



MAKING THE SUGAR WORLD A BETTER PLACE

THE EU SUGAR INDUSTRY
CORPORATE SOCIAL RESPONSIBILITY REPORT

2014





ABOUT THIS CORPORATE SOCIAL RESPONSIBILITY REPORT

This is the 12th annual implementation report of the CSR Code of Conduct signed in 2003 by the European Federation of Trade Unions in the Food, Agriculture and Tourism sectors (EFFAT) and the European Association of Sugar Producers (CEFS).

The EU Sugar Industry CSR Report is adopted through an extensive consultation process whose purpose is not only to report but also to explore issues of common interest, to disseminate information on best practices while creating a spirit of collaboration and contributing to the capacity building of social partners in the face of current and emerging challenges for the sector.

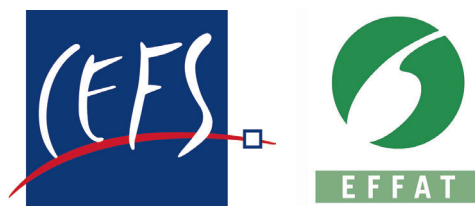
The procedure for the adoption of this report is as follows: Every year, in September-October, CEFS and EFFAT Secretariats launch a consultation of their respective national delegations regarding the application of the Code of Conduct during that natural year. That consultation takes place first through a questionnaire regarding the application of each of the 8 minimum standards contained in the Code of Conduct. CEFS also convenes a meeting with its members later in the autumn of that year in order to analyse the responses to the questionnaire and eventually complete or update those. That meeting is also an opportunity to analyse the economic and political context in light of its impact on the sugar sector. The CEFS members present at that meeting are either company representatives (most often responsible for personnel matters) or social affairs experts within national sugar associations that collect and coordinate the response of their member companies.

Sugar companies generally use the knowledge drawn from their regular contacts with workers representatives to identify the challenges and

best practices that are to be reported under the EU Sugar Industry CSR Code of conduct. The collected information is then contrasted with the ones collected by EFFAT and, in the event that inconsistencies would appear, the issue can be discussed at the level of CEFS and EFFAT Secretariats with the involvement, if needed, of the social partners of the company (ies) concerned.

At least two face-to-face meetings between EFFAT and CEFS are generally required in view of coordinating the content of the implementation report and the preparation of the annual plenary meeting of the social partners, where the report is adopted. Just before the plenary meeting (which traditionally takes place the last working day of February) both workers and employers representatives discuss separately the final draft report before the latter is discussed at the plenary. The plenary itself is designed, through presentations from experts on relevant topics, to explore in greater detail some of the topics described in the draft report as well as emerging issues that should be the focus of the social partners' joint work in the coming year.

This report was edited by CEFS and EFFAT Secretariats. For any questions or suggestions regarding this report please contact Oscar.Ruiz@cefs.org or E.Brentnall@effat.org



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1.

JOINT LETTER FROM THE CHAIRMEN



JOHANN MARIHART



HARALD WIEDENHOFER

As the year 2014 is concluded, we can clearly say that the EU sugar sector is at a crossroad.

The aim of the 2006 reform was to become more efficient and more competitive – and we have done so but at a considerable cost. We have lost 83 factories (that's one in two) and 22,000 direct jobs (almost half of our workforce) across Europe since 2006. The improvements achieved in terms of efficiency and competitiveness are the result of long-term investments both in factories as well as in human capital, research, education and training but we need the right political climate for these investments to pay off, particularly in preparation for 2017. What do we mean by the right political climate?

We mean that the European Commission should manage the next three marketing years, before the end of the quotas, responsibly. As we said, we are becoming more competitive with but we're trapped. We still have the quotas, an EU minimum beet price to be paid, we still have a limit on out-of-quota exports and we are seeing more and more sugar on the market as a direct result of Commission action. With sugar prices in Europe reaching record low levels, this is unsustainable and represents a threat to high-quality manufacturing jobs!

So how should the Commission manage the 2014/15 marketing year?

The dramatic fall in prices that has taken place in 2014 shows how the volatility that was expected after the end of the quotas in 2017 has already been anticipated by the market. Current prices put a significant pressure on the sector and unfortunately the outlook is not very good as current estimates show that stocks and production are very high (we've seen high yields due to favourable weather conditions in 2014/15), and we will have around 6.4 million tonnes of out-of-quota sugar production, i.e. approximately 2.5 million tonnes above average.

We cannot be clear enough – the Commission will need to look for additional outlets for out-of-quota sugar. And there is no need for the Commission to take measures to increase supply in an already over-supplied market.

In the medium and longer term, the Commission should be firmer when negotiating new free trade agreements and granting access to the EU sugar market to further destabilising supplies from third countries. The EU should pay attention in particular to the multiple support measures that other sugar exporting countries are putting in place and which prevent competing on a level playing field with a highly efficient EU sugar production.

Johann Marihart
CEFS President

Harald Wiedenhofer
EFFAT General Secretary

2.

