



Protect, grow, cherish

# Food for biodiversity

# report

2022

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# Foreword



**First and foremost, let's remember that the current food model is said to account for 70% of the projected loss of terrestrial biodiversity, and that our global food system is the primary driver of biodiversity loss.\***

**We are Ecotone. And we exist to challenge the conventions and change the food industry from the inside.**

We always knew that our business could be a force for good. Embarking on B Corp is part of proving this – showing how we combine performance and purpose to do business differently, do business for good.

And we've already come so far. The big news this year is that we have aced the B Corp certification and we're now the highest scoring global food business in the world! We scored 116.5 points compared to our last score of 91.7 in 2019. That's some achievement and we're suitably proud. We'll continue pushing forward and exploring other areas for improvement, striving to achieve even greater success in the future.

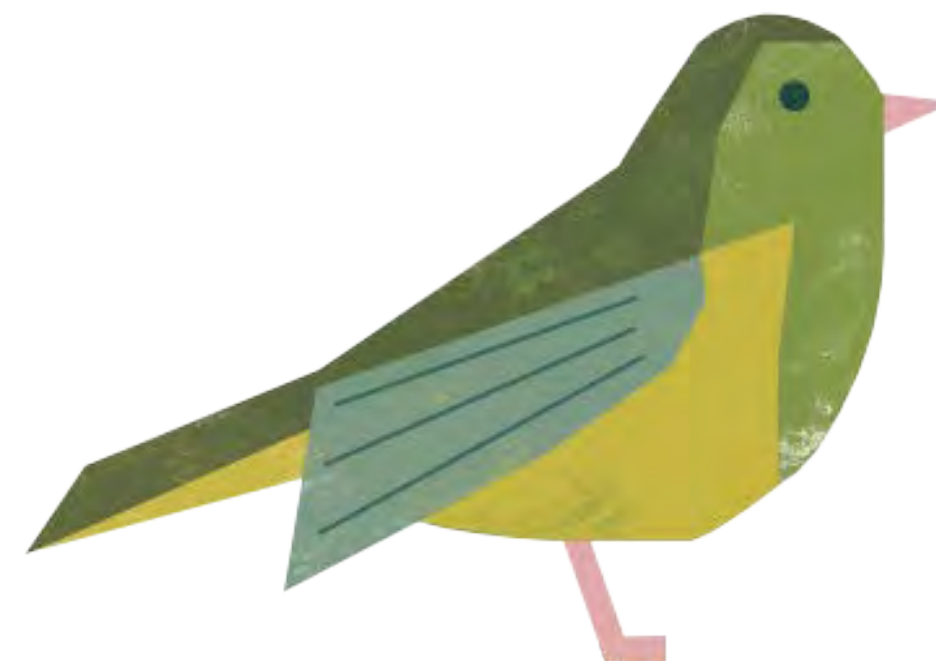
And this comes at an important time for Ecotone, as we're busy working towards our mission of enhancing and protecting biodiversity in the face of the climate crisis. It's a huge challenge, especially for the (few!) likes of us in the food industry, but we're convinced we drive the change. We know that our commitment to effective and impactful organic and plant-based food is the way forward when it comes to human health and natural ecosystems. It's a win-win!

\* Source: UN-CBD

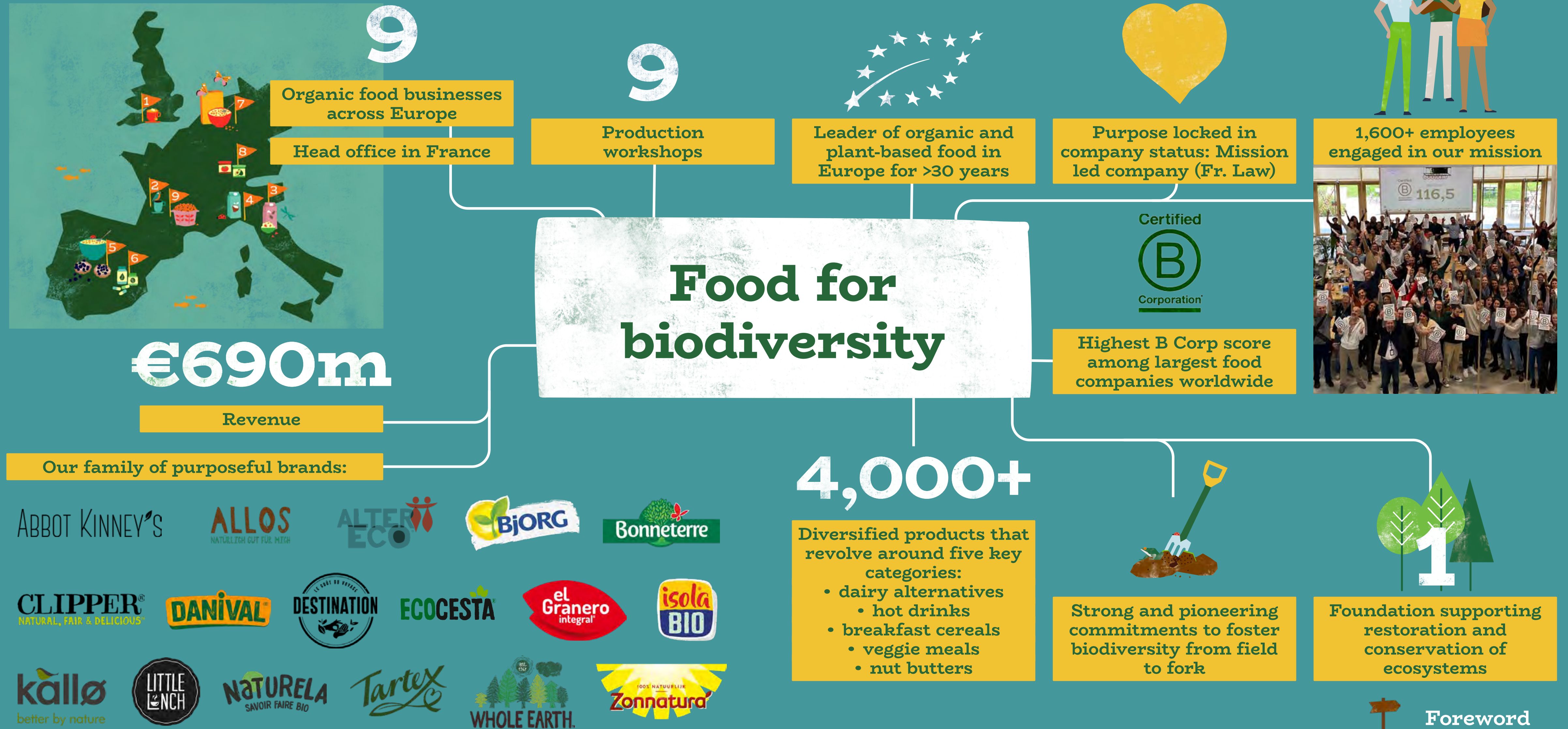
We're not sitting back, congratulating ourselves though. We're back up and at it. Leading the way, working with our committed staff, customers, suppliers and policy makers to make sure we can all have a massively positive impact in everything we do.

**Protecting, cherishing and growing biodiversity through food... that's our job!**

**Christophe Barnouin, CEO**



# A purpose-centric business



1,600+ employees engaged in our mission



Purpose locked in company status: Mission led company (Fr. Law)



Highest B Corp score among largest food companies worldwide



Leader of organic and plant-based food in Europe for >30 years

9

Production workshops

9

Organic food businesses across Europe

Head office in France



€690m

Revenue

Our family of purposeful brands:



4,000+

Diversified products that revolve around five key categories:
- dairy alternatives
- hot drinks
- breakfast cereals
- veggie meals
- nut butters



Strong and pioneering commitments to foster biodiversity from field to fork



Foundation supporting restoration and conservation of ecosystems

# Food for biodiversity

Food that is good  
and does good



# Food for Biodiversity

We want to create a food system for everyone that grows and protects biodiversity. But getting there is going to take work. We'll only achieve this ambitious mission by getting to the heart of the issues and reforming the food industry from within, from the soil beneath our feet to the tables in our homes.

But, let's face it. We're still in a biodiversity crisis. Over one million plant and animal species are under threat of extinction. Over one million. Because of its multiple and complex interactions, the loss of species has a ripple effect on ecosystems, the so-called 'Butterfly Effect'. If one piece of the puzzle is lost, it's lost forever. We're not going to let that happen.

The loss of biodiversity on our planet and the loss of diversity in the food we eat pose huge threats to all life on earth. And it's a known fact that traditional, industrial farming systems are fuelling this crisis. Protecting all the different pieces of the puzzle is crucial to have multiple choices for our food system and keep our planet healthy.

Chemicals, pesticides, over-farming. All of this has led to species loss, pollution, deforestation and soil erosion. And what does that mean? It means that the habitats where bees, beetles, small mammals and birds live and breed are being lost each and every day. And humankind is as much to blame. The calorie-rich, nutrient-poor foods that humans eat are fuelling a health crisis across the world.

That's why we do what we do. That's why we are absolutely committed to growing and protecting biodiversity for the good of all. We're ripping up the rule book, challenging the industrial food systems and offering alternative food that is organic, plant-based and that values and enhances biodiversity. Basically, food that is good and does good.

The current global food system accounts for 70% of biodiversity loss, but we don't need to destroy life to feed humankind.



**Protect**  
biodiversity



**Grow**  
biodiversity



**Cherish**  
biodiversity



## Organic

At Ecotone, we made the choice to go organic over 30 years ago. Reiterating the indisputable evidence, organic farming can increase species richness by around 30% and the abundance of individuals increases by 50%. Today, no chemicals are used on the vast majority of the land we farm, protecting biodiversity for good.

By holding the organic label, our products demonstrate no use of harmful and chemical pesticides, insecticides, fungicides, herbicides and so on, which means we are directly and indirectly reducing pressure on biodiversity. And we are committed to increasing our organic products even further and are continually improving our practices and objectives to achieve this.

**Today: 79%**  
**Our goal: 90% of our turnover by 2030**



## Plant-based

Our excessively meat-based diet is putting pressure on ecosystems. Globally, 80% of global deforestation is a result of agricultural production along with livestock farming. And food production is responsible for one quarter of the world's greenhouse gas emissions, a share comparable to emissions from car transport. These agricultural systems are expanding to meet a growing demand for meat and dairy products, putting more pressure on forests and destroying more ecosystems. In Western Europe, the consumption of meat and dairy products is nearly twice the world average!

If everyone shifted to a plant-based diet, global land use for agriculture would reduce by 75%.<sup>2</sup>

Ecotone has a mission to help people choose plant-based alternatives to reduce demand for animal proteins and stop the destruction of forests. We have already met – and exceeded – our 2030 target for plant-based products. As of 2022, they represent 97% of our overall turnover.

**Today: 97%**  
**Our goal: min. 95% of our turnover by 2030**



1 PBL/FAO/14CE

2 Poore, J., & Nemecek, T. (2018). Reducing food's environmental impacts through producers and consumers. *Science*, 360(6392), 987-992

### Case study:

## Small but mighty oak milk

A vegetable drink emits 19 times less CO<sub>2</sub> than milk!<sup>3</sup> This year, Bonneterre and Isola Bio launched a brand new concentrated oat drink to help reduce CO<sub>2</sub> emissions even further. And it's already doing just that! Life cycle analysis of the new product found that emissions were reduced by 40%.<sup>4</sup>

And the best part? The new product means that 50cl makes 1l of regular oat drink. Sure, it may be an extra step for the consumer, but there's information on the pack explaining exactly how to do that. There's also some information on how CO<sub>2</sub> emissions have been reduced thanks to less transport and packaging.

This oat milk is so innovative that in 2023, it was awarded not one, but two prestigious honors – 'Best Organic Product' and 'Organic Food Innovation of the Year' at the French 'Best Organic Product Awards'.



3 Beatriz Queiroz Silva et al. 2022

4 compared to the previous reference



## Agrichains that foster biodiversity

As we know, **organic farming preserves biodiversity.**

Organic farming practices such as ecological infrastructure (hedges, flower strips, ponds and so on), long crop rotation and agroforestry currently go beyond what's needed for European specifications, but are great ways to promote even more biodiversity in and around agricultural areas. And let's face it, those hedges, flowers and ponds create a beautiful environment for us, too.

That's why we are committed to developing agricultural practices that go beyond organic standards to foster biodiversity. Since our target is to have one third of our strategic raw materials sourced from agrichains that promote biodiversity by 2030, we've implemented our own thorough qualification processes, including a unique biodiversity assessment grid, praised by our Mission Committee experts, and dedicated audits. Our Agrichain Team set out criteria for each commodity type at farm level to define these agro-biodiverse practices as well as working on implementing a farm qualification process, which will either rely on external certification that aligns with their requirements or utilize our internal field assessment tool.



