



# Sustainability Report **2018-2019**



# CONTENTS

## FOREWORD

- 3 Citrosuco, much more than juice
- 6 2018-2019 season at a glance

## PRODUCTS

- 7 Growing a sustainable future
- 11 Responsible production, end to end
- 13 Innovation

## GOVERNANCE

- 15 Leading with transparency
- 18 Acting with integrity

## PEOPLE

- 20 Respect and inclusion
- 25 Health and safety culture
- 27 Supporting education and careers
- 29 Growing with our communities

## PLANET

- 34 A focus on sustainable agribusiness
- 36 Together for a better citrus supply chain
- 40 Climate and energy
- 43 Effluents and waste
- 45 Biodiversity
- 47 Global presence

## REPORTING PROCESS

- 48 Materiality process
- 49 GRI Content Index
- 61 Appendixes
- 68 Report Production

## FOREWORD

GRI 102-50, 102-51, 102-52, 102-53

This report provides an overview of our activities, challenges and performance in the 2018-2019 season, from July 1, 2018 to June 30, 2019.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and is structured based on our sustainability priorities across four pillars:

**Products, Governance, People and Planet.** For further information about the contents of this report, please write to [citrosuco@citrosuco.com.br](mailto:citrosuco@citrosuco.com.br) or visit [www.citrosuco.com.br](http://www.citrosuco.com.br)

## MESSAGE FROM THE CEO

GRI 102-14

# CITROSUCO, MUCH MORE THAN JUICE

- Acting with responsibility and a clear purpose to deliver genuine, positive and lasting impact for our stakeholders*

We recognize that a sustainable business is a work in progress. At Citrosuco, sustainability is an organizational value, a guiding principle and a part of our purpose. We work to ensure that all of us—from our operations to our leadership team—have a sense of ownership of the impacts from our activities on society, the environment and the business. Cultivating and putting these principles into practice among our employees and suppliers is part of our day-to-day mission.

We produce nutritious foods and natural ingredients that support millions of people's choice to live a healthy and more sustainable lifestyle. Citrosuco boasts several decades producing orange juice—the world's most popular fruit juice, a

beverage rich in vitamins, minerals and health-promoting bioactives. We also process the remainder of the fruit into a variety of value-added products. These natural and renewable ingredients are increasingly present in food and beverage products, personal care products, coatings and other applications.

At Citrosuco we have made it our business to advance sustainable development in agribusiness. We achieve this by sharing good practices and building alliances across the value chain, supporting the development of our communities, promoting resource efficiency and improving people's well-being. Innovation is an integral part of our culture, catalyzing the development of new products and applications, and continual

improvement of our governance, management and processes. Consistent investment across these dimensions has also helped to strengthen our innovation culture.

This approach to our business operations, and the diverse uses of our products, align with the UN Sustainable Development Goals (SDGs) and are a part of our commitment to issues that are material to society. At Citrosuco, *Much More Than Juice* means we act with responsibility and a clear purpose to deliver genuine, positive and lasting impact for our stakeholders.

Achieving this aspiration and proposition is a complex and long journey as we continue to strengthen our practices and influence on stakeholders. We are confident of our



path to growing a sustainable business—through our focus on products, people and planet. And we are certain this will lead us to attain ever-higher standards of excellence and an increasingly positive influence for a better world.

We hope you enjoy the report!



**Mario Bavaresco Junior**  
CEO

# MUCH MORE THAN JUICE

## HEALTHY PRODUCTS

**Our products support health and well-being**

We process the entire orange – a unique and natural raw material – into a range of functional foods and biodegradable ingredients, supplying healthy, nutritious and renewable products to other industries and to society.

## PURPOSE

To provide food products derived from fruit to contribute to a healthier and more energetic life

## GOVERNANCE & INNOVATION

We act with integrity, responsibility and a clear purpose.

Under a well-established governance framework, we work with transparency and robust compliance and risk management to achieve economic prosperity, environmental preservation and social progress. This is how we are building a better future for all.



## Our Purpose

GRI 102-16

To provide food products derived from fruit to contribute to a healthier and more energetic life.

## Vision

To be the best company for natural fruit juices and ingredients in the global food industry.

## Pillars of Our Culture

- > Challenge
- > Integrate
- > Recognize
- > Anticipate

## Values

- > **Sustainability:** environmental, social and economic
- > **Value creation:** a results-oriented mindset
- > **Integrity:** trust, transparency, respect and ethics
- > **Meritocracy:** valuing and developing people; rewarding performance
- > **Entrepreneurship:** seeking constantly to explore opportunities above and beyond available resources, always challenging the status quo
- > **Health & Safety:** ensuring a healthy and safe work environment.



# 2018-2019 SEASON AT A GLANCE



## 4 new products

- > mombuca orange juice
- > orange emulsion
- > smoothies
- > low-acid juice



## 29%

lower lost-time  
injury rate



## No.1

donor to  
Embrace a Cause



## 34%

increase in people  
with disabilities hired



## 50%+

of fruit sustainably  
sourced



## 55%+

of our energy requirement  
derived from renewable  
sources



## 20%+

of total area reserved  
for environmental  
protection

## PRODUCTS

GRI 102-2, 102-6

# GROWING A SUSTAINABLE FUTURE

Processing the entire orange into products, reducing food waste and supplying the market with renewable materials are a part of our legacy as a producer of natural food products and ingredients.

At Citrosuco, we work to leverage this sustainable legacy and potential in support of the Sustainable Development Goals (SDGs), a set of challenges we share in common with society. These aspirations have been translated into a portfolio that supports better living, extracts maximum value from raw material and amplifies our positive impact, from farm to household. **GRI 102-12**

### Orange juice for post-exercise rehydration: try it!

A study in the *Journal of Nutrition and Health Sciences* found that a serving of 100% orange juice is as good as carbohydrate-electrolyte beverages and water for post-exercise rehydration and recovery. It also has antioxidant properties and is a source of fiber, vitamins and minerals.

As an additional benefit, according to the World Health Organization, daily intake of fruits and vegetables helps to prevent chronic diseases such as diabetes and obesity. In many countries' *dietary guides*, 100% fruit juice counts as a serving of fruits and vegetables.

Drinking 100% orange juice is a smart and convenient way of rehydrating, getting a daily serving of fruit and staying healthy.

- Our portfolio is 100% natural, vegan, non-genetically modified and free of added preservatives, sugars, salt or fats



## HEALTHY FOODS

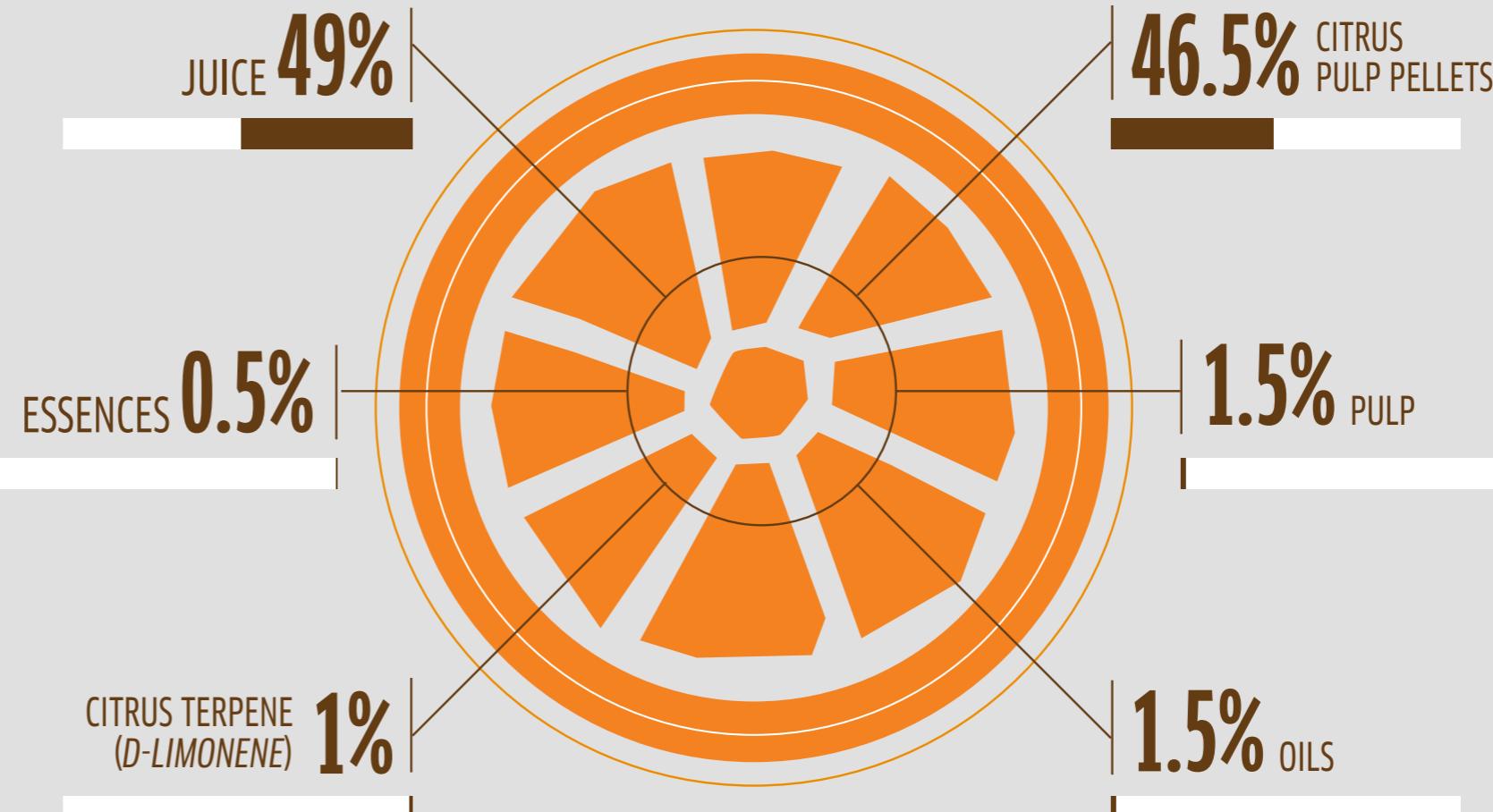
Respecting consumers is central to our business. We provide transparent information to our stakeholders—including customers, consumers, civil society organizations and governments—about the attributes of our products, their nutritional profile and food safety.

Citrosuco products are present in the lives of millions of consumers, providing energy, nutrition, hydration and flavor to people of all ages.

Research published in international journals, such as *Nutrition*, has shown that 100% orange juice is nutritionally similar to the whole fruit and can be consumed as part of a balanced diet, as well as helping to reduce total blood cholesterol and insulin resistance, and improve arterial pressure and vascular health.

We process oranges into a range of essential ingredients that are used to produce food products and more natural consumer goods

### Squeezing every ounce of value



## Juices and Beverages

GRI 102-2, 102-6

**NFC (Not From Concentrate):** pure, nutritious, whole orange juice, 100% natural and as fresh as freshly squeezed juice. Nutritious and ready to drink.

**FCOJ (Frozen Concentrated Orange Juice):** concentrated orange juice with no added preservatives. Nutritious, 100% natural, consumed as reconstituted juice or used as a component in other beverages.

**Orange Emulsion:** an essence made from 100% orange juice, used to give a fresh and natural taste to other juices and beverages.

**Smoothies:** 100% orange juice with high fiber content for added health and functional benefits, and with a pleasant, creamy texture that is more consistent than standard juice. Can be consumed pure or used in preparing other products.

**Low-Acid Juice:** concentrated or not-from-concentrate 100% orange juice that is less acidic and has a milder and more refined taste.

**Mombuca Juice:** orange juice made from selected oranges of the Brazilian Mombuca variety. A major innovation in the orange juice market, the product has a fresh, unique flavor and is rich in lycopene and beta-carotene.

### Orange juice

A source of vitamin C, fiber, minerals and bioactives.



## NATURAL INGREDIENTS

Renewable energy and materials are an essential part of building a prosperous society. Oranges and orange groves provide a wealth of different natural ingredients that support a global trend to replace synthetic materials and transition to a circular economy. Examples include oils, citrus pulp pellets and citrus terpene, which are used in the fragrances, chemicals, food and beverage, and other industries. We also generate, consume and export renewable electricity and biomass from our orange groves and plants (read more on page 14).

## Animal Feed

**Citrus Pulp Pellets:** produced by pressing and drying orange peels, seeds and pulp. With its high nutritional value, citrus pulp is used for animal feed and ant bait.

## Oils, Essences and Ingredients

**Essential Oil:** produced by cold-pressing orange peels after juicing. Widely used in the flavorings, fragrances, chemicals and food and beverage industries.

**Essences (aqueous and oil phases):** Produced by capturing the volatile compounds released in the orange juice concentration process. Supplied to the food and beverage, fragrances and flavoring industries.

**WESOS (Water-Extracted Soluble Orange Solids):** orange juice with a lower concentration of soluble solids, extracted with water. Used for high value added fruit-based beverages.

**Frozen Orange Pulp:** orange vesicles obtained in the whole orange juicing process. Used to provide a natural touch to juices and beverages.

**Citrus Terpene (D-Limonene):** A thin, colorless oil with a light citrus odor extracted from juicing waste. Used in the fragrances, chemicals and pharmaceutical industries.