ABOUT THE EU CSR CODE OF CONDUCT

EIGHT
Minimum
standards on :

1. Human Rights
2. Education, Vocational and Lifelong Training
3. Health and Safety
4. Relationship Between the Social Partners
5. Fair Pay
6. Working Conditions
7. Restructuring
8. Business Relations and Choice of Suppliers

GOOD PRACTICES in the implementation of the Code of Conduct are monitored every year and a number of them are added to the list of good practices for each of the eight minimum standards.

Companies aim not only to respect those minimum standards but also to implement those principles **BEYOND** their legal obligations.

The Code of Conduct has been assessed in accordance with **ISO 26000** guidance on social responsibility and the 2011 **UN framework on business and human rights**.

The Code of Conduct and its associated Good Practices are available in the common website of the social partners www.eurosugar.org

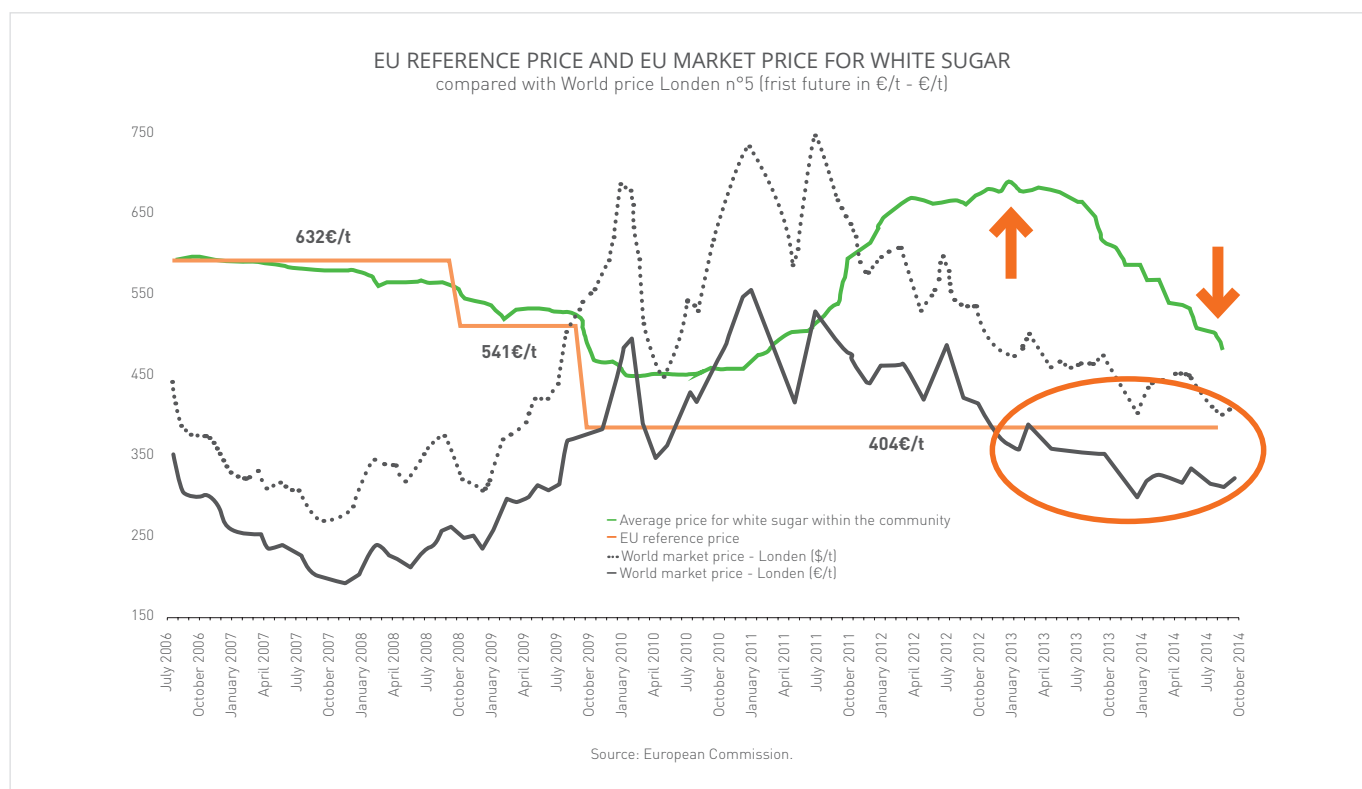
3.

THE EUROPEAN SUGAR SECTOR **AT A CROSSROAD**

In our last year report, the joint letter from the Chairmen already announced that more volatility and instability was to come as a result of the decision taken by the EU in December 2013 to put an end to the quota system by 2017. That system has so far provided a reliable and stable framework for the sector while protecting the EU market against the excessive volatility of the world sugar market.

Unfortunately, the announced instability started much earlier

than expected and sugar prices in the EU collapsed during the year 2014. From its peak in January 2013 at 738 EUR/tonne, the price of sugar dropped by about 300 EUR or 40% by the end of 2014! Needless to say this has put a lot of pressure on EU sugar producers and beet farmers. Very low prices have also made ACP-LDC countries' preferential access to the EU market of little assistance to them.