This year, we made significant steps in our delicious dairy alternatives and breakfast cereals, with 28.5% of our oat supplied by biodiversity qualified farms. In 2022, Bjorg, launched its first breakfast cereal series with a biodiversity claim. 15% of the coconut sourced from Sri Lanka is now Fairtrade certified and sourced from a biodiversity friendly plantation.

Within our agrichains, we have used our existing systems – suppliers, technical support and lobbying – to empower farmers and introduce new practices and monitoring tools. We have also continued to work with our field partners to improve and expand biodiversity practices. These include COCEBI with Solagro; Goccia farm with Deafal; and agroforestry cocoa in Honduras with Halba.

**Today: 8%**  
**Our goal: 1/3 strategic raw materials grown with advanced agro practices by 2030**

## Diversity of ingredients

Throughout history, humans have eaten a staggering 6,000 plant species. Today, around two-thirds of what we eat comes from just nine over-consumed plant species (corn, soybeans, rice, potatoes, wheat, palm oil, cane sugar, beet sugar, cassava). Just nine species to feed the whole world. Three of these – rice, wheat and corn – provide 50% of all calories.<sup>1</sup>

Of course, this is not just completely unsustainable (and providing a pretty limited diet), it also reduces taste, nutrition and ultimately crop and plant biodiversity. And on top of that, it makes the food supply susceptible to disruptions such as disease outbreaks and climate change, which could impact crop production.

**It cannot continue.**

Ecotone is committed to diversifying the ingredients and plant species in its recipes for more nutrients and more biodiversity, and we're well on track to meet 2023 target.

**Today: 66%**  
**Our goal: 2/3 by 2030**



<sup>1</sup> <https://livefrankly.co.uk/sustainable-food/eating-to-extinction-why-food-diversity-is-essential-for-our-health-and-the-health-of-our-planet/>





**Case study:****Advancing biodiversity across agrichains:  
from northern to southern crops and beyond**

When it came to setting new biodiversity criteria, we first focused on northern crops, such as oats, and addressing the unique challenges they present. After this, we shifted our attention to southern crops, which also encompass distinct issues. We developed specific criteria and carried out assessments of the producers in each region. We also audited our cocoa and coffee fairtrade agrichains and most have now been biodiversity qualified.

As a result, we have not only defined the specifications for cereals but also established specific biodiversity specifications for materials grown in the south. The region faces unique challenges, including preserving habitat diversity in rainforest ecosystems, mitigating climate change impacts on agricultural practices, ensuring sustainable water management in regions prone to drought, and addressing fair trade and social issues. **By addressing these challenges head-on, we are furthering our efforts to promote biodiversity across our entire supply chain.**

As we look to the future, we are actively engaged in the biodiversity qualification process of rice and paddy fields within the Abafoods farmers network in Pianura Padana, Italy, scheduled to be carried out in 2023.

Sure, there are going to be challenges with tropical raw materials, both in terms of the level of agroecological practices or the drop in yield, but it's a move we're exploring to see if producers can meet our requirements, or we can support them.

**LOOKING AHEAD**

— **Venturing into new cultivation areas, such as tea and rice**



# B Corp

Leading the way in  
a globally inclusive  
and equitable  
economy



# The world's highest scoring global food business

In 2022, Ecotone was recertified by B Corp and became the world's highest scoring global food business with an outstanding 116.5 points – way beyond our previous score in 2019 of 91.7.

The **B Corp certification** is unique in the way it measures a company's entire social and environmental impact. Above all, it serves as a great tool for building a continuous course for improvement that asks the right questions, points precisely to the areas of progress, and identifies the good practices to be adopted. And best of all – along with all the other certified businesses – we are leading the way in a globally inclusive and equitable economy.

We are incredibly proud of our score. It's recognition of the dedication and commitment of every one of the people across our business. Our achievement reflects Ecotone's commitment to the highest standards of social and environmental performance, transparency, and accountability across the company and its family of purpose-driven brands.

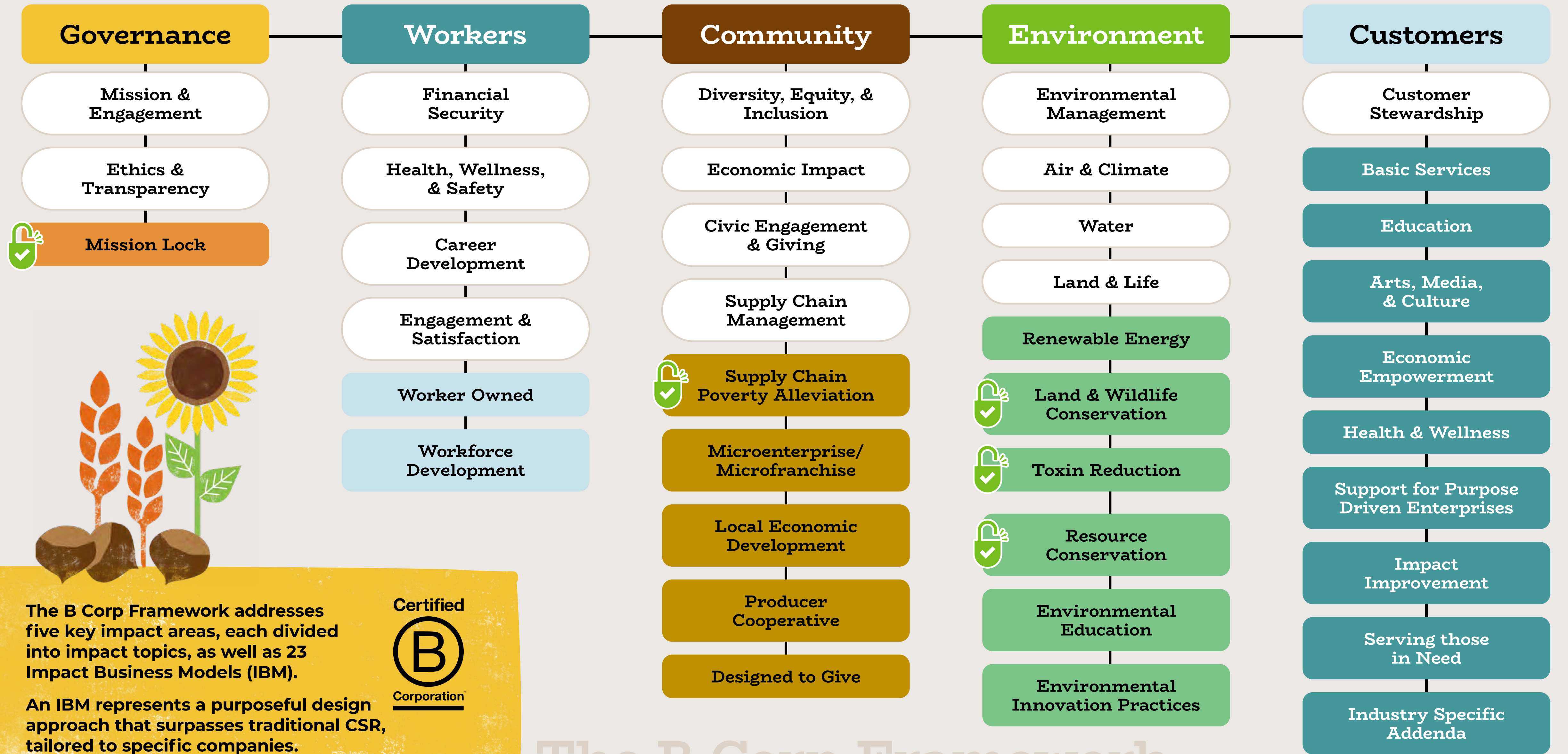
Let's take a closer look at some of the initiatives and commitments that helped us to earn our B Corp status...



Impact is at the heart of our business. Biodiversity preservation is what we stand for, and we're really making a difference in the food sector by putting biodiversity on the menu. Entering the top 10 B Corp highest scores in the world, among the largest companies, is not only a recognition, but also a demonstration of our commitment to consistently strive for further progress.

Christophe Barnouin, CEO Ecotone





# The B Corp Framework

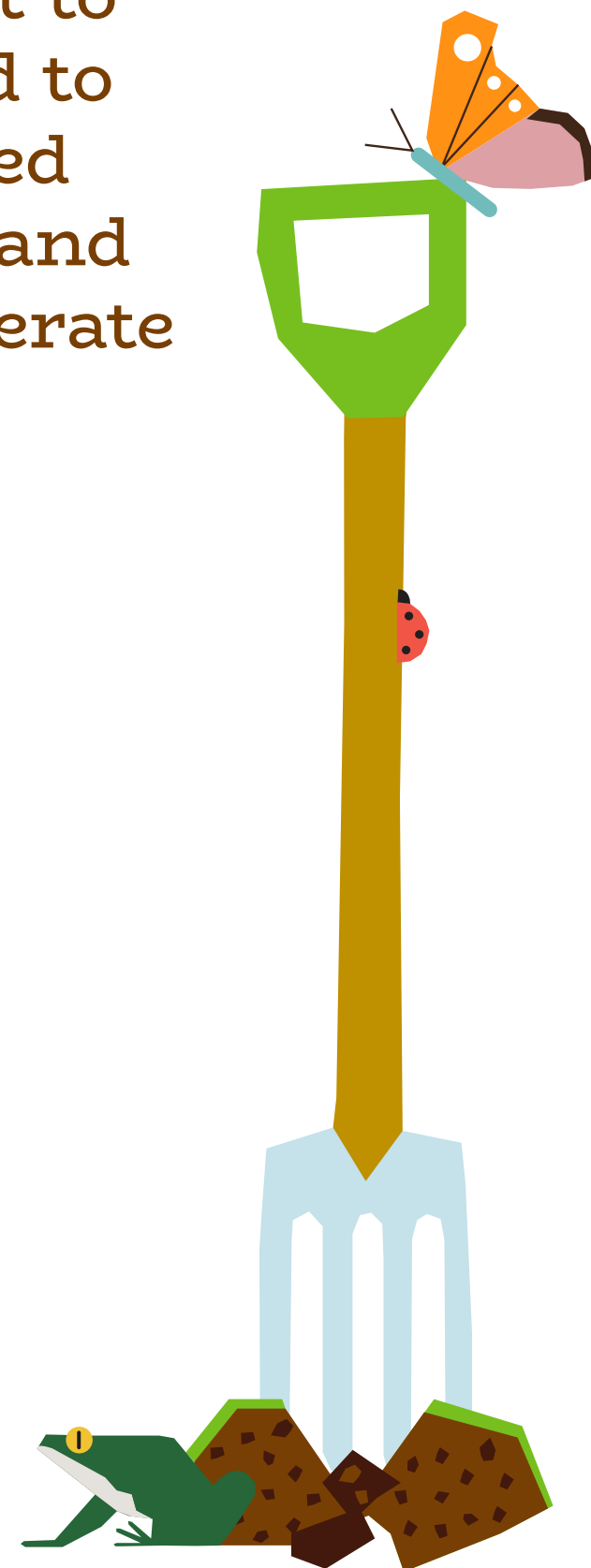
The B Corp Framework is designed to reward positive social or environmental practices. The actions and commitments we should all be taking when doing ‘good’ business. Beyond these, Impact Business Models (IBMs) reward businesses that are doing more, that are going the extra mile to create a specific positive benefit for stakeholders. These IBMs are difficult to achieve. To unlock them, businesses need to show how virtuous practices are embedded into the way they conduct business each and every day, as well as the impact they generate over time.

When Ecotone was recertified, **we had improved our score in every single Impact Area** – demonstrating our commitment to further develop good practice right across our business. This is an impressive achievement in itself.

**But on top of all this, Ecotone also unlocked four IBMs!**



This highlights the extent to which our business model is deeply rooted in the desire to make a social and environmental impact.



	Ecotone rating
Impact Areas	Points gained
Environment	+9.5
Governance	+4.8
Workers	+4.6
Community	+3.8
Customers	+2.1
Points Ecotone gained vs. 2019 in each Impact Area in 2022	

**What are the Sustainable Development Goals?**

In 2015, the United Nations defined **17 Sustainable Development Goals (SDGs)** as the key topics for sustainable development. The SDGs represent the global challenges that we all need to address to ensure our future. B Corp also bases its assessment on the SDGs, with impact areas and topics relating to the standards. Ecotone is fully committed to the SDGs **with a focus on Zero Hunger, Good Health and Well-being, Gender Equality, Responsible Consumption and Production, and Life on Land.**



# Environment

The Environment Impact Area evaluates the company's overall environmental stewardship. Obviously, this Impact Area is a particular focus for Ecotone as we look to protect, cherish and grow biodiversity. In this area, B Corp looks for how the company identifies and manages general environmental impacts, its management of air and climate issues, water sustainability, and impacts on land and life.

It takes into account the direct impact of a company's operations and, if appropriate, its supply chain and distribution channels. This section also recognizes companies with environmentally innovative production processes and those that sell products or services that have a positive environmental impact, such as products that conserve land or wildlife and provide less toxic alternatives.

