

A close-up photograph of a person's hand gently touching tall, golden grass. The background is a bright, hazy sunset or sunrise, creating a warm, golden glow. The hand is positioned in the upper left, with fingers slightly spread, touching the grass. The grass is in the foreground, and the background is a soft, out-of-focus landscape.

SUSTAINABILITY REPORT 2020



Tessenderlo Group
EVERY MOLECULE COUNTS



Table of contents

Preface	4
About Tessenderlo Group	7
A diversified industrial group	8
Global presence	10
Sustainability & Corporate Social Responsibility at Tessenderlo Group	12
Reporting method and period	13
Materiality analysis	16
Sustainable Development Goals of the United Nations	20
Our employees	25
Our guiding principles and attitudes	25
Our employees	26
Developing Human Resources for sustainable growth	29
Training and Talent Management	32
Safety and health	38
Safety, Health & Environment (SHE)	40
Social activities	49
Our planet	55
Every molecule counts	56
Environment	58
Efficient agriculture	60
Smart transformation to making high quality ingredients	62
Sustainable products and applications	65
Sustainable water management and building components	66
Water treatment, cleaner water and much more	68
Sustainability in industrial businesses, Mining & Industrial and MPR services	71
Gas power plants in the energy mix of the future	73
Our community	78
KPIs	88
Social metrics	88
Environmental metrics	90
GRI index	92

Preface

Tessengerlo Group is driven by a bold and inspiring vision: We want to ensure that life on our planet will thrive by helping to create a world that makes the most of its resources. This vision entails growing more food than ever before, using water as intelligently as possible and creating value from bio-residuals.

We aim to fully understand what is happening in the world to determine how we can build the business of tomorrow by successfully addressing those issues. To achieve this objective, we realize that we need to do things differently. Behind everything we do lies a simple philosophy: **Every Molecule Counts**. This short but striking slogan defines our unique attitude towards sustainability and innovation. It encompasses the power of an idea or action, however small, to change the world.

Tessengerlo Group continually strives to find more sustainable solutions. We aim to minimize our ecological footprint and to maximize the contribution of our products in the transition to a green economy. We offer various products and environmentally friendly solutions, in which we typically reclaim and transform by-products from our own or other industries.

Tessengerlo Group was founded more than 100 years ago. Our founders formed our DNA, which is still the basis for all the group's activities today. They taught us to offer our employees a future, to dare to start small and to persevere, to do business using products that make a difference in terms of earning a place in the world, to do research, to innovate and to add value to by-products by continuing to think creatively about the value chain.

We started out with the use of simple raw materials, such as sulfur, sodium, and potassium salts, with key by-products including hydrochloric acid and chlorine. These by-products forced us to seek new applications in the value chain. Sulfur-based fertilizers, combined with calcium, potassium, or ammonium were developed and we're really proud of the fact that they're still being continuously improved to this day with the objective of feeding the world's growing population as efficiently as possible. We're also the global leader in these specialties.

And we cover many other different sectors. We also have a full range of products for water and air control. So, we're contributing more than ever before to the improvement of environmentally friendly living conditions and housing comfort.

Another area where we have shown an innovative approach is in the production of gelatin, which is used in food, pharmaceuticals, and photographic applications. We're also working on collagen peptides for health, nutritional, and technical applications – this is a rapidly expanding market. And on top of that, we've recently made huge advances with our Claro™ product range. This has resulted in us developing a gelatin for 3D applications. It's therefore no surprise that when it comes to gelatin, we're also one of the world's leading players.

We offer solutions for the production of drinking water and for the purification of wastewater. Treating water as a scarce product is central to all of our developments. We have also created sulfur-based products for the mining and food industries and we've even developed an environmentally friendly product for the extraction of gold.

The processing of and adding value to by-products from the meat chain is another important part of the difference we make. We're able to transform proteins into ingredients for aquaculture and pet food, while fats are used for biodiesel and lipochemistry.

And our approach of always thinking ahead, combined with the realization that electricity is the basis for many of our processes, resulted in us becoming an electricity producer from the start of the 20th century. Today, we even have a modern Combined Cycle Gas Turbine (CCGT) plant in our group. And we continuously optimize our logistics and production processes with the aim of reducing our ecological footprint, making the best possible use of raw materials, and developing the best products.

Sustainability and a long-term focus have been a recurring theme in our story for more than 100 years. Whether it is in the products and solutions we supply or the way in which we produce them, the care we show towards our planet and its resources is at the very heart of all of our businesses. We are aiming at developing successful businesses in attractive global markets, with growth potential and where we can help in developing solutions to mega-challenges. **This is because we believe that Every Molecule Counts.**

It is our ambition to continue our efforts in the future towards remaining a responsible and sustainable company that further strengthens our relationship with our stakeholders. Our key stakeholders are our employees, customers, shareholders, neighboring communities, governments and regulators, trade unions and suppliers. With the publication of this sustainability report we want to make our sustainability efforts for 2020 more transparent for our environment.

We are therefore building our group with a clear focus on agriculture, food, water management, the revaluation of by-products, and a carefully selected choice of specialty industrial applications where our expertise enables us to make an improved use of resources. We are optimistic about our value creation options in this new era for food, energy and recycling.

As the subject of Corporate Social Responsibility (CSR) and sustainability is becoming increasingly significant throughout the world, we created a new team in 2020 with the clear ambition of developing and executing our CSR strategy and CSR reporting at group level.



Luc Tack
CEO



Stefaan Haspeslagh
Chairman

About Tessenderlo Group

Tessenderlo Group has evolved over recent years from a chemical company into a diversified industrial group that focuses on agriculture, valorizing bio-residuals, energy and providing industrial solutions.

With 4,793 people working at over one hundred locations across the globe, Tessenderlo Group is a leader in most of its markets. We serve customers in agriculture, food, industry, construction and health and consumer goods end markets.

Tessenderlo Group realized a consolidated turnover of 1.7 billion EUR in 2020. The company is listed on Euronext Brussels and is part of the Next 150 and BEL Mid indices. Financial news sources: Bloomberg: TESB BB – Reuters: TesB.BR – Datastream: B:Tes.



A diversified industrial group

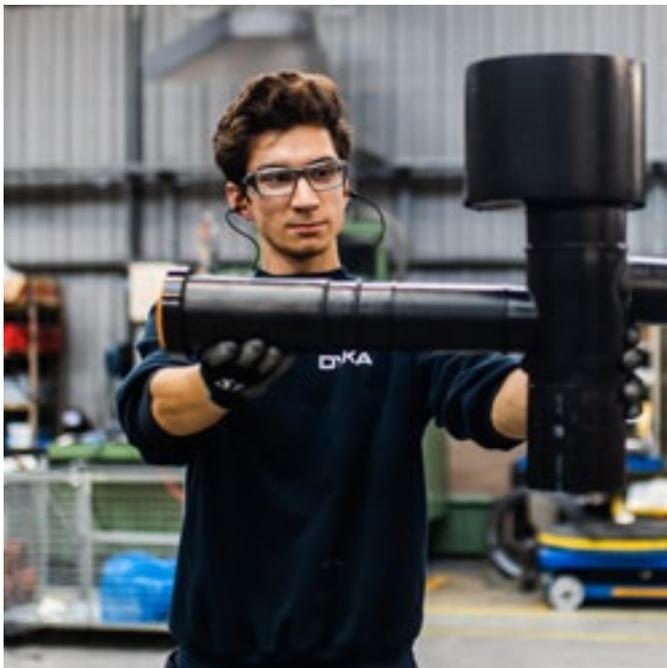
Tessenderlo Group's activities are subdivided into four operating segments:



The **Agro** segment combines our activities in the production, trading and marketing of crop nutrition (liquid crop fertilizers and potassium sulfate fertilizers based on sulfur) as well as crop protection products. The Agro segment includes the Crop Vitality™, Tessenderlo Kerley International and NovaSource® business units.



Our activities in animal by-product processing are combined in the **Bio-valorization** segment. This consists of PB Leiner (the production, trading and sales of gelatins and collagen peptides) and Akiolis (the rendering, production and sales of proteins and fats).



The **Industrial Solutions** segment includes products, systems and solutions for the processing and treatment of water, including flocculation and precipitation. The Industrial Solutions segment includes DYKA Group (with DYKA, JDP and BT Nyloplast), Performance Chemicals, Mining & Industrial and MPR Services.



The **T-Power** segment includes the activities of Tessenderlo Group regarding the generation of electricity, in particular, the 425 MW CCGT power plant (Combined Cycle Gas Turbine) of T-Power.

Global presence

Tessengerlo Group is marketing its products and services worldwide, with branches all over the world.

With employees from nations and locations around the world, we achieve a strong presence in mature and emerging markets.

The Tessenderlo Group head office is located in Troonstraat 130, Brussels (Belgium).



Agro

15 production plants: US (12 production plants and more than 100 terminals), Belgium (1), France (1) and Turkey (1), and 10 terminals in Europe and Mexico.

Bio-valorization

PB Leiner:

3 production plants in Europe (Belgium, Germany, UK), 1 in China and 3 in the Americas (US, Argentina, Brazil).

Akiolis (France):

3 production plants, 28 collection centers (ATEMAX); 8 production plants, 20 collection centers (SOLEVAL); 1 production plant (Violleau).

Industrial Solutions

DYKA Group:

8 production plants (2 in the Netherlands, 1 in Belgium, 2 in France, 1 in Germany, 1 in Poland and 1 in Hungary) and more than 70 branches in Europe.

Performance Chemicals:

4 production plants (2 in Belgium, 1 in France and 1 in Switzerland).

Mining & Industrial, MPR Services & ECS:

3 production plants (US).

T-Power

1 production plant (Belgium).

Sustainability & corporate social responsibility at Tessenderlo Group

Sustainability and corporate social responsibility are inextricably part of the strategy and daily activities of Tessenderlo Group. This includes continuously deciding, acting and investing with the future in mind. We are convinced that sustainability efforts help us to establish strong relationships with our employees, customers, suppliers and other stakeholders. They enable us to attract and retain new talent, while at the same time also providing a strong impetus for innovation. Within Tessenderlo Group, we want to act according to the expectations of our current and future stakeholders and create value for our company in the long-term.

Tessenderlo Group resolutely chooses a sustainable production process that shows maximum respect for people, the planet and the community. This is why Tessenderlo Group is focusing on the following three important pillars in this report:

Our employees

At Tessenderlo Group we continuously invest in our employees.

Our planet

Tessenderlo Group makes every effort to limit the impact of our activities on our planet by thinking, deciding and acting in a sustainable way.

Our community

From Tessenderlo Group, we work actively together with the environment in which we live and strive to meet the expectations of our stakeholders in the communities and environments where we work and live.

Reporting method and period

In this sustainability report of Tessenderlo Group we are providing an overview of the most relevant objectives, efforts and results in terms of sustainability for 2020.

This sustainability report has been based on the GRI (Global Reporting Initiative) Standards: “Core option”. This report was not subject to an external audit. The follow-up table is included in this report and the GRI indicators used in this report are indicated for each theme. Tessenderlo Group will publish an annual update of this report.

This (separate) sustainability report constitutes the declaration of non-financial information of the group and meets the requirements of art. 3:6 § 4 and 3:32 § 2 of the Belgian Code of Companies and Associations. This separate report is annexed to the annual report.

For any questions, please do not hesitate to contact us by writing to sustainability@tessenderlo.com.

The sustainability reports of Tessenderlo Group are also available at www.tessenderlo.com/en/sustainability.

In addition to the information in this report, details on the major risks (including non-financial risks) for Tessenderlo Group is disclosed in our Annual Report at www.tessenderlo.com.



Granularity

Reporting granularity is subdivided according to the social category and the environmental category. This is because these two categories will be addressed in different ways, e.g. concerning reporting timelines, the application of boundaries, etc. To this end, each category will be reported as follows:

- **The social topics**

These are reported on a Tessengerlo Group level unless mentioned otherwise in the definition of the associated material part of the topic.

- **The environmental topics**

These are reported separately for each of the following operating segments: Bio-valorization, Agro, and Industrial Solutions. As this is somewhat different from financial reporting requirements, please note that all Tessengerlo Kerley, Inc. (TKI)-produced products are reported under the Agro segment (the energy and water consumption of TKI is fully included in the Agro segment). Furthermore, with regard to T-Power, we have chosen to consider this segment separately due to the nature of the energy production aspect of the T-Power operating segment. If we added this figure to our total, it would potentially create a misleading picture.

The reference year for social and environmental topics is 2020, unless otherwise stated.



Reporting boundaries

Almost all disclosures are based on measured parameters; only in exceptional cases are they based on calculations or well-defined estimations.

Please note that the other boundaries for reporting only apply to the environmental topics.