In fact, things may not get better soon, as we expect EU prices to continue to go down as world market prices continue to be depressed (hitting its lowest for 3.5 years) at levels that do not even cover the production costs of the most competitive sugar producers worldwide. Based on a market mostly composed by national sugar surpluses -produced at a marginal cost- and state-supported production, the world sugar market price does not reflect the fundamentals of supply and demand worldwide.

The EU will have one of the most liberal sugar markets in the world in 2017 while other major sugar exporting countries (our main competitors such as Brazil, Thailand and India) are maintaining or even increasing measures to protect or subsidise their cane and sugar industries, making them artificially competitive. To give just a few examples: The Thai sugar sector is very similar to the EU's regime before 2006 which was ruled incompatible with the WTO rules. The Brazilian cane sugar and ethanol sector is driven by massive

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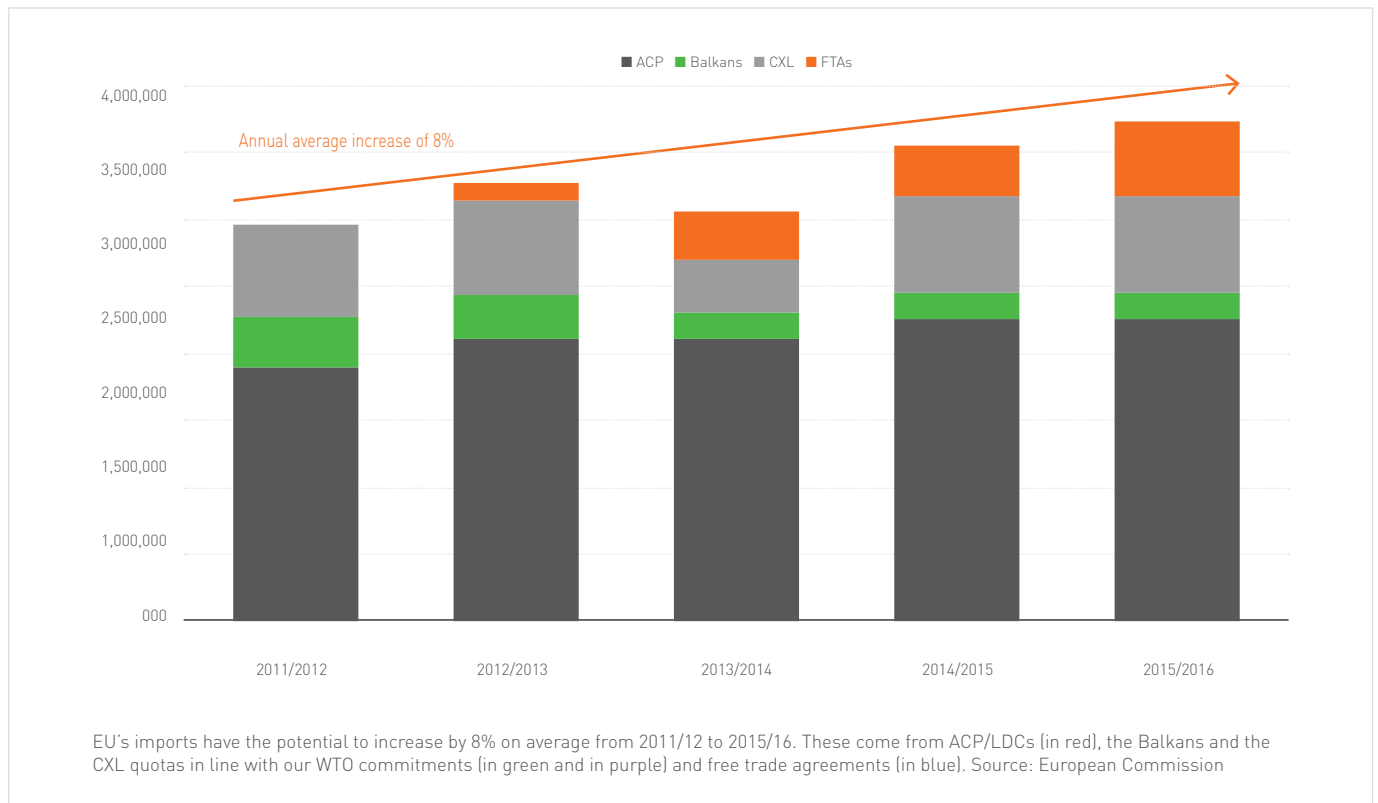
subsidies and governmental intervention in various forms including politically-induced exchange rate manipulation which makes Brazilian exports more competitive. India's new government raised the import duties on sugar, granted interest-free loans to factories and, among other support measures, it aims to increase the ethanol blending in gasoline which indirectly benefits the sugar cane sector. If the EU does not address third countries trade distorting measures, the EU will not have a level playing field for its own exports and it will be obliged to remain defensive.