## Land & Wildlife Conservation

We were incredibly pleased to unlock this IBM! It recognizes products and services that preserve or restore natural environments and/or protect animals. That couldn't be closer to our mission. We unlocked this IBM in 2022 thanks to our commitment to using raw material from agrichains, which fosters biodiversity.



### Case study

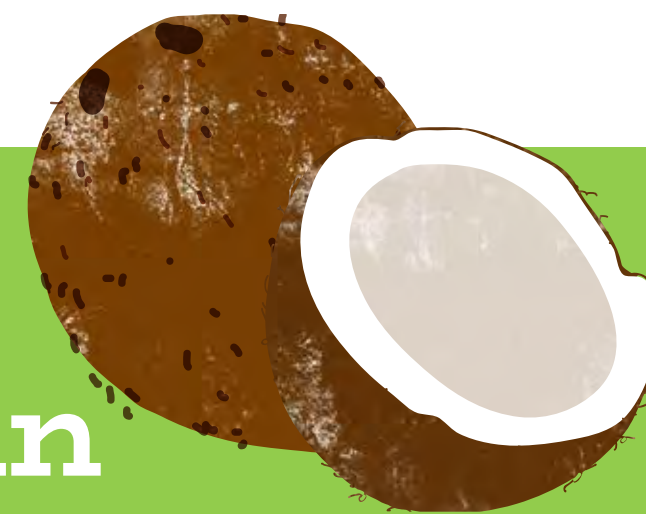
## Exemplary agrichain at the heart of preserving biodiversity

In Sri Lanka, coconut is a strategic crop, essentially managed by smallholders under extensive polyculture systems in which many other crop species are cultivated below the coconut cover.

Even if strongly rooted in the people habits, this model tends to progressively decline and being replaced by larger conventional coconut estate lead by private companies. Through our biodiversity program we aim at promoting the continuity of the traditional coconut agroforestry, ensuring their environmental and economical sustainability. Therefore, we decided to select suppliers compliant with the following criterias:

- Agroforestry: **crop diversity** cultivated under the coconut plantations
- **Covered soils** to limit erosion and forest/wild areas extensions into the coconut farm
- **Social and economic guarantees** for worker and farmers, thanks to fairtrade certification. Agrodiversity provides farmers with both environment and economical benefits. In addition by getting farmers organized we encourage an organizational framework for the efficient delivery of credit and extension services to alleviate economic poverty through increased farm productivity and income.

Today: 8% of our strategic raw materials from agrichains in 2022  
Target: 20% by 2025; 33% by 2030



## Biodiversity program

“

It can be noted that Ecotone is one of the most advanced B Corps when it comes to its commitment to improving biodiversity.

**The company has identified biodiversity as one of its core pillars, and has gone above and beyond to become a leader for the industry.**

B Lab praises the company for developing the first Avoided Pesticide Index (AIP) with the Solagro Association, which also has a profound impact on the ability of other companies to track their pesticides.

The company also has company-wide targets on organic products and biodiversity, which are largely achieved through its innovative Better Agrichain program. The analysts were encouraged to see the biodiversity index developed to audit farmers, and the many projects with farmers that are resulting in improved ecosystems across Europe.

”

Extract from B Lab Audit

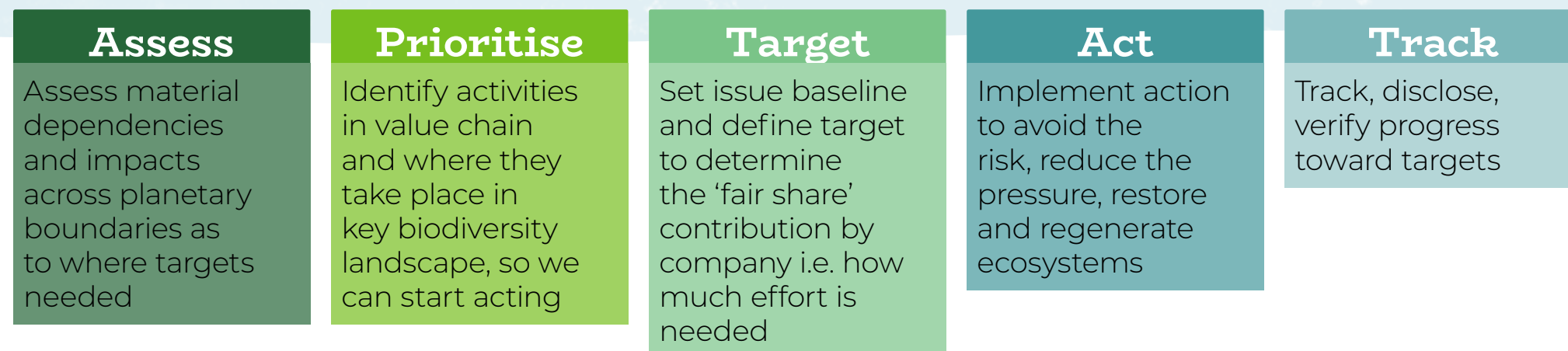


### Science Based Targets Network, a pioneering initiative

Ecotone, recognizing the pressing need to address environmental impacts and protect biodiversity, was already building its own framework and forging a path of progress prior to joining the Science Based Targets Network (SBTN) in 2021 (the date of its creation). As a result of our ongoing commitment, joining the SBTN was a natural and logical progression for us. The SBTN, a global coalition focused on employing scientific solutions, provided an ideal platform to further amplify our efforts alongside 96 other pioneering companies from 30 countries. **Together, we strive to reduce pressure on biodiversity and make a lasting positive impact.**

As part of the Network, Ecotone actively contributes to the definition of criteria:

- **Steps 1 and 2:** Conduct testing on the methodology, assessments, and priorities for 15 strategic raw materials.
- **Step 3:** Collectively set the targets (work on the methodology is ongoing).
- **Steps 4 and 5:** Disclose test results.



### Deforestation

Industrial farming methods – particularly intensive livestock farming – are destroying ecosystems, causing deforestation and accelerating the climate crisis. In the Amazon, 80% of deforestation is linked to intensive livestock farming.<sup>1</sup>

#### Ecotone is committed to protecting biodiversity through organic and plant-based food.

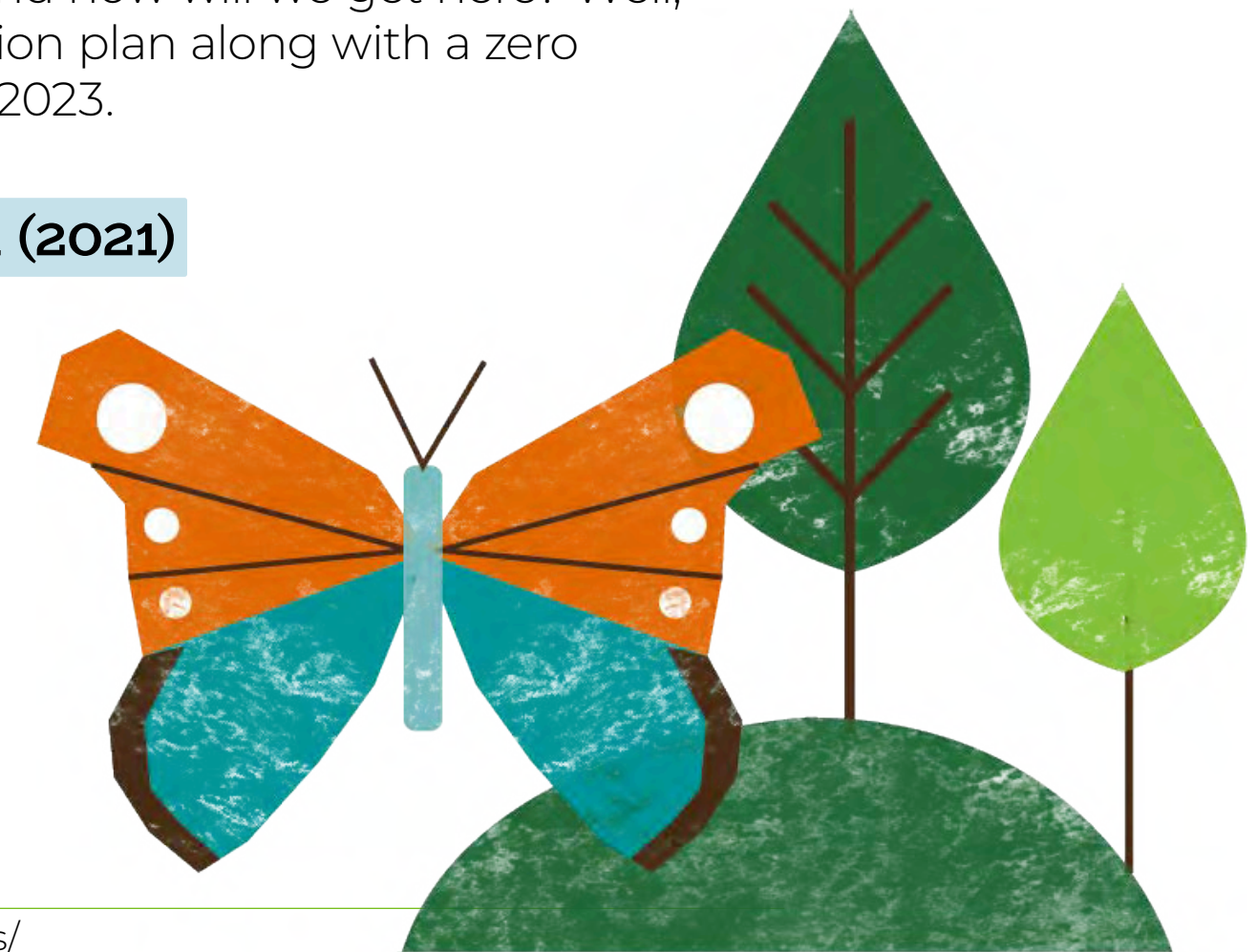
We are leading the way in protecting biodiversity. We track and tackle risk commodities in our sourcing strategies and policies. We are committed to taking a lead on biodiversity and, along with other pioneering companies, are creating indicators and a new global framework (Science Based Targets for Nature initiative), which includes deforestation, with the goal of reducing pressure on biodiversity.

We release our soy and palm oil scores via CDP Forests. CDP is an international non-profit organisation recognised as a standard of environmental reporting. In 2021, we were scored B (scoring from A to D). A score of B indicates 'environmental management'; our goal is to reach 'A' grade of 'environmental leadership' by 2025. And there are other risk commodities too, such as coffee and cocoa. We know this, and **we are making sure that our chains do no contribute to any imported deforestation.** And how will we get here? Well, we have a plan! We're implementing a new action plan along with a zero deforestation policy, which will be published in 2023.

**Today: CDP score B for soy and palm oil (2021)**  
**Target: CDP score A by 2025**

### LOOKING AHEAD

**Develop a new action plan and zero deforestation policy, which will be published in 2023.**



<sup>1</sup> <https://www.greenpeace.org/usa/forests/issues/agribusiness/>



## Air and Climate

Climate change is one of the five major causes of the destruction of biodiversity. The IPCC says a 1.5°C average rise may put 20-30% of species at risk of extinction.<sup>1</sup>

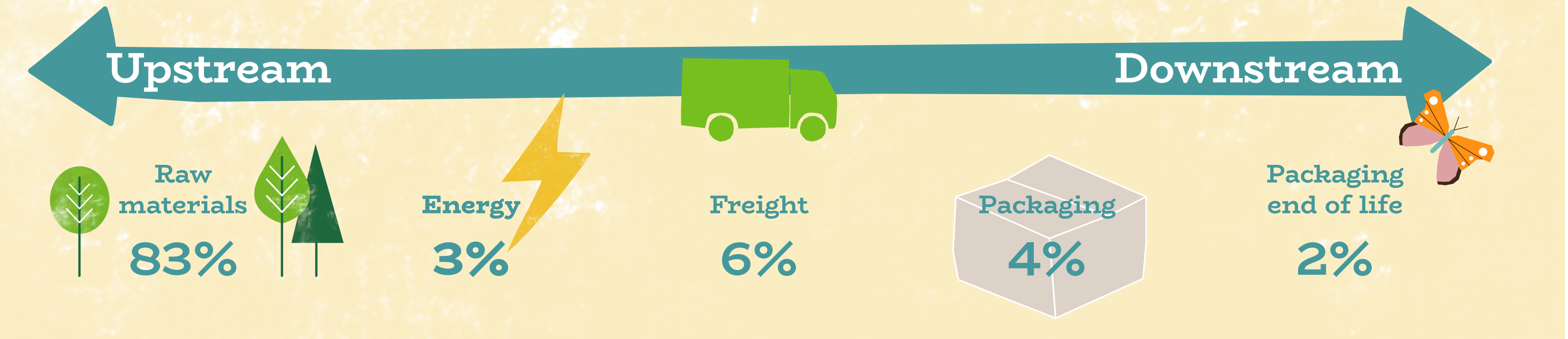
In line with its mission to preserve biodiversity, and according to the Paris Agreement, Ecotone has set ambitious impact reduction targets and initiatives throughout its value chain to reduce its footprint. In terms of offsetting, we don't include this in our figures. Sure, it's one way of reducing a carbon footprint, but we prefer to limit as much as possible – and ultimately eradicate! – emissions before trying to offset them.