In regard to the operational/control view for the Jupiter Sulphur joint venture, in which we have a 50% stake, the measured parameters are counted as 50%.

Within this view own factories and internal transport are included in the reporting. External transport and company cars are excluded.

In regard to reporting on energy, we are not counting back to primary energy, i.e. electricity and steam. Therefore, we will not be including an energy efficiency calculation. As sulfur is used 100% as a raw material for our production processes it is not counted as an energy source.

Furthermore, we will not be taking into consideration small energy consumers that account for less than 5% of their relevant business units. Therefore, the following businesses will not be included in our reporting:

- John Davidson Pipes UK & DYKA SRO (Czech Republic)
- PB Maramba Paraguay
- PB Shengda (Zhejiang) Biotechnology Co., Ltd (not operational yet)
- Performance Chemicals Switzerland & Tessenderlo Chemie Sulfur derivatives (Tessenderlo, Belgium)
- Tessenderlo Kerley International: Turkey & Mexico
- Tessenderlo Innovation Center (Belgium)

Materiality analysis

Materiality assessments

Materiality assessments were implemented to define which material topics are most important and impactful to Tessengerlo Group. Furthermore, these assessments enabled us to consider how we would prioritize the material topics. Put simply, materiality assessments are the backbone of any sustainability reporting. Regarding GRI (Global Reporting Initiative) reporting by Tessengerlo Group, the material topics not only reflect the environmental, economic, social, and governance impact we make, but they also highlight how the decision-making and assessments of our stakeholders might be influenced.

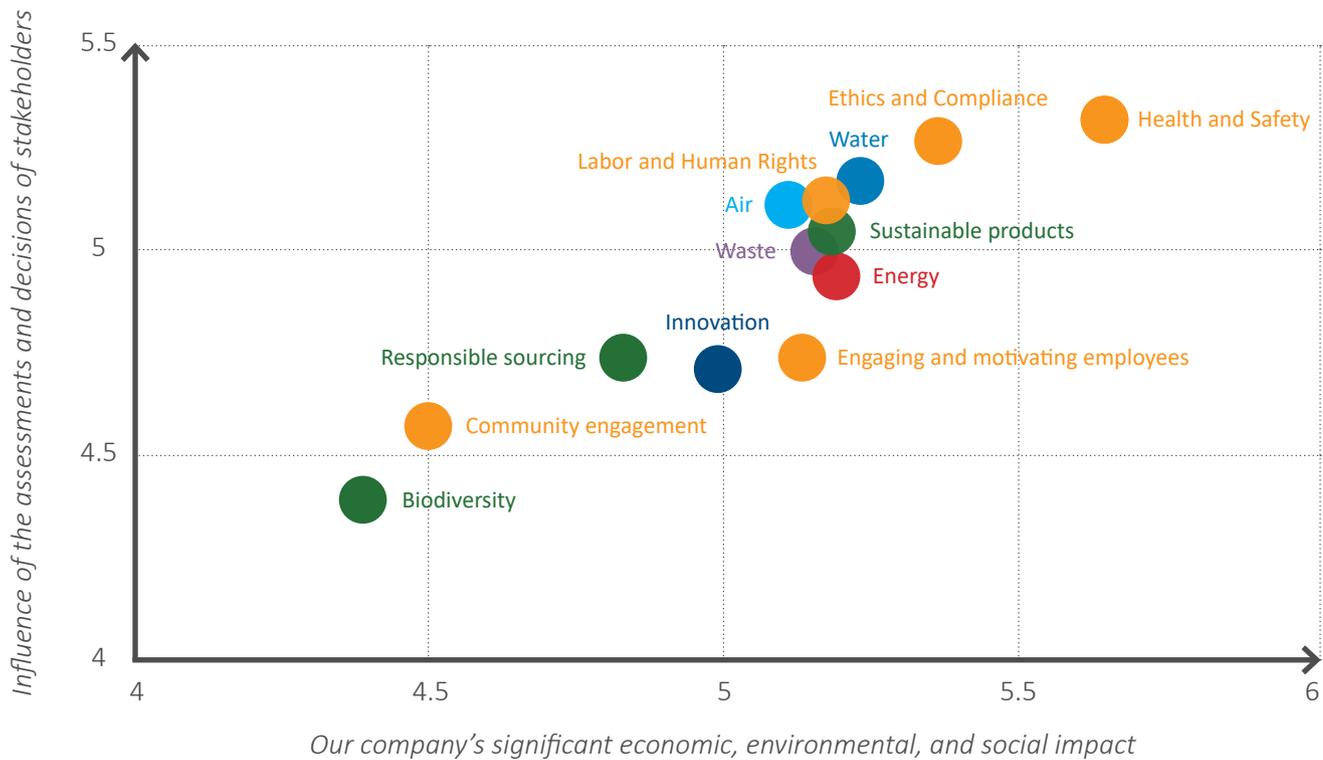
Our methodology

The methodology behind the materiality assessment involved inviting all colleagues at leadership levels within Tessengerlo Group as well as through the CSR Execution Teams. Following this, we carried out a benchmarking process of the industry sectors that are relevant to each of our business units in relation to various material topics. Finally, we put together an online questionnaire that would enable us to select and plot the order of importance for each of the topics. This is done from the position of Tessengerlo Group and also from the perspective of our stakeholders.

Our results

We were delighted to receive a 100% response rate from our stakeholder representatives regarding the questionnaire. Furthermore, this initiative had the full backing of our ExCom and the Board of Directors. This is absolutely crucial because materiality is not only a very useful tool in terms of reporting, but it also enables us to create focus and align our strategy. After analyzing the completed questionnaires, we produced the below CSR Materiality Matrix. The selected topics have been plotted on the X-axis of the matrix to reflect the order of importance for Tessengerlo Group, and on the Y-axis to reflect the order of importance for the stakeholder representatives.

During the scoring process, the possibility was given to the participants of scoring between 0 and 6 on the X axis and on the Y axis, with 0 being “not important at all” and 6 being “very important”. The result shows all topics were ranked above 4 (between “important” and “very important”), meaning that they are all considered impactful and important, but some much more than others. The size of the circles has no importance. The warm orange colors refer to the topics selected under “social topics.” The colors of the “environmental topics” are linked to the topics themselves: water and air are indicated in blue; energy in red; waste in purple; sustainable products, responsible sourcing, and biodiversity in green.



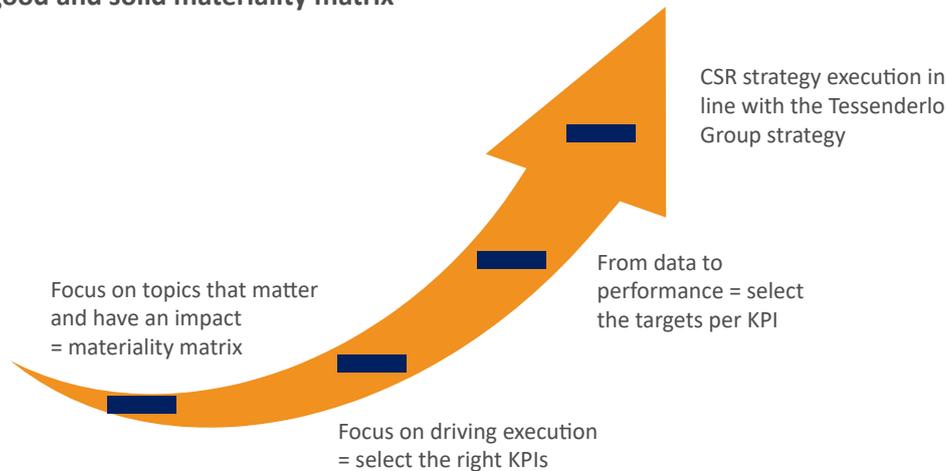
Moving forward

We then linked the materiality topics that we had identified as being most important to the GRI reporting standards. Once this was done, we were able to start measuring the materiality topics regarding the selected GRI standards for each topic. In this connection, we refer to the tables at the end of the report (pages 88-91) which links each topic to the GRI standards and links the social and environmental topics to the Sustainable Development Goals (SDGs) that we selected as being most important to Tessengerlo Group.

We decided to adopt a step-by-step approach: for 2020, we have focused on certain social topics (health and safety, labor and human rights, motivating employees, ethics and compliance, and communities), as well as environmental topics regarding energy and water.

From 2020 and beyond, our objective is to select more topics from the materiality matrix, not only with a view to further deploying our CSR strategy but also for us to provide more disclosure. This will result in the need for us to further define Key Performance Indicators (KPIs) in relation to both current and new topics that arise. When these are in place, we will work at defining targets for both the short-term and long-term, aligned with the execution of our strategy.

The need for a good and solid materiality matrix





Sustainable Development Goals of the United Nations



Sustainable Development Goals

In 2015, the United Nations General Assembly created the Sustainable Development Goals (SDGs). These goals define the world that the United Nations wants to create. They are intended to apply throughout the world and the intention is to ensure that no country is left behind. The 17 SDGs represent the 2030 Agenda and specifically the more positive map of the world that the United Nations seeks. From the 17 global goals, a total of 169 targets were defined by the United Nations.

Adoption of SDGs

The SDGs have received considerable backing from the international business community. With regard to sustainability reporting, 95% of reporting reviewed by the World Business Council for Sustainable Development (WBCSD) in 2019 acknowledged SDGs while 86% of reporting gave priority to specific SDGs. This is a clear recognition of the intent of businesses across the globe to realizing the SDGs.

We chose to publish the SDGs that we have selected in our CSR report and on our website so that they can act as a compass for our strategy, our employees, and also for our stakeholders.

Our approach

We started by identifying what we aspire to achieve and following this, we worked on completing and finalizing our materiality on Environmental, Social, and Governance (ESG) topics. Our aim here is to create a clear and effective tool to indicate the directions we must take in terms of the deployment of our CSR strategy.

We then focused on adopting the SDGs of the United Nations that are easily recognizable and to which all of our employees and relevant stakeholders can relate. Another objective was to make our contribution to the bigger goals authentic through a materiality assessment. This involved identifying and assessing the various potential topics that are most important from the perspective of our business and our stakeholders.

Our methodology

We selected the goals in line with the materiality study that we carried out. From there, we focused on linking the material topics with the Global Reporting Initiative (GRI). Following this, we work at both the measurement and monitoring of targets by using Key Performance Indicators (KPIs) that need to be defined. This shows us areas where there is potential room to make a difference.

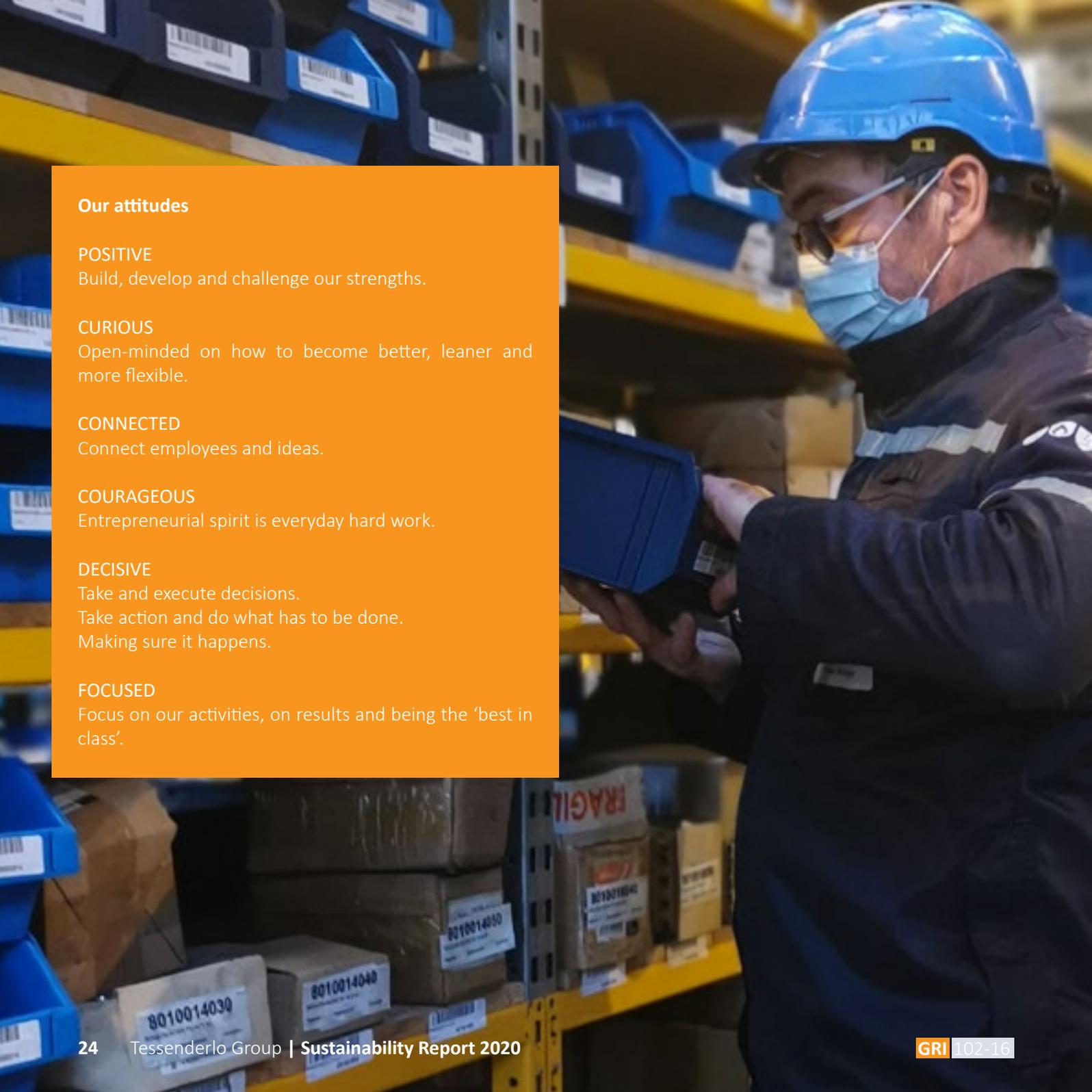
Our SDGs

Ultimately, Tessengerlo Group selected the following eleven SDGs:

2. **ZERO HUNGER** – Achieve food security and improved nutrition and promote sustainable agriculture.
3. **GOOD HEALTH AND WELL-BEING** – Ensure healthy lives and promote well-being for all at all ages.
4. **QUALITY EDUCATION** – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
6. **CLEAN WATER AND SANITATION** – Ensure availability and sustainable management of water and sanitation for all.
8. **DECENT WORK AND ECONOMIC GROWTH** – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9. **INDUSTRY, INNOVATION AND INFRASTRUCTURE** – Build resilient infrastructure, promote inclusive and sustainable industrialization.
10. **REDUCED INEQUALITIES** – Reduced inequality within and among countries.
11. **SUSTAINABLE CITIES AND COMMUNITIES** – Make cities and human settlements inclusive, safe, resilient, and sustainable.
12. **RESPONSIBLE CONSUMPTION AND PRODUCTION** – Ensure sustainable consumption and production patterns.
13. **CLIMATE ACTION** – Target urgent action to combat climate change and its impacts.
15. **LIFE ON LAND** – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.

Our selection



A photograph of a worker in a blue hard hat and face mask, wearing a dark blue uniform, handling a blue bin in a warehouse. The worker is looking down at the bin. The background shows yellow shelves with various boxes and bins, some labeled with 'FRAGILE' and '8010014030'.

Our attitudes

POSITIVE

Build, develop and challenge our strengths.

CURIOS

Open-minded on how to become better, leaner and more flexible.

CONNECTED

Connect employees and ideas.

COURAGEOUS

Entrepreneurial spirit is everyday hard work.

DECISIVE

Take and execute decisions.
Take action and do what has to be done.
Making sure it happens.

FOCUSED

Focus on our activities, on results and being the 'best in class'.

Our employees

Our guiding principles and attitudes

Over the years, Tessengerlo Group has become a diversified industrial group with operations and a commercial presence in more than 100 locations across 21 countries around the globe. Whilst we have grown and expanded into new businesses and regions, we have maintained an unwavering commitment to perform with integrity, which has and will remain at the center of our activities.

Our attitudes and guidelines are key in creating a strong company culture that focuses on excellence, innovation and sustainable growth. The following principles guide our relationships with our shareholders, customers, employees and communities.

Our guiding principles

1. Our main **focus is our business** and we do everything we can to get better at what we do.
2. The **Safety and Health of everyone** in our business is more important than any other subject.
3. **Our people are most important:** all leaders need to enthuse, to challenge, to develop and to recognize.
4. **Customer intimacy** is at the center of our attention and we shall valorize our products to the maximum.
5. **Operational Excellence** is a top priority.
6. **Overhead costs** must be kept to a minimum in order to improve competitiveness.
7. We are **dynamic** and have an **entrepreneurial** spirit in the Group: Challenge and execution are key.
8. We **fight and win** the battle in the market by assuming our responsibilities and taking the right actions at all levels.
9. We want to fully **exploit the knowledge within the Group** and have Group experts & services to assist the businesses on the projects.
10. We carry out the **positive, courageous, curious and connected** attitudes and demonstrate **decisive & focused behavior**, ensuring the highest standards of ethical behavior within our **Code of Conduct** at all times.

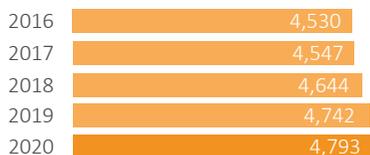
Our employees

As at December 31, 2020, the total number of employees (FTE) working for the group amounted to 4,793. Out of this total, 877 employees were active in the Agro segment, 2,092 employees were active in the Bio-valorization business, 1,786 employees were active in the Industrial Solutions segment and 38 employees were active in T-Power.

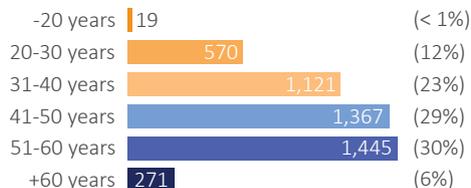
Total number of employees

Meanwhile, 3,614 of the group's total personnel are employed in Europe, 950 are employed in the Americas and 229 are employed in Asia, Africa and Australia.

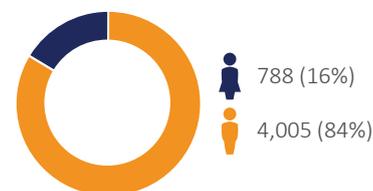
Total number of global employees



Global employees per age group



Gender distribution of global employees



Gender diversity at board level

On December 31, 2020, two out of six members of the Board of Directors were female. The Board of Directors was therefore in full compliance with the Law of July 28, 2011, requiring that as of January 1, 2017, one-third of the members of the Board of Directors should be of the opposite gender. In its section procedure for the appointment of new directors, the Board of Directors has integrated criteria with regard to diversity of competencies, age and gender diversity.

Employees and employment

Tessengerlo Group ensures respect for all basic human rights throughout the world. We do not tolerate any discrimination or harassment on the grounds of race, color, gender, religion, origin, civil status, family circumstances, feelings or sexual orientation, disability or age. Tessengerlo Group expressly does not permit the use of child labor through the company and its suppliers.

We consider all qualified applicants for employment regardless of race, religion, color, age, gender, national origin, sexual orientation, gender identity, disability status or protected veteran status. In this connection, the group implemented a diversity and inclusion policy at the start of 2021.

In 2020, we also launched new policies relating on the one hand to human and labor rights, and on the other hand relating to new policies regarding diversity and inclusion within Tessengerlo Group. The purpose of the first policy is to clarify Tessengerlo Group's view that respect for human rights and the observance of labor rights are integral to our business practices and that we therefore comply with the UN Global Compact principles. Meanwhile, the second policy aims at further improving diversity and inclusion in our workplace.

In 2020, Tessengerlo Group did not receive any formal complaints regarding human and labor rights or diversity and inclusion.

Labor and Human Rights						
ASSOCIATED MATERIAL ASPECT (GRI)	Diversity of governance bodies (gender % of L level, E level and board)	Diversity of employees (per region, per gender, and per age category expressed in total numbers)	Equal opportunity-ratio of basic salary and remuneration of females to males at L level	Equal opportunity-ratio of basic salary and remuneration of males to females at E level	Operations in which the right to freedom of association and collective bargaining may be at risk	Employee turnover for 2020
Score 2020	11% female at L level* 24% female at E level* 33% at Board level	See page 26	Female 6% higher than male	Male 3% higher than female	0	6.5%

*E level = Expert level of Managers at the company; L level = Leadership level of Managers at the company



Tessenderlo Group relies on a team of experienced professionals and this contributes towards our realization of the business and strategic objectives across all areas.



Our employees

Developing Human Resources for sustainable growth

With our tagline “Every Molecule Counts” we strongly believe that our people are the most important drivers behind our success of creating sustainable growth within the different business units. Business partnership, well-trained HR professionals, high levels of customer focus, and proximity to all people are the building blocks of the HR Strategy.

We are convinced that our employees are the most important factor in our success. In a global business where knowledge and expertise are essential, we build on our experienced and motivated employees, who have an in-depth knowledge and understanding of both the group and our products. Our HR managers, who make up part of each of the different management teams in the group, are focused on rolling out the updated business strategies, shaping the organization, defining clear roles and responsibilities, as well as attracting, retaining, and developing the right people, and building motivated teams that will realize the objectives of the group. They also guide each company through the cultural changes that are necessary for the successful implementation of the strategic plans. Professional tools and processes for Talent and Reward, sharing best practices, and automation of transactional work are supporting these common goals.

Within our annual performance cycle, clear objectives that are in line with our strategy execution are defined internally in each of the different business units. Each business unit has a communication plan to cascade these objectives of management down to the shop floor and to communicate them into the minds, hearts and hands of our team members.

Talent management is a key process within our organization. As our business is constantly growing, we offer challenging yet rewarding jobs for enthusiastic people with backgrounds in Engineering, Sales, and Business Development, as well as Operations Management and General Management. We offer many great opportunities in terms of personal development and we strive to have in place a personal development plan for each individual employee. On-the-job training and a permanent feedback culture are essential, but we also organize learning and training programs for all levels of employees. We build on the strengths of one another and we deploy our people in a complementary manner.

Within our Talent Review Process we prepare career paths and carefully develop our talent for the future. In addition, we have invested in platforms to facilitate these processes. HR is also responsible for solid remuneration systems and benchmarked and competitive salary packages. The goal behind our remuneration strategy is payment according to performance, in which we strive to stimulate the entrepreneurial spirit of our employees.

We must ensure that our employees, as individuals, are fully prepared at all times in order to respond to both the short-term and long-term challenges we face, as well as to work productively in result-driven teams. It is for this reason that we have defined the following seven HR pillars for sustainable growth:

Our pillars

FIRST PILLAR

Shaping the right and lean organizations that will be able to provide the most effective support to the different business models.

SECOND PILLAR

Attracting the right employees for the right jobs.

THIRD PILLAR

Engaging our people as regards the ways in which they can make even better contributions to the execution of our strategy. This can be realized by developing annual performance cycles, continuous feedback, the development of recognition plans, and clear communication.

FOURTH PILLAR

Seeking to further empower our employees and create motivated teams through a smart combination of dedicated coaching and teambuilding. This will ensure that we have flexible and agile employees.

FIFTH PILLAR

Training and developing all of the talent in our group. The concept of talent management is considered to be a key process within our organization, and it is therefore the responsibility of every leader and manager in the organization to commit to this objective. In this respect, on-the-job training and a permanent feedback culture are fundamental elements.

SIXTH PILLAR

Offering a solid reward system with benchmarked and competitive salary packages and benefits. Benchmarking is undertaken via professional salary surveys and we also provide medical insurance for our employees and pension schemes in every country in which we operate.

SEVENTH PILLAR

Following the Group Code of Conduct and compliance policies at all times.

Tessengerlo Group's strategy could be undermined by the company's inability to attract or retain employees in key positions, or by the unexpected loss of experienced employees. Tessengerlo Group will continue its efforts to recruit, retain and develop a competent workforce and manage key talent throughout its global organization.



Our employees

Training and Talent Management

We cherish talent and actively help our employees to grow and flourish. Through dedicated training programs and coaching, we seek to empower our employees, ensuring that they are flexible and agile, while simultaneously encouraging them to consider how they want to contribute to Tessengerlo Group - both today and tomorrow.

We train and develop our employees because they are critical to our success and our ability to execute our business strategy better than our competitors. Our culture includes having high expectations for the personal growth of our employees, and we encourage continuous learning via job-specific, in-person, and online training.

Talent management is key for our organization and our growing business offers challenging careers for enthusiastic employees with backgrounds in Engineering, Sales and Business Development, as well as Operations and General Management.