# RESPONSIBLE PRODUCTION, END TO END

GRI 103 | 416, 416-1, 416-2, FP5

Compliance with standards is attested by internal and independent audits and inspections. In the season, as in previous seasons, we identified no operations or suppliers at risk for child or forced labor, or in which employee rights to exercise freedom of association or collective bargaining have been violated or are at risk.

**Our processes are compliant with global food industry standards, across aspects related to sustainability, quality and food safety.**

- 85 family farm properties
- Fairtrade-certified

- 80,000+ hectares audited on sustainable agriculture practices

- 100% of operations audited against sustainable supply chain standards



## GROWING

We use sustainable farming practices based on the SAI Platform, and disseminate them to our growers through Citrosuco's *Trilhar* ("Pathway") program. In the 2018-2019 season, more than 50% of the fruit we processed was sourced from farms audited against human rights, worker health and safety, resource management and other criteria.

## PROCESSING

Stringent controls ensure product identity standards and microbiological, physico-chemical and sensory properties are as specified. Our processing operations are audited against SEDEX-SMETA health and safety, workplace conditions, environmental and ethics requirements. At our plants, 80% and 29% of our electricity and water requirement are respectively renewable and recycled.

## LOGISTICS AND STORAGE

We ensure that both Company- and third-party-managed logistics and storage operations conform to cleaning and disinfection requirements in both maritime and land transportation. Our port terminals in Brazil, the U.S. and Europe are audited via SEDEX-SMETA, and logistics operations are assessed on health and safety, labor conditions and environmental compliance.

## PRODUCTS

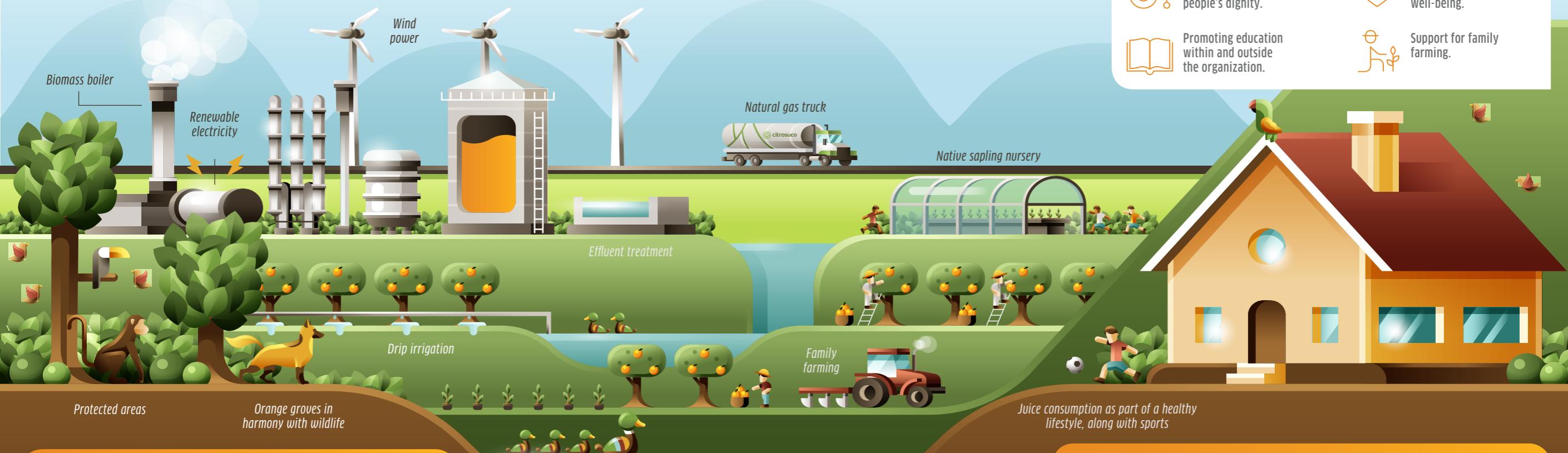
In the 2018-2019 season there were no incidents of non-compliance concerning the health and safety impacts of products and services.



[Click here](#) to read about our products' standards and certifications for quality, safety and sustainability.

# PRODUCTS FOR A HEALTHY AND SUSTAINABLE LIFESTYLE

GRI 102-11, 103-1, 103-2, 103-3/416, 416-1, 416-2; FP5



## IN THE ENVIRONMENT



Maximizing the generation and use of renewable energy.



Biological control of citrus disease.



Biome preservation and carbon capture in forests and orange groves.



Optimized use of natural resources and reduced environmental impacts.

## PRODUCTS

### IN SOCIETY



Diversity and inclusion—equal opportunity and respect for people's dignity.



Promoting education within and outside the organization.



Improving employee health, safety and well-being.



Support for family farming.

### AT HOME



Orange juice: health, hydration and nutrition.



Citrus terpene: an ingredient for toothpaste, paints and solvents, cleaning products, tires, adhesives and fertilizers.



Orange oils: a scenting ingredient for food products, fragrances and cosmetics.



Essences: scenting ingredients for cakes, biscuits, ice cream, fragrances, etc.

# INNOVATION

## NEW IDEAS FOR A WORLD IN TRANSFORMATION

Innovation—a key factor in transformation—is present in our products and processes. In recent years, we have invested consistently in people, tools and programs to better leverage technologies such as artificial intelligence, automation, Blockchain and the Internet of Things. These investments are coordinated toward building a **Culture of innovation** within the company, creating **External collaborations** with world-leading agribusiness technology hubs, and developing innovative solutions for **Strategic business challenges**. This helps to deliver genuine results for our business, society and the environment.

## ORANGE TREE BIOMASS: FROM WASTE TO CLEAN ENERGY

Our Orange Tree Biomass project, an innovative process developed and improved by Citrosuco over the last few years, uses circular economy concepts to transform end-of-life orange trees into wood chips that are used as fuel to generate energy.

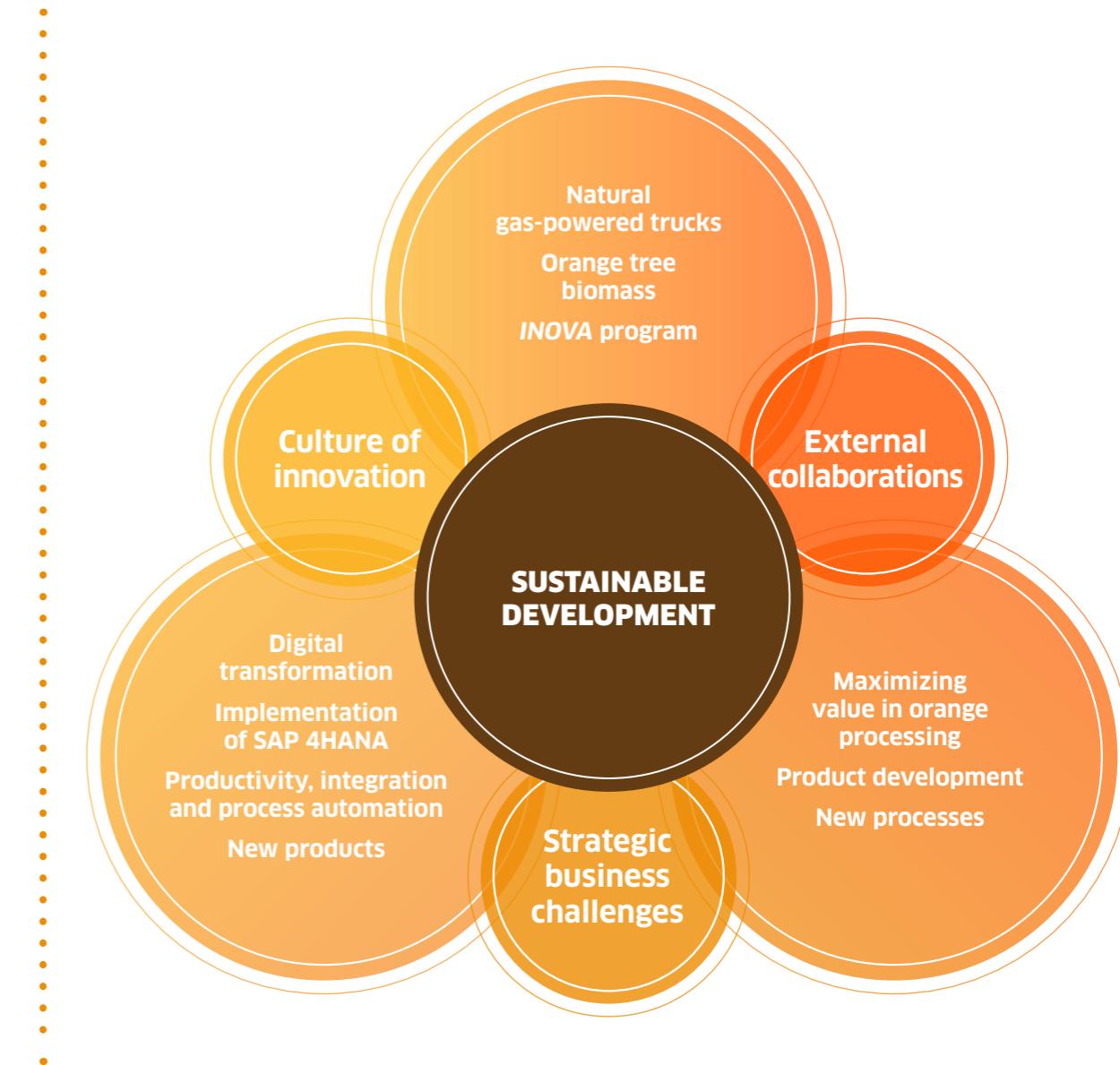
The initiative, which was further perfected in the 2017-2018 season, generated savings

of R\$ 12 million while increasing flexibility and resilience for the renewable component of our energy mix. In the season, a total of 86,000 metric tons of wood chips were produced, the equivalent of 15% of our industrial biomass requirement.

Since project inception, the use of wood chips as fuel has avoided the consumption of an estimated 1.7 million liters of diesel in biomass transportation. Higher calorific value, and shorter haul distances, make wood chips a significant improvement on sugarcane bagasse. In addition to the direct benefits for Citrosuco, the project has also created job opportunities in agriculture, and additional revenue streams for citrus growers.

## NATURAL GAS TRUCKS: ADVANCING A LOW CARBON ECONOMY

In a pioneering project in partnership with Swedish truck maker Scania and a local trucking company, we are testing two natural gas-powered truck models: a bi-fuel capable model running on diesel and natural gas, and a fully natural gas-powered model, running on either natural gas or biomethane. Initial tests with the fully natural gas-fueled truck (the first long-distance heavy vehicle of its kind in Brazil) have reported fuel savings of 15% and greenhouse gas emissions reductions as high as 85% when running on biomethane.



## Innovation Culture

Building a culture of innovation is one of our strategic transformation fronts at Citrosuco. To translate this into practical action, we encourage employees to think creatively and find new solutions to business problems. Our *INOVA* Program is the result of ideas captured in the first innovation cycle. This program is helping to build a culture of innovation across the Company by empowering, engaging and mobilizing employees around a new mind-set of active engagement in innovation.

In the 2018-2019 season, the program became more accessible across the organization. Using Workplace to increase engagement at all sites, the *INOVA* program gave all employees a voice and access to a platform to capture and structure suggested ideas. The 2<sup>nd</sup> Innovation Cycle generated 521 ideas and featured our first recognition event, with 20 employees receiving honors. Another highlight was a “think out-of-the-box” initiative—in which 54% of ideas generated were outside the original application.



### INNOVATION AT A GLANCE

**1700+**  
employees engaged on Workplace

**500+**  
employees mobilized

**521**  
ideas received

**342**  
ideas approved

**3**  
employees received  
*INOVA* awards



**“** *INOVA* reflects the way Citrosuco respects and cares about people. Through Workplace we gave our employees a voice and welcomed their ideas. “Much more than juice” also means we value the potential and transformational abilities in each of us. **”**

**RENATA SEGURA**  
An *INOVA* facilitator

**“** Product storage tanks are confined spaces that employees often need to enter for inspection and maintenance. One way to mitigate risks would be using drones to inspect these spaces and take atmospheric measurements. This optimizes maintenance work and increases safety. **”**

**LUCIANA LIMA LIOSI**

A microbiological laboratory supervisor. Her idea was one of 31 ideas that received recognition from the innovation committee.

### Our Reputation for Innovation

Our most recent climate survey showed that employees recognize us as an innovative company, indicating the beginnings of a cultural transformation, which is one of the goals of our *INOVA* program.

## GOVERNANCE GRI 102-18

# LEADING WITH TRANSPARENCY

- Citrosuco is a privately-held, family-founded multinational company jointly owned by Votorantim and Fischer. Our mission, vision and values guide us on our journey to create sustainable value

Corporate governance guidelines ensure that our work environment is underpinned by integrity and managing business risks. We foster ethics and transparency, respect for people and our communities, and compliance with laws and voluntary commitments. These guiding principles apply not only to our management approach but also to our relations with stakeholders.



# GOVERNANCE STRUCTURE

With a professional and transparent management structure, we have clearly-articulated processes, committees, governance forums and methodologies that foster transparency and corporate responsibility, and ensure that we do business in accordance with the fundamental principles of corporate governance.

The following governance bodies are in place to align our management with the guidelines set out by our shareholders, and streamline interaction between the management team and shareholders.

## > Board of Directors (BoD)

The Board of Directors is appointed by shareholders and is responsible for approving our strategic direction and ensuring the business is managed sustainably and with a long-term perspective.