	2017	2021	2022 (new methodology)	2022 (same methodology as 2021)	Target	Key achievements
<b>Scope 1,2</b> tonnes CO <sub>2</sub> e	7 693	9 020	11 011	9 391	-55% (absolute) CO <sub>2</sub> e by 2030 versus 2017	95% renewable electricity at Ecotone
<b>Scope 3</b> tonnes of CO <sub>2</sub> e/k€	0,462	0,414	0,591	0,433	-43% (intensity) CO <sub>2</sub> e/k€ on agricultural raw materials, transport and packaging by 2030 versus 2017	Measure of our own emission factors on three additional raw material: cacao, almond, coffee Optimisation of downstream and upstream transportation
		13% PTO* of third-party suppliers engaged	14% PTO* of third-party suppliers engaged		Engage 20% (PTO) of our third-party suppliers in a carbon strategy	CO <sub>2</sub> requirements integrated in suppliers' partnership contract

<sup>1</sup> <https://www.wwf.org.uk/learn/effects-of/climate-change>

\*PTO = Purchase turnover

### The split of our carbon emissions (scope 3, indirect emissions)



**Case study:****A new way of calculating carbon**

Yes, we advocate for biodiversity, but we don't ignore those greenhouse gases! We've been measuring our emissions for over ten years – working out where they come from and how we can go about reducing them.

But ten years is a long time, and it was time for something new. Something better. That's why this year, we have changed the way we calculate our carbon footprint. So, what's new?

- **Automatic data collection**
- **New and improved emission factors** (that means transforming a physical activity into a quantity of greenhouse gases)
- **The inclusion of our own emission factors** for coffee, cocoa, oats and almonds
- **Taking into account the impact of our suppliers** producing our products
- **Overall refinement of the methodology** used to calculate the impact of our raw materials.

It's more robust and more accurate. But this accuracy means that, on paper, our carbon footprint looks to have increased. Bad news? Not really, as we can now say with confidence that our measurements include all of Ecotone's activities.

Changing the scope and parameters of reporting has also made it difficult to compare results to previous years' reporting. From 2023, we will fix new targets according to the new SBTi methodology – SBTi FLAG (Forest Land Agriculture) – which provides the world's first standard method for companies in land-intensive sectors to set science based targets that include land-based emission reductions and removals.<sup>1</sup> This is important for Ecotone as we want to publicly submit these targets.

**LOOKING AHEAD**

**We'll fine-tune our scope 3 emissions examination based on our new emissions factors, reflecting our strategic raw materials and sourcing processes. Our goal is to examine 15 raw materials by 2025 (we started with one in 2021, followed by three in 2022).**



<sup>1</sup> <https://sciencebasedtargets.org/sectors/forest-land-and-agriculture>

## Case study:

# In 2022, we called in the experts!

**Ecotone worked with a number of experts on coffee, cocoa and almonds to determine our impact emissions.** Our own emissions figure for coffee and almonds surpassed the generic one, reflecting the positive impact of our practices. However, in the case of cocoa, we are committed to demonstrating its deforestation-free origin in Peru. To substantiate this claim, we are currently developing a robust action plan and implementing a zero deforestation policy, ensuring concrete evidence of our commitment.

Here's what they said...

### Why is it important for a company like Ecotone to calculate its own emission factors?

“Despite being studied for numerous years, the assessment of the global warming impact caused by the production of agricultural raw materials (and living organisms in general) is constantly evolving. This is particularly true for agricultural commodities produced in foreign regions, with agro-environmental conditions differing from those in mainland France (e.g. agroforestry in tropical climates). **Data for these production methods is still limited or highly generalized.** The majority of available data represents a varying geographical area and possibly a specific production mode (non-organic, organic, etc.).

**For Ecotone, having its own emission factors enables a customized perspective on the greenhouse gas emissions associated with its raw materials within its value chain. This allows for a more detailed understanding and assessment of GHG emissions, particularly considering a higher level of specificity.”**

### What are the challenges encountered (traceability, knowledge of farming practices, etc.)?

“**The first challenge** lies in data collection. The upstream value chain is often fragmented, and the stakeholders involved may not be well-versed in this type of approach. Ecotone's longstanding supplier audit has proven invaluable in addressing this issue.

**The second challenge** pertains to incorporating certain agricultural practices, particularly in the case of agroforestry. The interplay between trees and agricultural ecosystems gives rise to complex phenomena that are challenging to model. Ongoing efforts are being made to better understand and account for the impacts and benefits of such practices.

**The third challenge** is linked to the diversity of ecosystems and the necessity of considering their specificities and variations. Parameters like soil type, for instance, are still not well comprehended when determining emission factors for the crops under examination.

**The pioneering work conducted by Ecotone and Elys-Conseil plays a crucial role in advancing knowledge and further exploring aspects that remain insufficiently understood at present.”**

Pierre-Alexis DUVERNOIS,  
Life Cycle Assessment Expert, ELYS-Conseil



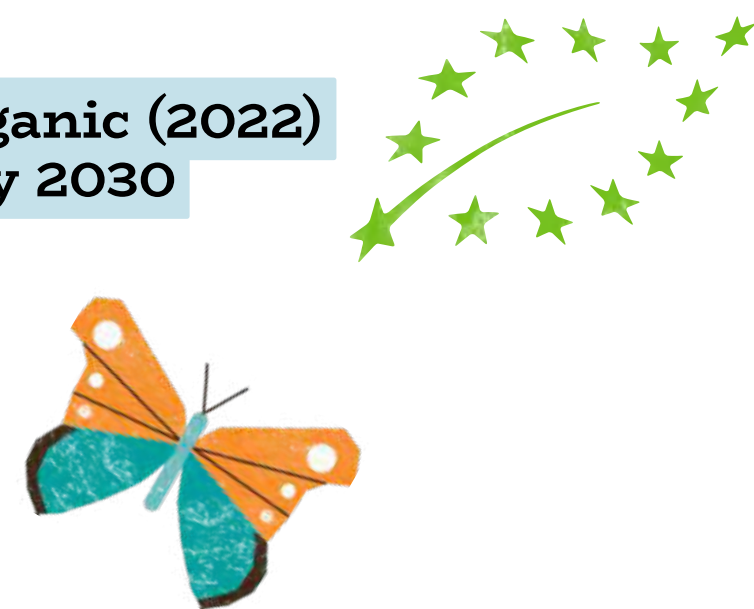
## Toxin Reduction



Here, B Corp recognizes products and services that reduce or remediate toxins or pollution. We unlocked this IBM thanks to our commitment to produce and sell organic food and the positive effect it has on ecosystems and biodiversity.

We're so committed to avoiding chemical pesticides that last year we unveiled the first Avoided Pesticide Index (AIP), a tool that allows businesses across the food sector, authorities and the agricultural sector to easily measure their chemical pesticide footprint and develop appropriate reduction plans. In 2022, 150 organizations asked for additional data to measure their pesticide footprints.

**Today: 79% of revenue is organic (2022)**  
**Target: 84% by 2025; 90% by 2030**



## Resource Conservation



This IBM recognizes products and/or services that reduce resource use. We unlocked this IBM for commitment to offer dairy alternative drinks and products. They don't only taste great, they also limit the use of animal-based products, which we know can be harmful to the environment.

When renovating or upgrading facilities, our priorities are resource conservation and environmental preservation. We adhere to compulsory European Standards, considering them as the minimum benchmark.



### LOOKING AHEAD

- Align environmental practices and measure the impact of the energy efficiency initiatives (waste, water and energy efficiency) implemented in our factories and offices.
- Keep monitoring, managing and reducing waste throughout the value chain.
- Investigate opportunities to strengthen water management (align conservation practices between reporting companies, consider harvesting rainwater etc.).



## Land and Life

This Impact Topic focuses on waste and chemical management and recycling programs. Issues that we obviously take seriously.

As it has always been, our goal is to send no waste to landfill as part of our operations. None. Nothing. Zero. We are actively working towards this and we are moving to 100% recycling (excluding waste sent to incineration for energy generation). This year, we reduced our overall waste to landfill to less than 1.5%. But we know we can do better, and from 2025, factories will send zero waste to landfill.

**Today: <1.5% waste to landfill**  
**Our goal: 0% by 2025**



## Environmental Management

For B Corp, Environmental Management encompasses a whole variety of topics, from EMS (Environmental Management Systems) and product environmental footprint and lifecycle assessments to green building standards and management.

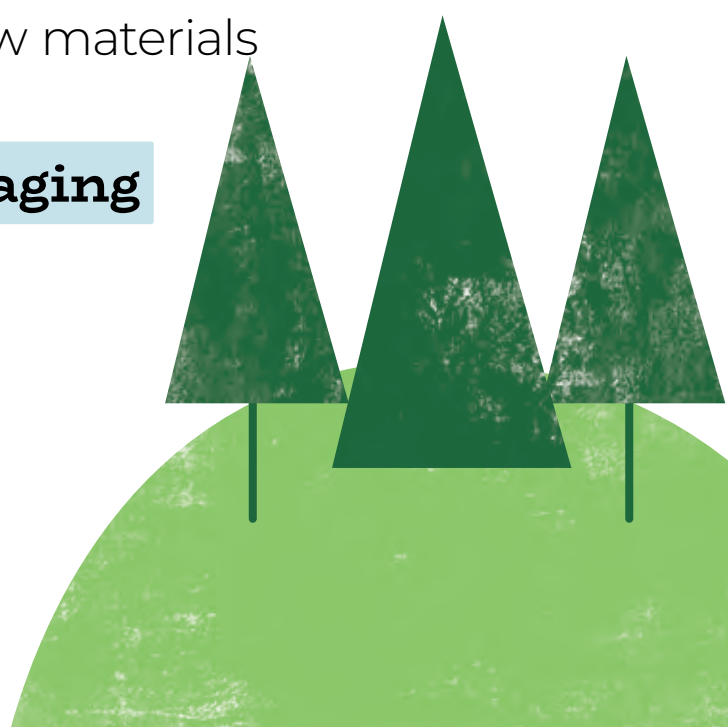
### Green Packaging

Our mantra is reduce, recycle and use renewable materials. By 2030, we have a target that 100% of our packaging will be re-usable, recyclable or compostable. At the end of 2022, we had reached 83% of recyclable packaging on three-quarters of its scope.

**To achieve significant environmental impact reductions, we are focusing on:**

1. Reducing weight of packaging
2. Improving recyclability
3. Promoting use of renewable raw materials

**Today: 83% of recycled packaging**  
**Target: 100% by 2030**



### Case study

## Reuse is possible!



Ecotone is a pioneer in the ReUse program, a multi-stakeholder partnership launched in 2021 to produce the first reusable standard packaging for mass consumption.

It was initiated by Citeo (a not-for-profit, mission-led organization created by companies in the consumer goods and distribution sector to reduce the environmental impact of their packaging and paper) and manufacturers and distributors of agri-food sector around the ReUse collective. The goal is to achieve 10% reused packaging by 2027 and strengthen the circular economy of household packaging.

**The first companies, including Ecotone, are already committed to testing the standard glass packaging** as soon as it's available in late 2023.

The next steps are to apply a national reuse system to mass distribution, meet economic and ecological objectives, and enable access to consumers.



# Energy

The war in Ukraine has had a major impact at our production facilities and the energy costs. In 2022, lower production volumes generated shorter runs and more frequent changeovers, which had a big impact on the energy usage. It looks likely that these challenges will continue through 2023.

We have been working on an energy efficiency pilot project with Schneider. We carried out audits in three factories to find out where the energy is used and how to improve efficiency. We also reviewed energy costs, looking at possibilities for central energy purchasing.

# Our ecosystem to foster food for biodiversity

We are working hand in hand with well-known and global organisations to foster biodiversity protection and social and environmental change in the sector.

## Certifications:

B Corp, AB, EU Organic, Bioland, Bio Suisse, Fair for Life, Fairtrade, RSPO, BioEd, Great Place to Work, WELL



## Frameworks:

Science Based Targets, Science Based Targets for Nature, ISO, CDP



## Institutions:

We are active members of the main organic and food organisations in each country we have offices.



# Community

The Community Impact Area focuses on a company's positive impact and engagement with the communities in which it operates, hires from and sources from. The Impact Topics here include Diversity, Equity and Inclusion; Economic Impact; Civic Engagement; Charitable Giving; and Supply Chain Management. In this area, B Corp also recognizes business models that are designed to address specific community-oriented problems, such as alleviating poverty through fair trade sourcing – and this is one of IBMs that Ecotone unlocked.