The EU has concluded negotiations with Peru, Colombia, Central America, Panama, Ecuador, Ukraine, Georgia, Moldova, Canada and South Africa totaling more than 600,000 tonnes of sugar including high sugar content products. Many of those agreements also foresee an increase over the years. Additionally, trade negotiations with Japan, Vietnam, Thailand and the United States are on-going; other negotiations such as those with Mercosur and India could be resumed. All this represents a clear risk for the EU sugar market and it is not sustainable.

So what do we ask when the Commission negotiates free trade agreements?

1. First of all, the EU should maintain the EU's import tariffs on raw and white sugar to protect from low and volatile world market prices.

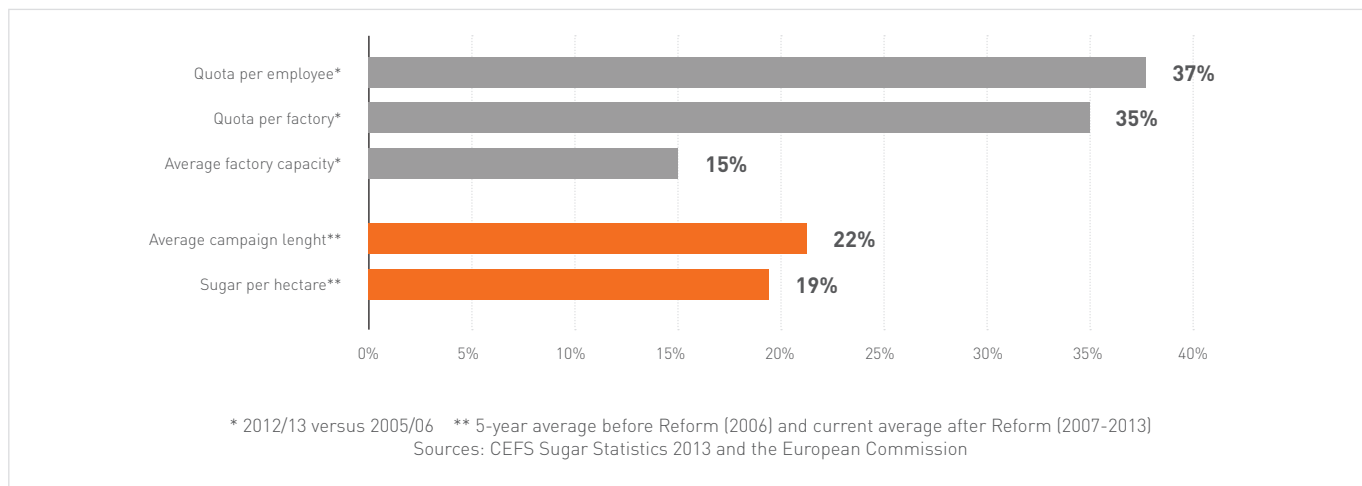
- 2. Secondly, the EU sugar sector should not pay twice – bilaterally and at the WTO level – and concessions should only be granted in the context of the WTO.
- 3. Third, sugar and high sugar content products should be excluded from free trade agreements.
- 4. Fourth, if concessions are granted, the EU should include a 'net exporter clause' when appropriate and on a case by case basis.
- 5. Fifth, trade agreements should include a provision committing both parties so that products subject to trade concessions do not benefit from governmental support and export subsidies. Indeed, if we have one of the most liberal sugar markets why should our less liberal trade partners benefit from EU market access?
- 6. And last but not least, the EU should maintain strict rules of origin to ensure that EU sugar is exported and, for example, Vietnamese sugar – not Thai sugar disguised as Vietnamese sugar – is imported to the EU.



3.

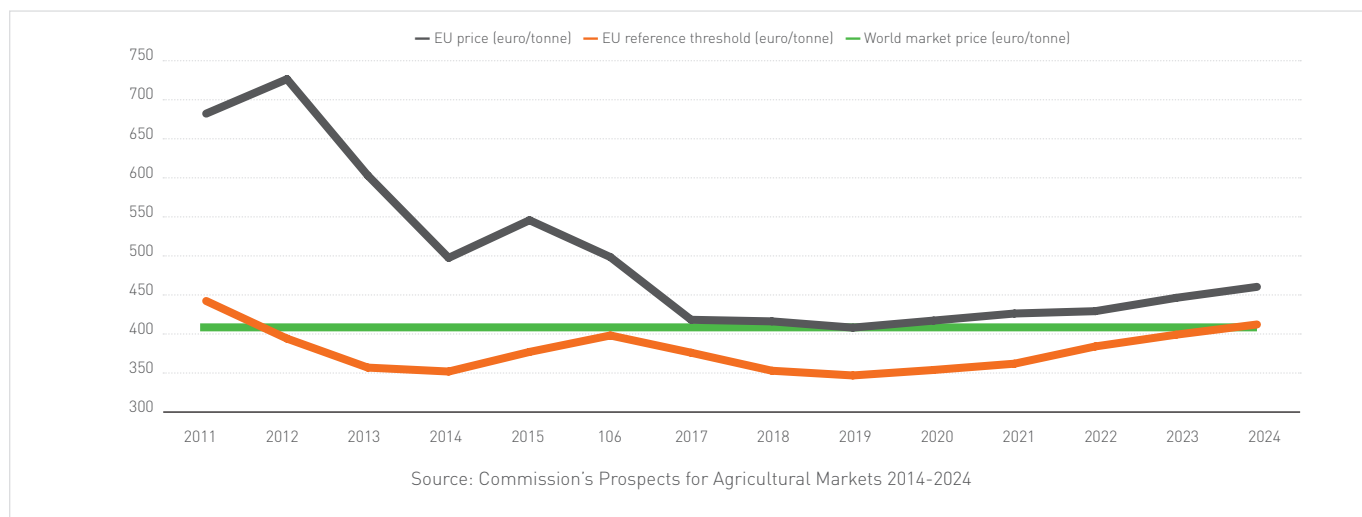
The aim of the 2006 reform was to become more efficient and more competitive – and we have done so but at a considerable cost.

