

A watercolor illustration of a landscape. In the background, there are dark, jagged mountains under a sky with soft, pastel colors of pink, orange, and yellow. A river flows from the mountains towards the foreground. In the foreground, there is a large, multi-story building with a stone facade and a central tower. A paved path leads from the building towards the right. Several small figures of people are walking along the path. The overall style is soft and artistic, with visible brushstrokes and a blended color palette.

Sustainability Report

2018

terra



ABOUT THIS REPORT

Terra is a conglomerate, established in Mauritius and operating locally and regionally. Formerly known as Harel Frères, it started out as a small sugar factory in 1838. Today, Terra is one of the major players in the sugar cane sector in Mauritius, managing some 6,000 hectares of agricultural land in the northern part of the island. The Group has diversified its activities, from an essentially sugar-based company to one with interests in energy production, alcohol production and commercial distribution, and property development, along with investments in construction and financial services.

Dear Shareholder,

The Board of Directors of Terra Mauricia Ltd ('Terra') is pleased to present this Sustainability Report, which provides information relating to the sustainability performance of Terra and its subsidiaries for the year ended 31 December 2018. Developed in accordance with GRI Standards (Core option), it is complementary to our Annual Integrated Report, which is based on the principles of the IIRC's International <IR> Framework. The material matters included in this report were identified through a structured process involving Terra's executive management team and other senior managers and external stakeholders, in which they reviewed the business model and operating context relating to each of Terra's four clusters: Cane, Power, Brands, and Property and Leisure.

The purpose of this online Sustainability Report 2018 is to present to our stakeholders how our material sustainability topics are addressed and managed. It gives a review of our 2018 performance with regard to environmental, social and governance matters.

This report covers the operations of the Group for the year ended 31 December 2018 and comprises the following entities: Terragri (Corporate), Terragri (Agriculture), Terra Milling, Novaterra (Terragri (Property)), Terragen, Sugarworld, Grays Inc., Grays Distilling, Topterra and Terrarock.

While Terra's executive management team was responsible for preparing this report, the Board has reviewed the report and believes that it provides a balanced and appropriate presentation of those matters that have, or could have, a material effect on Terra's ability to create value over time. The Board has applied its collective mind to the preparation and presentation of information in this report, which has been guided by the principles contained in GRI Standards. The Board approved this report on 09 May 2019. This report is published in digital version on Terra's website.

Yours faithfully,


Alain Rey
Chairman


Nicolas Maigrot
Managing Director

OUR VALUES



Respect

Defines the way we relate to people in our Group and community



Tenacity

Encourages us to work towards perfection through every endeavour



Integrity

Guides our every action



Passion

Gives us the strength and enthusiasm to contribute always with commitment



Innovation

Inspires us to advance by taking the initiative

TABLE OF CONTENTS

ABOUT THIS REPORT

OVERVIEW

Value We Created in 2018
Our Business at a Glance
Our Business Model
Chairman's Message
Managing Director's Message
Managing Sustainable Development

2 SUSTAINABILITY PERFORMANCE

Our Material Topics	19
Cane	20
Power	24
Brands	28
Property and Leisure	31
Others	33
Terra Foundation	34
Group Performance Data 2018	39
List of Acronyms	40
Annexures	41

VALUE

We Created in 2018

Value We Created (cont'd)

CUSTOMERS

Cane



80,480 TONNES
of specialty sugars
in 10 varieties ▼8%

Property and Leisure

22.16 HECTARES
of land developed
this year

112,000 VISITORS
to *L'Aventure du Sucre* ▲12%



EMPLOYEES



MUR 8.7 MILLION
invested on employee
training and
development ▼17%

MUR 842.4 MILLION
paid in salaries, wages
and other benefits ▼9%

23 ADDITIONAL
jobs provided

Power

421 GWh
supplied to
national grid ▼1%

15%
of national energy
mix ▼6%

93.1%
plant availability on
CEB network ▼3%



25%
share of national
renewable energy
production ▼42%

Brands



1 RETAIL SHOP
opened in Cascavelle
Carlsberg and Tuborg
Beers **launched in 2018**

3,300 DIRECT
B2B customers
(Mauritius) ▼16%

11,300 REGULAR
B2C customers
(Mauritius) ▲20%

SOCIETY



MUR 2.7 MILLION
of CSR sponsorship
channelled through
Terra Foundation ▼69%

33 CSR PROJECTS
sponsored ▼57%

MUR 2,931.5 MILLION
of procurement
spend ▲1%

MUR 61.7 MILLION
paid in taxes
in Mauritius ▲16%

MUR 679.3 MILLION
paid in customs
and excise duty in
Mauritius ▲10%

ENVIRONMENT



472,147 GJ
of renewable
energy produced ▼9%

226,105 TONNES
of biogenic GHG
(Scope 1) emitted ▼13%

12,815 TONNES
of bagasse ash recycled ▼10%

268.1 TONNES
of non-hazardous
waste recycled ▼18%

OUR BUSINESS

at a Glance

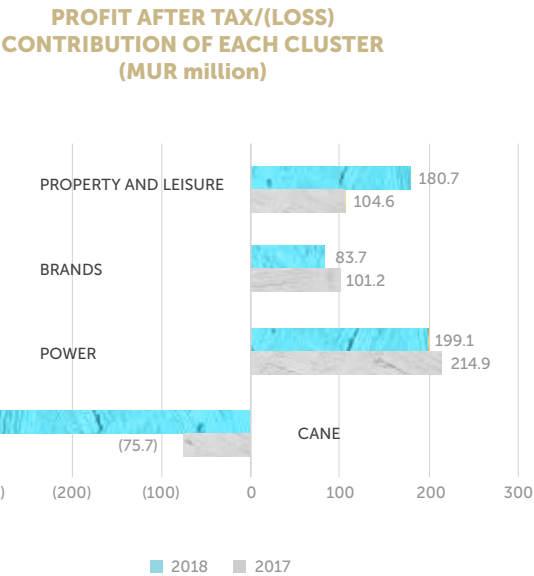
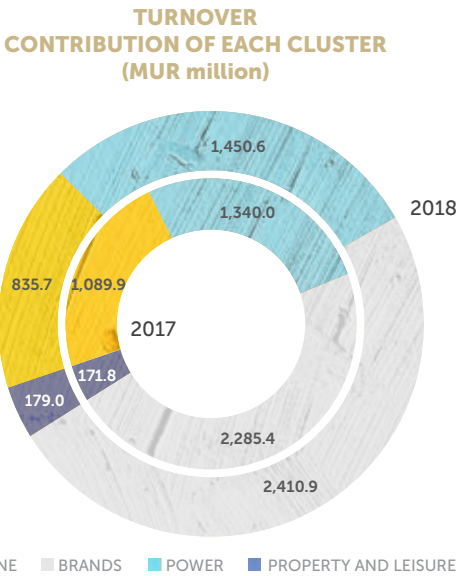
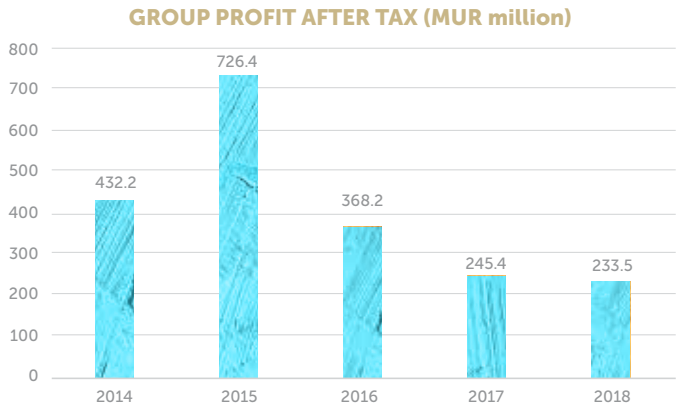
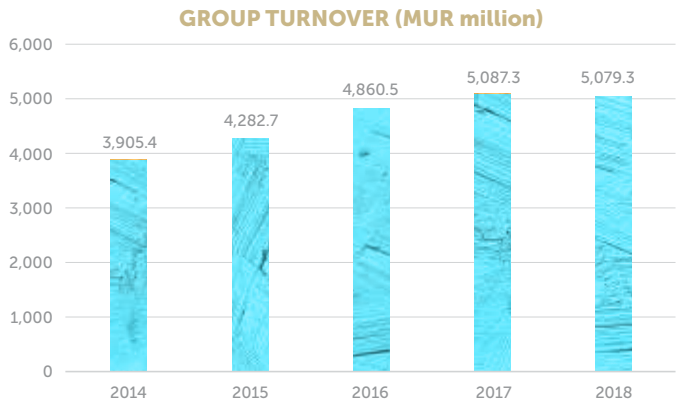
OUR ORGANISATIONAL STRUCTURE