## > People Committee

An advisory committee to the Board of Directors, the People Committee is

composed of four members, including one independent professional member, the chairman of the BoD and representatives from our shareholders. It advises the Board on matters that include remuneration models, succession plans and strategic guidance on people management.

## > Audit Committee

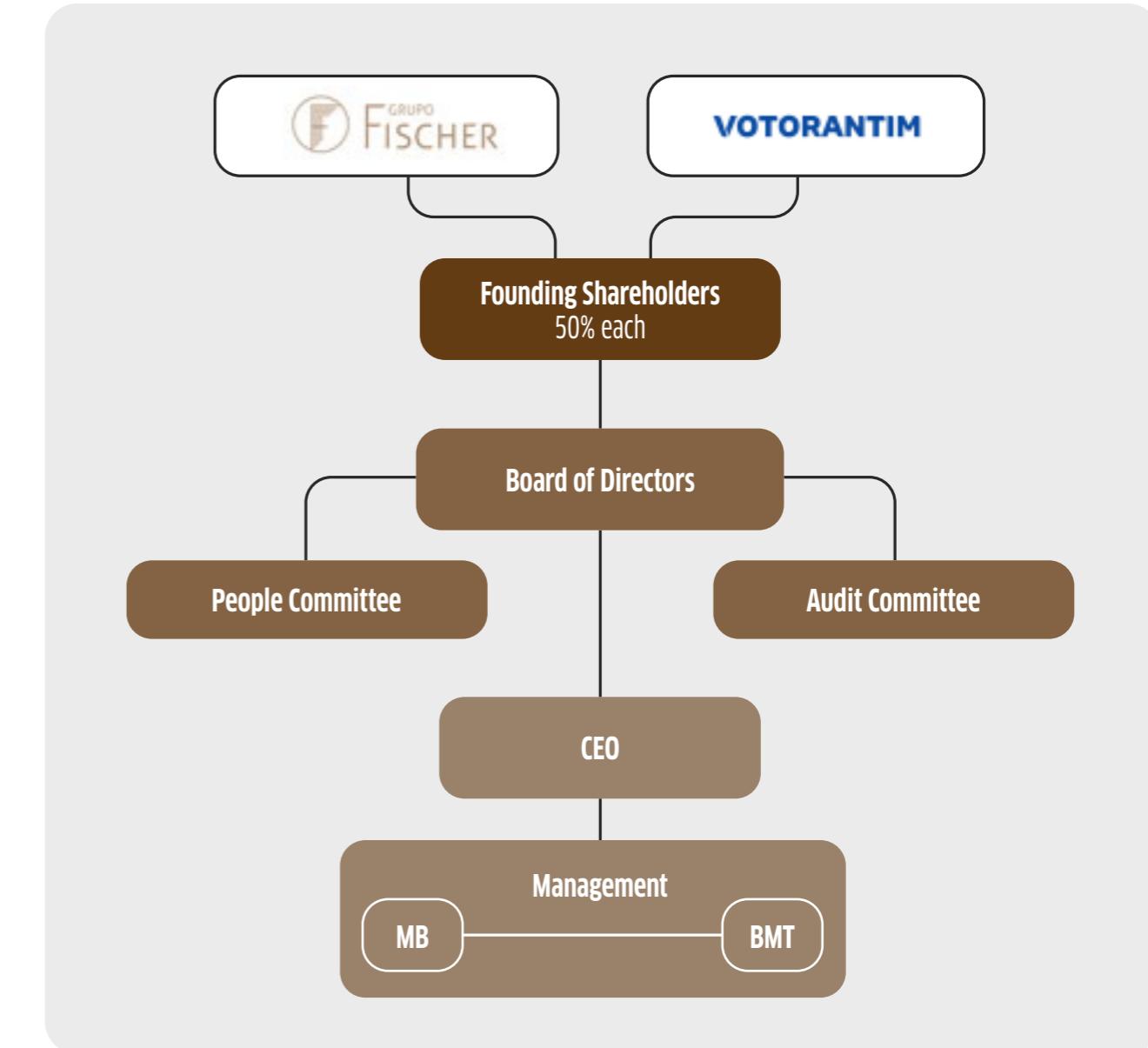
Another advisory committee to the Board of Directors, the Audit Committee is composed of 3 members, including one independent professional member and representatives from our shareholders. The role of the Committee is to ensure the integrity of our financial statements, internal controls environment and compliance and risk management processes.

## > Management Board (MB)

The Management Board is an executive body responsible for implementing the Citrosuco management model and perpetuating our values and organizational culture.

## > Business Management Team (BMT)

The Business Management Team is also composed of executives and is responsible for overseeing implementation of our strategic plan.



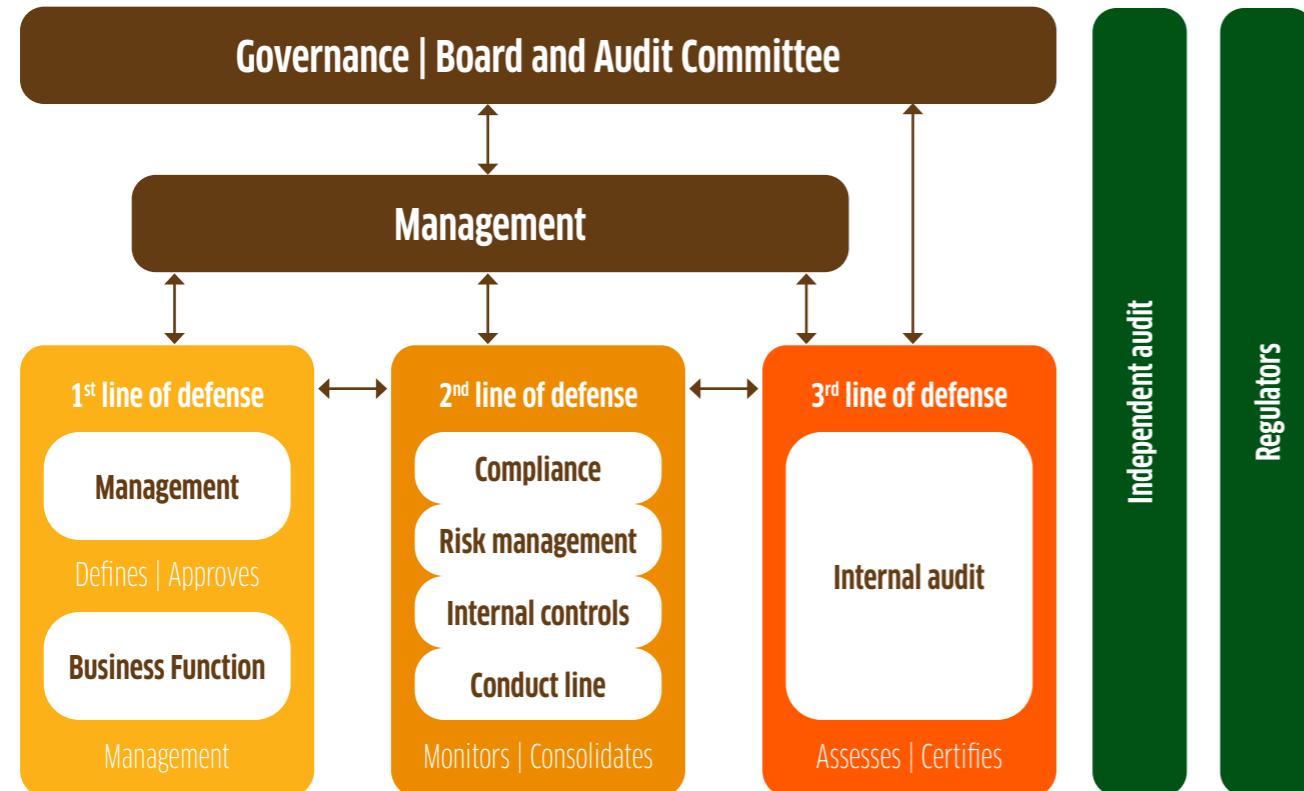
**LEADING WITH TRANSPARENCY** | **ACTING WITH INTEGRITY**

## **GOVERNANCE MODEL**

Our commitment to managing risks and sustainably developing the business with transparency and integrity is reflected in our governance model, which uses the three lines of defense framework:

Good corporate governance practices convert basic principles into objective recommendations, aligning different interests with a view to preserving and optimizing the long-term economic value of the organization, facilitating its access to resources and contributing to the quality of management, its longevity and the common good.

# LINES OF DEFENSE



# ACTING WITH INTEGRITY

GRI 103 | 205, 103 | 206, 103 | 406, 103 | 412, 412-1, 103 | 419, 102-10, 102-11, 102-15, 102-16, 102-17, 205-1

Underpinned by our organizational value of Integrity, clearly articulated guidance on the conduct expected in everything we do has strengthened our Compliance Program, which is based on our values, culture and Code of Conduct.

Through the program, we continually improve our practices on transparency and corporate integrity, ensuring compliance with laws and regulations and the prevention of fraud, antitrust violations and corruption.

We have appropriate forums and regular training, and have strengthened communications about related topics to foster a culture of compliance. During the season, we held the third annual edition of Compliance Week, under the theme: "Acting with integrity".

- 100% of employees and suppliers engaged around our code of conduct

## Compliance Week

A Compliance Week event brought together our leadership team and engaged employees in communication and education activities through toolbox talks, gamification activities and Workplace. We also launched an Integrity Challenge in which employees were invited to share their perspectives on the meaning of the theme of the week. The goal was to make compliance more tangible to all employees and show how taking individual responsibility helps to strengthen our culture and integrity at Citrosuco.



## Conduct: policies, channels and management

The Citrosuco Code of Conduct provides clarity around the behavior expected of all stakeholders in their interaction with the Company. It sets out our commitment to ethics in our relations with stakeholders and guidelines to be followed in business activities and decisions. All employees, suppliers and other stakeholders are required to read and sign their affirmation of the Code prior to any relationship with the Company.

Potential violations of the Code and applicable legislation are reported to our Conduct Line, which can be reached online or by telephone from all locations of direct operation.

All cases are investigated impartially by our Ethics Committee, and we protect the confidentiality and integrity of reported information, and keep the identity of the parties involved anonymous.

## HOTLINE REPORTS

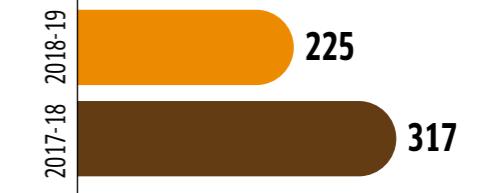
Grievances identified



Grievances addressed



Grievances resolved



Grievances filed prior to the 2018-2019 season that were resolved during the reporting period



## Risk Management GRI 103-1307

Events with the potential to affect our organizational goals are managed through a Risk Management program that ensures our primary business risks are kept up to date, reported and mitigated according to their criticality as defined in a Risk Matrix, using the 3-lines-of-defense model.

The focus of the program is on embedding a risk management culture at our business functions, including through discussion forums and by incorporating risk management considerations in investment and project decisions.

## Internal Audit

Internal audit is responsible for independently and objectively assessing the quality of our operational management practices and internal controls, and providing recommendations on how to improve them and create value for the business.



## Social and Environmental Criteria

Integral to our culture of compliance is our approach to assessing operations against environmental, labor and human rights criteria. In 2018-2019, we again assessed 100% of our operations against these criteria based on Brazilian regulations, our corporate policies (Compliance Program, Code of Conduct, Conduct Line and Internal Audits) and international standards such as the SAI Platform, the Rainforest Alliance, ISO 14001, OHSAS 18001 and SMETA 4-Pillar.

## Economic Performance

After an exceptionally large citrus crop in 2017-2018, citrus yields in the São Paulo citrus belt declined by 28%, while total orange-juice exports from Brazil declined by 20% in the 2018-2019 season. Meanwhile, citrus production has gradually recovered in Florida. These factors, in addition to international price contraction, affected our economic performance.

We ended the season with net revenue of more than US\$ 1.2 billion, positive EBITDA (although slightly down on the previous season) and leverage within target. Despite the adverse operating conditions, and the fluid and challenging marketplace, we continued to execute our growth strategy with investments of more than US\$ 140 million in innovation projects that have led to new product launches, market expansion and added value for our customers.

## PEOPLE

GRI 102-8, 102-41, 103-2, 103 | 202, 202-1, 103 | 401, 401-2, 103 | 404, 404-1, 404-2, 103 | 405, 103 | 407, 103 | 412

# RESPECT AND INCLUSION

The success of our business and the positive impacts we can have on our communities depend on each of our employees and the way we interact with those around us. We are present in more than 40 Brazilian municipalities as well as in other geographies, with a workforce of more than 11,000 direct employees and thousands more indirect employees.

Our extensive geographic presence helps to expand the reach of our impacts, which include ethics-based business relationships, dignified working conditions, genuinely promoting diversity among our stakeholders, job opportunities, professional development, respect for human rights and employee health and safety.

- Our relationships are based on respect, ethics, safety and compliance



## A HEALTHY AND PRODUCTIVE WORK ENVIRONMENT

Citrosuco's values, culture and Code of Conduct aim, above all, to nurture a work environment that supports the health and well-being of workers, based on respect, integrity and business ethics.

We ensure compliance with applicable laws, Company policies and commitments undertaken, and that our relationship with each of our employees is compliant with labor regulations. We respect freedom of association and agreements with labor unions representing the rights of our workers. Compliance is verified through internal and external audits.