We have lost 83 factories (that’s one in two) and 22,000 direct jobs (almost half of our workforce) across Europe since 2006.



The EU sugar sector has become more efficient and more competitive since the 2006 reform and will continue to do so. It is clear that different companies are making progress in different ways. For example, some sugar companies are continuing to increase their campaign length or the sugar yields per hectare; others are reducing their energy consumption or their CO2 emissions. Some are looking to reduce input costs.

It is difficult to make predictions on the future of the sugar sector in the forthcoming years but, according to the European Commission’s own forecast, the EU price will align with the world market prices but again, we should not forget that the world market price does not even cover the production costs of the most competitive producers. That sustained level of low prices would be devastating for the sector.



In order to avoid a long-wave of social consequences, EU institutions and operators need to anticipate and organize socially acceptable responses. Even if the sector will continue to fight in order to remain highly competitive in the long-term (through innovation and cost-savings), it cannot overcome alone the various challenges ahead. For one, the Commission

should feel responsible for the current instability of the EU market -well before the 2017 milestone- and take a sensible approach to any new trade agreements that could include sugar and secondly it should find solutions to manage the current oversupplied and depressed EU sugar market.



ANTICIPATING AND PREPARING FOR CHANGE :

FOCUS ON THE IMPORTANCE OF CAREER DEVELOPMENT, TRAINING AND EMPLOYABILITY.

With the reform of the Common Market Organisation for sugar, “employability” becomes increasingly a critical need both for companies in the sector to compete in a changing environment and for workers to adapt to changing work requirements. While it is clear that it is not possible to predict the future precisely, it is equally clear that all individual actors in the sugar sector need to make strategic plans and choices.

On top of this, the general impact of the financial crisis and subsequent recession has been severe and the future for the labour market in Europe remains quite uncertain. This rapidly changing and uncertain environment means there are implications for education and training generally, and for life-long learning in particular.

Despite this, many broad trends continue regardless in the sector, in particular recruitment difficulties exist for higher-level science and technology positions. The job profiles still most in demand in the sugar industry appear to range from engineers (sugar process engineers, electrical and mechanical engineers and agricultural engineers in particular) to qualified operational personnel.

Trying to anticipate changing skill needs, this report will pay particular attention to good practices of sugar companies that can increase workers’ employability orientation, through developing flexible and broader skills and a readiness to change tasks and jobs.

4.

A. VOCATIONAL TRAINING



- CSR standards concerned: Education, Vocational & Lifelong Training.
- Place and time of implementation: **The Netherlands, 2014.**
- Theme: Targeted workplace training for new or extended company activities.

The context:

The way our sugar factories are organised has changed. As the organisation is better able to process concentrated juice into sugar during the summer months -when there is no sugar beet to be processed- employees are taking over more responsibilities on those new refining operations.

The goals of the initiative:

The Central Control Rooms were designed to accommodate these new activities and investments have been made in the refineries to improve processes and make them more manageable. In addition to improving these basic conditions, we have worked hard to expand and intensify our knowledge and insights.

The project in practice:

Targeted workplace training programmes have helped the process operators enhance their span of control and take over more factory responsibilities. For the process operators themselves, this means shifting between the daily operation and a learning situation. A training officer was appointed to support them in this process. The officer is responsible for structuring the training plans and offering targeted support to the operators during the workplace assignments, reports, and training materials, such as diagrams, instructions and one point lessons (OPLs). They also support supervisors in developing exam materials and administering exams

Results and evaluation:

This approach helps the operators develop future-proof knowledge and a deeper understanding of the underlying processes. This new approach speeds up the training process significantly. These training programmes are well-suited to a wide variety of staff, including highly educated young professional, inexperienced recruits, and employees with years of experience but little in the way of formal training. At the end of the programme, participants will receive a nationally accredited certificate.



4.

B. CAREER & PERSONAL DEVELOPMENT



- CSR standards concerned: Education & Training.
- Place and time of implementation: **Spain**, 2014.
- Theme: From education to industry: Development and management of talent programme

The context:

The sugar industry has very specific job positions. The practice and knowledge required is not adequately acquired in professional training schools. Therefore it is necessary to develop internal training programs to provide the specialist workforce that the industry requires.