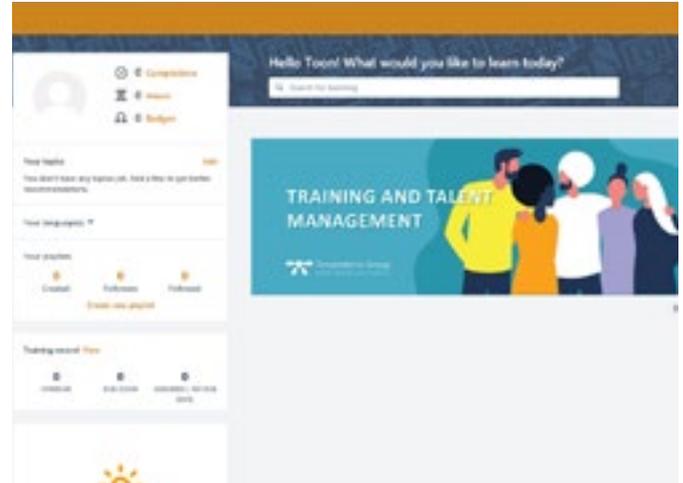
All employees receive on-the-job training, a permanent feedback culture, and training programs. We build on the strengths of one another, and our Talent Review Process aims at preparing career paths and developing our talent for the future.

Motivating employees				
ASSOCIATED MATERIAL ASPECT (GRI)	Average of hours of training per employee per year, excluding training on the job/machine	Employees receiving regular signed performance and career development reviews expressed in % of E and L grades	Average years of seniority/ Company Service (Number of completed years of service by employees on our own payrolls)	Retirement fund percentage coverage (Percentage of own payroll employees who are provided with a company contribution to a supplemental retirement fund. Funding to a State provided pension through employer/employee social security contributions does not count)
Score 2020	16	95%	11.06	72%

Examples



The various different business units organize annual information sessions, during which the Executive Committee explains the group strategy. Meanwhile, the annual Management Council meeting involves senior management working on the group's strategy. Quarterly conference calls also provide more information on the results and activities of the various business units.



At the start of 2021, we launched a brand new Learning Management System (LMS). This is a standard system work tool for Learning & Development and it allows us to organize and manage learning within the group. It will also be a “one-stop-shop” ensuring all learning activities are organized more efficiently. The LMS is just a first step in a series of HR digitalization projects aimed at being future-proof.



The pandemic meant we've had to be more creative as the Commercial Excellence classroom-based training sessions couldn't be staged. So we developed a series of online webinars – "ASK for Sales". These are customized webinars for the sales teams of all business units. Lasting 5 months, 2-3 webinars per month cover all topics relating to the sales process.



In 2020, **Tessengerlo Kerley, Inc.** developed a comprehensive sustainability training program and policy designed to showcase how sustainable practices influence our business and the industries we serve.



As part of the TOPS 2.0 Operational Excellence Project, our furnace operators at the sulfate department in Ham were trained to become supervisors. The operators at the CaCl_2 -department also received this training, as did all summer temporary staff. Besides manuals, exercises, and questionnaires, various videos were also made for the training.



Monthly online training sessions were organized in 2020 for the commercial team and our agronomists. These focused on certain agricultural, communication, and sales topics. Agricultural themes included greenhouse fertigation, potassium uptake, and thiosulfates. Meanwhile, communication topics covered social media, presentation skills, field photography, and presenting a trial summary.



The production and the potential of gelatin and collagen require considerable craftsmanship. Therefore, **PB Leiner** invests in group training and best practice sharing. Last year, many colleagues (mainly process and production staff) successfully completed an eighteen-month training course and received “Expert in Gelatin” certificates.



At **Akiolis** (France), training programs continued despite COVID-19. With social distancing in place and a total budget of 13,500 training hours, the core programs focused on the development of technical, safety, regulatory, and behavioral skills. Furthermore, an ambitious program was set up to ensure a standardized quality approach that aims at enhancing customer satisfaction and trust. Featuring reinforced quality requirements and controls regarding raw by-products, it’s a big change in the sales approach with upstream suppliers. Tailor-made sessions were developed to motivate and train all the relevant logistics, production, and sourcing sales teams. The sessions have continued into 2021 and will involve the management team, the managers, and then collection and production agents.



DYKA Netherlands and **DYKA Belgium** organized leadership training in 2019/2020 and all participants received tips on how to lead in an ever-changing world.



Performance Chemicals organized many training sessions; in total, more than 1,600 hours were completed in 2020. The COVID-19 lockdowns meant that the most significant online training sessions focused on managerial support in crisis situations and burnout prevention/support.

Our employees

Safety and health

Tessengerlo Group is committed to protecting and improving the safety, health and general well-being of its employees, customers, suppliers and neighbors by preventing or limiting its activities and products from affecting people and the environment.

It is our responsibility to ensure that our employees can work in a safe work environment and we are responsible for clearly communicating expectations regarding how to work safely via awareness programs, audits and improvement measures. Tessengerlo Group works to achieve a 'zero fatality rate' globally.

Tessengerlo Group's Safety and Health Policy is integrated into company processes, operations and systems. The protection of employees, customers, suppliers, visitors and neighbors against unacceptable risks overrides economic considerations and must not be compromised. In the event of any doubts, the overriding principle of precaution must apply.

Safety and Health policy of Tessengerlo Group

Tessengerlo Group and all of its subsidiaries embrace and comply with its legal, ethical and moral responsibilities, in terms of protecting the safety and health of employees, contractors, customers and the communities in which we operate. We will always conduct our business to the highest practicable standards.

Tessengerlo Group's leadership, management and all employees will act at all times to safeguard the safety and health of all. No business goal, target or job is more important than ensuring the safety and health of everyone.

To fulfill those responsibilities, Tessengerlo Group ensures that the appropriate level of resources is made available, together with the commitment to continuously improve safety and health performance. It is the role of Senior Leadership to determine, deploy and manage the required resources to meet Tessengerlo Group's responsibilities.

All employees and others engaged by Tessengerlo Group are expected at all times to fully comply with applicable regulations and local processes that are determined necessary to protect safety and health. Every incident and life threatening accident is thoroughly investigated to determine and implement the improvement actions required to prevent any repeat event. All employees are expected to report all such events to local management so that the appropriate procedures can be followed.

Safety and health will always be a fundamental value of Tessengerlo Group.

Our employees

Safety, Health & Environment (SHE)

Our continuous focus on improving Safety, Health, Environment and Quality (SHEQ) performance remains the top priority for Tessenderlo Group and our subsidiaries. 2020 was obviously dominated by the impact of the global pandemic and employee safety and health risks were heightened as a result. Many business activities were classified as "essential" and this meant that a significant number of employees continued operating from our factories and offices. We implemented vigorous health monitoring and hygiene regimes across all business units to safeguard the health of those employees and the measures we took were broadly speaking successful and they have been kept in place. Our foremost objective remains to ensure that our employees understand, participate in, and engage with our commitment to the safety and health of everyone and that we preserve, conserve, and protect the resources we use to conduct our business. Our fundamental belief continues to be that "Every Molecule Counts".

Group health and safety performance

During 2020, we continued to focus on realizing sustained improvements in the health and safety performance of each business unit. Management has made this the number one priority and it utilizes highly skilled and qualified internal and external resources to achieve this goal. Regular management and employee auditing, as well as workplace inspections, are conducted, and thorough investigation and follow-up takes place after injuries are sustained or events are reported that could have resulted in accidents and harm. Health and safety performance is reviewed each month with Executive Leadership and the Senior Management of each business unit. Following these reviews, revised targets are set each year in terms of realizing a continued reduction in accidents and incidents.

	Health and Safety		
ASSOCIATED MATERIAL ASPECT (GRI)	Lost Time Incident (LTI) frequency rate* (all employees and contractors)	Workers representation in formal joint management-worker H&S committee	Group insurance percentage coverage (employees that are covered by a Group Insurance Program (Europe)/ Life Assurance coverage (elsewhere))
Score 2020	8.34%	95%	97%

*LTI (Lost Time Incident) Frequency rate is a rolling annual calculation based on the formula "LTIs X 1 MIO/total hours worked"

In 2020, we began the implementation of a group-wide learning management system, which will enhance our ability to deliver and record systemic health and safety training for all employees and contractors. This major multi-year project will underpin our continuing belief that training is the key factor in setting standards and expectations for safe behavior in all the locations where we conduct business. A number of business units consistently achieve levels of SHE performance that are significantly below industry benchmarks, whilst other business units continue to make progress towards meeting such levels. Compared with 2019, we achieved an overall 18% reduction in the Tessengerlo Group Lost Time Incident Frequency Rate. We continue to realize further improvements as we commit to our Guiding Principle that: “The Safety and Health of everyone in our business is more important than any other subject.”

Tessengerlo Group lost time incident frequency rate
(number of lost time incidents per million hours worked)



SHE achievements

Agro

Tessengerlo Kerley, Inc. has a total of 9 facilities that have achieved more than 10 years without a lost time incident; indeed, five of those facilities have achieved more than 20 years without a lost time incident. The Burley, Idaho site (US), was given the TKI award for Excellence in Safety and Health in 2020, following its achievement of reaching 20 years without a lost time incident and its continued recognition by the Occupational Safety and Health Administration (OSHA) in the Voluntary Protection Program (VPP). TKI has introduced behavioral-based safety awards programs at all of its operational facilities, and more than 90% of all employees are actively participating in these programs.

Tessengerlo Kerley International continued its focus on SHE and at the site in Ham, Belgium, it achieved a 60% reduction in lost time incidents. This was as a result of 2020 being the second year of the implementation of a 5-year action plan for occupational and process safety. The focus on the health and safety of contractors led to a third consecutive year without a lost time incident. Meanwhile, other sites within Tessenderlo Kerley International continued to operate with an accident-free record.

Bio-valorization

Last year PB Leiner continued to make long-term improvements at the majority of its sites, which are situated on four separate continents. At the end of 2020, the Lost Time Incident Frequency Rate at many facilities was at near historic lows and this reflected the commitment from management to rigorously implement new initiatives, new procedures, and behavioral safety practices. A 6% increase in the reporting of “near miss incidents” has also led to the ability to further eliminate unsafe conditions and reduce the number of first aid injuries by 14%. This core process has also been extended to cover environmental issues with a corresponding increased focus. In line with the strategy of the group, the PB Leiner business unit continued its investment in energy savings, the reduction of water consumption, and improvements regarding wastewater treatment. It also worked on improving the quality of exhaust gasses and the reduction of CO₂ and waste streams.

At Akiolis (France), safety at work has remained a key area for management. Akiolis employees are faced with many challenging work environments and the number of lost time incidents in 2020 was largely unchanged from the previous year. However, in spite of this, seven sites have now gone more than 1,000 days without a lost time incident and twenty-two sites have gone more than one year without such an incident. Akiolis continues to devote additional resources to realizing further improvements and actively involving all members of the workforce. One result of these initiatives was the substantial increase in employee reports of hazard spotting and risk avoidance. If it is maintained, this trend will significantly contribute to the future reduction in employee lost time incidents. Other sustainable work practices are at the core of the activities of Akiolis as it valorizes the waste products from other industries. It continues to focus on its energy and water consumption, transportation mileage and implementing methods and technologies in order to reduce its consumption.

Industrial Solutions

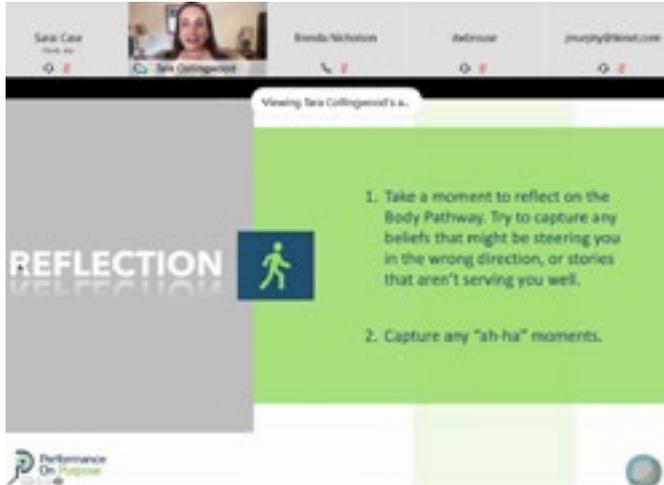
Within DYKA Group, each operating site continues to implement a Safety Excellence Program, and further progress was made in 2020 towards the completion of all of the required modules. Prior initiatives in terms of identifying and eradicating unsafe conditions contributed to a 40% reduction in lost time incidents versus the previous year. Revised requirements regarding the use of personal protective equipment and safety training also contributed to substantial improvements in the overall safety performance from its contractor population. DYKA Group is transferring its best practices and management standards to the sites where further improvements are still required. The recent acquisition of a production plant in La Chapelle-Saint-Ursin, France, is currently being integrated into the SHEQ policies and procedures of DYKA Group. The ongoing conversion to more sustainable practices, including increased use of recycled materials in the products, the use of electrically powered forklift trucks, and the introduction of LED lighting, as well as improved transportation planning, are contributing to the reduction of fuel consumption and CO₂ emissions.

The Performance Chemicals site in Loos (France) had a marginally worse safety performance in 2020. However, it has continued to focus on site infrastructure investment, which is contributing to the improvement of overall working conditions. The site maintained its ISO 14001 registration in 2020.