Employee salaries conform to collective bargaining agreements for each employee category, and all employees are paid at least the national minimum wage, with no gender-, color-, or race-based disparity. Benefits provided to permanent and seasonal employees are consistent with market practices in each location.



### Migrant workers

Migrant workers are hired in accordance with internal policies and Brazilian legislation. Their employment status is documented in their home city, so they are immediately entitled to life insurance and other employment benefits. Out-of-pocket expenses when traveling to and from their homes are paid by Citrosuco. Migrant worker accommodations have appropriate infrastructure and daily cleaning services. Migrants also participate in preventive health campaigns and educational programs administered by social workers, addressing topics related to health, safety and quality of life.

#### HUMAN RIGHTS GRI 412-1

In the 2018-2019 season we recorded no instances of human rights violations in our value chain, including instances of discrimination, child labor and forced or slave labor. There were also no instances in which workers' freedom of association or collective bargaining were violated.

## BENEFITS AT CITROSUCO

- > Health and dental insurance
- > Life and funeral insurance
- > Transportation tickets or chartered buses
- > Cafeteria
- > Meal vouchers
- > Medication allowance
- > Supplementary salary
- > Christmas hampers
- > Credit cooperatives
- > “Convida” Program
- > Motherhood Program
- > Private pensions



### Organizational climate

The favorability rating in our second Climate Survey improved by two percentage points to 75%—a level higher than the market average. This demonstrates improvement in our work environment at Citrosuco and our focus on identifying sensitive issues.

In addition, 90% of eligible employees responded to the survey, an indication of credibility.



## A DIVERSE AND INCLUSIVE WORK ENVIRONMENT

We see diversity as a way of unlocking people's potential, valuing people for who they are, and getting the best out of each individual.

Inclusion is the path Citrosuco has chosen to become a more diverse company.

Our diversity program, For All, is designed to make our work environment increasingly plural. In the first three years of the program, we prioritized the inclusion of People with Disabilities (PwDs)—with the result that the number of PwDs in our workforce grew by 143% in the period—and achieving higher

levels of culture maturity through discussions, technical training, and awareness initiatives for our leadership team and partners.

Within the Company, our initiatives in the season were focused on accessibility and the workplace environment, helping

employees with disabilities to become more independent. Outside the company, we worked to strengthen inclusion by supporting organizations and local communities through projects such as the Paralympic Athlete Support Center (NAAP), the Association of Parents and Friends of Children with Special Needs (APAE), and Fundação Toque.



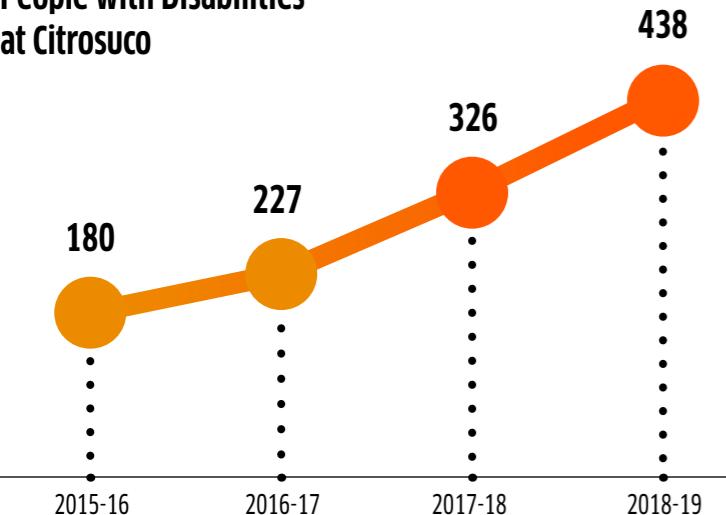
“  
**At Citrosuco, we work to resignify workplace relations, transforming the corporate environment into a more humanized workplace that provides opportunities and values diversity. Competence is what makes the difference!**”

**RENATA MAZIERO ROCHA**  
Manager, Human & Organizational Development

## For All Week

During the season, Citrosuco organized a Four All Week program at our plants, farms and port terminal. The program featured inclusion and diversity training and awareness activities for employees and surrounding communities. Lectures, visits to partner institutions (APAE, CAPS, etc), voluntary challenges, coffee tasting functions, team talks, and presentations of scientific papers helped to connect Citrosuco to inclusion networks and strengthen our relations with local communities.

**People with Disabilities  
at Citrosuco**



## Investing in Social Transformation

Citrosuco partnered with the Federal Institute for Education, Science and Technology in Matão and the Paralympic Athlete Support Center (NAAP) to develop an Industrial Process Operator training course designed specifically for PwDs. The 160-hour course came in response to the community's and the Company's need for skills building, and a desire to empower people with disabilities. The first cycle trained 14 students. Fábio Mitsuru Saito, general operations manager at Citrosuco, noted that "we are also here to give back to society some of what society has given us."



**para todos**  
Programa de Diversidade

# HEALTH AND SAFETY CULTURE

GRI 103 | 304, 304-3, 103 | 307, 307-1, 103|308, 308-1, 103|403, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 407-1, 103|414, 414-1, FP1

Health and safety is a value that permeates all our activities. In addition to promoting legal compliance, human rights and well-being, we work to instill a culture of safety in each of our employees. Using the *Hearts and Minds* methodology, and with support from the Safety Committee, we implemented a set of management tools and practices that help to deliver continual improvement of workplace conditions, reduce risks and strengthen our health and safety culture, with a mission of creating a mindset of genuine active caring: caring for ourselves, caring for others, and allowing others to care for us.

Safety is everybody's responsibility. Citrosuco has a Health, Safety & Environment (HSE) policy that provides guidelines on conducting our activities in a way that supports quality of life and environmental preservation. The policy is disseminated to and adhered to by all employees and third-party workers at Citrosuco.

## A FOCUS ON PREVENTION

Structured hazard identification and risk assessment processes support a preventive and proactive approach to safety. In addition to a range of mandatory programs (Workplace Risk Prevention Program (PPRA), Occupational Health & Safety Program (PCMSO), Risk Management Program, etc.), we have a set of specific tools for mitigating operational risks, including: Preliminary Risk Assessments (PRAs) to ensure that any risks are mitigated before initiating a task; and risk-specific Permits to Work (PTW), which create a communications and approval chain for critical activities, enhancing safety.

Our *Valor da Vida* channel—a risk identification tool—encourages open discussion between employees and their managers to reduce risks and strengthen our culture of safety. In addition, all employees at Citrosuco have a duty to refuse to perform any task which cannot be completed safely.



## S-Day

Every season, all employees and third-party workers are engaged in safety discussions and learning activities during S-Day. In line with our values and culture, the event features competitions and volunteering activities designed to stimulate employees' creativity, interaction and engagement, and to increase safety awareness and compliance both within and outside the Company.



**Both direct and third-party employees receive training on health and safety**



THINK,  
FEEL  
AND ACT.

**100%**  
of business units assessed on health and safety

**35%**

lower lost-time injury rate compared to the previous season

**41%**

reduction in the absolute number of injuries involving third-party employees

### PERFORMANCE GRI 403-2

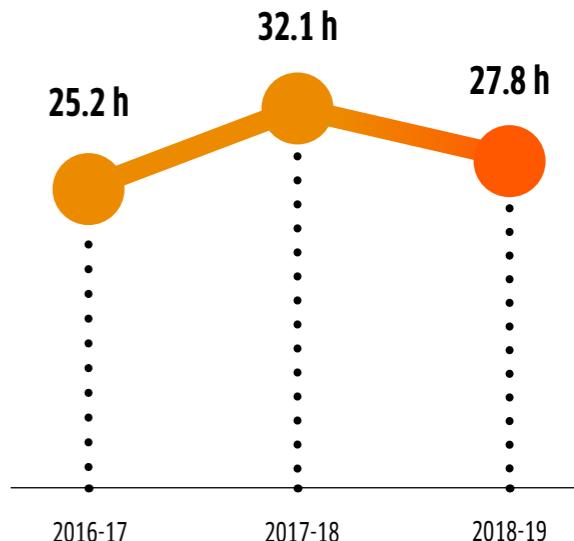
Employee category	2016-17	2017-18	2018-19
Lost-time injury frequency rate	3.08	1.06	1.03
Injury frequency rate	5.67	2.23	2.28
Severity (Days lost rate)	73.72	50.28	32.55

# SUPPORTING EDUCATION AND CAREERS

At Citrosuco we recognize the power of education to transform our relations and drive social and economic development for each individual. We create learning and development opportunities that extend beyond our organizational walls, providing opportunities, inclusion and recognition. Our initiatives are structured into programs that range from learning and development for children and youth, to training for our executives.



Average hours of training per employee



In the 2017-2018 season our farm operations employees attended more training hours than normal in connection with a retraining program on NR31—a regulatory standard on occupational health and safety in farm operations. This training is not recurrent, which explains the reduced total number of training hours in the 2018-2019 season.

## #SEMEAR

An internship program that prepares undergraduate students to start their professional careers, supporting succession management at Citrosuco.

**78** undergraduate students participated in the 2018-2019 season

**30+** were hired in the season

The development program provides 150 hours of training per intern

Six-monthly 180° performance reviews assess potential and provide feedback to inform a development plan for the cycle

## SABER EM CAMPO

A technical training program for first-line leaders in our farm operations.

Operations supervisors: **64** trained and **17** promoted since inception

Harvest supervisors and leaders: **414** trained since inception

## EDUCATION AND CAREER-BUILDING INTERNAL STAKEHOLDERS

## TRANSFORMAR

This program trains leaders to perform their leadership roles in alignment with our culture, values and best practices in people management. The program was launched in October 2018

**145** leaders trained

An average of 76 hours of training per manager

## THE CITROSUCO DEVELOPMENT SYSTEM (SDC)

A management tool that supports organizational change and helps to strengthen our culture, addressing strategic challenges through an assessment model focused on developing leaders and supporting their careers.

4<sup>th</sup> Cycle

**82** leaders assessed in the 2018-2019 season

46% increase in the number of leaders assessed

**75%** of employees with identified potential were promoted in the season

# GROWING WITH OUR COMMUNITIES

GRI 103 | 413, 413-1

Our presence can make a difference. It is based on this vision and on insights gained through listening to local communities – and in alignment with our business strategy – that we invest in creating value for the Company and the communities where we operate. The focus of our outreach is on inclusion, diversity, education and professional development through programs that enhance the quality of vocational education and training for youth.

Our investments—a total of R\$ 2.51 million in the 2018-2019 season—are made through partnerships with civil-society organizations as a platform for program development and implementation.

## OUR NETWORK

**27,000+**  
people reached by social programs

**30+**  
municipalities involved

**41**  
partnerships

**R\$ 2.5 million**  
invested in social initiatives



Equine-assisted therapy  
- In partnership with APAE Matão.

## PARTNERSHIP FOR THE ENHANCEMENT OF EDUCATION (PVE)

With a presence in nine municipalities, the Partnership for the Enhancement of Education program works to improve municipal public education across three fronts: education management support, school management support and social engagement—with an ultimate goal of improving performance in the Basic Education Performance Index (IDEB). Stakeholders reached:

**26,000+** students

**350+** school managers

**2,000+** volunteers

## PROJETO PESCAR

In partnership with Fundação Pescar, for the past 16 years this program has provided professional training to socially and economically vulnerable youth aged 16 to 19 years old, equipping them with the skills needed for the job market. Season results:

**61** students benefited

**84%** employability

**49** volunteers

# EDUCATION AND CAREER-BUILDING EXTERNAL STAKEHOLDERS

## AFTER-SCHOOL PROGRAM

In partnership with Cambuhy Agrícola, this program organizes after-school activities—including arts, sports, technology, environment, and music and reading appreciation—for

**40** children at the rural municipal school in Matão

Students also receive speech therapy and child psychology support.

## YOUNG APPRENTICE

Our partnerships with Fundação Pescar, SENAR, SENAI, SENAC and ETEC confirm our commitment to the inclusion and preparation of youth for the job market.

**147** young apprentices

**44** young students trained to work in agribusiness

## STRENGTHENING OUR OUTREACH

In addition to education programs, other social initiatives include Votorantim Institute's Embrace a Cause program and the Paralympic Athlete Support Center (NAAP).

The Embrace a Cause program provides guidance to employees on donating their annual income tax. During the season, R\$ 238,000 in income tax donations were distributed across four projects for at-risk children in our communities. This was 10 times more than the previous season, in part thanks to Citrosuco providing cash advances to employees, putting us at the top of the ranking for donations among Votorantim group companies.

Through the Embrace a Cause program, we support the following projects:

**> Association of Parents and Friends of Children with Special Needs (APAE) in Matão (SP)** – equine-assisted therapy. This season we created a sensory garden to stimulate children's senses by having them plant medicinal herbs and spices along paths with different textures, such as pebbles, carpets and asphalt;

**> Fundação Toque de Araraquara (SP)**, an organization that helps PwDs with multiple disabilities to become more independent; and

**> Future Citizens in Catanduva (SP)** – This project supports social inclusion by providing professional training to teenaged students.

Integral to our diversity efforts is the inclusion of people with disabilities (PwDs). NAAP—one of the organizations we sponsor—provides children, youth and adults with disabilities the opportunity to engage in sports, supporting better quality of life and self-esteem – 41 PwDs were benefited in the season. The NAAP's Paralympic swimming team, in particular, has been highly successful winning medals in regional, state and national competitions.