## Supply Chain Poverty Alleviation



This is an important IBM for Ecotone. Why? Because it's related to two business practices that are at the very core of what we do. One of these is the percentage of Fairtrade products in our purchase turnover (PTO). The other is the percentage PTO from suppliers that benefit from our capacity building support. This could include a whole range of initiatives to help develop and strengthen the skills, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive.



### Fairtrade

The Fairtrade standard guarantees that producers are being paid a fair and stable price for their products, which means they can develop their business and work their way to a better future. Our Fairtrade chains involve purposeful brands such as Alter Eco, Clipper, Bonneterre, Danival and Destination.

We want to make sure our approach is as robust as possible. So, how do we do this? We rely on recognised certifications – such as Fairtrade Max Havelaar, Ecocert Fair for Life and Biopartenaire. We also pay the Fairtrade Premium when applicable.

Community standards in education, health, and housing are areas where this additional funding empowers producers to make investments. They have the flexibility to channel these funds into projects that enhance their cooperative, such as agronomic advice and plant

improvements, fostering overall improvement. We're going the extra mile to help our communities thrive.

Our combination of organic and Fairtrade labels provides economic, ethical and environmental guarantees. In 2022, we assessed the environmental commitments of our main Fairtrade coffee and cocoa sectors, the vast majority of which were qualified as 'biodiversity friendly'.

**Today: 11% turnover from Fairtrade products**  
**Target: maintaining and improving our participation in Fairtrade chains**

#### Fairtrade certifications



#### Our Fairtrade brands



## Case study

## La finca humana: the human farm awareness

Over in Honduras, one of our suppliers – COMSA – has its values firmly rooted in Elías Sanchez’s philosophy of La Finca Humana (The Human Farm).

It’s a fascinating philosophy that states that to form a new society and new way of doing things, we need to observe, think and reflect for ourselves. And we need collaboration, not competition. Working together rather than against each other.

COMSA shares this philosophy through a series of workshops where participants are led on a journey to understand the importance of changing the way we think. It all focuses on the 5Ms: matter, micro-organisms, minerals, living molecules and grey matter (i.e. the human brain). The changes that need to happen are mainly in the human brain, which is why COMSA calls organic farming ‘the human farm’.

And COMSA’s farm – Finca La Fortaleza – embodies its holistic approach to farming and development. Here, the company experiments with different coffee varieties and farming techniques; trains co-op members on the best farming practices; and manufactures organic fertilizer. They’re spreading the word and changing farming, one seed at a time!

**“We must first plant the seed in the human mind, then in the farm.”**



“

COMSA International school is 100% funded by the Fairtrade Premium. It uses the power of education as a means of development – teaching children and young people about the importance of respecting, caring for and working in harmony with the environment.

”



### LOOKING AHEAD

- Find ways to improve Ecotone’s positive local economic impact (e.g. ensure job growth, increase spending with local suppliers).
- Increase the amount of donations to charitable/community organizations (revenue and/or employee volunteering time).
- Increase the percentage of suppliers with programs to improve impact (Fairtrade certification, Ecotone ‘Goodbuy’ sourcing programme, agrichains fostering biodiversity etc.).
- Develop an approach to assess and uplift diverse communities, considering factors such as ethnicity, race, sexual orientation, age, gender, and more.





# Diversity, Equity and Inclusion

Under this Impact Topic, B Corp looks at diversity in the workforce, leadership roles and suppliers, evaluating age, gender and underrepresented groups. Of course, it's not just about the current workforce, it covers the hiring process, employee retention and progression and the highest-to-lowest pay ratio across the business. Ecotone scored particularly highly for women's representation in the workforce, leadership roles and on the Board, as well as the diversity of ages across the entire workforce. All good progress that shows we're heading in the right direction.

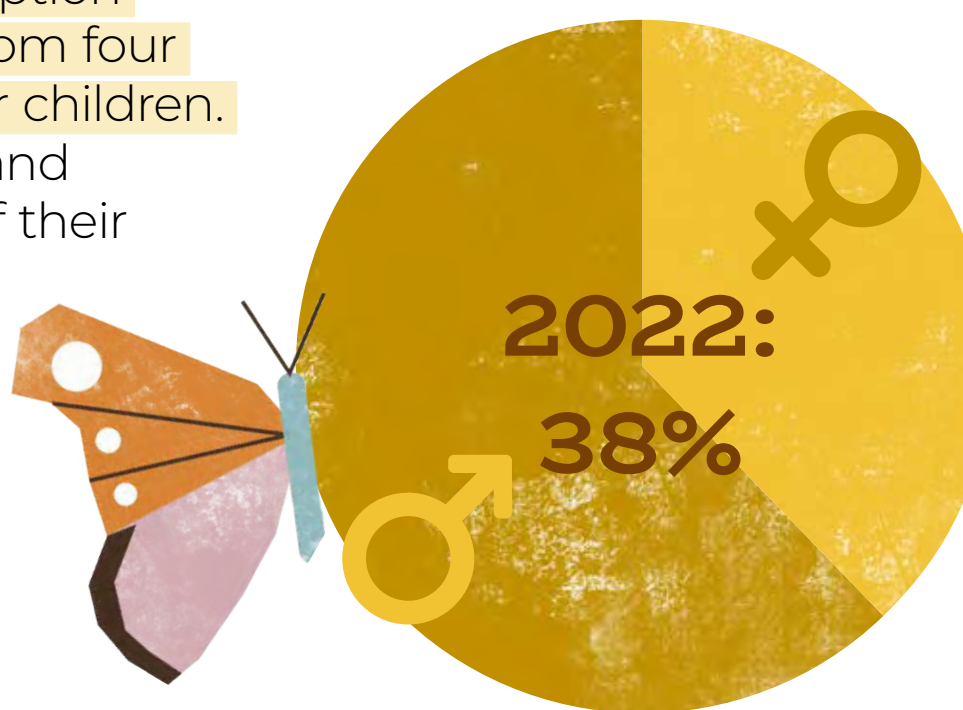
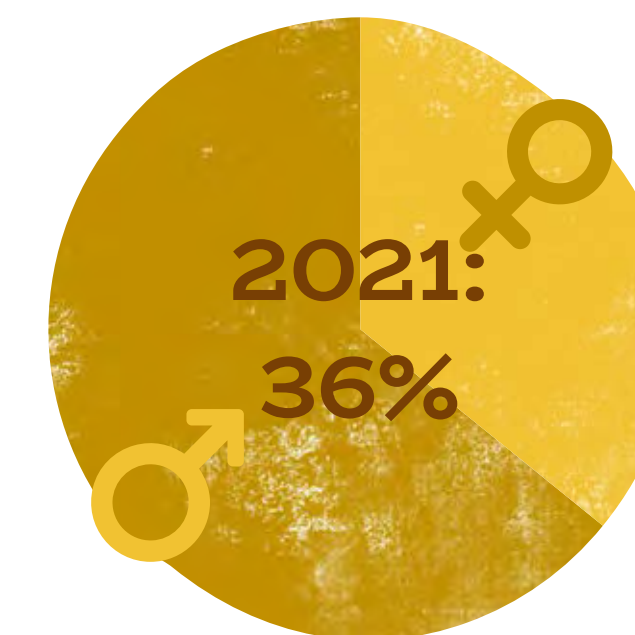
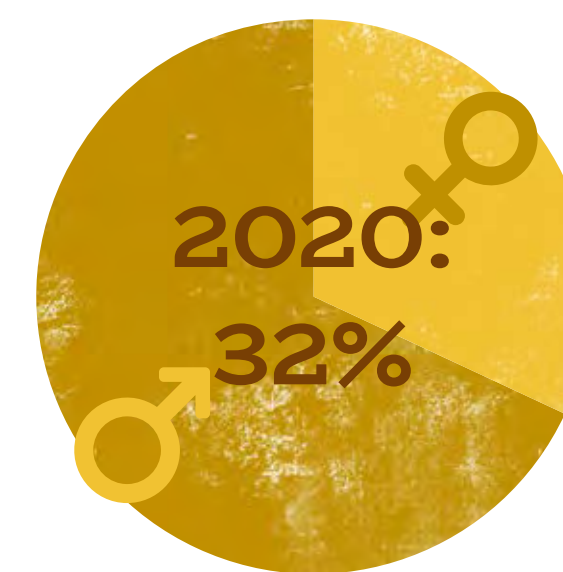
Our diversity and inclusion programs are both combined under the I'mIN program. **Here we focus on two areas: gender diversity and gender balance, and social background. We are actively building a diverse and inclusive workplace that avoids conscious and unconscious bias;** which includes people whatever their age, gender, sexual orientation, race/ethnicity, religion, disability, background, perspective, experience; that nurtures and embrace differences; where people are respected, valued and heard; and which aligns with our biodiversity mission. It's our way of creating a just and inclusive economy where people from every walk of life can thrive.

And here's just one example. We strengthened our global Parental Policy in 2022 by extending paternity and partner leave to a minimum of four weeks. All parents, without exception and whatever their personal circumstances, benefit from four weeks minimum leave at the birth or adoption of their children. This is designed to provide a better work-life balance and to promote equality among employees, irrespective of their personal circumstances.

**In 2022, women held 38% of Senior Leadership positions, an increase from 36% in 2021. Our target is still 50% by 2025 and our approach to recruitment, talent management and succession planning are critical to attract, hire and develop women in our business.**



## Women in Senior Leadership positions



## Economic Impact

The topic of Economic Impact does exactly what it says – focussing on the economic impact a company has on its surroundings. We know that Ecotone has some room for improvement when it comes to economic impact, but it's tricky for us to evaluate for a couple of reasons. First up, some of the measurements are influenced by the economic context, for example job growth rate in the last twelve months, which can be difficult to anticipate. Secondly, as a global operation, Ecotone embraces vast opportunities for impactful improvements, although some may necessitate considerable effort.

## Civic Engagement and Giving

Here, B Corp is looking at how much companies and their employees are giving back to the community. This includes charitable donations and support, employee volunteering and community service, and policy advocacy for social and environmental standards.

### **Ecotone has a strong Corporate Citizenship Program.**

In fact, volunteering is high on our list of priorities, and we're always looking at ways to strengthen partnerships and involve more colleagues, while at the same time touching the lives of more young and talented people.



## Case study

# Inspiring the next generation



**In 2022, a remarkable 35 initiatives took place across Europe, engaging approximately 200 dedicated Ecotone employees and inspiring hundreds of young people. Ecotone's initiatives in Europe demonstrate our dedication to social impact and community engagement.**

In the UK, we partnered with schools and My Big Career, supporting students and breaking barriers to social mobility. In Italy, collaboration with schools on the 'ABAFOODS – I'M IN!' project raised awareness of inclusion and diversity, while donations benefited disadvantaged families and primary schools. In Spain, we offered internships, promoted healthy food in schools, collaborated with high schools, and made multiple donations to foundations. In France, volunteers worked with organizations to support underprivileged youth, entrepreneurship, diverse food, and disability inclusion. In the Benelux, partnerships with JINC, the food bank, and JOGG inspired students, supported community health, and funded playgrounds.



## Case study

## Focus on citizen awareness

**Building on the French pesticides map launched in 2021, we're working on another impact awareness tool that targets general audience and will be unveiled in 2023.**

Just to recap, we partnered with Solagro to successfully launch the first interactive pesticide map of France, which is accessible online. This map enables users to zoom in on each municipality and access data on pesticide usage, categorized by treatment type and crop. Over the course of its first year, the pesticide map gained a significant response, with approximately 400,000 website visits, which is over 1,000 visits per day! Moreover, the demand for additional data from over 150 institutions highlights its immense value. This achievement is the motivation we needed to replicate this initiative in other European countries.



## Case study

## Supply Chain Management

This Impact Topic looks squarely at our relationship with suppliers – length of time, policies, practices, accountability and any support provided.

In 2022, we turned our attention to the upcoming Human Rights and Environmental Due Diligence Regulations and revamped our policies to meet these. It's really important that everyone impacted by these policies is involved, so we engaged an external consultant and carried out a deep dive into our ways of working, ethical risk assessments, corrective actions and remediation.

As a result we updated our supplier Code of Conduct and Responsible Sourcing Policy. The Supplier Code of Conduct engages suppliers to align to the upcoming Due Diligence requirements, to respect the fundamental rules of the ILO and to register on the Sedex platform and fill in the Sedex Self Assessment Questionnaire to prove their compliance with labour requirements, health and safety, the environment and business ethics.

The Responsible Sourcing Policy engages our suppliers to align with our vision and commitments in terms of responsible sourcing. This includes the 'Goodbuy' program, which highlights five criteria to improve the supplier's biodiversity footprint by tracking data, fixing targets, and building an action plan on: energy intensity including % of renewable electricity, water intensity (m<sup>3</sup>/tons), waste to landfill, carbon intensity, and gender parity in boards.

We also worked with other teams to agree the best ways of working – rolling out Sedex to all suppliers as a requirement and using the Sedex Radar tool to ethically risk assess our supply chains and take effective action in high risk cases.

And we are currently making the policies and procedures available to relevant staff and training teams. All frontline staff will receive training in the new social and legal requirements by the end of 2023.