The Group consists of four autonomous clusters: Cane, Power, Brands, and Property and Leisure. Each cluster offers unique business know-how that sets it apart from its competitors and that provides a strong platform for value growth.

These clusters are autonomous in their decision-making processes, budgeting and reporting, as well as in the day-to-day running of their operations. The leadership team of each cluster is fully accountable for their cluster's respective performance, and is empowered to develop their own businesses and to realise international growth opportunities in line with proposals and plans approved by the Board of Directors.

The clusters are supported by specific centralised functions aimed at developing a shared performance-based culture, and at driving operational excellence and efficiencies across the Group.

Terra Mauricia Ltd



Cane

387 EMPLOYEES
at Terragri
(Agriculture)

EMPLOYEE TURNOVER RATE ▼4%

751,121 TONNES
of sugar cane milled
▼13%



159 EMPLOYEES
at Terra Milling

5,195 HECTARES
of land under cane cultivation ▼5%

80,480 TONNES
of sugar produced
▼8%

Property and Leisure

48 EMPLOYEES
at Novaterra

EMPLOYEE TURNOVER RATE ▼7.6%

68,982 m²
under rent ▲5%

70 EMPLOYEES
at L'Aventure du Sucre

22.16 HECTARES
of land developed



Clusters

Power

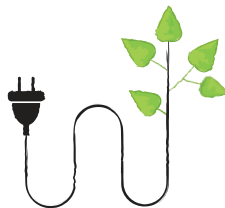
48 EMPLOYEES
at Terragen

EMPLOYEE TURNOVER RATE ▲10%

25% RENEWABLE ENERGY
share ▼42%

421 GWh
sold to CEB ▼1%

93.1%
availability on CEB network ▼3%



Brands

550 EMPLOYEES
at Grays Inc.

EMPLOYEE TURNOVER RATE ▼24%

49% SALES
from spirits

6 MILLION LITRES
of alcohol produced =

49 EMPLOYEES
at Grays Distilling

24
own brands =

19% SALES
from wines

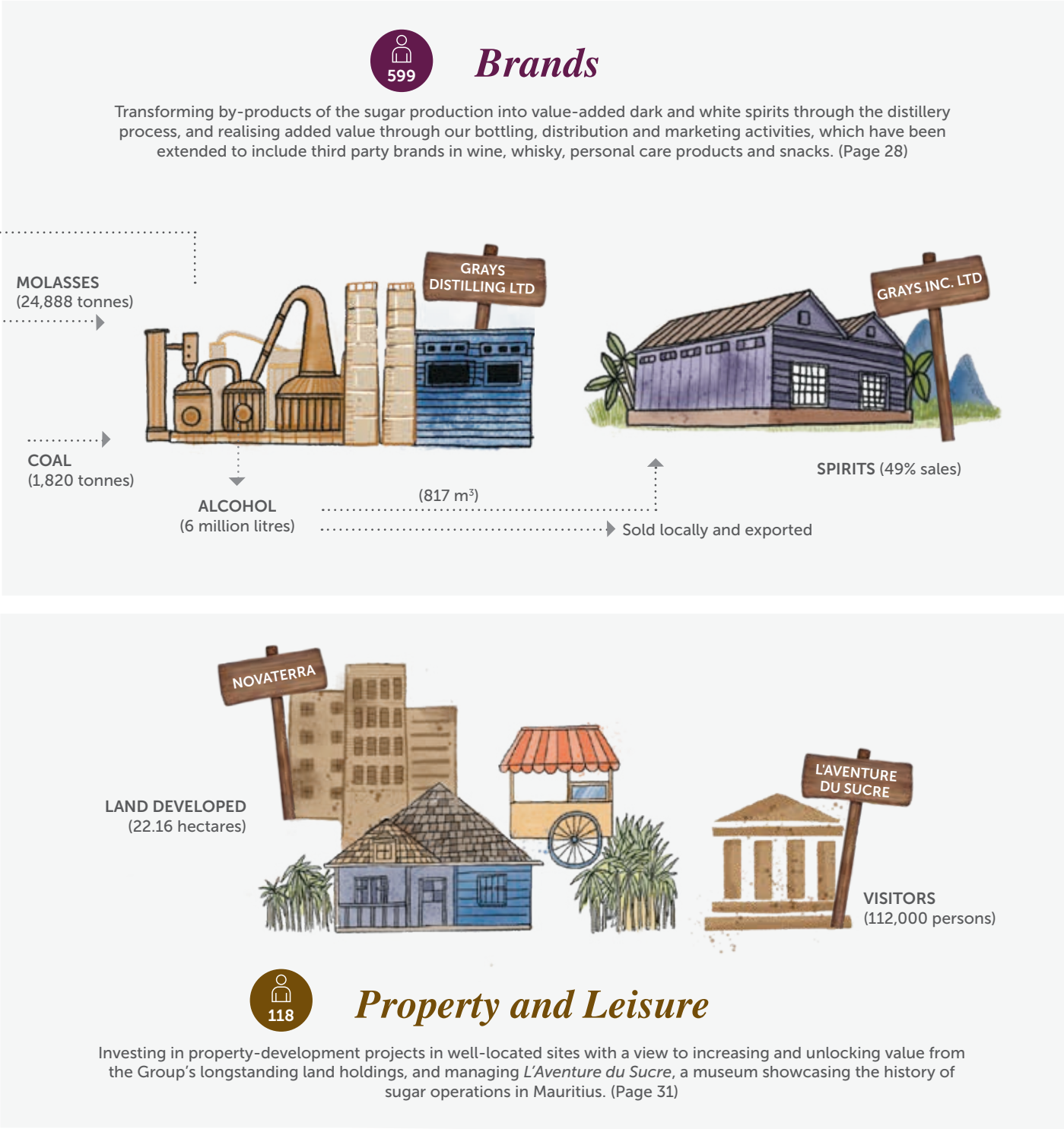
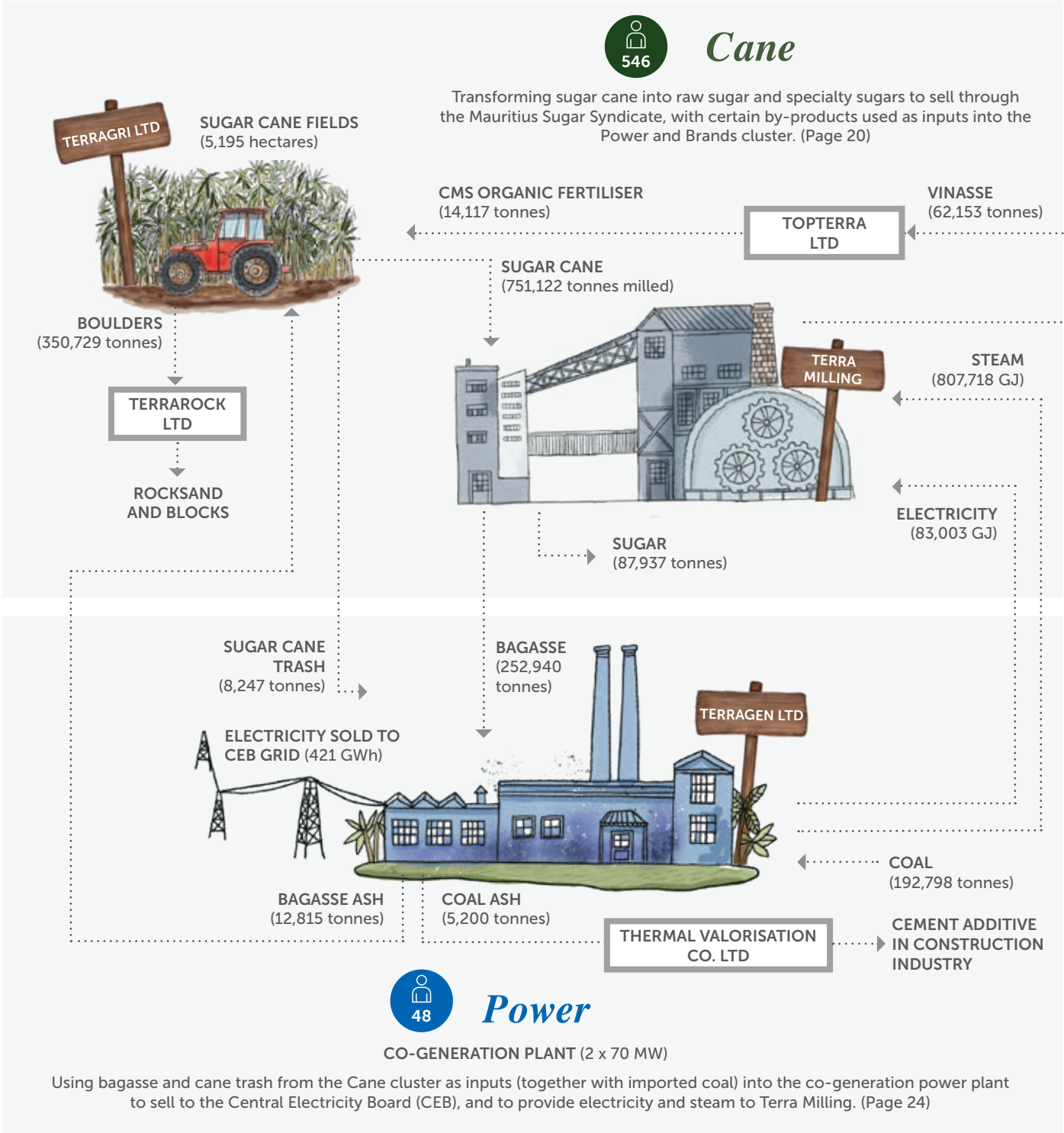