## PROXIMITY AND DIALOG

In the 2018-2019 season, we created a structured program to listen to and deepen our understanding of the Matão (SP) community's needs, aspirations and expectations of the Company. This initiative helped to identify mutual interests, strengthening the positive impacts from our initiatives. Two examples of these initiatives were an Open Doors program and a partnership to develop a vocational course for people with disabilities.

Since 1999 we have been recognized by Fundação Abrinq as a "Child-Friendly Company" for our commitment to children and youth



## Books for Everyone

Ranked as one of the best success cases within the Partnership for the Enhancement of Education program, Carriola do Saber ("Knowledge Wagon"), a partnership with Projeto Matão Mais Verde, is a touring library that visits the Matão area bringing books for distribution to community residents. The goal of the project is to provide communities with access to books of different genres, which they are not required to return as in a regular library. Users can, however, turn in one book in exchange for another. When the library arrives at a community, an initial storytelling session helps to engage youth and adults.

On National Rural Cleanup Day, the library toured farms in Araraquara (SP) to hold discussions about managing pesticides and disposing of packaging properly. Schools participated in the initiative, and students received 500 native saplings to plant.

## CITROSUCO LAUNCHES SUSTAINABILITY MONTH

At Citrosuco we work to strengthen our culture and organizational values among our employees. Initiatives such as S-Day (Safety Day), Occupational Accident Prevention Week, For All Week and Compliance Week are examples of how we have strengthened our practices and embedded our values in our day-to-day activities across the business.

Sustainability Month exemplifies how civic engagement can help people to transform the communities where they live. In this first edition, the initial goal of the initiative was to ensure that all our employees have a comprehensive understanding of our social and environmental practices, and an in-depth understanding

of how we manage our impacts. Through a series of activities organized and sponsored by the Company, including games, discussion circles, videos and quizzes (involving all business units in Brazil) we created a practical experience showing how our initiatives impact the business and society.

The initiative extended beyond its initial goal and provided real-world examples of how sustainability is put into practice in our business. More than 800 people engaged in volunteer work in our communities, benefiting more than 20 cities in the states of São Paulo and Minas Gerais, southeastern Brazil.

**“** The engagement of our employees and surrounding communities, and the results we achieved during the month, are a source of pride and a testament that sustainability is a value that we genuinely embrace at Citrosuco **”**

**CLAUBER DE ANDRADE E SILVA LORENA DE SOUZA**  
General Manager, Legal, Risk, Compliance and Sustainability



**PLANET** GRI 103| 416, 416-1, 416-2, FP5 GRI 103 | 304, 304-3, 103 | 307, 307-1

# A FOCUS ON SUSTAINABLE AGRIBUSINESS

According to a 2019 report by the World Resources Institute (WRI), overall agricultural demand will increase by more than 50%, creating a gap that will need to be closed to meet the needs of a global population likely to reach 10 billion by 2050. This will, in theory, result in increased use of natural resources.

Agriculture alone accounts for 70% of all fresh water withdrawn, 50% of land use, and 25% of global greenhouse gas emissions.

We recognize the challenge that this poses to our business. And it is by reconciling financial returns, environmental protection and social development that we work—through alliances—to develop more sustainable production systems throughout the value chain for orange juice and ingredients.

*State-of-the-art technologies help growers to optimize natural resource usage*

## DIGITAL CITRUS FARMING

Oranges are largely grown in a traditional, labor-intensive model of cultivation, harvesting and transportation. However, we are working to change the face of citrus growing by introducing scanning, telemetry, drones, connectivity and smart irrigation and pesticide application systems. As part of our Digitization Master Plan for farm operations, these technologies will enable us to implement precision agriculture down to the tree level. This optimizes resource usage and, as a result, minimizes the amounts of water, energy and agrochemicals used in orange growing.



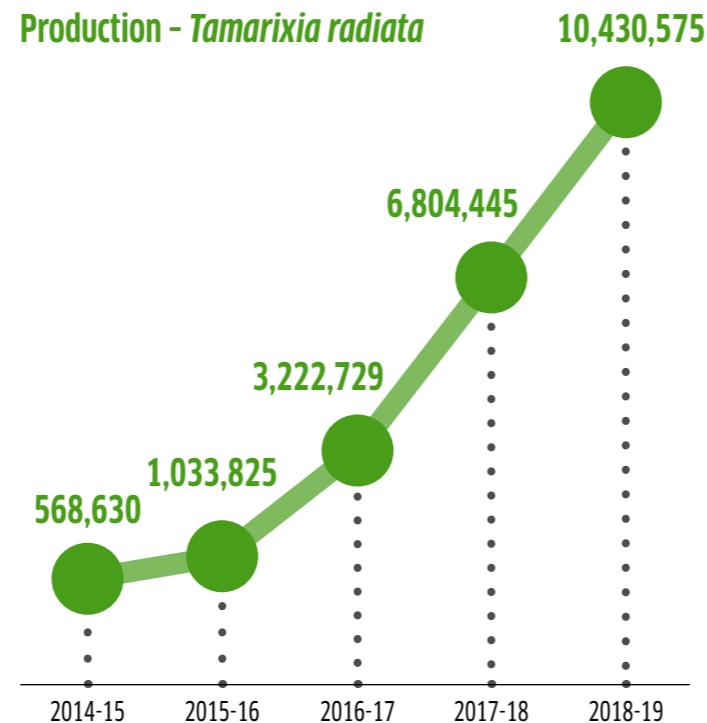
## BIOLOGICAL CONTROL

Greening disease is one of the biggest threats to citrus groves worldwide. The disease, a bacterium transmitted by psyllids, results in lower fruit yields and deformed smaller-sized fruits. Citrosuco has pioneered and become a leader in the large-scale deployment of biological control against citrus greening, which helps to reduce the use of pesticides.

Our approach begins with identifying and eliminating infected trees within and outside orange grove properties, followed by the production and release of *Tamarixia radiata* wasps, a natural predator of psyllids. Since implementing this strategy, more than 1.6 million host or infected trees have been eradicated, and more than 20 million wasps have been produced.

### United against Greening

The 9<sup>th</sup> edition of Citrosuco's greening management workshop brought together researchers, growers and technicians to share insights and good practices in managing the disease, while also raising awareness in the scientific community about growers' needs and challenges.



A psyllid individual (*Diaphorina citri*).





Juntos  
por uma  
Citricultura  
melhor.  
programa

# TOGETHER FOR A BETTER CITRUS SUPPLY CHAIN

In a **joint effort with growers**, we created a program in the 2015-2016 season, called Trilhar, to **disseminate and implement sustainable farming practices** that deliver outcomes such as

economic benefits, better-quality fruit, higher yields, food safety, and social and environmental management on farm properties. This has a positive impact on growers, workers, local communities

and the environment, helping to balance the economic, social and environmental dimensions of citrus growing.



## GROWER ASSESSMENT AND QUALIFICATION

As part of the *Trilhar* program, a Grower Assessment and Qualification process evaluates each grower's grove conditions and fruit supply. Our fruit procurement practices are governed by an internal procurement policy, legal compliance and document review requirements. During the season, 100% of fruits were sourced in compliance with Citrosuco's procurement policy.

We have consistently expanded the number of farms implementing systematic improvements to their farming and management practices, as attested by audits within verification frameworks such as the SAI Platform, the Rainforest Alliance and Fairtrade. In the season, more than 50% of the total volume of fruits we processed were sourced from audited own and third-party farms.

Our goal is to achieve further progress in strengthening alliances, engaging different stakeholders and building a more resilient, profitable and sustainable supply chain for orange juice and ingredients, for the benefit of all parties involved.

## AGROCHEMICAL MONITORING PROGRAM

Initiated in 2012, this program raises awareness about the proper use of pesticides in a way that is safe for people and the environment. In the first part of the program, we communicate and monitor the products listed for use in citrus farming. In the second step, growers receive training on citrus pest and disease management, equipment adjustments and maintenance, and proper disposal of pesticide packaging. In the third step, with each shipment we check the relevant pre-harvest interval (PHI) and whether program requirements have been met. In the last step, random samples are tested at accredited laboratories to assess program effectiveness.

## FAMILY FARMING

Part of the oranges supplied to our processing operations are sourced from family-owned farms. Since 2014, we have maintained a partnership with Cooperativa de Produtores Rurais de Agricultura Familiar (COPERFAM), a cooperative of 85 Fairtrade-certified properties in Bebedouro (SP). The certification entitles these growers to receive a minimum price for the fruit they supply, as well as a Fairtrade Premium for the cooperative to invest in improving grower yields, environmental preservation and local development. In 2019 the cooperative purchased school supplies, purchased and serviced agricultural machinery, and purchased and installed 47 water meters to improve water management.



- Compliant agrochemical use improves safety for people and the environment

## GROWER OUTREACH

**Eder Laudelino Polizel** works as a manager at Fazenda Real, a citrus farm in Itatinga (SP) and one of our 500 fruit suppliers. The farm was awarded “silver” status after completing a SAI Platform assessment as part of Citrosuco’s efforts to build a sustainable and resilient citrus supply chain. “The assessment helped us to identify and

mitigate risks on the property, providing the reliability and credibility that the market requires,” he says. The challenge, he explains, is changing our previous methods and professionalizing our operations to improve property management across the economic, social and environmental dimensions.



## Environmental Education on a Citrus Farm

**Patrícia Matarazzo** believes environmental education is key to raising awareness among new generations about the importance of preserving our planet. She started a project at her farm in Bebedouro (SP), called *Chiara*, where children from public and private schools have the opportunity to plant seedlings of native tree species such as courbaril, jequitiba and Brazilian ironwood. “I tell them about the different varieties and their importance for forest conservation,” she says. She collects seeds on the property to produce seedlings in a nursery with a capacity for 10,000 units. Six months after planting these seeds, the children return to retrieve and transplant the seedlings at locations indicated by the municipal government. In 2019, 500 students were benefited by the project.

In 2020, she plans to expand the project and to start a touring library as an incentive for reading. Matarazzo’s education outreach is part of a larger environmental program she created on her farm—which was verified as SAI

Platform Gold Grade for orange growing and received Bonsucro certification for sugarcane production, attesting to compliance on social and environmental governance issues. Environmental preservation and reforestation on the farm property have helped to increase local biodiversity; cougars—which are predators at the top of the food chain—are regularly spotted on her property. Patrícia Matarazzo is one of our partners in building a more sustainable citrus supply chain.

- We partner with our suppliers and support the adoption of more sustainable citrus growing practices

## EXCELLENCE IN AGRIBUSINESS

Agriculture is the basis of food security and of our business. We work to achieve farming excellence on our properties, and share practices and expertise with our growers as part of our approach to building a resilient and sustainable citrus supply chain.

**“**We are committed to strengthening the citrus supply chain by promoting and advancing the adoption of agricultural practices that combine economic prosperity, environmental preservation and social progress**”**

**ANGELO ROBERTO DOVIGO**  
procurement manager

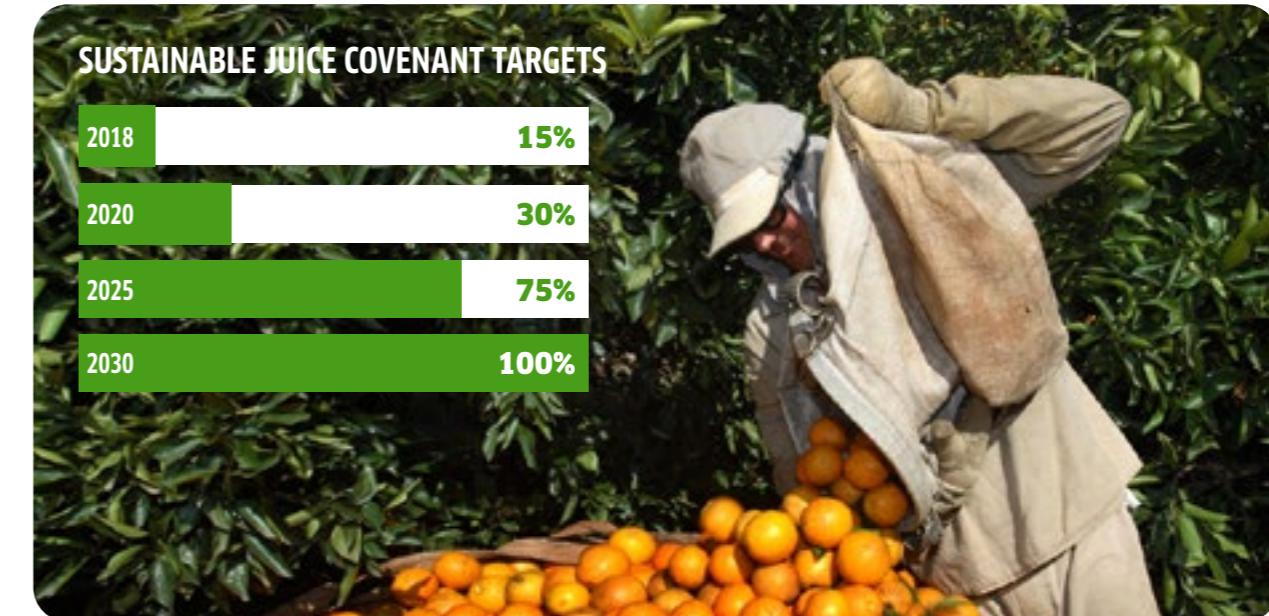
## ACHIEVING 100% SUSTAINABLE SOURCING BY 2030

In 2017 we became members of the SAI Platform, a non-profit network of companies committed to advancing sustainable agricultural practices that support competitive, efficient and socially responsible production of safe, high quality agricultural

products. Strengthening this commitment, in March 2020 we joined the Sustainable Juice Covenant, a global initiative that is working to achieve 100% sustainable sourcing of fruit and vegetable juices and ingredients by 2030. Juices and ingredients are deemed to

be sustainable if produced at plants audited against SEDEX-SMETA guidelines and on farm properties audited within the SAI Platform-FSA or an equivalent program. At Citrosuco, all of our plants and more than 50% of the fruits we process meet these criteria.