T-Power

Finally, we are pleased to report T-Power had no lost time incidents or reportable accidents in its operations during the year.

Examples



The unique nature of 2020 meant that **Tessengerlo Kerley, Inc.** redirected considerable resources to the physical and mental well-being of our colleagues via increased communication and training. A series of well-being webinars helped the teams understand stress responses associated with change and uncertainty created by the pandemic, and it equipped them with coping tools.



In October 2020, our **Tessengerlo Kerley Ham** employees celebrated 120 days without a Lost Time Incident - the best result for 5 years. This was down to better technical safety (e.g. machine guards and adapted tools) and improved systems. Emphasis was also given to improving safety-related communications, involving employees more in tests and adjustments, and explaining incorrect behavior. To reward this great achievement, employees were given a burn care kit for home incidents.



PB Leiner organizes safety drills regularly. In 2020, the drill in Acorizal (Brazil) involved extra safety measures due to COVID-19. However, the first aid and fire brigade teams still had good opportunities to practice.



Collisions between trucks and pedestrians have been identified as a major risk at many of our sites. This means the need for clearer signs, carefully following designated paths, respecting speed limits, and everyone paying closer attention. The Collection Center team in Strasbourg, France, recently made a huge effort to reorganize its site circulation plan to minimize risks and the members painted the signs on the paths themselves.



In May 2020, **BT Nyloplast Hungary** celebrated 5 years without any Lost Time Incidents! This outstanding record was celebrated by the Hungarian team while simultaneously respecting social distancing requirements through the ordering of individual lunches for everyone to mark the moment “together apart”!



At **JDP**, the top priority is keeping our customers and employees safe. In January 2020, JDP’s Tony Lynch, Laura Thomson, and Emma Robinson completed their IOSH (Institution of Occupational Safety and Health) course. They are pictured receiving their awards from Managing Director Darran Rickards.



In March 2020, as part of the COVID-19 crisis, a communication campaign was created by **Performance Chemicals** at the Loos site. This is a key player in drinking water treatment and the aim of the campaign was to introduce and remind people of necessary precautionary measures to secure its operations. Weekly internal follow-up calls were arranged to clearly communicate updates to all the stakeholders in accordance with the French government's measures. Furthermore, a hydroalcoholic gel was also produced in our laboratory!



A background image of a lit sparkler, with bright orange and yellow sparks radiating outwards against a dark background. The sparks are in various stages of flight, some long and thin, others more clustered and bright.

Our employees

Social activities

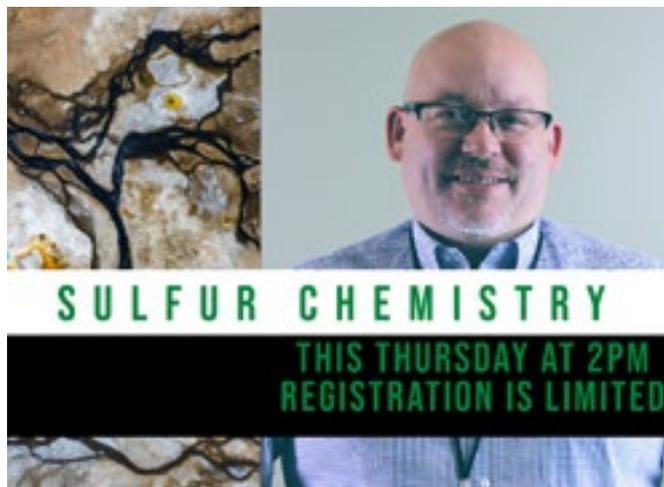
Tessengerlo Group firmly believes in the importance of the recognition of teams based on positive reinforcement. This can be linked not only to achieving certain results to help growth, but also to life events. Our employees spend a lot of their time at work and often 'go the extra mile' for the company. Therefore, we believe they should be celebrated and respected for these efforts. We use various occasions like company anniversaries to organize get-togethers for our teams as well as family and friends. Our aim is to ensure our employees can share the pride they have in their work and what we do as a company with those from their personal lives. Social activities are important in contributing to the wellness of each of our employees and building a positive company environment and culture.

Unfortunately, most social activities in the group were either cancelled or postponed due to COVID-19.

Examples



To keep connected, we switched to online team meetings and gatherings. And we sent gift boxes to our colleagues. An “energy box” went to employees in Belgium and France as a “thank you” for their dedication and continued efforts. And as the traditional Christmas reception was not possible, we sent a festive package to our Belgian colleagues.



Tessenderlo Kerley, Inc. put considerable focus on building advocacy into our employee knowledge base in 2020. In addition to conducting technical webinars on five topics relating to our core capability in sulfur, we also liaised with CropLife America and our AgVocate program. By immersing our employees in industry knowledge, we should achieve better engagement with the local communities and increase the brand awareness of Tessenderlo Kerley, Inc. as being competent, trustworthy and sustainable.



Each year, we regularly inform our employees about our new plans, projects, and investments. In January 2020, **Tessengerlo Kerley International** held its first session which was followed by some fun networking to celebrate the New Year. Unfortunately, the other sessions couldn't take place due to COVID-19, so we frequently communicated online with our colleagues about the ongoing projects and results.



All colleagues, whether they were working in the factory or working from home, were understandably unsettled regarding the spread of COVID-19. Unfortunately, social distancing and lockdown meant much-needed social activities were almost impossible. However, to foster a feeling of togetherness, **PB Leiner** launched several global virtual initiatives with workers connecting, sharing experiences, and cheering each other up with videos, e-zines, and social network groups.



110 **Akiolis** employees joined the Kiplin challenge and collectively walked over 18,000 km during three weeks in December. Not even the rain or snow stopped the 25 registered teams who proudly shared their exploits on the dedicated app. The concept is simple: the more you walk, the more points you earn. Every step counts and smartphones validate your total steps each day. Those taking part enhanced their fitness, shared a great team moment, and the three teams that recorded the most steps received a small gift.



Given the measures surrounding COVID-19, like the other entities, **DYKA Belgium** was unable to organize a New Year's event. Instead, the Management Team gathered to record a video looking back on 2020 and previewing 2021. This meant they reached the home workers and colleagues in production, the distribution center, and the branches in a COVID-proof way. And everyone also received a nice end-of-year gift!



In May 2020, a production site in La Chapelle-Saint-Ursin was officially taken over by **DYKA Group**. COVID-19 prevented an actual event from being staged to mark this change so we adapted to the situation by giving all employees a COVID-proof bag that included a water bottle and a brochure about DYKA to welcome them to “Nature’s Network”. In September, eased restrictions meant a COVID-proof presentation could be given to explain everything about DYKA.



A breath of fresh air swept through **Performance Chemicals** in Loos during the August heat wave – an ice cream truck was installed on-site to offer ice creams and sorbets!



Our planet

The challenges that the world faces - from climate change and population growth to food shortages and economic crises - are the basis for our search for products and processes that create value for all of our stakeholders.

There is no need to debate the fact that our planet is warming up. Overwhelming scientific consensus argues that humans are causing this warming through the emission of greenhouse gasses, mostly from the burning of fossil fuels. A warmer planet creates the effect of changing weather patterns. These changes have an impact on fresh water availability. Climate change also affects our ability to produce sufficient food in a reliable manner. It influences our ecosystems and biodiversity, as well as the spread of diseases. Overall, severely changing weather patterns are increasingly having a profound effect on our lives, our economies and our societies. Climate change is the single most important factor that will define our future market environment.

Growing population

We live on an increasingly crowded planet. According to a United Nations report published in 2019, the current world population of 7.7 billion is expected to reach 9.7 billion by 2050. With approximately 83 million people being added to the world's population every year, the upward trend in population size is expected to continue. Such an increase will inevitably have an impact on climate change and our natural resources, ecosystems, raw materials and land availability.

Improving standards of living

The global population is not only growing in terms of numbers. Global affluence is also increasing on average. Whilst not every region or country of the world is benefiting from this development, China, Brazil and India are making big strides forward. Notwithstanding the fact that wider affluence has many positive aspects, it will create a market environment with more people consuming more goods. And this means it will be more difficult for supply to keep up with demand. Improved standards of living are also linked to increasing urbanization; more people are now living in cities than ever before.

Our planet

Every molecule counts

Every human being has the right to food, and we believe that it is our responsibility to help make this possible through more efficient and sustainable agriculture. As demand outstrips nature's capacity to provide fresh water, and due to a lack of infrastructure, one billion people in the world lack access to sufficient clean water. We offer solutions that promise a reduction of water use in agriculture and improve water management and quality - these represent important steps towards conservation and wider access. The earth's natural resources are being squandered by some who think that supplies are endless. Indeed, many such resources are either burned or dumped as waste after use. The reality is that these resources can never be replenished. Therefore, in order to avoid depleting resources that should be available to future generations as well as our own, we provide solutions to further reuse and recycle materials, hence adding value to them.

Our challenge is to contribute to making a significant improvement in the efficient use of raw materials, especially residuals or by-products from natural origin. This will mean we are making the most of the resources. For this reason, we are 100% committed to finding new and more sustainable ways in order to successfully address the following mega-challenges:

- Maximizing food production
- Optimizing the use of water
- Using our resources more responsibly
- Making better use of bio-residuals
- Reducing our energy footprint







Our planet

Environment

Tessengerlo Group is aware of the impact our production operations have on the planet. We want to take our share of responsibility and minimize the impact of our operations. We will continue to explore ways of reducing our environmental footprint in every aspect of our activities.

Based on the outcome of the materiality analyses, and taking the assessments of our employees and stakeholder representatives into account, we decided to focus on the topics of water and energy. Both topics represent areas of major importance with regard to helping preserve the natural resources of our planet, and are at the same time material to our business. As production volumes are subject to change, we have also calculated the intensity ratios of water and energy, which represent a more tangible steering metric.

“Every Molecule Counts” is at the heart of our strategy and this is expressed by the numerous business activities and projects we deploy in terms of circularity. At the same time, our activities are subject to environmental regulations that could create substantial costs and lead to disputes regarding environmental matters. National and local authorities might even impose “no-fault liability”, leading to a negative impact on our activities. Meanwhile, the environmental regulations in the markets where we operate are becoming stricter, with a growing emphasis on compliance.

Energy in 2020					
ASSOCIATED MATERIAL ASPECT (GRI)	Energy (MWh/y)	Energy intensity (MWh/t)			
	Total energy consumption within the organization, in MWh, and per operating segment	Total energy intensity ratio for the organization, and per operating segment	Organization-specific metric (the denominator) to calculate the ratio	Types of energy included in the intensity ratio	The ratio uses energy consumption within the organization, outside of it, or both
Group (minus T-Power)	3,123,728	0.98	The denominator is in metric tons of year 2020 product produced to be sold; by-products included	Hydrogen, electricity, liquid light fuel, liquid heavy fuel, natural gas, coal, wood, steam	The ratio is based on energy consumed within the organization
Agro	378,592	0.24			
Bio-valorization	1,523,787	1.46			
Industrial Solutions	1,221,349	2.26			
T-Power	2,350,650	NA			

Water in 2020							
ASSOCIATED MATERIAL ASPECT (GRI)	Water withdrawal (m ³ /y)				Information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used	Water intensity (m ³ /t)	
	Total water withdrawal from all sources	Water withdrawal by source				Water intensity	Organization-specific metric (the denominator) to calculate the ratio
		Surface water	Ground water	Third-party water including city water			
Group (minus T-Power)	17,368,490	10,404,045	4,517,606	2,446,839	See separate information on granularity & boundaries	5.47	The denominator is in metric tons of year 2020 product produced to be sold; by-products included
Agro	3,531,125	2,204,027	670,042	657,056		2.23	
Bio-valorization	10,747,658	6,445,389	2,555,499	1,746,770		10.27	
Industrial Solutions	3,089,707	1,754,629	1,292,065	43,013		5.72	
T-Power	2,225,177	2,190,753	0	34,424		NA	