OUR BUSINESS Model

As a Group, our business model hinges on our ability to secure a competitive advantage and create stakeholder value across our four clusters, each of which seeks to optimise value from the Group’s core assets and activities across the different stages of the sugar value chain.



A more detailed overview of each cluster’s business model and operating context is provided in the Operational Review section of Terra’s Annual Integrated Report 2018.



CHAIRMAN'S Message



It gives me pleasure once again to introduce Terra's annual Sustainability Report. Developed in accordance with the GRI's Sustainability Reporting Standards, this report forms an important part of the Terra Group's commitment to integrated reporting. Although our annual Integrated Report includes a review of those sustainability issues that have a material impact on value creation, we believe there is value in having a more detailed Sustainability Report that provides additional information, on a broader range of sustainability issues, intended for a wider target audience.

Since its establishment as a small sugar factory in 1838, the Terra Group has shown its commitment to delivering value for its many different stakeholders. This commitment reflects the understanding that the Group's performance is inextricably linked to the wellbeing of the employees who work for it, the communities within which it operates, and the environment from which the Group derives its necessary resources. Terra cannot succeed as a business at the expense of the broader community and it is thus a good business practice to ensure sound sustainability performance.

As Chairman, my role is to ensure that, as a Board, we provide the necessary oversight of the Group's activities, ensuring that the executive team is doing the best it can with the resources entrusted to it to continue to provide value for all its stakeholders in a responsible and ethical manner.

In this report, we review the Group's performance, management practices and strategic objectives relating to its most significant social and environmental impacts and addressing those sustainability issues that we have identified as being of material interest to the Group's various stakeholders. In line with the Group's decentralised structure – consisting of four autonomous clusters, Cane, Power, Brands, and Property and Leisure – the report focuses on those issues that are most material to each of these clusters.

It is pleasing to report that despite the very tough year, in which the Group has felt the impact of the low sugar prices, it has maintained strong performance across most of its key performance indicators relating to employee safety and engagement, environmental impact and community investment.

To assist us as we seek to further strengthen the Group's sustainability performance, and deliver on our commitment to transparency and accountability, I encourage you, as one of Terra's stakeholders, to please give us your feedback, both on the quality of the Group's disclosure and its sustainability performance.

Alain Rey
Chairman of the Board
09 May 2019

MANAGING DIRECTOR'S Message

Managing Director's Message (cont'd)



This has been another challenging year for the Group, with the record-low sugar prices putting severe pressure on our overall performance.

This year in Mauritius, sugar averaged MUR 8,800 per tonne

– down from MUR 11,000 in 2017 and MUR 15,571 in 2016

– substantially below our current break-even price.

The 20% fall in sugar price contributed to a 42% drop in the Group's gross profit to MUR 183.5 million, off the back of the Cane cluster's operational loss of MUR 271.9 million. This loss was offset by generally positive financial performances elsewhere in the Group.

This challenging price environment has required that we maintain a strong focus on optimising our efficiencies and productivity, driving a culture of operational excellence across our clusters. Within this tough context, we have had another year of generally positive performance in occupational health and safety, employee wellbeing, environmental stewardship, and community engagement. Together with our core business activities, through which we generate substantial value for our numerous stakeholders, this performance has enabled us to make a useful contribution in support of Mauritius' developmental priorities and the UN Sustainable Development Goals.

OCCUPATIONAL HEALTH AND SAFETY

As part of our continual improvement approach to providing a safe and healthy working environment for all our employees, sub-contractors and visitors, this year we placed particular emphasis on risk prevention and on enhancing a culture of safety and health across the Group.

It is pleasing to report that there were no employee or contractor fatalities this year, and that we made good progress in terms of the specific objectives set in each cluster to deliver on our established safety goals. We implemented numerous health and safety initiatives across the Group, providing relevant employee training and awareness programmes, upgrading safety equipment where needed, and maintaining our OHS management systems, particularly in the Cane cluster where we are targeting to achieve ISO 45001:2018 certification by the end of 2019. Once again, Terragen was the top performer, recording zero accidents and no lost work days in 2018.

