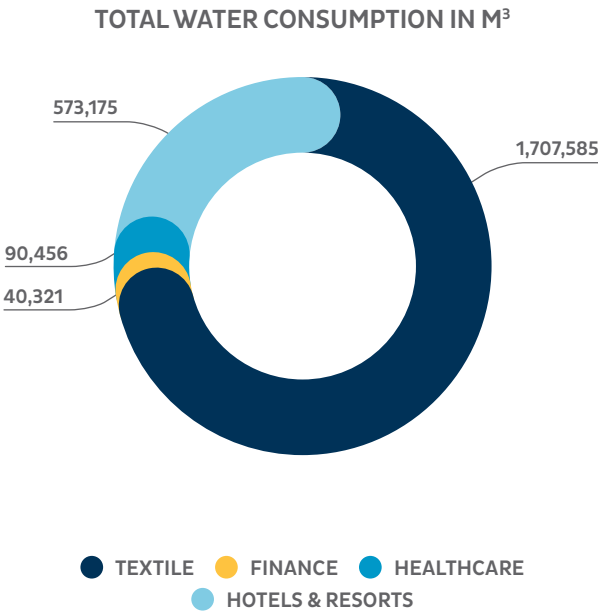
- Reach industry leading water efficiency levels by 2030

### Key Highlights

Water management encompasses the management of water flows and water quality, from extraction from the natural environment to restitution in the same or another part of the environment.



CIEL Textile recognises the water intensive nature of its activities and has therefore set ambitious action plans to optimise water resources. CIEL Textile attained a 10% reduction of water intensity and continues the installation of rainwater harvesting systems across all sites (50% factories covered). Regarding effluents zero, non-conformity in ZDHC was also achieved.



### PARTNERSHIPS AND COLLABORATING FOR IMPACT

- Sustainable Tourism Mauritius
- Association of Hoteliers and Restaurants in Mauritius
- Sustainable Apparel Coalition (SAC)
- Zero Discharge of Hazardous Chemicals (ZDHC)
- Mission Verte, Mauritius
- Reverse Resources



At Aquarelle Samudra, the only LEED Platinum certified garment factory in India, several initiatives were incorporated to enhance water efficiency

### Rain Water Harvesting Sytems

Open Area (recharging to the ground) and Roof Top

**5,500** m<sup>3</sup>/yr  
(raised the ground water Level from 60m to 3m in 3 years time)

### In House Water Treatment Plants

Sewage and Effluent to reduce the consumption of fresh water for toilet flushing and gardening

**20,000** m<sup>3</sup>/yr  
**15,000** m<sup>3</sup>/yr

### Sustainable Wash Plant

### Alternative Technology For Denim Treatment

**10,600** m<sup>3</sup>/yr  
**1,850** m<sup>3</sup>/yr



# Activate Climate Response (Cont'd)

## CONSERVATION AND REGENERATION

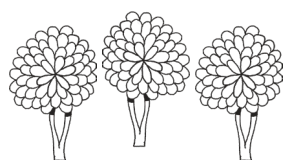
### Strategic Goals

- Replant 100,000 endemic trees in Mauritius by 2030
- Reforest and/or afforest 1000 hectares of land by 2030
- Reach 500,000 people with nature conservation awareness material per year by 2025

### Key Highlights

#### Ongoing Forest Restoration

In the last year, Ferney's conservation work was focused on extending the fenced conservation zone by two hectares, thus beginning to reinforce biodiversity in adjacent forests, as these had been impoverished over time through colonisation by invasive alien species. Fencing the extension was critical as deer and wild pigs either graze on or disturb the young reintroduced trees brought in from the Ferney nurseries. This new area is also becoming a vivid showcase of Ferney's forest restoration process, with a wide variety of endemic tree species.



37,500

Native trees  
planted to date



2,602

Trees planted  
in FY23



24,944

Nursery stock  
as at June 2023



5,450sqm

Maintenance weeding



11,450sqm

New weeding

#### PARTNERSHIPS AND COLLABORATING FOR IMPACT

- Université des Mascareignes
- University of Mauritius
- Mauritius Wildlife Foundation
- United Nations Development Programme (UNDP)
- Global Environment Facility (GEF)
- ECOVILLAGE Tsaratanana
- World Wildlife Fund (WWF)

### A Rare Sighting

#### Eugenia Bojeri, flowering and fruiting

In December 2022, Ferney conservation and ecotourism teams witnessed the rare flowering of the Eugenia Bojeri (Bois Clou), in the conservation zone. It had not been observed in the last decade and offered hope of further propagating the species in the valley. As the tree is arching several meters over a stream, however, fruits would be lost if not collected at maturity. The conservation team thus devised and placed a net under the tree, to harvest the falling fruits. Unfortunately, only one was collected, and its seeds have not yet sprouted. The exercise made for a learning event none-the-less, and we stand ready for the next opportunity.



CONSERVATION AND REGENERATION (CONT'D)

Promoting and Learning from Research

The below content is the product of ongoing interaction between La Vallee de Ferney Conservation Trust and the University of Mauritius, in an effort to implement effective science-based conservation approaches

Turning to Assisted Natural Regeneration

In Mauritius, forests have been altered by the harvesting of wood for various uses, or simply cleared to make way for settlements and agriculture. Following natural disturbances, for example, fire, lava flow, windthrow, forests would naturally regenerate through a process known as ecological succession, whereby the species that makeup the ecosystem change over time (see illustration).

This can however be disrupted by invasive alien species (IAS) that colonise available spaces faster than any others, stalling ecological succession. Moreover, research has shown that IAS can even degrade otherwise undisturbed forests. Considering this, human intervention is needed to preserve native or endemic species and the ecosystems they constitute.

In Mauritius, forest restoration is generally carried out by intensive management, meaning that weeding and removal of IAS, as well as planting native species, are completed by people. While this approach provides a high level of control, it is costly, time consuming, and therefore produces limited impact.

Currently, the concept of assisted natural regeneration is emerging to guide a more cost-effective approach: in high-quality forest, periodical weeding of IAS is sufficient to support the ecosystem. In more degraded forests, IAS can be removed, but not if all the opened gaps are filled with native species, which are limited and require intensive nursery management. Enter the pioneer species (see illustration).



Pioneer Species

In a critical step of ecological succession, pioneer species are plants that grow quickly to re-create a canopy, whose shade allows other tree species to grow. In addition, they tend to produce a high number of horizontal branches and small fruits, making them attractive to birds. Birds then, as they spend time on pioneer trees, spread the seeds of fruit from other species they may have consumed, contributing to the natural regeneration of the forest.

Working with pioneer species on areas cleared from IAS is a way to reduce human intervention, improve cost effectiveness, and thus scale up the conservation impact.

Francois Baguette, PhD candidate at University of Mauritius under the supervision of Dr. Vincent Florens, will be studying the effectiveness of various protocols applied in Ferney over the next few years.

Harungana Madagascariensis

Of the native pioneer species, Harungana Madagascariensis has been the subject of disagreement in Mauritius, as some conservationists believed it to be an IAS, detrimental to our forest ecosystems. Historical literature however shows the species was always present on the island and can be a key element of forest restoration. In Ferney, it is observed to thrive mainly in clearings, where it fulfils its role in ecological succession. It will thus be used in reforestation projects, where we seek to convert former sugarcane lands or pastures into new forests.

Towards Higher Accuracy

A project has been initiated between Ferney Ltd and the Sustainability and Climate Change Programme (SCCP)/Department of Emerging Technologies of Université des Mascareignes to use machine learning for the detection of specific trees, which will provide detailed mapping of invasive species improve the accuracy of the carbon stock account.