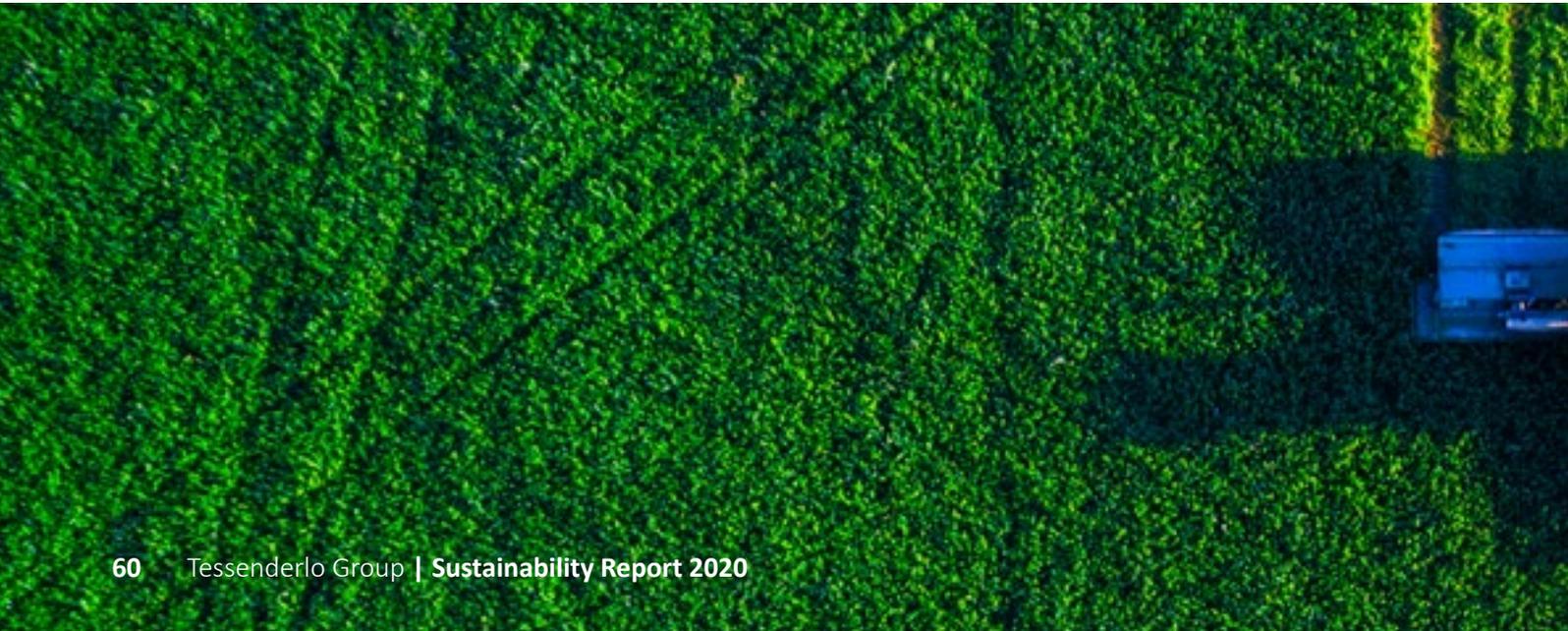
Our planet

Efficient agriculture

In agriculture, our food and crop protection companies support growers in meeting the global demand for food production.

Producing sufficient food for a growing population is the driving force behind the progress of agricultural production and sustainability initiatives. A global population of nearly 10 billion by 2050 means advances in food production technologies will be needed.

Our agricultural activities support our vision of building a safe, smart and sustainable world. By upcycling by-products from refineries into fertilizers that become a valuable resource for growers, we contribute to creating sustainable agriculture. We help growers around the world meet the challenges of global food production by providing them with the tools and resources to improve their soil and plant health. We focus on research to educate growers and equip them with the best tools and resources. By working continuously with authorities, crop advisors and growers, we believe that contributing to the goal of feeding 10 billion people is achievable.



As long as agriculture has existed, pests and diseases have disrupted the yield of crops. The responsible use of our crop protection products, including insecticides, herbicides and fungicides, enables growers to overcome these challenges and continue to provide the world with nutritious, abundant and affordable food.

Developing economies, world population growth and land availability are some of the main problems facing agriculture today.

Every time a crop is grown and harvested, nutrients are taken from the soil and these nutrients must be replaced in order to continue producing food, feed, fuel and fiber crops. Sulfur, nitrogen, potassium, calcium and magnesium fertilizers make a vital contribution to healthy, productive soils by providing the nutrients that plants need for their growth.



Our planet

Smart transformation making high quality ingredients

PB Leiner valorizes side streams of the meat industry to functional and health ingredients for the health & beauty, food and pharma industry. In most countries, pig skins, beef hide and bones are products that are used for human consumption either in limited quantities or not at all. By splitting those streams in high value proteins for human consumption and fats for bio fuel, pet food and feed, we contribute to a more sustainable world. We also produce dicalcium phosphate (DCP) from animal origin, which is suitable for animal feed. This phosphor source replaces phosphor from mining in the feed sector, thus leading to a reduced depletion of our natural resources. Furthermore, DCP from animal origin is better absorbed by chickens, which leads to less phosphor pollution of open waters.

Whilst meat consumption in the Western world is slightly declining, the worldwide consumption of meat is still increasing due to the growth of global GDP. By continuously looking at how we can optimize our processes, we not only increase the yield but we are also able to upgrade the characteristics of our finished products. This results in a higher value creation of the consumed raw materials. In 2020, PB Leiner launched several new product developments, such as the gelatin-based TEXTURA™ gamma for food applications and gelwoRx™, which is a new product family that has been created to effectively address the needs of the health care sector.

With collagen peptides, which are also known as collagen hydrolysate or hydrolyzed collagen, we are able to recover a protein from our raw materials that contributes to health. Consumers throughout the world are becoming increasingly aware of the benefits of nutritionally enhanced products, as well as the health impact of the ingredients in their food and beverages. Collagen peptides are a highly digestible protein obtained through the enzymatic treatment of collagen rich materials. PB Leiner provides a complete range of high quality collagen peptides under the SOLUGEL® brand name.



We extract collagen from by-products in the food chain to produce high value products. We collect organic by-products and transform them to bring new value to downstream markets.



Our planet

Sustainable products and applications

At Akiolis, we help to create a more sustainable world through our operations. This means adding value to animal materials generated in the production of, but not included in, food for human consumption. In doing so, we are a link in an intelligent chain based on the recovery of co-products and by-products. Processed animal protein (PAP) and animal fats generated from these materials allow us to conserve fossil fuels and food sources. As a core element of the circular economy, the recovery of animal materials enables us to directly address the question of sustainable development.

Our business model is naturally aligned with the circular economy. As part of our service, we collect animal co-products and by-products in the meat industry (e.g. slaughterhouses, butchers and cutting plants) and in distribution (e.g. large retailers). Through appropriate treatment, we are able to harness the nutritional or technological potential of these animal proteins and fats, which we then provide to manufacturers in various sectors that require renewable materials for their own processes.

Some examples:

- Our PAP and animal fats are a substitute for fossil fuels in generating green electricity or steam used in industrial furnaces, or indeed as a building heating source.
- Our proteins can be used to feed farmed fish. They are also a substitute for fishmeal, which helps to protect and conserve maritime wildlife.
- Our animal proteins can also be used to fertilize soil or be applied as a fertilizer to vines, fruit trees, vegetable crops and green spaces, and they conform to organic agricultural standards.
- Our animal fats are an ingredient in soaps and detergents, as a substitute for palm oil.
- Our fats and proteins are also an ingredient in food for dogs and cats.
- By collecting bones from slaughterhouses, we are also able to extract bone minerals, resulting in ossein, used in gelatin production.

Our planet

Sustainable water management and building components

DYKA Group's long life plastic pipe systems reduce water leakages in the supply network. Incorporating recycled materials into our building products reduces the need for finite resources and landfill.

Catastrophes relating to climate change have increased significantly in recent years and will accelerate further. Unpredictable levels of rainfall frequently overwhelm retention capacities, create flood damage and overrun water treatment facilities. We realize that no system is equipped to completely manage all flooding but our solutions for drainage and infiltration, as well as our storm water management systems, work effectively against the negative impacts of increasingly frequent rainstorms. These solutions reduce flooding and collect, store and manage sudden rainfall, which prevent it from immediately spilling into rivers and retaining its capacity for reuse.

It is clear that too much clean water goes to waste. And this doesn't just apply to the developing world. Poor quality pipework and leakages in distribution infrastructure result in the loss of one-third of all drinking water. Our solution to this major problem is to supply high performance, long life plastic pipe systems that will reduce water loss in the pressure supply network. Our objective is to significantly reduce this staggering level of waste.

The trend of urbanization represents a massive challenge regarding water supply and treatment. Key environmental issues, such as sustainable urban drainage, green infrastructure and the increasing use of brownfield sites are causing the house building market to change. The growing population also means that the market for construction materials is experiencing high levels of demand.



The increasing movement of people to cities has led to the increase in drainage requirements with a wide network of connections. Pipes and fittings are the prerequisite for housing. We are constantly diversifying our product range to ensure that we can respond to these changes.

Drinking water will become the world's most valuable product over time. We currently face a mega-challenge in providing drinking water to everyone. In the future we need to become smarter in terms of managing our water supplies. Our plastic pipes will ensure the safe transportation of all different kinds of water; not only drinking water but also rain and wastewater.

Practical innovation also means the creative use of our systems to support other challenges. Just as water pipe systems have clearly contributed to the health and well-being of people during the last few decades, legislation is now focusing on additional building standards with respect to air treatment. Fortunately for the environment and energy consumption, the insulation of our houses has improved dramatically in recent times. However, this brings the risk of a decrease in the inflow of oxygen in our houses which can in turn mean the retention of humidity. Based on our considerable expertise in water treatment systems we are now converting this knowledge into air ventilation and treatment solutions that will contribute to a healthy climate inside houses.

In the production of the core of our pipes, we increasingly incorporate recycled PVC material, giving new value to by-products and reducing demands on finite resources whilst maintaining high quality levels.

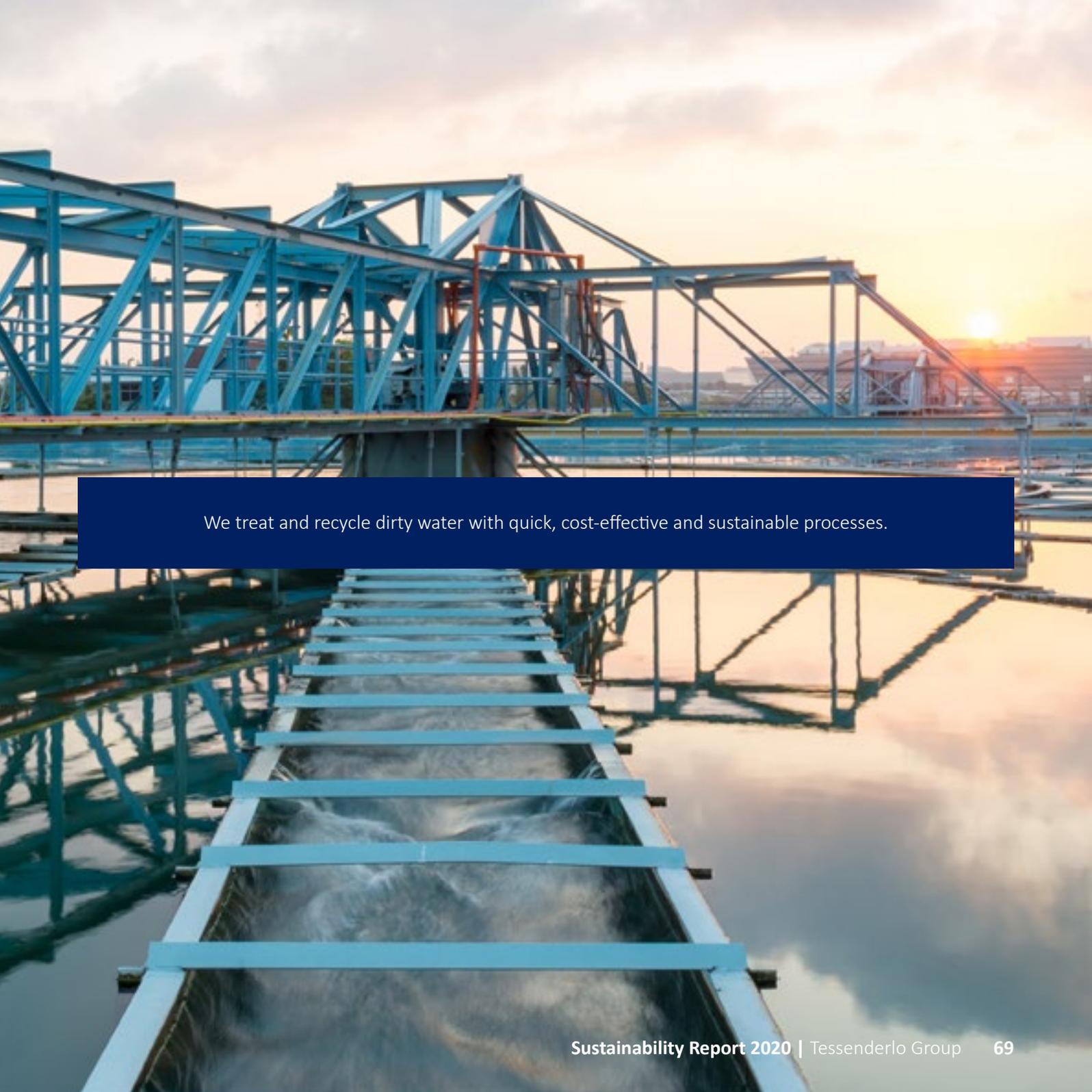
Our planet

Water treatment, cleaner water and much more

In the water treatment market, we are the number three supplier in Europe of inorganic chemicals that act as coagulants for customers in municipal or industrial waste and drinking water plants. We serve some of the major cities in Europe, including Paris and Brussels. Too frequently, contaminated wastewater from industrial processes is simply thrown away and many decontamination methods employ finite raw materials, which create additional waste and environmental problems. We take dirty water and deliver clean water through the use of recycled chemicals that coagulate phosphates and other contaminants both quickly and cheaply.