Click on the labels to learn more



# CLIMATE AND ENERGY

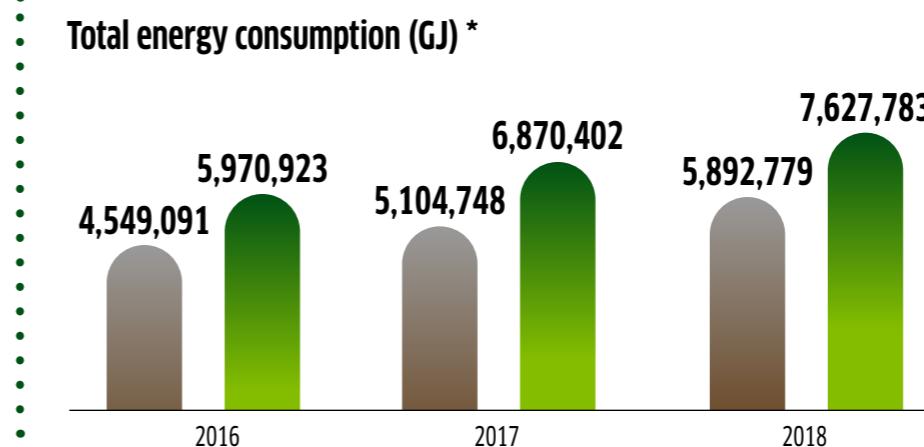
GRI 103| 201, 201-2, 103 | 302, 103| 302, 103| 303, 303-1, 303-2, 303-3, 303-4, 303-5

- *Our energy mix was more than 55% renewably sourced in the season*

Agriculture is affected by climate change, which is believed to be causing a loss of arable land in some regions. Monitoring impacts from and our exposure to climate change is an integral part of our operations and strategy. There are number of actions we have taken to reduce our exposure to impacts from climate change, such as ten-year climate modeling studies in citrus-growing regions. We also seek to reduce the impacts from our activities by minimizing greenhouse gas emissions, using renewable energies and managing natural resource usage.

In partnership with Votorantim Energia, Citrosuco has invested in Ventos do Piauí, a wind farm project that will supply approximately 50% of our industrial electricity requirement by 2023.

Citrosuco's energy mix was more than 55% renewably sourced in the season, with biomass as the primary renewable source we used.



- Non-renewable (fossil)
- Renewable

\* The standards, methods and assumptions used are in accordance with the Brazilian GHG Protocol Program, and the emission factors are in accordance with the GHG Protocol or IPCC. In previous years, energy calculations for sugarcane bagasse combustion were based on internal lower calorific value (LCV) data. This year we have used the guidelines issued by the Brazilian GHG Protocol Program.

**EMISSIONS**

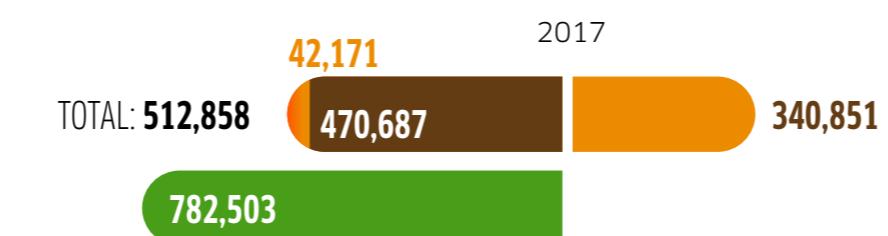
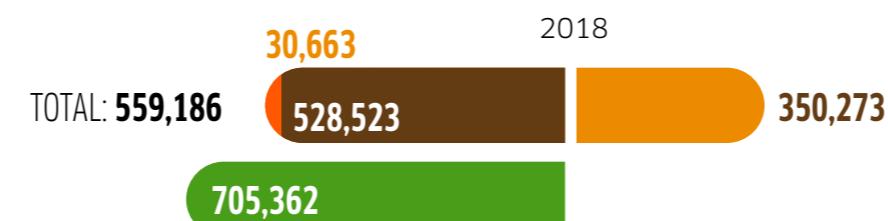
Using and producing biomass, purchasing renewable energy, exporting renewable source electricity, investing in transportation systems with reduced greenhouse gas emissions and driving continual process improvements are all a part of Citrosuco's transition to a low-carbon economy. In the 2018-2019 season, carbon capture in our orange groves and protected areas offset 63% of our scope 1 and 2 emissions.

In our logistics operations, internal testing has demonstrated the superior efficiency of 100% natural gas-powered vehicles. Beginning in 2020, we will gradually replace our diesel vehicles with natural gas vehicles as part of a transition to a logistics model that will deliver a 15% reduction in greenhouse gas emissions, another innovation front at Citrosuco (read more on page 13).

**Total greenhouse gas emissions (tCO<sub>2</sub>eq/year)\***

- Direct greenhouse gas emissions - Scope 1
- Indirect emissions from purchased electricity - Scope 2
- Biogenic CO<sub>2</sub> emissions - Scope 1

Carbon Capture\*\*



\* Citrosuco has not reported its scope 3 emissions for the current reporting period.

\*\* Carbon capture in protected areas and orange groves. As a conservative approach, we count only 60% of estimated carbon capture in protected areas.

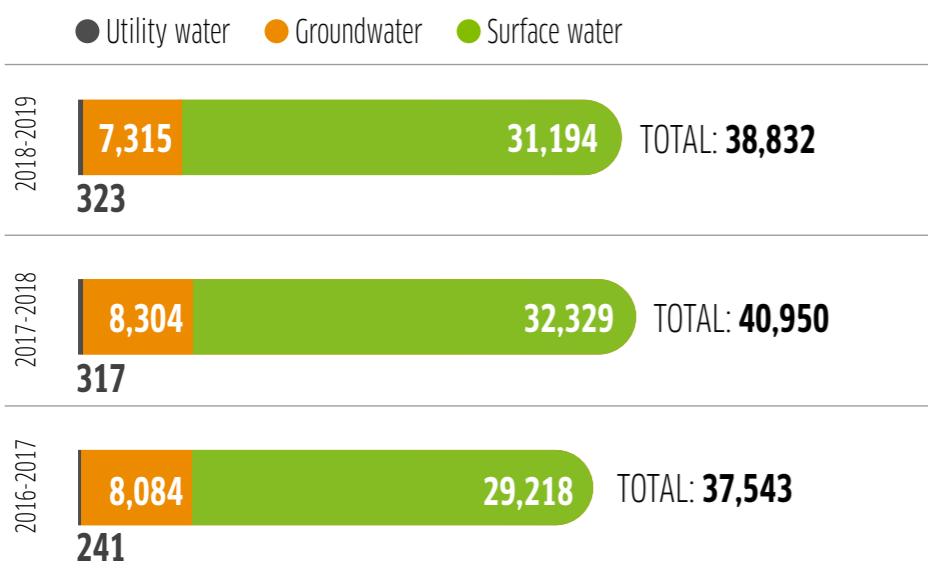
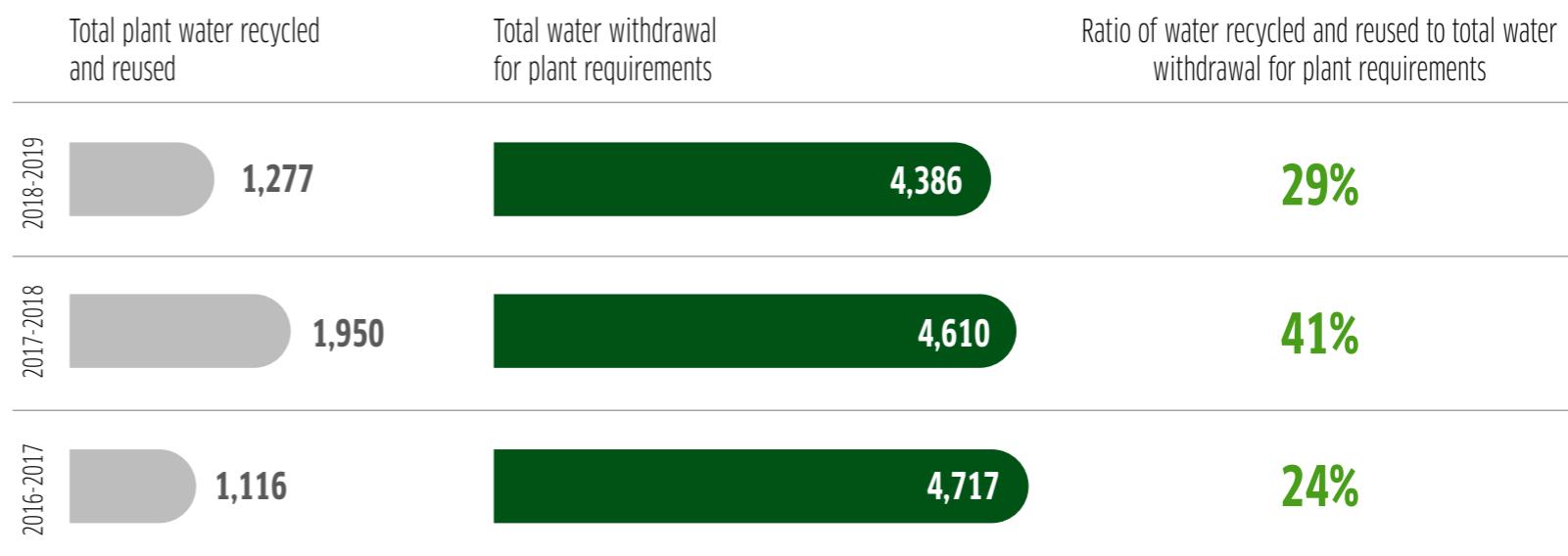
*Carbon capture in our orange groves and protected areas offsets 63% of our scope 1 and 2 emissions*



**WATER RESOURCES GRI 103 | 303**

Agriculture is the largest consumer of freshwater. This is also true in our own operations, in which irrigation represents 80% of our water requirement. At total of 39% of our farmland is irrigated, nearly entirely (99%) by drip irrigation, one of the most efficient irrigation systems available, helping to optimize our use of this precious natural resource.

In our plant operations, we work to reduce water consumption and maximize water recycling. Significant investments in our effluent treatment plants are expected to increase water reuse by 7% over the following seasons.

**Total water withdrawal by source (ML)\* GRI 303-1****Water recycled and reused (ML) GRI 303-3**

# EFFLUENTS AND WASTE

GRI 103 | 306, 306-2

- *Our approach to managing effluents and waste prioritizes avoidance, recycling and compliant disposal*

All effluents generated from our production processes, which have a high organic load, are treated and disposed of in accordance with applicable regulations. A total of 4.25 million cubic meters of effluents were treated this season.

In terms of solid waste, organic waste accounts for the bulk of our waste volumes, largely in the form of sludge

treatment plants and ash from biomass combustion. Third-party companies process these waste materials into compost that is then sold as organic fertilizer under a license issued by the Ministry of Agriculture and Food Supply (MAPA). Recyclable materials are sent to specialized companies for recycling. Only 0.4% of our waste materials are classified as hazardous, of which 84% are recycled and 16% are disposed of at industrial landfills.

In the 2018-2019 season there was an increase in volumes of agricultural waste materials—such as agrochemical packaging, PPE and mineral oil—reflecting the implementation and improvement of management practices under our Solid Waste Management Plan.



**HAZARDOUS WASTE GENERATED (IN METRIC TONS)**

Disposal Method	Type	2016-2017	2017-2018	2018-2019
Recycling	Lamps, agrochemical packaging	3	1	63
Co-processing	Oil and grease, contaminated rags and absorbents, and thermal insulation materials	78	78	36
	Used lubricants	71	47	56
Re-refining	Refined lubricants	8	11	33
Class 1 landfills	Miscellaneous waste	17	49	30
On-site storage	PTO shaft covers, oil filters, oil-contaminated waste, contaminated sawdust	18	20	5
<b>Total (in metric tons)</b>		<b>195</b>	<b>206</b>	<b>223</b>

**NON-HAZARDOUS WASTE GENERATED (IN METRIC TONS)\***

Disposal Method	Type	2016-2017	2017-2018	2018-2019
Recycling	Recyclable materials, wood, scrap metal	1,576	1,433	2,251
Composting	Organic process and catering waste	39,898	79,349	36,298
Landfilling	Municipal waste	888	1,014	1,353
	Ash	6,770	2,014	59
On-site storage	Ash storage in Catanduva	43,193	20,000	20,916
<b>Total (in metric tons)</b>		<b>92,325</b>	<b>103,848</b>	<b>60,877</b>

\* Burning of eradicated trees for phytosanitary purposes has been authorized by CETESB. In the 2017-2018 season some farms did not report waste volumes on a monthly basis. As a result, volumes increased in the 2018-2019 season after monthly reporting was implemented. All used lubricant oil was disposed of by a company specializing in lubricant transportation and refining.