The goals of the initiative:

Attract and retain the best workers and promote further talent development within Azucarera.

The project in practice:

Azucarera guarantees development of talent through the “My Career” system. That system consists of two pillars:

- The Graduate Scheme and Talent Programme for recruitment and development of high potential candidates.
- The Apprentice and ILU Programmes, for recruitment, training and the development of technical skills in order to perform factory operator and maintenance technician duties.

Results and evaluation:

37 participants in total have been involved in the project.

Dual Training projects in collaboration with local governments have allowed education and industry needs to have been met, whilst also facilitating access to the best students from professional schools to join Azucarera’s Apprentice Programme. On top of that, the initiative has highlighted Azucarera’s commitment to social and community involvement in the areas where it operates.

Currently, we have 10 workers from “Dual training” in our factories and 4 professional schools involved.



- CSR standards concerned: Education & Training.
- Place and time of implementation: **The Netherlands**, 2014.
- Theme: Targeted training

The context:

In a highly competitive marketplace it is important for the long-term success of the organisation that employees can handle complex situations and carry out their work efficiently. In recent years, the necessary steps have been taken to enhance the working and competence level of employees by offering higher professional education programmes. High-quality knowledge is an important step towards achieving the ambitions of both the factories and the Central Office. Investing in staff knowledge is also an important step to offer workers possibilities for career advancement and personal development.

The goals of the initiative:

To develop targeted academic and workplace training programmes while laying the foundations for future career development.

4.

The project in practice:

Supervisors (team leaders and managers) are perfectly suited to developing policies and visions and sharing these with their employees during bilateral meetings, work meetings, and performance reviews. The supervisors determine the training needs of their employees for the coming year(s).

This is also beneficial for the supervisors. In this day and age, supervisors no longer view highly trained employees as a threat but as an enrichment. This allows them to delegate the substantive or organisational elements of their work, which

reduces their workload and makes the employees' job more interesting and more varied.

Results and evaluation:

The result is twofold: for the company, this is an excellent development given the complexity of the installations and the challenges we face; for the employees, this creates real opportunities for further growth towards a more challenging position. An example of this is the development from process operator to production leader (shift leader). These programmes refer to both bachelor's and master's programmes.

C. TRAINING AND EMPLOYABILITY

- CSR standards concerned: Education & Training, Employability.
- Place and time of implementation: **Sweden**, 2014 and beginning of 2015
- Theme: Performance management and goal setting for all managers and foremen

The context:

Engagement drives performance and the challenge is to create the best conditions for performance in the organization. The idea was to collect some research about how long-term successful companies handle performance. What can we learn? How can we link strategies and values down to sites/departments and the single employee? What is a successful concept?

The goals of the initiative:

- Understanding what performance management means in general and in Nordzucker/Nordic Sugar in particular
- Inspiration for managers and foremen to handle the performance management process

- Increased competence in setting qualitative individual goals

The project in practice:

The target group was composed of approximately 40 managers/foremen in Nordic Sugar, Sweden. The training workshop has been split in two sessions. The first session, conducted end of 2014 took place over 1 day and focused on small theory phases and then simulation/group work on daily business. All participants were also trained on using a model to create qualitative individual goals. The second session will take place in spring 2015 over 1,5 days and will focus on how to use feedback and coaching as strong tools in performance.

The concept regarding performance management has been developed by HR and an external company. In the training two internal certified trainers in HR were involved.

Result:

- Performance management which before the training looks a bit academic now was understood as a very useful concept.
- The understanding that performance allows to reach expected goals and to act according to the organizational values
- Better understanding of what is a goal and what are activity /actions.
- The need to link and describe in detail in the action plan what key activities are essential in order to reach the goals
- Easier to prioritize for the managers/foremen
- Better understanding of how feedback and coaching in the daily work is a key factor to enhance performance and engagement

JOINT INITIATIVES OF THE SOCIAL PARTNERS DEVELOPED IN 2014

A. RESULTS OF THE SOCIO-DEMOGRAPHIC STUDY OF THE EU SUGAR SECTOR.

In February 2015 the Social Partners formally adopted a landmark study developed across 2013 and 2014, 'Socio-demographic analysis of the European Sugar Sector: challenges and opportunities for successful succession planning, youth employment and better health at work'.

Over the past 10 years, the sugar sector has been particularly hit by a massive wave of restructurings leading to the closure of almost half of its factories and losing half of its workforce. Partly as a result of that process the current sugar workforce in Europe is particularly old in comparison with the rest of the food and drink industry and the economy as a whole. The sector also suffers from the handicap of being a highly technical sector located in rural areas, where there is generally a scarcity of qualified workers. Finally, the sugar sector also endures the difficulty –common to the rest of the food and drink industry- to attract young recruits.

As the study has shown, the EU sugar sector has raised above many of those challenges. Indeed there are multiple examples of age-specific or age-sensitive initiatives and policies in sugar companies to facilitate the adaptation and ensure the retention of senior workers and their knowledge (more on that in section 2 of the study). Succession planning and the timely transmission of knowledge also appear as aspects widely identified by sugar companies as key for the management of their workforce (section 3) whereas multiple efforts are developed to attract young graduates and to train young local workers with no prior qualifications (section 4).