The Performance Chemicals business unit offers alternative reuse opportunities for the by-product HCl from SOP (sulfate of potash) and waste pickle liquor from the steel industry by converting them into coagulants used for the treatment of municipal and industrial wastewater, as well as for the production of drinking water. Sulfur derivatives are being used to recover metal impurities from waste.

The circular business model for water treatment products allows for the use of a by-product from our sulfate of potash fertilizer production as raw material for the steel industry. Once used by the latter in their pickling operations, Performance Chemicals recuperates the pickling liquor, which is in turn used to produce coagulants for water treatment. These coagulants then enable phosphorus to be extracted from wastewater and in doing so prevent the eutrophication of surface waters.



We treat and recycle dirty water with quick, cost-effective and sustainable processes.

A high-angle, top-down photograph of a worker in an orange safety suit and white hard hat climbing a white metal ladder. The worker is positioned in the center of the frame, looking down. The ladder is part of a complex industrial structure with white metal railings and supports. The background shows a green floor with yellow and black diagonal hazard stripes. The overall scene is brightly lit, suggesting an indoor industrial environment.

Through the creation of environmentally aware chemistries for mining and industrial applications, the Mining & Industrial business unit (M&I) is creating a safer workspace for customers and plant production processes.

Our planet

Sustainability in industrial businesses, Mining & Industrial and MPR services

Our innovative and alternative chemistries such as Thio-Gold[®], which can replace cyanide (CN) lixivants, are allowing for extended mine life and gold recoveries with less impact on the individual and collective working environments.

Our cyanide detoxification chemistry and applications help to ensure the minimum discharge of noxious chemicals to mine tailings. This is coupled with our technical solution approach that further optimizes the use of our products and increases the efficiencies of customer applications.

The historical business model of MPR Services has focused on providing specific refinery services. Our solutions allow our customers to recycle, refurbish and reuse their amine rather than throw it away, which is both a costly and environmentally-unsustainable practice. Through reclamation, less amine needs to be purchased and transported to the facilities, and this contributes to a lower CO₂ footprint. The model also results in improved safety factors and the extension of equipment life by assisting in the elimination of cyanide-related issues. MPR Services accomplishes this through its CYNTRON[®] program, which has proven to be one of the most effective cyanide corrosion prevention programs available in the refining process.



Our planet

Gas power plants in the energy mix of the future

Since June 2011, T-Power has been operating a CCGT plant (Combined Cycle Gas Turbine, steam and gas power plant) on the Tessengerlo Group sites in the Belgian municipality of Tessengerlo. This gas plant combines a gas turbine with a steam turbine to produce electricity. The natural gas is first burned in the gas turbine, thus driving it, and the combustion gases then enter the recovery boiler, which produces steam. The steam is then fed into the steam turbine. As a result, approximately two-thirds of the combustion heat is recovered. The plant provides 425 megawatts of electricity and it meets the latest environmental standards.

The gas-fired power plant is very flexible, and this flexibility is becoming increasingly important due to the rising share of fluctuating energy sources in the power grid, such as wind power and solar energy. A gas power plant has lower emissions than lignite and coal-fired power plants and it also has a different risk profile to that of nuclear power stations. This modern power plant enables Tessengerlo Group to respond to developments on the Belgian energy market.

At the beginning of July 2020, Tessengerlo Group started filing the relevant applications in order to participate in the Belgian Capacity Remuneration Mechanism (CRM) tender for the construction of a second gas-fired power station in the Belgian municipality of Tessengerlo.

Examples



Fuel2Gas project in Ham

As part of a huge environmental sustainability investment in Ham, 28 furnaces in total must be converted to gas. In 2020, 8 furnaces were converted, which means that 28% of capacity has been converted to natural gas. They are now emitting 40% less CO₂ compared to their heavy fuel counterparts. A 40% reduction of CO₂ means there is room for improvement so investigations continue to find even more sustainable technologies.



Nestor Sévrin: the new CaCl₂ barge in Ham

Calcium chloride is often shipped to Scotland, Finland, and the US. CaCl₂ is loaded in Ham on barges and then transshipped in Antwerp into ocean vessels or coasters. CaCl₂ is quite corrosive for steel hulls, and the barges we rented got damaged on several occasions. To avoid this and better manage the loading conditions, we purchased a barge. Therefore, a new barge is transporting CaCl₂. Colleagues in Ham were asked to suggest a name for the barge. Finally, the name "Nestor Sévrin" was chosen, marking a return to the roots of Tessengerlo Group.



The scarcity of water is a big concern for the Group. Discharges of aqueous effluents are strictly monitored and controlled at **Akiolis** plants with regard to environmental protection. Thermal oxidizers and waste treatment plants help to clean process water and discharge clean water into the rivers. Following the complete revamping of our technical facilities, the SOLEVAL plant in Rion-des-Landes undertook the refurbishment of the wastewater treatment plant to maximize purification and lower water consumption. In 2021, a next step will target the implementation of a water recovery system connected to the outlet of the clean water.



Awareness regarding animal well-being and ethical sourcing is growing throughout the world. And what began as a “bottom-up initiative” ended with several **PB Leiner** employees crossing the globe to convince management of the feasibility of offering collagen derived from certified grass-fed cows. They succeeded: PB Leiner is now the world’s first producer to offer this traceability. The cattle are raised all-year outdoors on pasture or range, with free access to fresh grass, air, land, and water.



Blandina: the new HCl barge between Loos and Ham

Our barge, Blandina, transports HCl to Loos, ensuring 4,500 less truck deliveries each year. The PC Loos site of **Performance Chemicals** was previously supplied with hydrochloric acid by trucks from Ham. Thanks to this waterway transport approach, around 1.6 million km of road travel will be avoided each year.



Energy transition at the Maasvlakte

Connecting a wind farm to the Dutch energy grid underwater and resistant to temperature changes up to 70 Celsius was the challenge. The contractor Visser & Smit Hanab carried out this project on behalf of TenneT, enlisting **DYKA** to help by making a cable connection from the wind farm to 380 kV onshore stations. Challenges included the enormous distance underground, heat peaks, and “just-in-time” delivery. DYKA is proud of both this collaboration and our contribution to the energy transition.



A common commitment towards Zero Pellet Loss

DYKA and **BT Nyloplast** are partners of Operation Clean Sweep® (OCS). This international program is designed to prevent the loss of plastic granules (pellets, flakes, and powders) during handling by the various entities in the plastics value chain and their release into the environment. First adopted in North America, the OCS program has been implemented in Europe since 2015. The methodology included in this program has already helped to implement effective corrective actions in many companies operating in the plastics industry throughout the world.



At **Tessenderlo Kerley, Inc.** we provide sulfur recovery processing for several refineries where our facilities reduce the incoming H_2S content of the gas by 99.9985% before venting to the atmosphere. The environmental performance of our facilities remains well below the typical US EPA permit limits that have been set for SO_2 emissions.

Our community

Sustainability and corporate social responsibility also mean that we as a group must be aware of what is going on outside of our company walls. Tessenderlo Group plays an important role in society. We want to make a positive contribution to society and help to create a society that is characterized by more prosperity and a higher level of well-being for all of our stakeholders. In our daily activities and objectives, we continuously consider our stakeholders, who include our employees, customers, suppliers, partners, shareholders, media and local residents in the areas in which we operate.

We also care about the community around us and we therefore participate and actively promote the participation of our teams in social and charity events. Some of our companies also have active partnerships with learning institutions and are a recognized partner for development purposes. This is an investment in the future of education, as well as in future generations.

We organize and participate in various initiatives. For instance, we organize on-site plant tours, invite guest speakers at courses, and participate in job fairs; this often results in internships, which in turn can lead to fixed employment over time. Failure to successfully manage relationships with local communities could adversely affect the group's reputation. Tessenderlo Group will continue its efforts to make a positive contribution to the local communities it is part of.

Business ethics

All employees and subsidiaries of Tessenderlo Group worldwide aim to comply with the applicable laws and regulations of the countries in which they operate, with the Tessenderlo Group Code of Conduct and are expected and required to comply with the contents of the Code of Conduct.

Tessenderlo Group requires honesty and integrity from all employees in the application of the Code of Conduct and in all aspects of its business and expects the same of all its partners. Tessenderlo Group complies with generally accepted international standards for business practices, which form the basis for its activities and relations worldwide. For those also in a position of leadership and management at Tessenderlo Group, this means, among other things, that they show 'zero tolerance' towards violations of local/international laws and all infringements of The Code of Conduct, other company rules and regulations. The protection and care of people and the environment represents a significant part of Tessenderlo Group company policy.

Code of Conduct

In 2017, a Code of Conduct was drafted and incorporated into our organizational DNA. Our Code of Conduct builds upon the 10 Guiding Principles of Tessengerlo Group, together with our 6 Attitudes. Fundamentally, the Code of Conduct sets out how we intend to continue to fully comply with the laws and regulations in all regions where our organization is operating.

Due diligence procedures have been built into various business processes to ensure compliance with Tessengerlo Group's Code of Conduct across all of our segments. Verification of the operation of these procedures is included in the audit program of the company's Internal Audit Department. The Code of Conduct describes the procedure to be followed for reporting and investigating violations of the Code.

The Code of Conduct is available on the Tessengerlo Group website (www.tessengerlo.com/en/sustainability).

Supplier Code of Conduct

In 2020, Tessengerlo Group introduced a Supplier Code of Conduct. This document lists the requirements with respect to business ethics, social, safety, health, and environmental performance, in line with Tessengerlo Group's guiding principles. We expect our suppliers, subcontractors, joint venture partners, and agents to fully comply with these requirements. This Supplier Code of Conduct will be an integral part of the business contracts.

The Supplier Code of Conduct is available on the Tessengerlo Group website (www.tessengerlo.com/en/sustainability).



Anti-bribery and anti-corruption

Tessengerlo Group complies with all applicable anti-bribery laws, including the US Foreign Corrupt Practices Act (“FCPA”), the UK Bribery Act, and the local laws in every country in which we do business (for example, European, federal, regional, provincial, and state laws and directives). No employee of Messengerlo Group must ever offer, provide or receive any financial or other inducements in order to obtain, retain, or alter business contracts, or for the purpose of influencing decisions.

In this context, we created a new anti-bribery and anti-corruption policy in 2020, and we launched the policy throughout the group. In the course of 2021, we will also start a series of recurrent online training courses relating to this policy.

Breach of laws and regulations, or of Tessengerlo Group’s policies – such as the Code of Conduct – regarding fraud, anti-trust, corruption, conflict of interests and other similar areas could have serious repercussions for the group. Potential impacts include prosecution, fines, penalties, and contractual, financial and reputational damage.

Risks could arise from possible non-compliance with Tessengerlo Group’s Code of Conduct and the associated internal procedures, as well as from the amendment or application of laws and regulations in the various jurisdictions in which Tessengerlo Group NV operates. In order to manage the risk, training courses on the application of the Code of Conduct and anti-trust code are organized worldwide, including the possibility of reporting violations of rules to various roles, including the hierarchical superior, the site leader and HR and, if necessary, the Compliance Officer. There is also a Compliance Committee active within the company that is dedicated to the coordination of the compliance activities within the group, including the definition of the various training programs that are organized for the group.

Ethics and Compliance				
ASSOCIATED MATERIAL ASPECT (GRI)	Anti-corruption & anti-bribery policy as part of the antitrust training in % success ratio (people finished the training for 100%/people invited for the training)	Code of conduct training (measured over multi-year cycle) - % success ratio (people finished the training for 100%/total people invited for the training)	IP and confidential information training (measured over multi-year cycle) in % success ratio (people finished the training for 100%/total people invited for the training)	Training harassment & discrimination in the workplace (TKI) in % success ratio (people finished the training for 100%/total people invited for the training)
Score 2020	86.3%	100%	91%	100%

Examples



Our colleagues at the **Innovation Center** in Tessenderlo went the extra mile by producing thousands of liters of hand gel in-house. Tessenderlo Group also helped Belgian hospitals and healthcare institutions by donating products such as protective clothing for medical personnel and alcohol-based hand gel produced by the Innovation Center!