INVESTING IN EMPLOYEES

The foundation for Terra's success lies in our people. Recognising the critical importance of having the right technical and leadership skills, sufficient depth and diversity in experience and perspective, and a strong performance-oriented mindset, we have maintained our focus on attracting, developing and maintaining talent. We have continued to invest in employee and management training and development programmes, and to ensure effective employee engagement practices, with the aim of fostering a high-performance culture across clusters. We have been working with the African Leadership College (ALC) to develop a Leadership Programme focusing on innovation and 'intrapreneurship', and plan to launch this in February 2020. In collaboration with the National Productivity and Competitiveness Council (NPCC), we have initiated certain 'lean management' principles for our agriculture cluster, and we have launched a productivity improvement programme that is already delivering material benefits. We are looking forward to pursuing the next steps in the Kaizen process in the Cane cluster, before disseminating this to our other clusters.

ENVIRONMENTAL STEWARDSHIP

Given the dependency of our core business activities on natural resources such as water, energy, serviceable land and sugar cane, we recognise the strategic value of mitigating our impacts on these key resources. To optimise the environmental performance of our various entities, we have set up a structured health, safety, environmental and quality (HSEQ) management platform, and we have appointed one champion from each business unit to assist in driving implementation of the HSEQ framework across each cluster over the next five years. Through this framework, we will be sharing best industry practices with the aim of further improving the environmental and social performance of our operations, as well as identifying practical opportunities across our broader value chain. This year, we continued in our efforts to reduce water consumption, including through improved utilisation of effluents to irrigate our sugar cane fields. As part of our commitment to reduce greenhouse

gas emissions, we have been exploring additional opportunities to increase sugar cane trash and other renewable sources in the energy mix of the Terragen power plant, and we have been driving energy efficiency in relevant areas in each of our clusters. We have placed a strong priority on integrating environmental issues in the design and construction of our Beau Plan Smart City project.

SUPPORTING NEIGHBOURING COMMUNITIES

In addition to the significant value created and shared through our core business activities, we support neighbouring and other communities through the corporate social responsibility programme administered by Terra Foundation. This year, the foundation's budget was significantly affected by the announced changes in the CSR legislation, resulting in a 50% reduction of funds, which unfortunately has had a profound impact on the foundation's commitments towards its partners. The foundation's sponsorship budget of MUR 2.7 million (net of administrative expenses) was invested this year in supporting 1,719 beneficiaries in the areas of education, poverty alleviation, health care, environmental protection, sports and culture.

It is encouraging that the Group's sustainability performance – and our continuing work in fostering accountability, by reporting in terms of the GRI's Sustainability Reporting Standards and the IIRC's International <IR> Framework – has been externally recognised. This is evidenced for example by Terra's listing on the Sustainability Index (SEMSI) of the Mauritian Stock Exchange since 2015. Maintaining strong sustainability performance and credible disclosure remains an important objective across the Group, and forms an important part of our commitment to creating long-term value for our stakeholders.

Nicolas Maigrot
Managing Director
09 May 2019

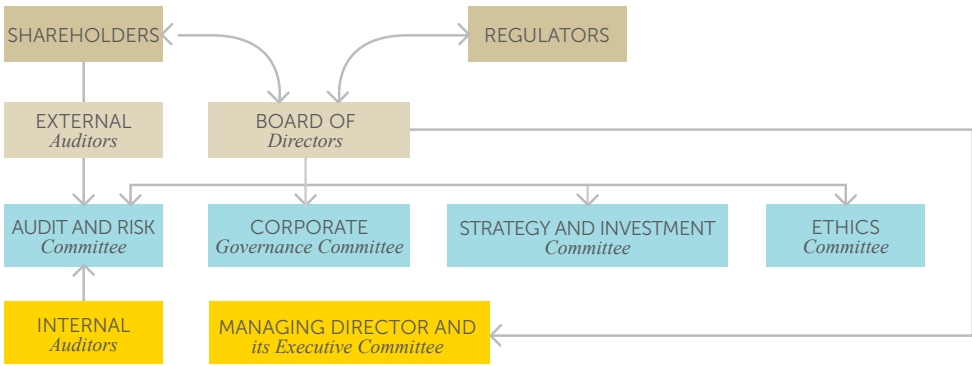
MANAGING SUSTAINABLE Development

OUR APPROACH TO MANAGING SUSTAINABLE DEVELOPMENT TOPICS

Terra understands its responsibility with regard to managing its sustainable development topics effectively. Terra’s Board of Directors therefore ensures its management and delegates some responsibilities to various committees as shown below. It also ensures compliance with the Companies Act, the Code of Corporate Governance and other applicable legal requirements. The focus areas of the Board Committees are provided on pages 65 to 67 of the annual Integrated Report 2018.

Although Terra’s clusters are autonomous in their decision-making processes, budgeting and reporting – and each leadership team is fully accountable for its cluster’s respective performance – there are some areas where strategic guidance and support services are provided at a Group level. They are human capital management, corporate social responsibility actions and environmental management.

TERRA’S CORPORATE GOVERNANCE STRUCTURE



With regard to the United Nations Sustainable Development Goals, our operations contribute directly and indirectly to six of the seventeen goals as follows:

6 CLEAN WATER AND SANITATION

Ensure access to water and sanitation for all

7 AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all

8 DECENT WORK AND ECONOMIC GROWTH

Promote inclusive and sustainable economic growth, employment and decent work for all

9 INDUSTRIES, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote sustainable industrialisation and foster innovation

11 SUSTAINABLE CITIES AND COMMUNITIES

Make cities inclusive, safe, resilient and sustainable

13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts

HUMAN CAPITAL MANAGEMENT

Terra’s people are at the heart of the Group’s success. Having the right technical and leadership skills, the diversity of experience and perspective, and a strong performance-oriented culture, is fundamental to Terra’s ability to generate value. Terra’s Corporate Human Resources (HR) Department, supported by the HR teams at Grays and Terragri, provides the Group’s strategic guidance on HR issues, as well as various value-added services, such as customised training and development programmes, HR efficiency matrices, and remuneration and benefit policies. Although training is managed by conducting training needs analysis in each cluster and then formulating an annual training plan, economies of scale are achieved by running some Group learning programmes for all clusters with similar requirements

A total of MUR 8.7 million was invested in employee training and development in 2018. Details on the Group’s employee headcount are provided in the table below. Annexure 1 provides additional information on employment and training.

Entity	Headcount as at 31 December 2018
Terragri Ltd (Corporate)	38
Terragri Ltd (Property)	48
Terragri Ltd (Agriculture)	387
Terra Milling Ltd	159
Terragen Ltd	48
Grays Inc. Ltd	550
Grays Distilling Ltd	49
Sugarworld Ltd	70
Terra Finance Ltd	5
Terrarock Ltd	43
Total	1,397

DEVELOPING A PERFORMANCE-BASED CULTURE

The recent organisational restructuring has provided an opportunity to run comprehensive discussions with management to identify appropriate key performance indicators (KPIs) for each team and for each role within that team, to ensure that the HR strategy is aligned with business objectives. After agreeing key result areas and KPIs at executive level, we have begun discussions with other senior managers with the aim of fostering a strong performance-driven culture. We have also recently reviewed the existing structure of executive pay packages to support the longer-term competitiveness of Terra’s business units.

ENGAGING OUR EMPLOYEES

We run engagement surveys every two years with our employees to assess the levels of employee engagement. No survey was undertaken in 2018. Basing the Group on the results from the 2017 survey, a 62% engagement level was recorded. We held focus groups at a Group level in 2018 to work on the key engagement drivers with the aim of fostering a high-performance culture across clusters. In 2019, we will be using a new tool that measures both engagement and enablement. We also assist the management to maintain good employment relationship (employer and employee).