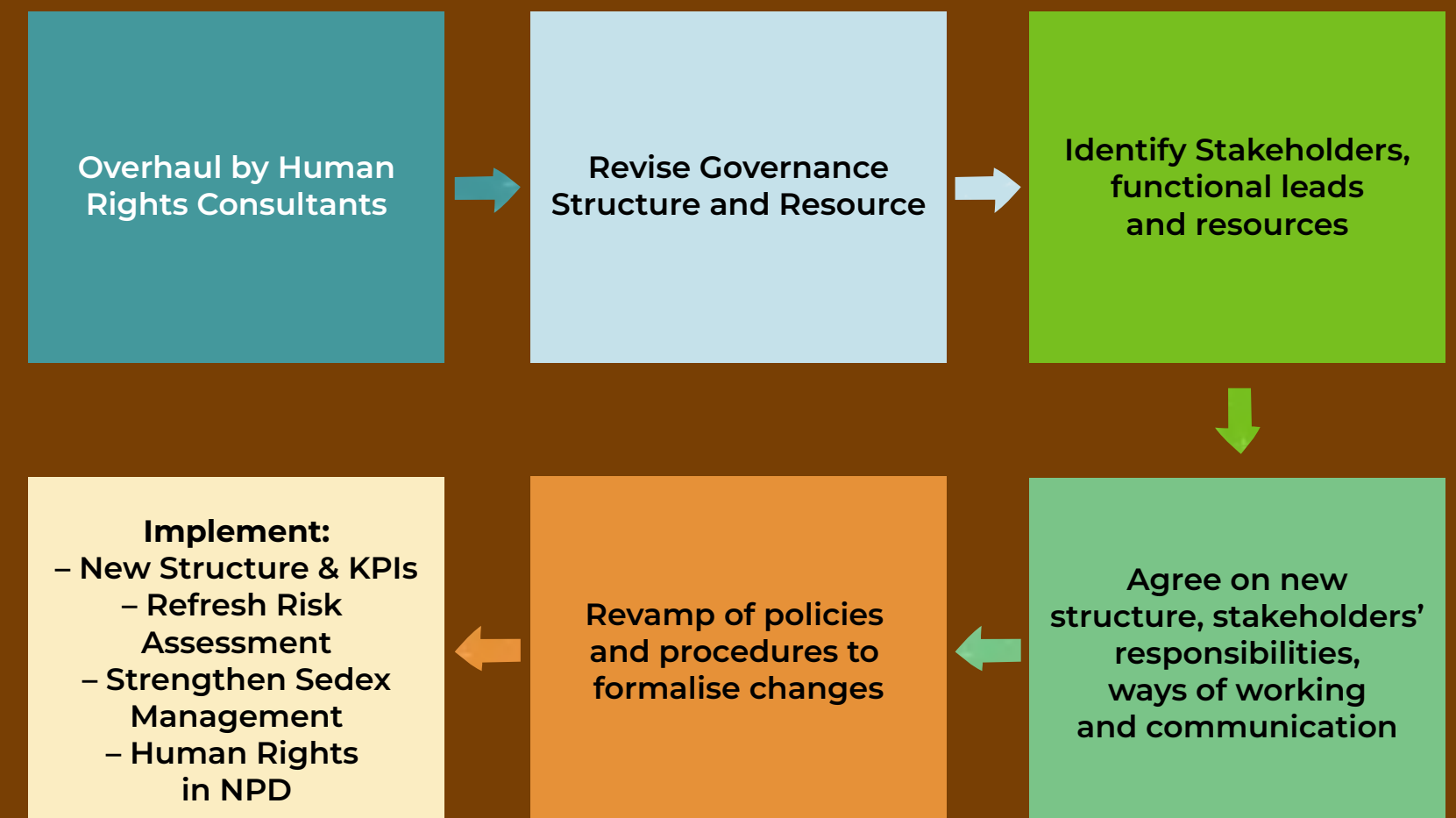
## Case study

## Ethical risk management

In 2022 we reviewed our Ethical Trade system with the help of external Human Rights consultants. We revised our governance structure, identified stakeholders, agreed their responsibilities and ways of working, and revamped our ethical policies and procedures. As a result, we have a new structure, formal KPIs and strengthened ethical risk assessment process.

**Here is the process we went through:**

### Ecotone's Ethical Trade Revamp 2022



# Customers

The Customers Impact Area evaluates a company's value to its direct customers and the consumers of its products or services. That's the people that buy, eat, drink and enjoy what our producers make.

## Customer stewardship

This Impact Topic covers areas such as ethical and positive marketing, warranty and quality assurance of products and services, data privacy and security. And at Ecotone, we're really strong on all of these. Every year, we audit 73% of our significant suppliers on quality. And data privacy is of the utmost importance to us. We strictly adhere to all European laws and regulations in this regard. Our exceptional legal team diligently examines every single file to prevent any GDPR (General Data Protection Regulation) violations. They take data privacy seriously and leave no room for any foul play.

In 2022, we proudly disclosed our Ethical Marketing Policy, embodying our unwavering commitment to honesty and transparency. Our policy guides our marketing efforts to always reflect the truth and promote a lifestyle of healthy, sustainable nutrition that fosters biodiversity. It emphasizes the importance of respecting applicable laws, being transparent about our products' benefits, and refraining from misleading claims. We prioritize consumer privacy, respect human rights, and work with like-minded suppliers and partners. As the media landscape evolves, we regularly review and adapt our commitments to ensure our marketing aligns with our values and the changing world around us.



## Case study

# Collective commitment to food transition

The new Food Transition Pact is a shared commitment between Carrefour and its partner suppliers. It sets out their commitment to the food transition, focusing on five priority issues – packaging, biodiversity, healthier choices, healthier products, and climate. The aim is to transform the food system. But more importantly for they can offer customers healthy, planet-friendly products at an affordable price. Good food that does good!

## LOOKING AHEAD

- Consider the best approach to making product reviews publicly available.
- Explore the option of publicly disclosing some of our suppliers.



# Governance



This Impact Area evaluates a company's overall mission, ethics, accountability and transparency through topics such as integration of social and environmental goals in employees' performance evaluation, impact reporting and transparency, stakeholder engagement, and more. In 2022, Ecotone made significant progress in all purpose-related topics, with CSR gaining visibility at the corporate and employee levels.

It will come as no surprise that CSR is a key focus for everyone at Ecotone. Every one of our employees has at least one CSR target in their annual performance goals and review. This could be anything from carbon reduction and diversity and inclusion to sustainable sourcing – it all depends on their role and area of interest.

Ecotone is a mission-led company, a status we achieved in October 2020 in recognition of our commitment to social and environmental impacts, not just financial gain. This initiative unlocked the **Mission Lock IBM**, which rewards companies that protect their mission and ability to formally consider stakeholders in decision-making through their corporate structure or corporate governing documents.

The status of a 'société à mission' is defined according to the French Law 'PACTE' (action plan for growth and business transformation). Ecotone's mission, within the meaning of Article 1835 of the French Civil Code, is: 'Promoting food that is good for people and biodiversity'.

**To become a mission-led company, Ecotone fulfilled four requirements:**

1. Define a purpose, a mission in the Articles of Association
2. Set commitments, social and environmental objectives
3. Create a company Mission Committee to monitor the execution of the mission
4. Appoint an independent third party to verify the proper execution of the mission



**Read the 2022 Mission Report at the end of this report!**



## LOOKING AHEAD

**– Increase CSR visibility at both corporate and employee level (training, performance evaluation targets, corporate commitments towards biodiversity etc.).**



# Workers

In the Workers Impact Area, B Corp evaluates a company's contributions to the Financial Security; Health, Wellness and Safety; Career Development; and Engagement and Satisfaction of its employees. It's all about recognizing business models that truly benefit employees.

## Engagement and Satisfaction

B Corp looks at several topics in this area, such as employee satisfaction, worker empowerment, paid days off, workplace flexibility and so on. At Ecotone, we use the independent **Great Place to Work (GPTW) certification** to identify and address these issues. And we're very happy to say that – according to the GPTW results – **Ecotone is a great place to work!**

The GPTW score is based on an anonymous survey – the Trust Index – sent to all employees. It asks around 60 questions based on GPTW's five-dimensional model: trust, maximising human potential, values, leadership effectiveness and innovation.

But we're not stopping there. To go further, we have submitted a cultural audit to GPTW, which sums up our managerial practices, in order to become best workplace laureate. And to make sure we continue being a great place to work, **we collect feedback from staff every year to make sure we focus on the right issues and create an even better place to work.**

Across Ecotone we also have a range of wellbeing initiatives. This year we focused on increasing communications, raising awareness and improving accessibility to what we offer so that everyone can take advantage and make steps to healthier habits.

**Great Place to Work 'Trust Index'** – the next scores are due in late 2023. Stay tuned!

**Our goal: continuous improvement!**

Great  
Place  
To  
Work®



## Health, Wellness and Safety

In this Impact Topic, B Corp considered employees' access to healthcare and secondary healthcare benefits (as provided by Ecotone), any safety practices in place and how Ecotone protects its workers' environment in terms of air quality, exposure to hazardous materials and so on. Our strong employee benefit program on health and wellbeing meant we scored highly in this topic.

Ecotone is fully committed to zero work accidents. We believe that all accidents can be prevented and it's down to everyone to protect health and safety in the work environment and beyond. And yes, by everyone, we mean everyone! Employees, visitors, contractors and other third-party workers. They should all have a safe work environment where they want to be, stay and grow. We also promote this vision of zero work accidents across our supply chains through our Supplier Code of Conduct.

Sharing incidents, early intervention and training is all helping to prevent incidents before they even occur. We're constantly learning from and monitoring incidents (reactive) as well as adhering to HSE standards (proactive). And the results speak for themselves – in 2022, days lost through accidents was down 13% compared to the year before. We're creating a safer place to work for everyone.

Any major decisions that influence Health, Safety and Environment are taken by our leadership team. Early in 2023, we invested in a culture change program, targeting all factory employees and empowering Site Leadership Teams to commit to this culture change.

**Today: 13% reduction (four accidents) in lost days (compared to 2021)**

**Target: zero work accidents with lost days**



## Career Development

All employees can advance their careers at Ecotone, with the rate of internal promotions in 2022 standing at almost 30%. B Corp rewards anything above 15%, showing a real commitment to professional growth and staff retention.

We also have a focus on training, providing the opportunities for our employees to learn new skills, gain knowledge and help them get to where they want to be in their careers. All our employees have round-the-clock access to our e-learning platform in their native language. We currently offer approximately 12,000 titles encompassing all kinds of content such as e-learning modules, talks, podcasts, books, audiobooks, and more. This content is delivered through a combination of external partnerships and our in-house e-learning materials, with approximately 300 titles developed internally.

This year saw a high participation in our various onsite and e-learning training programmes with over 21,000 hours spent learning new knowledge and skills.

### LOOKING AHEAD

- Consider aligning wage and benefit practices to the highest standards across all Ecotone companies (e.g. healthcare, retirement, paid leave, bonus, wellness incentives etc.).
- Consider increasing opportunities for training (new starters and existing employees).





# Our Foundation at the forefront of biodiversity restoration and protection



# Ecotone Foundation

Here at Ecotone, we are driven to create genuine positive change in our mission to increase biodiversity.

And we do with through the wonderful work of our Ecotone Foundation. As a charitable body it is funded directly by Ecotone and overseen by the experts at Fondation de France.

## The Foundation aims to improve biodiversity through three key approaches:

1. Restoring ecosystems through specific field projects, such as reforestation and restoration of mixed natural habitats.
2. Fostering knowledge and building our understanding of how diet and biodiversity are connected.
3. Raising awareness around biodiversity issues among the general public.



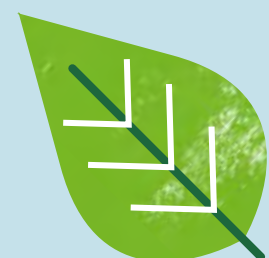
## LOOKING FORWARD

— Scale up the Ecotone Foundation's efforts at the European level in 2023 (following strategy and plans developed in 2022) to expand its reach and impact.