Various **Tessengerlo Group** colleagues in Belgium collected socks for HOS Foundation vzw as part of “The Warmest Week” of Music for Life. COVID-19 meant money couldn’t be collected this year, but together with HOS Foundation vzw we aimed to ensure the “warmest winter”, and so we collected as many socks as possible to help the homeless! These were given to the HOS Foundation vzw at the beginning of January 2021 and it donated them to Homeless Centers in Flanders and Brussels.



Tessengerlo Group also donated 30 laptops to [DigitalForYouth.be](https://www.digitalforyouth.be), enabling students to follow classes online from home.



Supporting our local communities is critical for **Tessengerlo Kerley, Inc.** Therefore, the Crop Vitality Learning Center is heavily involved in community outreach and community support in 2020 included:

- Donation of excess crops
- Animal feed (hay) donations to animal science programs at a community college and high school in the neighboring community, and horse rescues
- Monetary donations to livestock projects at a county fair
- A food and clothing drive for victims of California's numerous wildfires

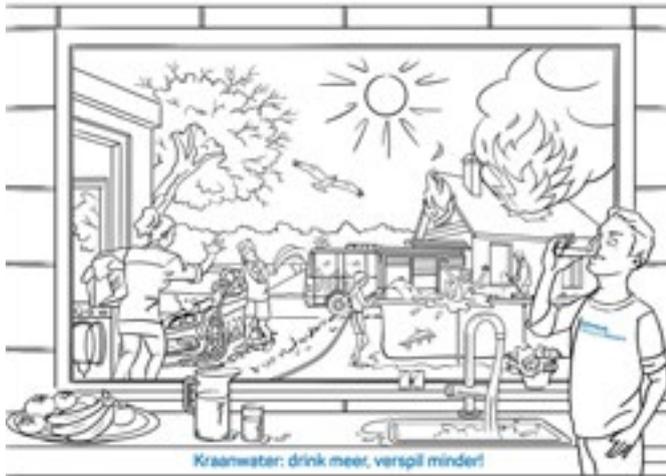
Tessengerlo Kerley, Inc. held three “employee giving” campaigns in 2020. The “Helping Others” campaign raised donations for “Feeding America” and “Meals on Wheels”. Employees donated over \$25,000 and this amount was matched by Tessengerlo Kerley, Inc. In August, following Hurricane Laura, we raised money for the “City of Sulphur” campaign, which benefitted through employee donations being matched by Tessengerlo Kerley, Inc., amounting to \$2,010. Finally, “#tkicare” is an initiative to show we care about the local communities where we operate. In Coffeyville, Kansas, computer covers were donated to elementary-age classrooms. In both California and Florida, donations were made to local chapters of Future Farmers of America (FFA). The year ended with multiple locations collecting donations of food, clothing, and toys.



During the pandemic, **PB Leiner's** teams from all over the world joined forces to help local healthcare and public institutions. Gel was delivered to hospitals, spare protective clothing from the PB Leiner labs was donated to general practitioners and hospitals, and surplus safety signage was offered to local schools.



At **Akiolis**, involvement with local stakeholders and developing local projects and sport and cultural activities is a high priority. Most of our plants and collection centers have long-term partnerships in these fields. For example, the SOLEVAL plant in Pontivy (Brittany) is one of the major sponsors of the local underwater sports club, which trains divers in several disciplines. But our sponsorship isn't just about sending money. In 2020, a small delegation from the club visited SOLEVAL to learn about SOLEVAL's sustainable role in the food chain and our commitment to protecting the environment and our neighbors from odors.



September 23, 2020, was “National Tap Water Day” in The Netherlands! The theme was “Drink more, waste less”. So, **DYKA** developed a coloring plate especially for primary school students. Lots of examples were given regarding how water demand can be very high – e.g. filling a swimming pool, washing the car, running the washing machine, etc. As Dutch drinking water is of excellent quality, this coloring plate from DYKA taught children to “drink more, waste less”!



JDP Longtown played our part last year by donating pipes to several schools in the area for their playgrounds. After all, what is more fun than crawling through pipes?



Following the spring lockdown and the various shortages experienced in France, PC Loos, the site of **Performance Chemicals**, donated 400 disposable gowns and 100 pairs of safety glasses to nursing homes in the Lille region through the CARSAT program (Caisse d'Assurance Retraite et de la Santé au Travail).



The COVID-19 situation saw **Tessengerlo Kerley Ham** provide a lot of protective material to hospitals, care centers, MPI (Medical-Pedagogical Institute), and local youth movements. And we even provided a respirator to the hospital of Sint-Truiden.

KPIs

Social metrics

Labor and Human Rights						
ASSOCIATED MATERIAL ASPECT (GRI)	Diversity of governance bodies (gender % of L level, E level and board)	Diversity of employees (per region, per gender, and per age category expressed in total numbers)	Equal opportunity-ratio of basic salary and remuneration of females to males at L level	Equal opportunity-ratio of basic salary and remuneration of males to females at E level	Operations in which the right to freedom of association and collective bargaining may be at risk	Employee turnover for 2020
GRI	405-1 a	405-1 b, 102-8 8	405-2 8	401-2, i, iii	407-1	401-1 b
SDG	8, 10	10		3	8, 10	8
Score 2020	11% female at L level* 24% female at E level* 33% at Board level	See page 26	Female 6% higher than male	Male 3% higher than female	0	6.5%

Motivating employees				
ASSOCIATED MATERIAL ASPECT (GRI)	Average of hours of training per employee per year, excluding training on the job/machine	Employees receiving regular signed performance and career development reviews expressed in % of E and L grades	Average years of seniority/ Company Service (Number of completed years of service by employees on our own payrolls)	Retirement fund percentage coverage (Percentage of own payroll employees who are provided with a company contribution to a supplemental retirement fund. Funding to a State provided pension through employer/employee social security contributions does not count)
GRI	404-1	404-3	404-1, b	401-2, v
SDG	4, 8, 10		10	8, 10
Score 2020	16	95%	11.06	72%

*E level = Expert level of Managers at the company; L level = Leadership level of Managers at the company

Health and Safety			
ASSOCIATED MATERIAL ASPECT (GRI)	Lost Time Incident (LTI) frequency rate* (all employees and contractors)	Workers representation in formal joint management-worker H&S committee	Group insurance percentage coverage (employees that are covered by a Group Insurance Program (Europe)/ Life Assurance coverage (elsewhere))
GRI	403-2-9-10	403-4	401-2, i, iii
SDG	3, 8		3
Score 2020	8.34%	95%	97%

Ethics and Compliance				
ASSOCIATED MATERIAL ASPECT (GRI)	Anti-corruption & anti-bribery policy as part of the antitrust training in % success ratio (people finished the training for 100%/people invited for the training)	Code of conduct training (measured over multi-year cycle) - % success ratio (people finished the training for 100%/total people invited for the training)	IP and confidential information training (measured over multi-year cycle) in % success ratio (people finished the training for 100%/total people invited for the training)	Training harassment & discrimination in the workplace (TKI) in % success ratio (people finished the training for 100%/total people invited for the training)
GRI	205-2	205-2, 102-16-17, (410-1)	418-1	410-1
SDG	4			
Score 2020	86.3%	100%	91%	100%

Communities	
ASSOCIATED MATERIAL ASPECT (GRI)	Collaborations in which local communities are involved - connecting the dots - connection to business environment
GRI	103 & 413-1
SDG	2, 10, 11
Score 2020	Samples per BU pages 82-87

*LTI (Lost Time Incident) Frequency rate is a rolling annual calculation based on the formula "LTIs X 1 MIO/total hours worked"

KPIs

Environmental metrics

Energy in 2020					
ASSOCIATED MATERIAL ASPECT (GRI)	Energy (MWh/y)	Energy intensity (MWh/t)			
	Total energy consumption within the organization, in MWh, and per operating segment	Total energy intensity ratio for the organization, and per operating segment	Organization-specific metric (the denominator) to calculate the ratio	Types of energy included in the intensity ratio	The ratio uses energy consumption within the organization, outside of it, or both
GRI	302-1 e	302-3 a	302-3 b	302-3 c	302-3 d
SDG	12, 13, 15				
Group (minus T-Power)	3,123,728	0.98	The denominator is in metric tons of year 2020 product produced to be sold; by-products included	Hydrogen, electricity, liquid light fuel, liquid heavy fuel, natural gas, coal, wood, steam	The ratio is based on energy consumed within the organization
Agro	378,592	0.24			
Bio-valorization	1,523,787	1.46			
Industrial Solutions	1,221,349	2.26			
T-Power	2,350,650	NA			

Water in 2020							
ASSOCIATED MATERIAL ASPECT (GRI)	Water withdrawal (m ³ /y)				Water intensity (m ³ /t)		
	Total water withdrawal from all sources	Water withdrawal by source			Information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used	Water intensity	Organization-specific metric (the denominator) to calculate the ratio
		Surface water	Ground water	Third-party water including city water			
GRI	303-3 a	303-3 a i	303-3 a ii	303-3 a v	303-3 d	NA	NA
SDG	6, 9, 11, 12, 13, 15						
Group (minus T-Power)	17,368,490	10,404,045	4,517,606	2,446,839	See separate information on granularity & boundaries	5.47	The denominator is in metric tons of year 2020 product produced to be sold; by-products included
Agro	3,531,125	2,204,027	670,042	657,056		2.23	
Bio-valorization	10,747,658	6,445,389	2,555,499	1,746,770		10.27	
Industrial Solutions	3,089,707	1,754,629	1,292,065	43,013		5.72	
T-Power	2,225,177	2,190,753	0	34,424		NA	

GRI index

Organizational profile

102-1	Name of the organization
102-2	Primary brands, products and/or services
102-3	Location of the head office of the organization
102-4	Number of countries in which the organization is active
102-7	Size

Strategy

102-14	Statement by the Board of Directors on the relevance of sustainable development for the organization and its strategy
--------	---

Ethics and integrity

102-16	Internally developed mission or statements of principles
102-17	Mechanisms for advice and concerns about ethics
102-22	Composition of the highest governance body and its committees*
102-40	List of stakeholder groups
102-43	Approach to stakeholder engagement
102-45	Entities included in the consolidated financial statements*
102-46	Defining report content and topic boundaries
102-47	List of material topics

Reporting method

102-50	Reporting period
102-51	Date of most recent report
102-52	Reporting cycle
102-53	Point of contact for questions about the report or its content
102-54	Reporting in accordance with GRI Standards
102-55	GRI table of contents

* This information is included in the Annual Report

Management approach

103-1 Explanation of the material topic and its boundaries (materiality)

Economic performance

201-1 Direct economic value generated and distributed*

201-3 Defined benefit plan obligations and other retirement plans*

Disclosure 201-4 Financial assistance received from the government*

Anti-corruption

205-2 Communication and training about anti-corruption policies and procedures

Energy

302-1e Total energy consumption within the organization, in joules or multiples, and per business segment

302-3a Total energy intensity ratio for the organization, and per business segment

302-3b Organization-specific metric (the denominator) to calculate the ratio

302-3c Types of energy included in the intensity ratio

302-3d Information necessary to understand the energy intensity ratio

Water and effluents

303-3a Total water withdrawal from all sources

303-3a i Water withdrawal by source: surface water

303-3a ii Water withdrawal by source: ground water

303-3a v Water withdrawal by source: third-party water

303-3d Information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used

Employment

401-1b Total number and rate of employee turnover during the reporting period (by age group, gender and region)

401-2 i iii Group insurance percentage coverage

401-2 v Retirement fund percentage coverage

* This information is included in the Annual Report

Occupational health and safety

- 403-2-9-10 Hazard identification, risk assessment and work-related injuries and ill health
- 403-1 Occupational health and safety management system
- 403-4 Workers representation in formal joint management-worker H&S committee

Training and Education

- 404-1 Average hours of training per employee per year
- 404-2 Programs for upgrading employee skills and transition assistance programs
- 404-3 Employees receiving regular signed performance and career development reviews

Human rights assessments

- 412-2 Employee training on human rights policies or procedures

Diversity and Equal Opportunities

- 405-1a Diversity of governance bodies
- 405-1b Diversity of employees
- 405-2 Equal opportunity-ratio of basic salary and remuneration

Freedom of association and collective bargaining

- 407-1 Operations in which the right to freedom of association and collective bargaining may be at risk

Child Labor

- 408-1 Operations and suppliers at significant risk for incidents of child labor

Forced or compulsory labor

- 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor

Local Communities

- 413-1 Collaborations in which local communities are involved

This sustainability report has been prepared based on the GRI Standards: "Core option", but does not fully correspond to this reference model.



Tessenderlo Group
EVERY MOLECULE COUNTS