LEARNING AND DEVELOPMENT

Investing in the learning and development of our employees remains a key strategic initiative. This year, we continued our efforts in building a strong leadership bench strength by providing executive and leadership development coaching programmes. We have been working in collaboration with the African Leadership College on co-creating a Leadership Programme that focuses on ‘intrapreneurship’ and innovation. This will be launched in February 2020. As part of our continued focus on becoming more efficient, we initiated certain ‘lean management’ principles in collaboration with the National Productivity and Competitiveness Council (NPCC) for our agriculture cluster. We have launched a productivity improvement programme, which is already starting to reap benefits. We are looking forward to pursuing the next steps in the KAIZEN process and disseminating it to our other clusters.

HEALTH AND SAFETY

The Group has a continual improvement approach to providing a healthy and safe working environment for all its employees, sub-contractors and visitors. During 2018, we placed particular emphasis on risk prevention and on enhancing the safety and health culture across the Group, with specific objectives set in each cluster to realise established goals. Key health and safety statistics are shown below, with more detailed indicators are provided in Annexure 1.

	Cane		Power		Brands		Property and Leisure	
	2018	2017	2018	2017	2018	2017	2018	2017
Fatalities	0	1	0	0	0	0	0	0
Number of injuries with lost day > 24h	72	77	0	1	32	29	3	2
Injury rate	37.2	29.0	0.0	9.6	21.0	21.1	9.1	6.0
Lost day rate	0.31	0.29	0.00	0.38	0.13	0.16	0.03	0.02

PROTECTING LABOUR RIGHTS

In addition to striving for full compliance with relevant labour legislation, Terra seeks to ensure that all Terra employees are adequately remunerated and provided with a respectful working environment free from inappropriate or unprofessional behaviour, including any form of harassment or discrimination. We recognise the right of every employee to freedom of association. In the Cane cluster, 96% of workers are unionised with six different unions; sector workers are also regulated by sugar industry remuneration orders that set the minimum wages and conditions of employment for various categories of workers. The collective bargaining process has commenced for both our staff and labour force, and we hope that a satisfactory outcome will be reached during 2019.

OUTLOOK

- In 2019, we will be focusing on the following priority areas:
- In the Cane cluster, particular emphasis will be placed on the ongoing negotiations with the Unions; we will also retain a strong focus on controlling labour costs and maximising productivity.
 - We will be working closely with the Brands cluster to identify opportunities to optimise their manpower structures and processes in order to further improve cost efficiencies.
 - We will continue with the strengthening of the Novaterra team, and will be looking to foster a ‘Winning Culture’ formula across the cluster’s new and growing teams.
 - We have implemented a detailed dashboard that will allow us to track the Group’s performance of key human resource parameters; we will further improve this in 2019 to make it an essential tool for our senior managers and executives to make informed decisions on human capital.
 - Key amendments will be made to the executive remuneration schemes across the Group, ensuring that the right metrics and short-term and long-term incentives are in place to accurately assess and reward performance.

MANAGING OUR ENVIRONMENTAL ASPECTS

Many of our business activities depend on the use of natural resources, such as water, energy, serviceable land and sugar cane. Given this dependency, we recognise the strategic importance of ensuring responsible environmental stewardship. As outlined on pages 8 and 9, the Group’s business model reflects the principles of a closed-loop circular economy, with many of the by-products of one of our operations serving as a raw material input to another’s.

To enhance the environmental performance of each of our entities, we have set up a structured health, safety, environmental and quality (HSEQ) management platform. During 2018, one champion from each of the business units was appointed to assist in driving the

implementation of the HSEQ framework across each of the clusters over the next five years (from 2019 to 2023). Through this framework, we will be sharing best industry practices with the aim of further improving the environmental and social performance of our operations, as well as identifying practical opportunities across our broader value chain.

- Our primary environmental management objectives are to:
- Encourage the reuse of by-products;
 - Monitor and optimise water consumption;
 - Optimise energy generation and consumption;
 - Improve our effluent and waste management;
 - Continuously enhance the quality of our products and services.

Our most material environmental impacts are:

- *Water consumption* – especially at Terragri (Agriculture) and Terragen. Given the water-stressed nature of Mauritius, we have ongoing measures in place across our operations to reduce or optimise our water consumption. Terragri (Agriculture), the highest consumer of water in the Group, has been implementing measures to ensure better utilisation of effluents for the irrigation of sugar cane fields. In 2018, around 850,000 m³ of effluent from Terragen and Terra Milling was used for irrigation.
- *Energy consumption* – particularly of steam and electricity at Terragen and Terra Milling. Terragen, which supplies energy to Terra Milling and sells electricity to CEB (the national grid), strives to reduce its electrical consumption and is adding more renewable energy sources to its fuel mix. This year, it increased the use of sugar cane trash to 15%. It continues to monitor coal consumption per kWh, and it is striving to further decrease the volume of coal consumed per kWh, as this delivers both environmental and financial benefits. Terra Milling is continuing to reap energy efficiency gain following the investments on mill’s machinery in 2016.

- *Waste management* – across the Group. The major wastes generated at Terra by type are plastic, glass bottles, paper and scrap metal. There are also certain hazardous wastes, such as used oil and chemical wastes, that are directed to registered waste disposal companies for their safe disposal. We are continuing to identify opportunities to reuse by-products as inputs in other Group process, to direct non-reusable wastes to appropriate disposal facilities, and to improve effluent management.

- *Scope 1 greenhouse gases emissions* – generated mostly by Terragen Ltd. We are seeking to minimise these emissions and reduce the use of coal by increasing the use of sugar cane trash in the energy mix; 33% of Terragen’s emissions are accounted as biogenic, which means that the gases are absorbed by the sugar cane plants in the closed carbon cycle.

A roadmap was established at Group level since 2014 to develop and implement management systems in its entities having significant sustainability impacts. These management systems will be based on internationally recognised standards ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (health and safety). Their implementation at Terra Milling, Grays Inc. and Grays Distilling is underway and their objective is to be certified in 2019.

Entity	Status of Certification
Terra Milling	BRC Global Standards for Food Safety – certified since 2007
	ISO 45001:2018 – Implementation on-going
Terragen	ISO 9001:2015
	ISO 14001:2015
	ILO OSH 2001 Certified since 2013
Grays Inc. and Grays Distilling	ISO 9001:2015
	ISO 14001:2015
	ISO 45001:2018 Implementation on-going
Terragri (Agriculture)	ISO 9001:2015
	ISO 14001:2015
	ISO 45001:2018 Implementation to start in 2020

Our commitment to managing our environmental impacts is reflected by the fact that Terra has been listed on the Stock Exchange of Mauritius’ Sustainability Index (SEMSI) since 2015. We continue to work with industry associations and government authorities to assist us in managing our environmental impacts.

In addition to the national legislation with regard to environmental protection, Mauritius is also a signatory to various international conventions related to climate change, ozone layer protection and hazardous waste trans-boundary movement. Terra is taking appropriate measures as far as is practicable to comply with both national laws and regulations and conventions. It has subscribed to the Mauritius Government Gazette to keep abreast of any changes or new development in national laws, therefore being proactive. There was no case of non-compliance in 2018 within the clusters and the Group on legal matters regarding the environment or socio-economic.

OUTLOOK

- During 2019 our focus will be on:
- Developing an HSEQ policy and action plan at Group level, with the objective of sharing and transferring good practices across the clusters;
 - Further improving our waste management practices;
 - Securing QSE certification of Grays Inc. and Grays Distilling, which will have a direct impact on their environmental performance;
 - Ensuring effective integration of environmental measures during the conception phase of the Smart City development; and
 - Continuing to identify and implement measures aimed at enhancing the environmental and social impacts of our operations across all business units.