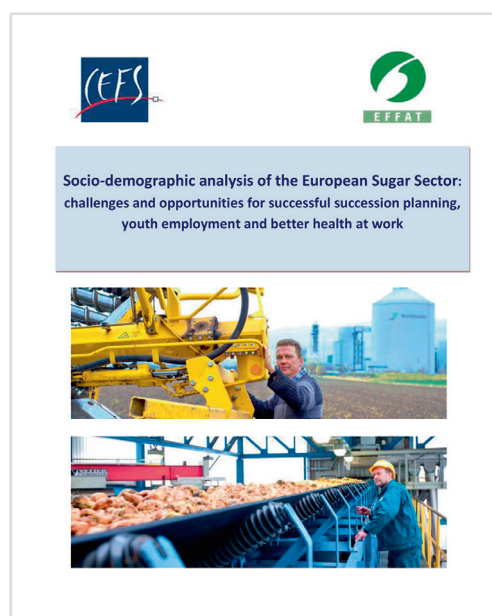
Across the report there are numerous individual examples of sugar companies that provide useful ideas and good practice examples for companies in the sugar sector and beyond. We can mention for example the concept of 'sequential retirement' (allowing retired workers, who wish to do so, to come back to work for the time of the processing season) in Slovakia, the inter-generational and multi-disciplinary teams put in place in The Netherlands, the integration in a single process of succession planning, recruitment and transmission of knowledge in Spain and the development of a comprehensive program for workers aged 58+ covering aspects such as health, training, working time and retirement policies in Finland.

As the situation ahead will remain not less challenging for the sector with the end of sugar quotas in 2017, those efforts must

be continued. Thus the social partners call for the sector to continue and consolidate the efforts it has put in place. They also call for national authorities to put in place regulatory frameworks that promote and support companies' adaptation of workplaces and working conditions to older workers. National legal frameworks should also allow for gradual and flexible retirement practices to flourish as a way to keep senior workers for longer in the workforce while allowing them to keep their full rights to pensions and other social benefits. The EU can play an important role in promoting Member States initiatives in that regard.

The report will be available online on the Social Partners' common website www.eurosugar.org and on their respective organisations' websites. CEFS and EFFAT would like to thank Eurofound, the European Foundation for the Improvement of Living and Working Conditions, for their support and comments in reviewing the final draft version of the report.

For questions or remarks on this report please contact CEFS or EFFAT Secretariats at Oscar.Ruiz@cefs.org and E.Brentnall@effat.org.



5.

B. PARTNERSHIP WITH EU-OSHA'S HEALTHY WORKPLACES CAMPAIGN.

'Stress is the second most frequently reported work-related health problem in Europe and is believed to be the cause of more than half of all lost working days.'
(EU-OSHA)

About the campaign

The Healthy Workplaces Campaigns (HWC) are the world's biggest workplace safety and health campaigns.

These decentralised campaigns are coordinated by the European Agency for Safety and Health at Work (EU-OSHA), whose Governing Board is made up of representatives of governments, employers and workers from EU Member States, and representatives of the European Commission.

In 2014-15, the campaign focuses on the importance of assessing and managing stress and psychosocial risks in the workplace. Its key aim is to help employers' and workers' representatives, managers and workers to identify and manage stress and psychosocial risks in the workplace. Effectively tackling psychosocial risks creates a healthy work environment in which workers feel valued and the workplace culture is more positive, and, consequently, business performance improves. <https://www.healthy-workplaces.eu/en>

Relevance for the EU sugar sector

Forthcoming changes of the sugar CMO will no doubt produce long-wave social consequences that social partners need to anticipate very quickly and that will require extra efforts to elaborate and organize socially acceptable responses.

Preserving workers' mental health and well-being will be important to tackle those changes. Workers and companies alike will both need a healthy, challenging but supportive work environment that stimulates workers and encourages their development and performance to the best of their ability.

CEFS and EFFAT, Official Partners of the EU-OSHA Campaign

EFFAT and CEFS were selected as official campaign partners in March and November 2014. The campaign was launched on the 10 November 2014 within the EU sectoral social dialogue committee for the sugar sector with the presentation of the campaign to the social partners by the manager of EU-OSHA Office in Brussels Mrs. Brenda O'Brien.

CEFS and EFFAT, together with its members present in 21 sugar-producing EU Member States, will promote the EU-OSHA campaign in order to increase awareness about how to best prevent, detect and manage stress and psychosocial risks at work. The social partners will add campaign-related website banners and provide a dedicated page on our main websites (www.cefs.org and www.fffat.org) and the new social partner's joint website (www.eurosugar.org) to be released during the first half of 2015. We will also distribute relevant campaign information and we will collect good practice examples on the prevention and management of stress at work among all our members.



5.

C. THE EU BEET SUGAR SUSTAINABILITY PARTNERSHIP.

In October 2013, The European beet growers (CIBE), sugar producers (CEFS) and trade unions of the food and agriculture sector (EFFAT) announced a landmark agreement to jointly highlight and report on representative Good Practices of sustainable production of beet sugar in the EU.