Focus on the projected diet of the French in the Afterres2050 scenario



### Towards more sobriety

- **Reducing** food consumption: by **a factor of 3** (in energy value), by **a factor of 2** (in protein value)
- Reduction by **a factor of 2** of food losses and wastage



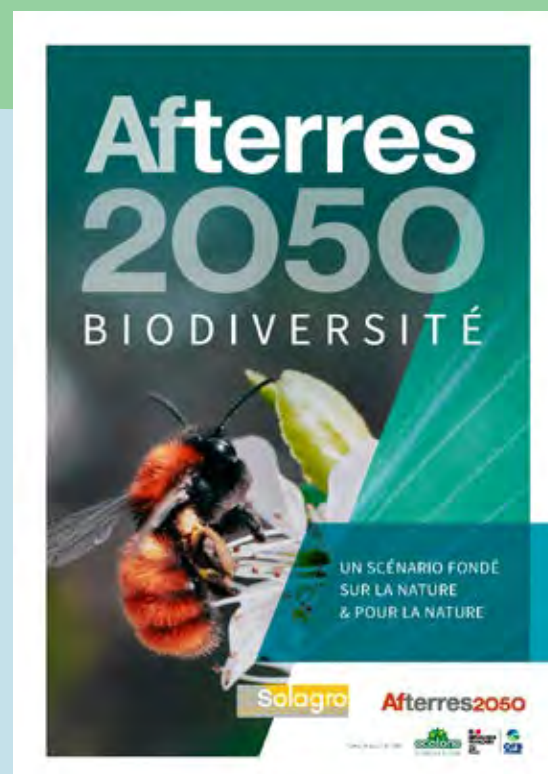
### Better for health

- **Reduction by 5%** in body mass index (BMI)



### Better for the environment

- **Reduction** in the amount of animal proteins: **50% reduction** in meat consumption **20% reduction** in dairy product consumption
- **Increase** in consumption of **vegetable plant proteins**: consumption of legumes **x5**
- **65% increase** in consumption of shellfish
- **75% reduction** in fish consumption



## Case study

# Afterres2050 Scenario

In 2022, and supported by Fondation Ecotone, the Solagro association released an updated version of its 'Afterres2050 scenario'. It proposes nature-based solutions that can be implemented immediately, alongside the adoption of environmentally friendly agro-ecology practices.

Afterres2050 is a prospective agricultural and food scenario. It offers a systemic approach to address major agricultural, forestry and food challenges in France. This latest version emphasizes the interconnections between biodiversity preservation, energy transition, agricultural practices and diets. The scenario calls upon all stakeholders in the food system to shift towards more sustainable practices, presenting eight distinct objectives:

- **Maintain and restore natural habitats**
- **Improve the protection and utilization of forests**
- **Halt artificialization**
- **Promote widespread adoption of agro-ecology**
- **Reduce the intensity and scale of livestock farming**
- **Stop imported deforestation**
- **Combat climate change**
- **Put an end to the over-exploitation of marine resources.**



# Looking to the future

“

**What are the three key priorities for Ecotone in 2022-23?**

Our key priorities are to execute our roadmap, protecting, growing, and cherishing biodiversity to achieve our targets. We will educate consumers about the benefits of organic and plant-based options, while providing them with easy tools to measure the true impact of their food choices. Additionally, we will engage our employees to increase their knowledge about biodiversity and empower them to drive change.

**Emilie Lowenbach,  
Sustainability and Communications Director**

**Stendert Krommendam,  
Group HR Director, Sustainability and Communication**

**In terms of B Corp, what are the next steps to maintain – and even improve – your score?**

To maintain and improve our B Corp score, we will not only collaborate with each function and department to analyze the last B Corp certification, identifying areas for potential improvement, but we will also actively reach out and engage with other B Corp companies. By fostering collaboration and knowledge-sharing, particularly in areas like community initiatives, we aim to learn from their experiences and incorporate their best practices. Defining consistent priorities, setting targets, and tracking progress across all dimensions of B Corp remain crucial aspects of our continuous improvement journey.

**How would you like to see the food industry change in the next five years?**

Considering that 70% of the loss of terrestrial biodiversity is linked to our food system, which serves as the biggest driver of biodiversity erosion, we call for a clear and genuine commitment to change. In addition to that, we believe it would be remarkable to witness an increasing number of consumers prioritizing their own health by embracing organic options and adopting a reduced animal-protein approach. Even if everyone could take the initial step of cutting at least 50% of their meat consumption, it would have a substantial and positive impact on the entire value chain, fostering biodiversity conservation and addressing climate concerns. We firmly reject greenwashing and empty rhetoric, urging for tangible actions to transform the food system. It is imperative that we act swiftly and decisively to preserve biodiversity and secure a sustainable future.

Last but not least, all companies should measure their pesticide footprint like they measure their carbon footprint!

”



# Corporate social responsibility dashboard



# CSR dashboard

## Our core mission

Focus on 10 Core KPIs	2021	2022	Target 2025	Target 2030
Organic (% TO)	79%	79%	85%	90%
Vegetarian (% TO)	96%	97%	>95%	>95%
Alternative ingredients (%)	64%	66%	66%	> 67%
Strategic raw material agrichains fostering biodiversity	–	8%	20%	33%
Number of active iconic ecosystem restoration projects	2*	3*	3 per year	3 per year
Employees committed to deliver our mission****	88%	–	Continuous improvement	Continuous improvement
B Corp score (100% turnover)	91.7	116,5	TBD	TBD
Recyclable packaging items (%)	73%**	83%**	100%	100%
Carbon intensity Scopes 1,2,3 (tonnes of CO <sub>2</sub> /k€)	0,426	0,591***	0,35	0,25
Women in senior leadership (%)	36%	38%	50%	50%

\*French scope of foundation

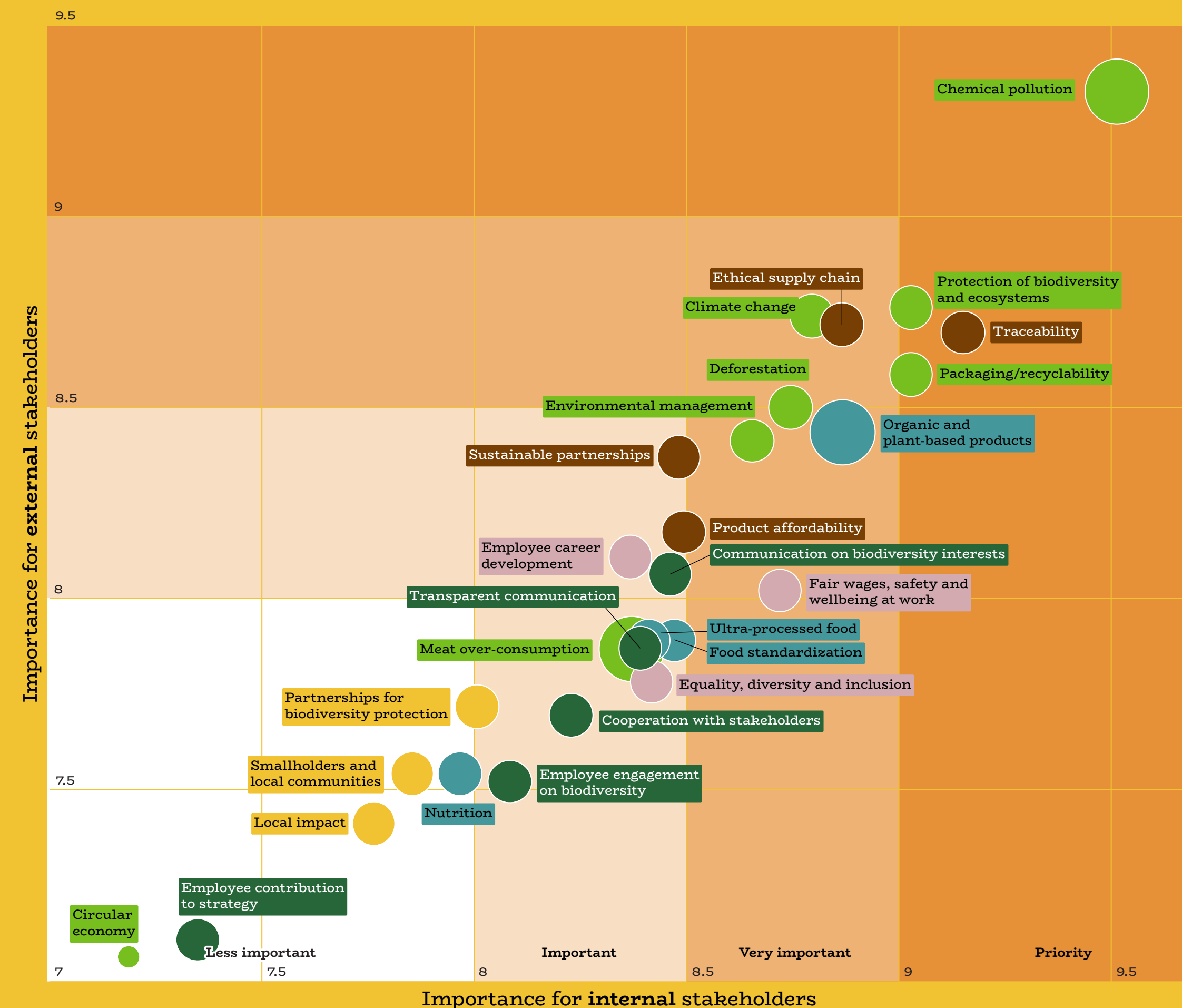
\*\*Covers BBCie + core categories

\*\*\*Change of methodology in 2022 (updated emissions factors, third-party supplier emission added, new raw material calculation methodology)

\*\*\*\* Great Place To Work survey

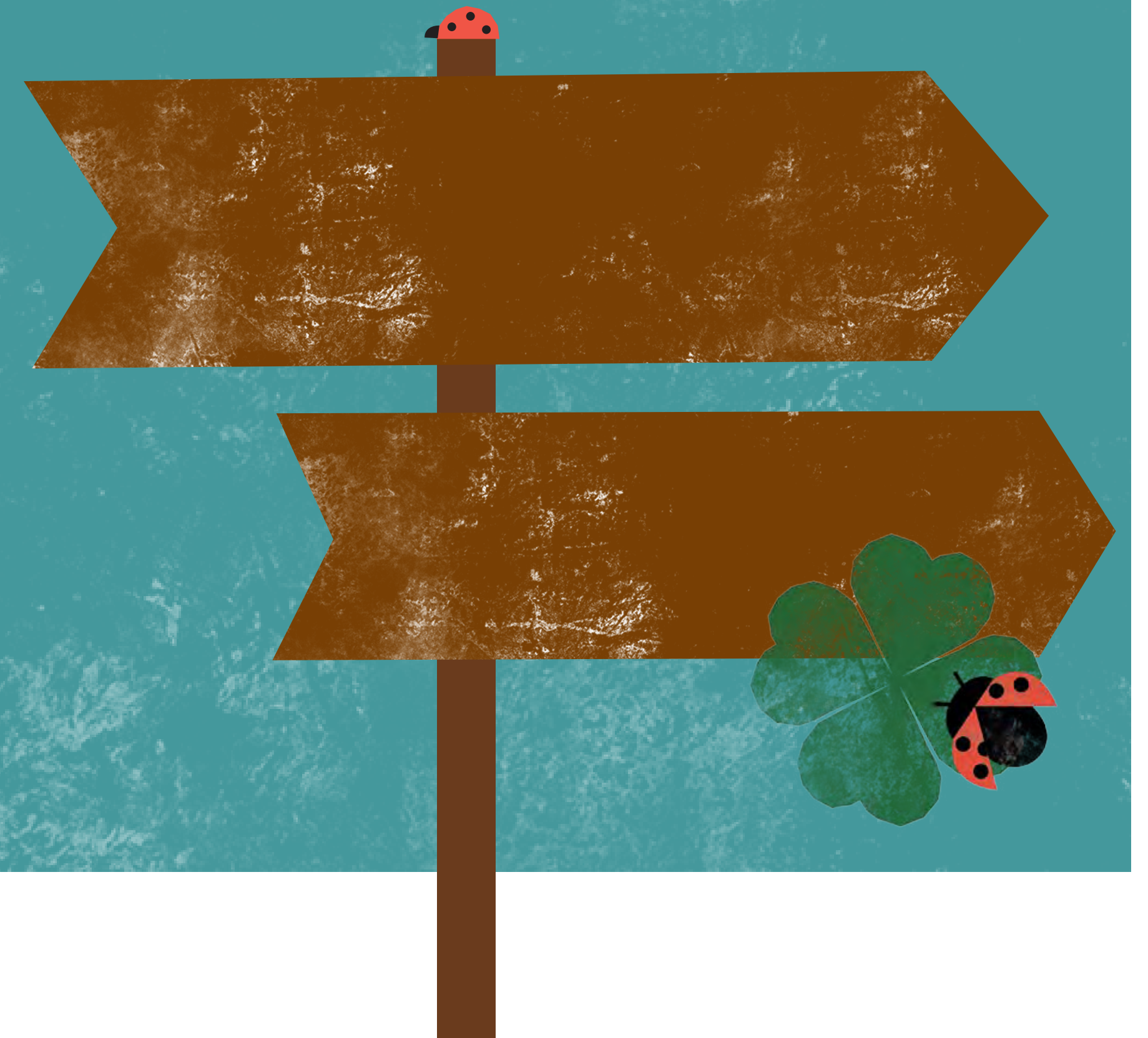


# The materiality matrix



# Our purposeful brands

Mission driven,  
proud to be B Corp



# Focus on 10 purposeful brands in the Ecotone Family



Present in nearly one in two households, **Bjorg** is the leader and pioneer of the organic market in France, with a focus on healthier, more balanced quality foods spanning dairy-free drinks, vegetable cooking aids, breakfast cereals, biscuits and meat alternatives.