CORPORATE SOCIAL RESPONSIBILITY - SUPPORTING NEIGHBOURING COMMUNITIES

In addition to the significant social value-added that is created through the Group’s core business activities, Terra seeks also to support neighbouring communities through its Corporate Social Responsibility (CSR) programme. To enhance the coordination and sustainability of the Group’s CSR initiatives, we established the Terra Foundation in December 2009. Led by the Group CSR Manager, under the stewardship of the CSR committee, and in line with government’s CSR guidelines and the foundation’s own terms of reference, the foundation seeks to promote community development at both a regional and national levels. The foundation’s primary focus is to ensure effective allocation of the legislated 2% of book profits to support approved projects set up in the geographical areas around Terra’s Beau Plan and Belle Vue operations. An important aim of our support is to assist the local communities to fully tap the potential benefits associated with the opportunities that should arise from the development of our Smart City in Beau Plan.

THE FOUNDATION’S AREAS OF INTERVENTION:

- Education and training
- Poverty alleviation
- Health care
- Environment
- Sports
- Heritage and Culture









SUSTAINABILITY

performance

OUR MATERIAL TOPICS

Our sustainability reporting is based on our most material topics within all our entities. It is the intersection of what is significant to our stakeholders (internal and external) and what influences our operations.

ENTITY	MATERIAL TOPICS		
	 Economic	 Environment	 Social
Terragri (Agriculture)	Market presence	Materials Water Emissions Effluents and waste	-
Terra Milling	Market presence	Materials Energy Water Effluents and waste	Customer health and safety Marketing and labelling
Novaterra - Terragri (Property)	-	-	Customer privacy
Terragen	-	Materials Energy Water Emissions Effluents and waste	-
Grays Inc.	Market presence	Materials Effluents and waste	Customer health and safety Marketing and labelling Customer privacy
Grays Distilling	Market presence	Materials Energy Water Effluents and waste	Customer health and safety Marketing and labelling Customer privacy
L'Aventure du Sucre - Sugarworld	Market presence Procurement practices	-	Customer health and safety Marketing and labelling Customer privacy
Topterra	Procurement practices	Materials Energy Water Effluents and waste	-
Terrarock	-	Materials Energy Water Effluents and waste	-
	 Economic	 Environment	 Social
Material Topics Common to all entities - Group level	Economic performance Anti-corruption	Environmental compliance	Employment Labour/management relations Occupational health and safety Training and education Freedom of association and collective bargaining Local communities Socio-economic compliance



OUR FOCUS AREAS

Investing in Our People

- Training and development of our employees
- Promoting the health and safety of our employees and their well-being



A Positive Impact on Society

- Supplying good quality specialty sugars
- Bettering the communities



Protecting Our Environment

- Growing a sustainable resource – Sugar cane
- Optimising water consumption
- Managing energy consumption
- Managing effluents and waste



INVESTING IN OUR PEOPLE

TRAINING AND DEVELOPMENT OF OUR EMPLOYEES

The management and supervisory levels attended trainings in diverse subjects: time management, health and safety, harmonics in electrical networks, food safety, climate change adaptation in agriculture, human resources management. Training conducted at operators level were: pipework, arc welding, fire fighting, first-aid, food safety, electrical safety, hydraulics and electro hydraulics.

At Terragri (Agriculture) a strong focus was placed on Bell loader operators and application of herbicides in cane fields. On-going awareness sessions were conducted with Bell loader operators to remind them of health and safety risks during loading of cane and verification of their loaders before use. Similarly, operators in the fields were also reminded of the safe practices for handling and spraying chemicals. A trainer from the Ministry of Labour, Industrial Relations, Employment and Training facilitated the awareness sessions. Work at height training was conducted for field employees working on pivot irrigation system.

PROMOTING THE HEALTH AND SAFETY OF OUR EMPLOYEES AND THEIR WELL-BEING

We have a proactive approach, and are committed to continually providing a healthy and safe working environment for all our employees, sub-contractors and visitors. To enhance the health and safety culture at Terragri (Agriculture) and Terra Milling, many measures were implemented in 2018. At Terragri (Agriculture) the fire fighting equipment was upgraded and new safety harnesses were provided to field employees working at height. New extractors were installed in chemicals (fertilisers and herbicides) store. The mess room facilities were improved. At Terra Milling, pedestrian walkways were marked inside the factory to ensure safety of employees, electrical safety system along with lock-out and tag-out procedure were enhanced, noise survey was conducted and fire drills and evacuation exercises were done. We are targeting to achieve an ISO 45001:2018 certification by end of 2019. Various awareness sessions and trainings related to health and safety were conducted at both entities.

Our employees participated in a number of leisure events such as fun day sports activities, music day, football tournament ‘8-a-side’, and end-of-year gathering.

A POSITIVE IMPACT ON SOCIETY

SUPPLYING GOOD QUALITY SPECIALTY SUGARS

Terra Milling is known for producing good quality specialty sugars. Its production is governed by a competent team and specific work procedures. It has adopted the BRC Global Standard since 2007 along with HACCP Codex Alimentarius methodology to ensure that sugar manufacturing is done under controlled conditions stipulated in the food safety standard. Its objective is to meet customer requirements as well as to comply with applicable legal requirements. The Mauritius Sugar Syndicate (MSS) encourages communication between Terra Milling and its customers. It is pleasing to report that there is always positive feedback from customers. Our customers conduct second party audits to confirm that sugar production complies with environmental and social aspects. Terra Milling is a registered SEDEX B member and is subject to an annual third party audit to verify its compliance with local and international labour laws, health and safety and environmental regulations and business ethics. There was no case of legal non-compliance in 2018.

Specialty sugars are packed in 25kg, 50kg and 1,050kg plastic bags that are provided by MSS. Traceability of sugar through the supply chain is ensured by having clear labels and bags are date-coded. The bags are also accompanied by a product release certificate containing the Factory Manager’s signature of approval.

BETTERING THE COMMUNITIES

We contribute significantly to helping and developing the communities where we operate because we believe that we are interdependent. In 2018, financial aid was given to sports clubs in the surrounding regions. The cluster also supported the ‘National Disaster Risk Reduction and Management’ under the aegis of the Ministry of Social Security, National Solidarity and Environment and Sustainable Development, to make available its resources such as vehicles during national disasters. The Mauritian Wildlife Foundation again solicited Terragri (Agriculture) to use its land as helicopter landing ground for transporting endemic species to and from Round Island. We also help Terra Foundation in all its actions for the communities.

PROTECTING OUR ENVIRONMENT

GROWING A SUSTAINABLE RESOURCE - SUGAR CANE

Sugar cane is grown on around 5,200 hectares of land owned by Terragri (Agriculture). Grown on a large scale, it prevents soil erosion. In our ecological system, sugar cane is a valuable resource that

contributes to the sustainable development of our island. Besides providing direct and indirect job creation, it delivers diverse co-products for generating energy as well as producing alcohol and organic fertilisers. It has also a good absorption rate of carbon dioxide. Sugar cane requires water, sunlight, soil and some fertilisers for its growth. Terragri (Agriculture) is responsible for sugar cane growing and harvesting and provides its fleet of heavy vehicles for that purpose. The adoption of the new farming system, which is growing cane in dual rows rather than one, has improved the cane yields.

In 2018, our liquid fertilisers blend was constituted at 85% in average of organic Concentrated Molasses Stillage (CMS), which comes from the transformation of *vinasse*, a co-product of alcohol manufacturing from molasses. Application of fertilisers and weed control practices are conducted according to the recommendations of the Mauritius Sugar Industry Research Institute (MSIRI). For efficient application of fertilisers and herbicide, standards are used for sprayer calibration and maintenance, material weighing and laboratory operations.