During 2014 the Partnership Working Groups worked hard to prepare a first complete draft of the Good Practices covering relevant economic, social and environmental aspects from farm to factory. A Consortium of technical consultants, composed by the Swiss Federal Technical Institute in Zurich and Ernst Basler + Partner, was selected by the Partnership to conduct a technical review of the first draft Good Practices. That review was done in two separate rounds of comments complemented by several meetings that took place during the second half of 2014.

Also at the end of 2014, the Partnership set a new milestone by selecting a communication and stakeholder engagement partner, Innovation Forum, to help the Partnership in moving into a key new phase. In 2015 the Partnership will indeed very much open itself to external stakeholders in order to exchange on the content of the good practices, to improve them if necessary and to promote public awareness about their content.



D. RENEWAL OF THE JOINT SOCIAL PARTNERS WEBSITE EUROSUGAR.ORG

We felt that the old eurosugar.org website needed a new life, to make it much easier and quicker to update and share information and news.

As we are planning to update the content on a more regular basis, we have therefore considered a content-managed site allowing us to easily and quickly update our own content without complicated software or programming.

The new website provides for a consistent standard navigation across the website and the search engine should be more user-friendly.



6.

OUR OBJECTIVES FOR 2015 AND BEYOND

OBJECTIVES	TIMING	STATUS
FOR GOOD SOCIAL PRACTICES		
Monitor the implementation of the EU Code of Conduct in 2015-16	2015-16	On track
Monitor the implementation of the campaign "manage stress"	2015-16	On track
Update the Good Social Practices in the social partners' website www.eurosugar.org	2015	Project yet to be set up.
Identify and further develop issues resulting from the demographic analysis conducted in 2013-14.	2015-16	Project yet to be set up.

OBJECTIVES	TIMING	STATUS
FOR COMPETITIVENESS & FAIR COMPETITION		
Monitor the evolution of the EU Sugar Regime with a special focus on its economic and social impact for the sector	2015-16	On track
Monitor the evolution of the EU Industrial and Trade Policy with a special focus on their economic and social impact of bilateral trade agreements	2015-16	On track

OBJECTIVES	TIMING	STATUS
FOR THE ENVIRONMENT		
Support the technical work of the EU Sustainability Partnership on Beet Sugar	2015	On track
Set up Partnership formal communication with other stakeholders	2014-16	On track

OBJECTIVES	TIMING	STATUS
FOR TRANSPARENCY AND COMMUNICATION		
Continue to develop the accessibility of the CSR report to a broader public	2015-16	On track
Update the content of the new social partner's website.	2015-16	On track

■ On track ■ Project yet to be set up.

ANNEX

COMPANY CSR & SUSTAINABILITY REPORTS PUBLISHED IN 2014



Azucarera

Sustainability report 2013.

Geographical coverage within the EU: ES.

Time coverage: until 2013

Topics: Overall sustainability (economic, environmental, social)

Remarks:

E-source: www.azucarera.es/rsc/informes.html



British Sugar

Partial report within Associated British Foods CSR report '2014 Updates'.

Geographical coverage within the EU: UK, ES.

Time coverage: until 2014

Topics: Selection of CSR topics.

Remarks:

E-source: www.abf.co.uk/responsibility/cr-downloads



Cristal Union

CSR/Sustainability report 2013/14

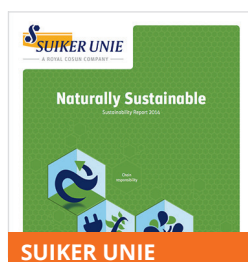
Geographical coverage within the EU: FR.

Time coverage: 2013/14.

Topics: Overall sustainability (economic, environmental, social)

Remarks:

E-source: www.cristal-union.fr/responsabilite-societale/la-strategie-du-groupe/



Suiker Unie

Sustainability report 2014

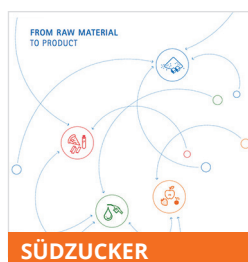
Geographical coverage within the EU: NL.

Time coverage: 2014.

Topics: Overall sustainability (economic, environmental, social)

Remarks:

E-source: <http://www.suikerunie.com/Sustainability.aspx>



Südzucker

From raw material to product - 2014

Geographical coverage within the EU: BE, CZ, DE, FR, PL, etc.

Time coverage: 2014.

Topics: Selection of CSR topics.

Remarks:

E-source: www.suedzucker.de/en/Unternehmen/Umwelt-Nachhaltigkeit/



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Founded in 1953, CEFS represents all European beet sugar manufacturers and cane sugar refiners, covering sugar production in 21 EU countries plus Switzerland.

**EFFAT**

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EFFAT results from the merger of two European federations (ECF-IUF and EFA) in 2000. It represents 120 national trade unions from 35 European countries, defending the interests of more than 2.6 million members in the food, agriculture and tourism sectors.