**Alter Eco** is the pioneer of fair trade and organic chocolate and coffee in France. It has been working with farmers for decades on regenerating ecosystems, reversing climate change and better living conditions. And the chocolate tastes amazing.



**Clipper** is the UK's first and largest fair trade and organic tea brand and now a household favourite in more than 50 countries across Europe and the world. It was the first to introduce unbleached, non-GM and fully biodegradable tea bags of which it now sells more than 1bn a year. The winner of more than 60 Great Taste Awards in 20 years, Clipper's commitment is to always be natural, fair & delicious.



**Bonneterre** is organic and better for people and the planet. Created in 1973 by the pioneer Robert Bonneterre, the brand brings human know-how and fruits of the Earth together through organic and tasty recipes. Bonneterre is the most trusted and best-known brand in French health food stores.



**Allos** was established in 1974 on a farm in Drebber, northern Germany. The rural farm remained home to the organic pioneer as the brand kept growing and became market leader for organic cereals, bars and fruit spreads in German health food stores.



Bringing organic food to consumers since 1982, **El Granero** is a trusted and established brand committed to making quality foods for today's consumers and future generations. It has a broad portfolio of more than 500 delicious, high quality and sustainable products. It is why El Granero is the leading organic brand in the health food trade in Spain.



**Zonnatura** has been an organic pioneer since its launch in 1954. It is the number one organic brand in Dutch grocery stores. Zonnatura was one of the first to bring on-trend and functional foods to the grocery channel in the Netherlands. It is still doing this successfully with ingredients like kombucha and its pure ginger juice.



Organic to the roots, plant-based at heart. Since 1999, **Isola Bio** has served organic deliciousness; becoming the number one dairy-alternative brand in health food stores in Italy. A true pioneer, it crafts the healthiest recipes with the finest plant ingredients straight from its own lands – taking care of you and the planet.



Natural and wholesome foods that are good for you and good for the earth, the **Whole Earth** range includes nut butters, cereals and sauces made with all-natural ingredients. Whole Earth is the UK's number one peanut butter brand, best known for its growing spreads portfolio. It is a proud supporter of the Sumatran Orangutan Society.



**Destination** has sourced the best organic and Fairtrade coffee beans and tea leaves from across the world since 1999. It is the number one organic coffee brand in French health food stores and is dedicated to continuing the traditional French know-how of artisanal coffee roasting at its facility in Bordeaux.

More purposeful brands:  
[www.ecotone.bio](http://www.ecotone.bio)





# Our family of businesses





# Our family of businesses





# Food for biodiversity report

ECOTONE is a simplified joint stock company with a capital of 6 132 610, 29 euros,  
registered in the Lyon Trade and Companies Register under number B 970 502 761.  
Headquarters: 217 chemin du Grand Revoyet 69230 Saint-Genis-Laval, France.

[www.ecotone.bio](http://www.ecotone.bio)

2022



# ecotone

## Mission report

### A mission report... like no other!

Our role as Ecotone's Mission Committee is somewhat unique among mission-led companies. In fact, we can confidently state that Ecotone was already a mission-led company before this legal designation existed. Therefore, the Committee's role goes beyond simply evaluating actions and resources deployed; we serve as strategic advisors, constructive critics, and explorers of new paths and ideas. That's why we have created a mission report that aligns with this vision.

We don't intend for the mission report to replace or compete with the Impact Report. Instead, we see it as a report of surprises and a space for ideas to encourage and support Ecotone's commitment to its mission "Food for Biodiversity". This mission is distinctive, ambitious, and more relevant than ever in light of the major challenges facing humanity today.

Didier Suberbielle,  
President of the Mission Committee

### 2022, a year full of singularity in many ways

Barely emerging from the deep societal and economic upheavals caused by the Covid crisis, the European continent is witnessing war returning to its soil in Ukraine, and the social and economic consequences are quite evident. From an environmental point of view, climate change is continuing its inexorable advance, and this year was also the hottest in France, marked by record rainfall deficit and the disastrous consequences that we know.

The notion of "biodiversity" was also fortunately brought to the forefront of the world stage at COP15. Its continuous and alarming erosion, its very collapse, must be understood by all and fought against. From a sectoral perspective, organic farming has experienced a slowdown in its continuous growth over the last twenty years, even though it is one of the responses to the current environmental crises. The Mission Committee salutes the work of Ecotone's teams who have weathered this context with commitment and determination, without sacrificing the company's mission, "food for biodiversity," which is at the heart of the business model.



# Key figures and timeline

Ecotone became the first European food company to achieve B Corp certification.

The French legal status of “mission-led company” (“société à mission”) was created.

B Corp recertification: Ecotone is the highest-ranking food B Corp among large companies (1000+ employees) and enters the top 10 of large B Corp certified companies worldwide.

4 Ecotone Mission Committee meetings held.

2019

2020

2022

€690m  
turnover

Ecotone became a “mission-led company”.

17+  
committed  
brands

1500+  
employees



# The Mission Committee



**Didier Suberbielle**

chairman of the Mission Committee, founder of DS Participations



**Pierre-Marie Aubert**

external expert, research director at IDDRI



**Céline Bouvier**

internal member, sourcing manager at Ecotone



**Maria Pelletier**

external expert, chairwoman of the non-profit organization Générations Futures



**Thierry Sibieude**

external expert, professor of the Innovation and Social Entrepreneurship Chair at ESSEC

## The link with Ecotone

The Committee welcomes the company's willingness to cooperate and the transparency it demonstrates when technical questions or specific information is requested (on production lines, nutrition, actions to promote biodiversity, etc.).

The Committee also underlines the quality of the initiatives undertaken by Ecotone to translate its mission into concrete and high-impact actions.

1

Ecotone's four commitments analyzed by the Mission Committee

# Improving health and helping to preserve the environment

by offering a portfolio of products, the majority of which are organically grown

The members of the Committee have noted that the organic sector still needs to justify its legitimacy vis-à-vis non-organic and chemically polluting agriculture. It is surprising, to say the least, that this sector is frequently attacked and questioned despite being the only label that guarantees the non-use of chemical pesticides, with specifications that are both restrictive and beneficial for the environment, health, and animal welfare.

## FOCUS:

The Committee has observed that while the share of organic in the turnover is already high, it has not progressed significantly in the current context. To address this, Ecotone has undertaken various initiatives to clarify the organic commitment to consumers and public authorities (pesticides map release). However, the Committee urges the company to further defend the organic sector, given its leadership role.

## KPI:

In 2022, Ecotone continued to actively defend and promote the sector through various measures, such as communication campaigns for organic brands and participation on the board of directors of the sector's umbrella organization, 'Maison de la Bio'.

In 2023, the company plans to build upon these successful initiatives by implementing a targeted influence plan. This will involve regular public statements and communication efforts aimed at raising awareness among the general public about the benefits of organic agriculture and the importance of supporting the sector's growth and development.

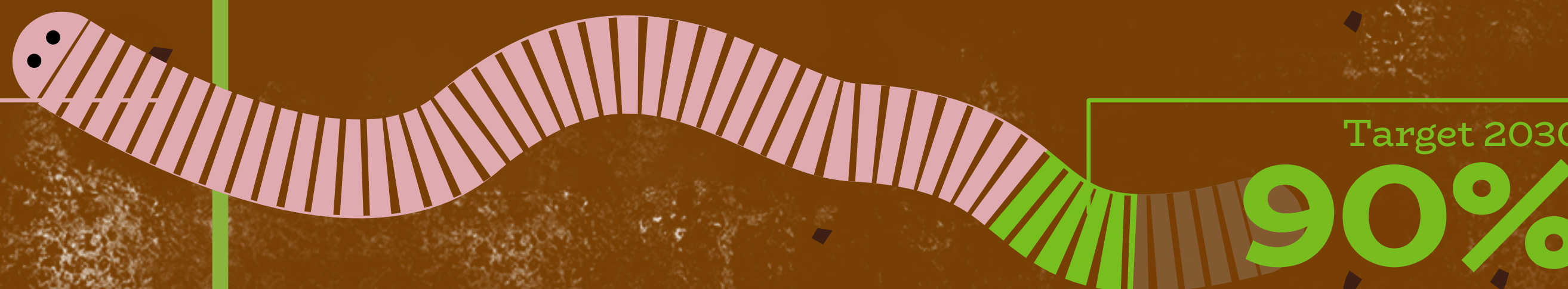
2022:

79%

of Ecotone's revenue comes from the sale of organic products

Target 2030:

90%



# Encouraging Food and Agricultural Biodiversity

by diversifying the plant species in our recipes

The Committee recognizes that Ecotone has made significant progress towards achieving its goals for promoting food and agricultural biodiversity, particularly in terms of offering a wider range of plant-based products and incorporating more diverse plant species into its recipes. The Committee also acknowledges the company's various initiatives, such as introducing innovative products that contain cereals and alternative plant species.

## FOCUS:

Regarding the issue of environmental labeling, which enables consumers to easily access information about a product's environmental impact, the Committee encourages Ecotone to promote the "Planet Score" at the European level, a rating system that is highly favored by consumers. Ecotone currently supports this initiative.

## KPI:

In 2023, Ecotone plans to continue implementing its action plan by category in order to achieve its objectives. Additionally, the company has renewed its membership to the European Plant-based Foods Association (ENSA), one of the primary organizations in the European plant-based sector.

2022:

**97%**

of revenue comes from  
vegetarian products

Target 2030:

**95%+**

2022:

**66%**

of alternative  
ingredients\*

Target 2030:

**67%+**

\*% of net weight of products, excluding water



# Encouraging the preservation of wild biodiversity and ecosystem restoration

## through biodiversity-friendly agricultural practices

The Committee acknowledges Ecotone's efforts towards achieving this commitment, particularly in expanding the use of biodiversity-friendly agricultural practices and promoting awareness of the importance of preserving wild biodiversity. The company has developed a unique and pioneering biodiversity agrichain program along with various actions such as providing financial and technical support to its sectors, building long-term partnerships with its producing and supplying structures, and conducting regular audits.

### FOCUS:

The Committee commends the high quality and technical level of Ecotone's "biodiversity assessment" grid developed by the agrichain team. It recommends that this evaluation methodology be made public to serve as a model for other companies.

### KPI:

In 2023, Ecotone will continue its strategic roadmap for the preservation of biodiversity through its raw materials with positive outcomes and new initiatives launched, such as in the rice, cocoa, coffee, and tea sectors.

2022:

8%

of strategic raw materials grown with advanced agro practices were purchased\*

Target 2030:

33%

2022: the Foundation chose

3

iconic ecosystem restoration projects to support over three years with high financial support and outreach

Target 2030:

3

per year

# Raising awareness and engaging our employees in achieving our mission

The Committee has taken note of the measures that Ecotone has implemented to involve its employees in the company's values, such as supporting skill development related to societal commitment.



## FOCUS:

The Committee recommends that Ecotone should further strengthen its efforts to engage employees in contributing to the common good. Specifically, the company should encourage its employees to become both advocates (i.e. to actively participate) and ambassadors (i.e. to advocate for and promote) of the broader mission to promote sustainability and ecological responsibility.

## KPI:

Percentage of employees committed to our mission (% of positive responses to the question "I am committed to fulfilling our mission: Nurturing Biodiversity").

We can expect to ascertain the results in 2023, as the information is not yet available.



# Ecotone other commitments

In addition to the four mission-oriented objectives, Ecotone is committed to environmentally friendly packaging, reducing its carbon footprint, and promoting healthy nutrition.

Throughout 2022, the Committee observed and reviewed Ecotone's progress and achievements in other important areas of its commitments, such as implementing planet-friendly packaging solutions, reducing carbon footprint and related initiatives, and fulfilling the company's commitments on promoting healthy nutrition in its products.

## What's next for B Corp?

The Committee congratulates Ecotone on its B Corp certification and score, placing it first in the world in its category. However, it recommends conducting an evaluation during the next recertification in 2025 to ensure that this label still aligns with Ecotone's ambitions and activities. The Committee also encourages Ecotone to maintain vigilance with the B Lab organization and its requirements for the B Corp certification, in order for the movement to grow with integrity.



For more details on Ecotone's actions, please refer to the Impact Report.

# Conclusion summary

The Committee is pleased to note that Ecotone has taken its recommendations into account, particularly in terms of defending and promoting the organic sector. The Committee welcomes the company's dynamic approach, which has been stepped up in recent months, at a time when the organic market as a whole is facing an economic slowdown and attacks that are largely unfounded.

On various subjects, such as employee commitment, agronomic practices, environmental labeling, and B Corp certification, the Committee, as a critical body, is satisfied with the detailed answers provided by Ecotone, as well as the action plans presented.

The Committee will remain vigilant to ensure that the company continues on this exemplary path, as it is its responsibility as a leader in its sector, both in France and Europe.