Terra Milling ensures an efficient milling of sugar cane for the manufacturing of specialty sugars, which requires sugar cane of good quality. Before it is processed, cane undergoes numerous tests such as visual checks, foreign body detection and purity tests by MCIA Control Board. There is also a continuous follow-up of the production cost per tonne of sugar cane.

Direct Renewable Materials		2018	2017	2016
Terragri (Agriculture)	Organic fertilisers (CMS), tonnes	14,117	10,562	11,474
	Filtered mudcake (scum), tonnes	4,346	6,629	8,520
Terra Milling	Sugar cane, tonnes	751,122	867,643	876,723
Direct Non-Renewable Materials		2018	2017	2016
Terragri (Agriculture)	Liquid mineral fertilisers, tonnes	1,569	1,174	2,025
	Solid fertilisers, tonnes	1,043	1,141	976

OPTIMISING WATER CONSUMPTION

Terragri (Agriculture) has a water usage policy that comprises an efficient water distribution network and deficit irrigation practices. Water consumption is managed according to a weekly plan that takes into account the soil water balance. The four agricultural zones, namely Beau Plan, Belle Vue-Mauricia, Nouvelle Industrie and Mount, manage and monitor their water consumption. Effluents generated from Terra Milling and Terragen are used, after in-house reuse and recycling, for irrigating the sugar cane fields.

The water consumption in 2018 was significantly lower than previous years owing to good rainfall at the start of year, but we witnessed a drought at the end of the year. Extension of the effluent irrigation network contributed to the use of around 850,000 m³ of effluent.

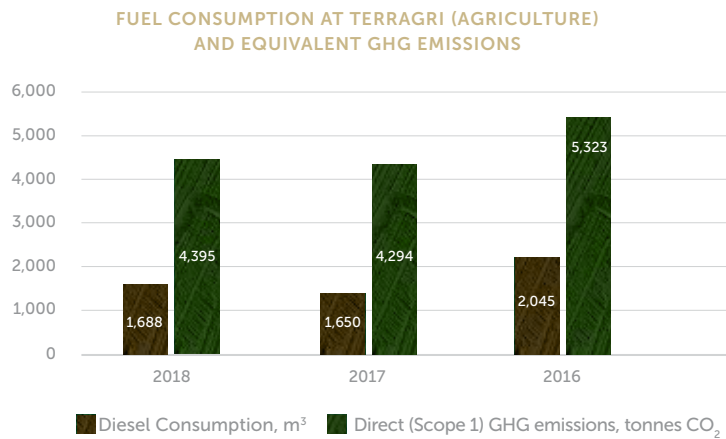
Terra Milling is always striving to reduce its water consumption owing to its geographical location. It consumed an average of 85 m³/h of process water during crop season in 2018.

Water Consumption, m³	Source of Water Withdrawal	2018	2017	2016
Terragri (Agriculture)	Surface water	5,807,518*	9,409,000	9,800,000
Terra Milling	Surface water	392,482	375,191	429,743

* includes 850,000 m³ of effluent from Terra Milling and Terragen

MANAGING ENERGY CONSUMPTION

At Terragri (Agriculture), mechanisation of the growing and harvesting of sugar cane has been practiced for many years. It represented around 83% of its operations. In 2018, we have optimised our transport services, improved our stock management practices, and realised material efficiencies through improved labour productivity and reduced irrigation costs. To drive efficiencies in our growing activities, we have been implementing more efficient harvesting and soil preparation measures, and introducing new technologies and field maintenance activities, including through the increased use of artificial intelligence, designated software and drones. We invested MUR 70 million in enhancing the mill’s performance and improving operational efficiencies. Our priority is to drive further efficiency and productivity gains across our operations, including through control and process automation, introducing leaner structure at all levels, delivering enhanced productivity, specifically in our bagging, workshop and laboratory areas, and improving stock management and transportation logistics.



Terra Milling	2018	2017	2016
Renewable energy – bagasse and cane trash (GJ)			
Electricity consumed	45,896	57,146	57,285
Steam consumed	522,139	628,053	672,986
Non-renewable energy – coal (GJ)			
Electricity consumed	37,107	29,088	31,356
Steam consumed	285,579	221,427	277,789

MANAGING EFFLUENTS AND WASTE

Terragri (Agriculture) generated around 13.5m³ of used oil and 17.6 tonnes of used tyres from its vehicles maintenance in 2018. They were all disposed by registered recyclers.

Terra Milling prioritises water reuse and recirculation in the process before discharging it as effluents, to irrigate the sugar cane fields.

	Category	Waste type	Quantity	Disposal method
Terragri (Agriculture)	Hazardous	Used tyres, tonnes	17.6 ▼ 11%	Landfilling
	Hazardous	Used oil, m³	13.5 ▼ 7%	Recycling
	Non-hazardous	Organic waste, tonnes	589 ▼ 6%	Landfilling (Terra)
Terra Milling	Non-hazardous	Filtered mud cake (scum), tonnes	21,751 ▼ 20%	Reuse in sugar cane fields
	Non-hazardous	Scrap metal, tonnes	104 ▲ 6%	Recycling



OUR FOCUS AREAS

Investing in Our People

- Promoting the health and safety of our employees and their well-being
- Training and development of employees



A Positive Impact on Society

- Supplying low-cost electricity to the national grid (CEB)
- Sustaining the sugar cane industry



Protecting Our Environment

- Increasing the share of renewable energy source: *bagasse* and sugar cane trash
- Managing energy consumption
- Optimising water consumption
- Managing air quality
- Recycling of coal ash



INVESTING IN OUR PEOPLE

PROMOTING THE HEALTH AND SAFETY OF EMPLOYEES AND THEIR WELL-BEING

Thanks to constant compliance with rigorous operating procedures, continuous awareness and the maturity of our workforce, we recorded zero accidents with no lost work days in 2018. Some of the significant measures taken in 2018 were:

- Providing collective protection such as installation of guardrails and chains to prevent access to visitors and sub-contractors in hazardous products storage area and purchasing of a mobile working platform.
- Conducting 19 independent health and safety inspections to ensure that employees and sub-contractors were complying with applicable procedures and instructions and
- Enhancing the work environment by renovating a first-aid room, constructing a washroom for *bagasse* and cane trash operators, and providing a dedicated mobile rest room for sub-contractors.

In 2019, we will continue to reinforce our health and safety culture, with particular emphasis on communication, consultation, and participation of sub-contractors. We will also improve the effectiveness of our fire protection system.

TRAINING AND DEVELOPMENT OF EMPLOYEES

Terragen achieved 92% completion of its training plan in 2018, which exceeds the annual training KPI set at 85%. Specialised technical trainings were conducted for employees in areas such as pneumatic and hydraulic technology and electrical competence and safety. Promoting the personal development of employees was also given much attention. An evaluation exercise on post-training was done to assess the return on training investment and to ensure good interpersonal skills and relations. Health and safety trainings included work at height, use of scaffolding, basic fire safety and fighting, and emergency first aid. On-going awareness to remind the workforce on health, safety and environmental protection is done. MUR 955,830 was invested in training and development in 2018.

A POSITIVE IMPACT ON SOCIETY

SUPPLYING LOW-COST ELECTRICITY TO THE NATIONAL GRID AND SUSTAINING THE SUGAR CANE INDUSTRY

Terragen supplies 15% of the national electricity consumption to CEB grid which distributes it to the population. It is among the cheapest suppliers of electricity on the island. Sugar cane has contributed largely to the Mauritian economy as one of the main pillars. It has now diversified and is valorising its co-products efficiently for the production of energy, alcohol and organic fertilisers (concentrated molasses stillage). By taking all the *bagasse* and, to some extent, the sugar cane trash, Terragen is fully supporting the sugar cane sector. The share of renewable energy produced by Terragen is around 25% on national renewable energy production.