# BIODIVERSITY

GRI 103 | 304, 304-1

Citrosuco manages 17,000 hectares of protected areas containing the *Cerrado* and Atlantic Forest biomes. Of these, 3,500 hectares are Permanent Protected Areas adjacent to springs, rivers, lakes or artificial reservoirs, which play an important role in conserving biodiversity and water resources. These areas are managed in harmony with our farm properties under Citrosuco's

Biodiversity Conservation and Protection Program. Within the program, we implement projects in areas such as rehabilitation of natural habitats, collection of native species seeds for nurseries, biodiversity mapping, environmental education, and promoting responsible land use and sustainable farming practices.

## Native Sapling Nursery

Created in 2012, our sapling nursery reproduces endemic native species that help to increase biodiversity on our properties and in surrounding communities.

**35,620**  
native saplings planted in  
reforestation programs

**17,000**  
hectares preserved in the Atlantic  
Forest and *Cerrado* biomes, including:

**3,500**  
hectares preserved in areas  
adjacent to springs and rivers

Urutau  
(Fazenda Entre Rios)

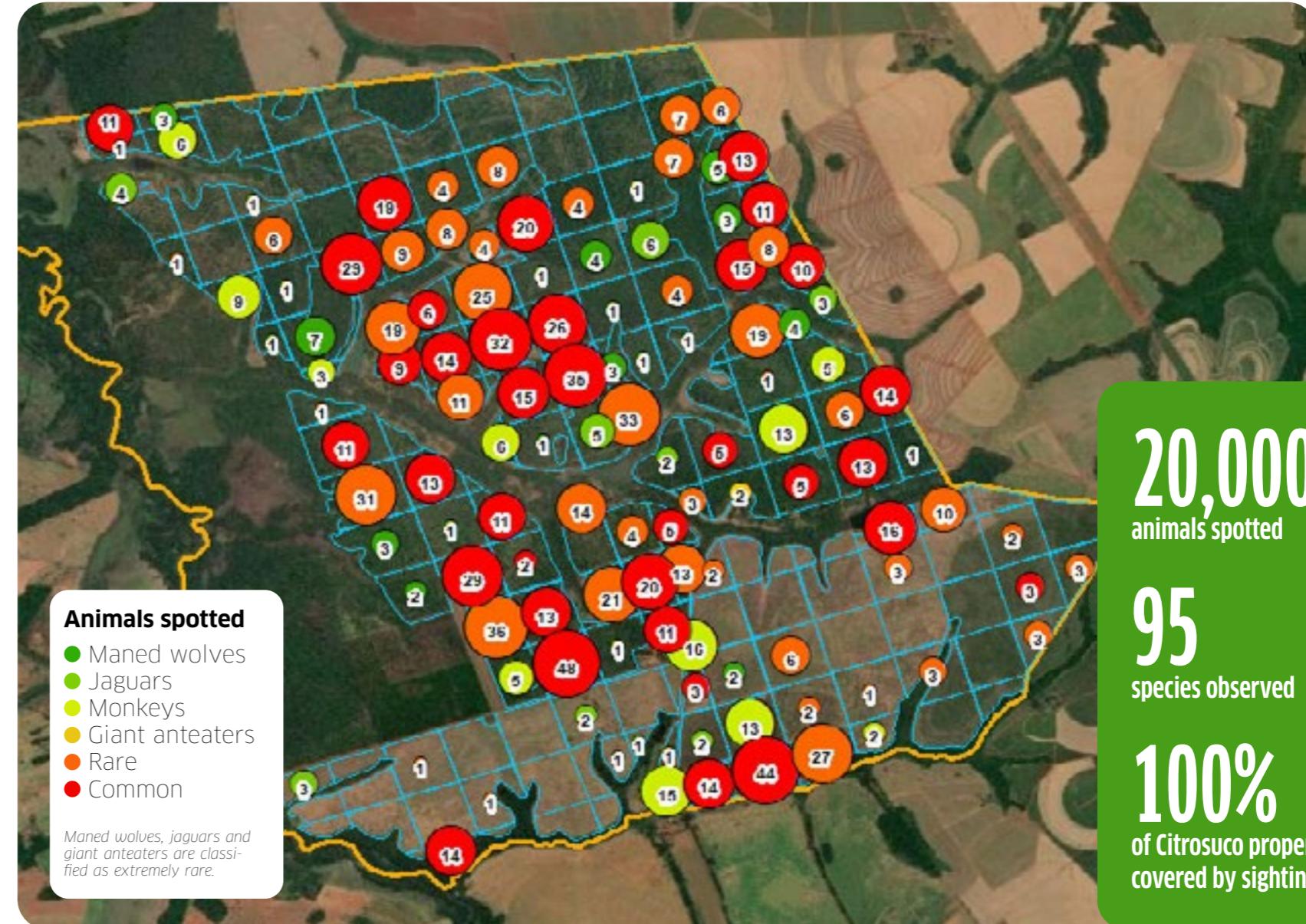


## SIGHTING MAP

In the 2017-2018 season we began developing fauna sighting maps covering all our managed properties as part of the Biodiversity Conservation and Protection Program. This has proven to be an important tool for wildlife protection, and is used as a reference in rehabilitating protected areas, creating ecological corridors and engaging employees around environmental preservation.

**“ The map provides insight into wildlife dynamics on our properties, making our biodiversity conservation efforts more effective and helping to create the conditions necessary to sustain biomes. ”**

**LUCAS FRANCISCO RIZZO**  
Environmental engineer



## GLOBAL PRESENCE

GRI 102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7

We are one of the largest orange juice producers in the world. Our operations span the entire value chain, from citrus groves through processing to distribution on five continents. Citrosuco's orange juice and ingredients products are supplied to customers around the world. Citrosuco has a 20% global market share and produces 40% of the orange juice exported out of Brazil.



# MATERIALITY PROCESS

GRI 102-40, 102-42, 102-43, 102-44, 102-46, 102-47

Recognizing the importance of active dialog with stakeholders, in 2019 we surveyed 164 people within and outside the organization to revisit our material topics reflecting new priorities and changes in the business. The materiality review was divided into four steps:

## 1 IDENTIFICATION

identifying stakeholders for surveys and document reviews to inform our selection of material topics;

## 2 PRIORITIZATION

eliciting stakeholders' views on which topics are priorities;

## 3 ANALYSIS

discussion and analysis of prioritized topics;

## 4 VALIDATION

assessing and validating the materiality results based on stakeholder interviews and our strategy, risks and opportunities.

The stakeholder survey included interviews with our leadership team and industry experts, and an online survey of different groups, including: employees, local communities, academia, financial institutions, customers, growers and other suppliers.

We then selected nine material topics to populate the materiality matrix.

## innovation & technology



## supply chain management



## climate change



## transparency & ethics



## labor rights & working conditions



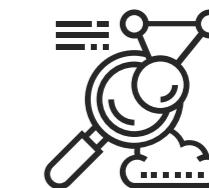
## land-use & biodiversity



## partnership with customers



## productivity & efficiency



## community relations



# GRI CONTENT INDEX

GRI 102-55

## GENERAL DISCLOSURES

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Organizational profile</b>				
<b>GRI 102</b> General disclosures 2016	102-1 Name of the organization	7		
	102-2 Activities, brands, products, and services	7, 8, 10		
	102-3 Location of headquarters	7		
	102-4 Location of operations	7		
	102-5 Ownership and legal form	7		
	102-6 Markets served	7, 8, 10		
	102-7 Scale of the organization	7		
	102-8 Information on employees and other workers	21, 63		8, 10
	102-9 Supply chain			
	102-10 Significant changes to the organization and its supply chain	19		
	102-11 Precautionary principle or approach	13, 19		
	102-12 External initiatives	8		17
	102-13 Membership of associations	Citrosuco is a member of CitrusBR, an association founded in June 2009 by Brazil's largest producers and exporters of citrus juice and citrus products. The primary purpose of the organization is to represent the collective interests of citrus exporters at the national and international level.		17

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Strategy</b>				
GRI 102 General disclosures 2016	102-14 Statement from senior decision-maker	3		
<b>Ethics and integrity</b>				
GRI 102 General disclosures 2016	102-16 Values, principles, standards, and norms of behavior	5, 19		16
<b>Governance</b>				
GRI 102 General disclosures 2016	102-18 Governance structure	16		
<b>Stakeholder engagement</b>				
GRI 102 General disclosures 2016	102-40 List of stakeholder groups	48		
	102-41 Collective bargaining agreements	21		8
	102-42 Identifying and selecting stakeholders	48		
	102-43 Approach to stakeholder engagement	48		
	102-44 Key topics and concerns raised	48		

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Reporting practices</b>				
GRI 102 General disclosures 2016	102-45 Entities included in the consolidated financial statements	2		
	102-46 Defining Report content and topic Boundaries	48		
	102-47 List of material topics	48		
	102-48 Restatements of information	None		
	102-49 Changes in reporting	None		
	102-50 Reporting period	2		
	102-51 Date of most recent report	2017-2018 (season).		
	102-52 Reporting cycle	Annual (season).		
	102-53 Contact point for questions regarding the report	citrosuco@citrosuco.com.br		
	102-54 Claims of reporting in accordance with the GRI Standards	Core.		
	102-55 GRI Content Index	49		
	102-56 External assurance	This report has not been externally assured.		

**MATERIAL TOPICS**

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Market presence</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	21 21 21		
GRI 202 Market Presence 2016	202-1 Ratio of standard entry level wage compared to local minimum wage	21		1, 5, 8
<b>Anti-corruption</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 205 Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	There were no incidents of corruption in the 2018-2019 season.		16
<b>Anti-competitive behavior</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Citrosuco was not party to any legal actions in the 2018-2019 season for anti-competitive behavior, anti-trust, and monopoly practices.		16

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Energy</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 302 Energy 2016	302-1 Energy consumption within the organization			7, 8, 12, 13, 15
<b>Water</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 303 Water 2016	303-1 Water withdrawal by source 303-3 Percentage and total volume of water recycled and reused			6 6, 8, 12
<b>Biodiversity</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 304 Biodiversity 2016	304-3 Habitats protected or restored			6, 13, 15

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Emissions</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions 305-2 Indirect (Scope 2) GHG emissions			3, 12, 13, 15 3, 12, 13, 15
<b>Effluents and waste</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 306 Effluents and waste 2016	306-1 Water discharge by quality and destination 306-2 Waste by type and disposal method			3, 6, 12, 13, 15 3, 6, 12, 13, 15
<b>Environmental compliance</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 307 Environmental compliance 2016	307-1 Non-compliance with environmental laws and regulations	During the season an environmental incident involving clearing near a spring at the Trindade farm resulted in a warning from the São Paulo environmental agency (CETESB), with no fine imposed. The case was subsequently closed.		12, 13, 15, 16

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Supplier environmental assessment</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 308 Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria			2, 6, 7, 12, 13, 15
<b>Employment</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 401 Employment 2016	401-1 New employee hires and employee turnover 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees			5, 8, 10 8
<b>Occupational health and safety</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 403 Occupational health and safety 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities			3, 8

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Training and education</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 404 Training and education 2016	404-1 Average hours of training per year per employee 404-2 Programs for upgrading employee skills and transition assistance programs			4, 5, 8 8
<b>Diversity and equal opportunity</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 405 Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees			5, 8
<b>Non-discrimination</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 406 Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No incidents of discrimination were reported in the season.		5, 8, 10, 16

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Freedom of association and collective bargaining</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 407 Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			8
<b>Child labor</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 408 Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor			8, 16
<b>Forced or compulsory labor</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 409 Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor			8, 16

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Human rights assessment</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 412 Human rights assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		There were no significant investment agreements or contracts including human rights clauses or that underwent human rights screening.	8, 16 8, 16
<b>Local communities</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 413 Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs			4, 10
<b>Supplier social assessment</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach			
GRI 414 Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	63% of new suppliers were screened using social criteria		8, 16

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
<b>Consumer health and safety</b>				
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary  103-2 The management approach and its components  103-3 Evaluation of the management approach			
GRI 416 Consumer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories  416-2 Incidents of non-compliance concerning the health and safety impacts of products and services			2, 3  2, 3
Food Processing Sector Supplement - Customer health and safety	FP5 Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards  FP6 Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars  FP7 Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives	100% of production volumes at Citrosuco are manufactured at sites that are certified to internationally recognized food safety management system standards.  Not applicable. Orange-based products for human consumption produced by Citrosuco are 100% natural and free of saturated fat, trans fats, sodium and added sugars.  This percentage is not applicable as the orange products supplied by Citrosuco for human consumption are 100% natural and conserve the original content of fibers, vitamins, minerals and bioactive compounds found in fruit.		2  2  2
<b>Social and economic compliance</b>				

GRI Standard	Disclosure	Page/URL	Omission	Sustainable Development Goals
GRI 103 Management approach 2016	103-1 Explanation of the material topic and its Boundary  103-2 The management approach and its components  103-3 Evaluation of the management approach			
GRI 419 Social and economic compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	A total of R\$ 238,588.68 in fines were paid during the period. A further R\$ 11.391.688,44 in fines during the period may still be appealable. We were also subject to tax enforcement proceedings (ISS), an ICMS tax delinquency notice, and four individual fines (PIS and COFINS) and two fines relating to rural property tax. All tax proceedings are being defended by the Company. The tax enforcement proceedings and tax delinquency notices described in this report include the taxes allegedly owing plus fines and interest.		16

**Outsourcing and procurement**

Food Processing Sector Supplement - FP1 Percentage of purchased volume from suppliers compliant with company's sourcing policy

2

# APPENDIXES

## QUALITY AND SAFETY

### Percentage of production volume manufactured in certified sites GRI FP5

Standard	Description	Certified Sites	Units certified
FSSC 22000 (Food Safety System Certification)	Certification for food safety management systems, including supply chain risk management, to ensure food products are safe for human consumption. FSSC 22000 was developed to certify food safety systems of companies in the food chain that process or manufacture animal products, perishable vegetable products, products with a long shelf life and other food ingredients.	9 Plants: Matão, Catanduva, Araras and Lake Wales (U.S.); Port terminals: Ghent (Belgium), Santos and Santos Warehouse 29 (Brazil), Wilmington (U.S.), Toyohashi (Japan).	
SGF/IRMA (Sure-Global-Fair/International Raw Material Assurance)	SGF/IRMA certification attests, by means of a voluntary control system, that companies supplying raw materials to European manufacturers meet the specified requirements, especially in relation to good manufacturing practices and product authenticity.	5 Plants: Matão, Catanduva and Araras (Brazil) and Lake Wales (US); Port terminal: Ghent (Belgium).	
FDA	Certification attesting that exporters and domestic manufacturers have food safety management systems conforming to U.S. legislation.	5 Plants: Matão, Catanduva and Araras (Brazil) and Lake Wales (US); Port terminal: Ghent (Belgium).	
USDA	A certification process carried out by the United States Department of Agriculture to assess production standards and the quality of the processes involved.	2 Plant: Lake Wales (US); Port terminal: Wilmington (US).	
ACS G029	Food safety verification by the Belgian food safety authority.		
Halal	Certification attesting that food manufacturing processes and ingredients conform to Islamic law and that products are suitable for consumption by Muslim consumers.	4 Plants: Matão, Catanduva and Araras (BRA)	
Kosher	Certification attesting that food manufacturing processes and ingredients conform to orthodox Jewish dietary law.	4 Plants: Matão, Catanduva and Araras (Brazil) and Lake Wales (US).	
GMP+	Animal feed safety standards covering the entire supply chain. This certification applies to our Citrus Pulp Pellets (CPP) product, which is used as animal feed.	4 Plants: Matão, Catanduva and Araras (BRA)	

SAI Platform	SAI Platform is a global food industry initiative for sustainable agriculture. The FSA checklist covers social, environmental and economic topics and good farming practices. Sustainable agriculture, as defined by the SAI platform, is the efficient production of safe, high quality agricultural products, in a way that protects the natural environment, improves the social and economic conditions of farmers, their employees and local communities and safeguards the health and welfare of all farmed species.	26 All citrus farms (26) have undergone external verification in accordance with SAI Platform FSA Implementation Framework Version 1.
Rainforest Alliance Certified	Social and environmental certification attesting that producers protect biodiversity and rural workers in the supply chain. In Brazil, audits are performed by the Institute for Forestry and Agriculture Management and Certification (IMAFLORA).	18 Plants: Matão, Catanduva, Araras and Limeira Port terminal: Ghent (Belgium) and Santos (Brazil). Farms: Emú, Entre Rios, Maringá, Nova Trento, São Carlos, Ventura, Constância, Palmeiras, Quatirmãs, Rio Pardo, Tubunas, Itapetininga, and Santa Terezinha
SMETA	Provides best practice guidance for conducting ethical trade audits based on four pillars: Labor standards; Health & safety; Environment, and; Ethical trading.	6 Plants: Matão, Catanduva and Araras (Brazil) and Lake Wales (US); Port terminals: Santos (BRA), Ghent (BEL).
ISO 9001	Quality management.	2 Port terminals: Santos and Santos Warehouse 29 (Brazil).
ISO 14001	Environmental management systems.	2 Port terminals: Santos and Santos Warehouse 29 (Brazil).
OHSAS 18001	Occupation health and safety management systems.	2 Port terminals: Santos and Santos Warehouse 29 (Brazil).

## SOCIAL IMPACT

### Community engagement programs - percentage GRI 413-1

	2016-2017	2017-2018	2018-2019
Social impact assessments	44%	38%	31%
Environmental impact assessment and ongoing monitoring	92%	100%	97%
Public disclosure of results of environmental and social impact assessments	92%	100%	97%
Local community development programs	44%	38%	31%
Stakeholder engagement plans	11%	38%	31%
Boards, committees and other significant organizations	25%	100%	97%
Formal local community grievance processes	94%	100%	97%

## INFORMATION ON EMPLOYEES AND OTHER WORKERS GRI 102-8, 405-1

### Number of employees by employment contract and by gender

	2016-2017			2017-2018			2018-2019		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
<b>Definite term - Brazil</b>	<b>58</b>	<b>70</b>	<b>128</b>	<b>63</b>	<b>75</b>	<b>138</b>	<b>110</b>	<b>90</b>	<b>200</b>
interns	15	17	32	14	23	37	28	25	53
apprentices	43	53	96	49	52	101	82	65	147
<b>Indefinite term - Brazil</b>	<b>9,489</b>	<b>3,386</b>	<b>12,875</b>	<b>8,799</b>	<b>3,093</b>	<b>11,892</b>	<b>8,740</b>	<b>2,866</b>	<b>11,606</b>
Permanent	3,944	1,186	5,130	3,816	1,191	5,007	3,549	1,059	4,608
Seasonal*	5,545	2,200	7,745	4,983	1,902	6,885	5,191	1,807	6,998
<b>Indefinite term - Other countries</b>	i.n.d.	i.n.d.	<b>209</b>	i.n.d.	i.n.d.	<b>186</b>	<b>112</b>	<b>47</b>	<b>159</b>
<b>Total</b>	<b>9,547</b>	<b>3,456</b>	<b>13,212</b>	<b>8,862</b>	<b>3,168</b>	<b>12,216</b>	<b>8,962</b>	<b>3,003</b>	<b>11,965</b>

### Number of employees by employment contract and by region

	2016-2017			2017-2018			2018-2019		
	Definite term	Indefinite term	Total	Definite term	Indefinite term	Total	Definite term	Indefinite term	Total
Brazil (total)	128	12,875	<b>13,003</b>	138	11,892	<b>12,030</b>	200	11,606	<b>11,903</b>
Other countries (total)	-	209	<b>209</b>	i.n.d.	i.n.d.	<b>i.n.d.</b>	-	159	<b>159</b>
<b>Grand total</b>	<b>128</b>	<b>13,084</b>	<b>13,212</b>	<b>138</b>	<b>11,892</b>	<b>12,030</b>	<b>200</b>	<b>11,765</b>	<b>11,965</b>

\* Seasonal plant and harvest workers are hired under indefinite employment agreements.

**Total workforce by employment type**

	2017-2018									2018-2019								
	Brazil			Outside Brazil			Total			Brazil			Outside Brazil			Total		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full time	8,795	3,092	<b>12,634</b>	i.n.d.	i.n.d.	i.n.d.	9,350	3,284	<b>12,634</b>	8,734	2,865	<b>11,599</b>	107	42	149	8,841	2,907	<b>11,748</b>
Part time	67	76	<b>143</b>	i.n.d.	i.n.d.	i.n.d.	67	76	<b>143</b>	116	91	<b>207</b>	5	5	10	121	96	<b>217</b>
<b>Total</b>	<b>8,862</b>	<b>3,168</b>	<b>12,030</b>	i.n.d.	i.n.d.	<b>186</b>	<b>9,417</b>	<b>3,360</b>	<b>12,216</b>	<b>8,850</b>	<b>2,956</b>	<b>11,806</b>	<b>112</b>	<b>47</b>	<b>159</b>	<b>8,962</b>	<b>3,003</b>	<b>11,965</b>

**Percentage of individuals within the organization's governance bodies, by gender**

	2016-2017	2017-2018	2018-2019
Men	83%	84%	59%
Women	17%	16%	41%

**Percentage of individuals within the organization's governance bodies who are in minority or vulnerable groups**

	2016-2017	2017-2018	2018-2019
Women	17%	16%	41%
Over 50	38%	40%	77%
PwDs		4%	0%

**Percentage of individuals within the organization's governance bodies, by age group**

	2016-2017	2017-2018	2018-2019
Under 30	0.0%	0%	0%
30 to 50	62.5%	60%	23%
Over 50	37.5%	40%	77%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Percentage of employees, by job category and age group

	2016-2017			2017-2018			2018-2019		
	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50
Management	4%	64%	32%	4%	64%	32%	2%	62%	36%
Technical/Administrative	20%	69%	11%	20%	70%	10%	18%	70%	12%
Operational	25%	57%	19%	24%	57%	18%	23%	57%	20%
Interns	100%	0%	0%	100%	0%	0%	98%	2%	0%
Apprentices	100%	0%	0%	100%	0%	0%	100%	0%	0%
<b>Total</b>	<b>26%</b>	<b>56%</b>	<b>18%</b>	<b>26%</b>	<b>57%</b>	<b>17%</b>	<b>25%</b>	<b>56%</b>	<b>19%</b>

## Percentage of employees, by job category and gender

	2016-2017		2017-2018		2018-2019	
	Men	Women	Men	Women	Men	Women
Management	88%	13%	90%	10%	87%	13%
Technical/Administrative	80%	20%	77%	23%	73%	27%
Operational	76%	24%	76%	24%	76%	24%
Interns	47%	53%	38%	62%	53%	47%
Apprentices	45%	55%	49%	51%	56%	44%
<b>Total</b>	<b>76%</b>	<b>24%</b>	<b>75%</b>	<b>25%</b>	<b>75%</b>	<b>25%</b>

## Percentage of employees by employee category in minority and/or vulnerable groups

	2016-2017	2017-2018	2018-2019
Women	24%	25%	25%
Over 50	18%	17%	19%
PwDs	i.n.d.	3%	4%

## HIRES AND TURNOVER GRI 401-1

### Total number and rate of new employee hires by age group

Age group	2016-2017		2017-2018		2018-2019	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
Under 30	413	8.1%	462	9.1%	232	4.9%
30 to 50	377	7.3%	427	8.4%	237	5.0%
Over 50	41	0.8%	66	1.3%	18	0.4%
<b>Grand total</b>	<b>831</b>	<b>16.2%</b>	<b>955</b>	<b>18.7%</b>	<b>487</b>	<b>10.3%</b>

### Total number and rate of new employee hires by gender

Gender	2016-2017		2017-2018		2018-2019	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
Men	666	13.0%	748	14.7%	334	7.1%
Women	165	3.2%	207	4.1%	153	3.2%
<b>Grand total</b>	<b>831</b>	<b>16.2%</b>	<b>955</b>	<b>18.7%</b>	<b>487</b>	<b>10.3%</b>

### Total number and rate of new employee hires by region

Region	2016-2017		2017-2018		2018-2019	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
Brazil	831	16.2%	948	18.6%	477	10.1%
Outside Brazil	i.n.d.	i.n.d.	7	0.1%	10	0.2%
<b>Grand total</b>	<b>831</b>	<b>16.2%</b>	<b>955</b>	<b>18.7%</b>	<b>487</b>	<b>10.3%</b>

\*Consolidated data for Brazil, the U.S. and Europe, without a complete historical breakdown by gender for prior years.

### Total number and rate of employee turnover by age group

Age group	2016-2017		2017-2018		2018-2019	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
Under 30	239	4.7%	395	7.7%	306	6.4%
30 to 50	395	7.7%	534	10.5%	538	11.3%
Over 50	91	1.8%	217	4.3%	189	4.0%
<b>Grand total</b>	<b>725</b>	<b>14.1%</b>	<b>1146</b>	<b>22.5%</b>	<b>1033</b>	<b>21.7%</b>

### Total number and rate of employee turnover, by gender

Gender	2016-2017		2017-2018		2018-2019	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
Men	526	10.3%	926	18.1%	724	15.2%
Women	199	3.9%	220	4.3%	309	6.5%
<b>Grand total</b>	<b>725</b>	<b>14.1%</b>	<b>1146</b>	<b>22.5%</b>	<b>1033</b>	<b>21.7%</b>

### Total number and rate of employee turnover, by region

Region	2016-2017		2017-2018		2018-2019	
	Total no.	Rate	Total no.	Rate	Total no.	Rate
Brazil	725	14.1%	1122	22.0%	986	21.4%
Outside Brazil	i.n.d.	i.n.d.	24	0.5%	47	29.6%
<b>Grand total</b>	<b>725</b>	<b>14.1%</b>	<b>1146</b>	<b>22.5%</b>	<b>1033</b>	<b>21.7%</b>

## DEVELOPING PEOPLE

### Average hours of employee training during the reporting period, by gender

	<b>2018-2019*</b>
	Average hours of training
Men	29
Women	23
<b>Total</b>	<b>28</b>

\*Consolidated data for Brazil, the U.S. and Europe, without a complete historical breakdown by gender for prior years.

### Average hours of employee training during the reporting period, by employee category

	<b>2017-2018</b>	<b>2018-2019</b>
	Average hours of training	Average hours of training
Management	30	39
Technical/Administrative	32	46
Operational	33	26
Interns	33	43
Apprentices	11	12
<b>Total</b>	<b>32</b>	<b>28</b>

# REPORT PRODUCTION

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**We would like to thank all Citrosuco  
employees for the dedication and  
teamwork that made this report  
possible.**