PROTECTING OUR ENVIRONMENT

INCREASING THE SHARE OF RENEWABLE ENERGY SOURCE: BAGASSE AND SUGAR CANE TRASH

We have maintained a strong focus on delivering on our commitment to decarbonise our energy mix by shifting from coal to biomass, with particular emphasis this year on further increasing the use of cane trash. We continue to invest in our processes for managing this alternative raw material input and work collaboratively with Terragri’s field teams to increase the collection, compacting and transportation of cane trash. As a result, we have further improved our cane trash collection despite a lower quantity of sugar cane harvested in 2018. We generated 7.5 MW using 8,247 tonnes of cane trash, up from 7,526 tonnes collected in 2017. This has replaced 4,500 tonnes of coal.

We have also started exploring the viability of growing and burning eucalyptus as an additional source of biomass. Our drive to increase the use of *bagasse*, cane trash and other biomass provides a valuable opportunity to enhance the ‘greening’ of energy generation in Mauritius, and to reduce the island’s coal imports. The ability to do so is contingent, however, on ensuring a competitive cost and price structure, and on maintaining the sustainability of the cane industry.

Direct Materials	2018	2017	2016
Renewable materials (tonnes)			
Bagasse	252,940	294,793	294,291
Sugar cane trash	8,247	7,526	4,345
Non-renewable materials (tonnes)			
Coal	192,798	188,892	192,771

MANAGING ENERGY CONSUMPTION

Our energy consumption was mainly driven from coal in 2018 compared to 2017, owing to a reduced supply of cane and *bagasse*. We are always looking for opportunities to improve efficiency of the power plant to reduce our energy consumption.

Energy consumption within Terragen	2018	2017	2016
Renewable energy – <i>bagasse</i> and cane trash (GJ)			
Electricity production	472,147	519,364	516,943
Electricity supplied to Terra Milling	45,896	57,146	57,285
Steam supplied to Terra Milling	522,139	628,053	672,986
Electricity sold to CEB	371,702	401,799	400,547
Electricity consumption within Terragen	43,294	60,419	60,607
Non-renewable energy – coal (GJ)			
Electricity production	1,319,800	1,303,775	1,315,606
Electricity supplied to Terra Milling	37,107	29,088	31,356
Steam supplied to Terra Milling	285,579	221,427	277,789
Electricity sold to CEB	1,142,525	1,137,000	1,150,365
Electricity consumption within Terragen	151,420	137,688	133,885

OPTIMISING WATER CONSUMPTION

Water, a key element for steam and electricity generation, is sourced directly from La Nicolière reservoir under a water agreement with CWA. Raw water is demineralised and treated to remove hardness. The specific water consumption, which is the amount of water used per kWh of electricity generated, is monitored during the entire process to ensure that there is no overconsumption.

	2018	2017	2016
Water Consumption, m ³	1,578,574	1,698,912	1,684,044

MANAGING AIR QUALITY

The operation at Terragen generates significant amount of greenhouse gas (GHG) emissions, of which 33% is biogenic carbon dioxide emissions from *bagasse* and cane trash. It monitors the parameters of combustion through an online continuous automatic system and adjusts oxygen intake to ensure efficient combustion. In addition, independent controls on air emissions are done quarterly by the Mauritius Cane Industry Authority (MCIA) while a foreign accredited laboratory does a yearly measurement. There was 100% compliance in 2018 with respect to its Environmental Impact Assessment (EIA) licence and Environment Protection Act (EPA) 2002 – Standards for Air 1998.

Solid particles (dust) are controlled through many ways including equipping each boiler unit with an efficient electrostatic precipitator, and using dust suppression equipment on *bagasse* handling system. In 2019, its coal handling system will also be equipped with dust suppression and more trees will be planted around coal ash storage area.

Direct GHG Scope 1 Emissions (in tonnes CO ₂ equivalent – CO ₂ , CH ₄ , N ₂ O)	2018	2017	2016
Sugar cane trash (biogenic CO ₂)	12,289	11,156	6,427
<i>Bagasse</i> (biogenic CO ₂)	213,816	247,877	246,039
Coal	449,973	437,089	444,432

OTHER SIGNIFICANT AIR EMISSIONS – NO _x , SO ₂ , PARTICULATE MATTER (PM)				
Parameter (mg/Nm ³ at 6% O ₂)	2018	2017	2016	EPA Standards for Air 1998 (mg/m ³)
NO _x	553	631	476	1,000
SO ₂	836	809	696	None
PM 10 – <i>bagasse</i> and sugar cane trash	22	15	22	400
PM 10 - Coal	45	46	54	200

RECYCLING OF COAL ASH

We made further progress this year with our carbon burnout project, a joint-venture between Terragen and Omnicane that is aimed at collecting ash, a by-product of coal combustion, and passing it through a re-burning process that will transform it into raw material for the production of cement. This year, 23 % of our coal fly ash (5,200 tonnes) was sent to the plant, substantially up from 6 % in 2017. Through this process, we can reduce the carbon content from around 20% to less than 5% and reuse the energy released to produce electricity.

Conversely, *bagasse* fly ash is mixed with filtered mud-cake (sugar cane scum) and used as organic fertilisers in sugar cane fields.

Fuel Ashes (tonnes)	2018	2017	2016
<i>Bagasse</i> fly ash	12,815	14,260	16,695
Coal fly ash	16,388	20,480	21,173
Coal bottom ash	25,414	26,687	25,870

Terragen generates minor quantity of hazardous and non-hazardous wastes resulting from the operation of the power plant. They are directed to registered recyclers and waste disposal facilities. Moreover, regular follow-up and waste disposal monitoring are conducted with the recyclers. In 2018, 8.2 m³ of used oil were recycled, while 87 tonnes of metals were scrapped.



OUR FOCUS AREAS

Investing in Our People

- Promoting the health and safety of our employees and their wellbeing
- Developing human capital through training and career path



A Positive Impact on Society

- Supplying world class products to our customers



Protecting Our Environment

- Monitoring materials input and energy consumption
- Optimising water consumption
- Managing effluents and waste



INVESTING IN OUR PEOPLE

PROMOTING THE HEALTH AND SAFETY OF OUR EMPLOYEES AND THEIR WELL-BEING

Grays Inc. and Grays Distilling have adopted a preventative approach with the current implementation of a health and safety management system as per ISO 45001. Grays Distilling had a 50% reduction in the frequency of accidents while Grays Inc. recorded a slight increase of 3% compared to 2017. Statistics on occupational injuries are provided in Annexure 1.

Some of the measures taken in 2018 were:

- Conducting a survey on electrical installation to improve safety
- Registering a new boiler at Grays Distilling
- Undertaking awareness on emergency response and fire drills
- Applying for a new fire certificate for tank containers (bulk storage of alcohol) at Grays Distilling in 2018 as per Mauritius Fire and Rescue Service Regulation 2018 – Government Notice No. 134 of 2018, which was successfully issued in February 2019.

In 2019, as part of the health and safety monitoring plan, a noise survey and health surveillance will be conducted, and application for fire certificates as per the new regulation will start.

DEVELOPING HUMAN CAPITAL THROUGH TRAINING AND CAREER PATH

Giving the right skills to our employees is important for their personal development and allows them to grow within our companies and unlock talents. It results in better service levels, cost efficiencies and organisational growth. At Grays Inc., employees in retail attended training on selling techniques, product knowledge and stock management. Other trainings conducted were related to management strategy, team leadership, software, food hygiene and health and safety. The latter focused on basic fire fighting and first aid for the two entities. A total of MUR 2.7 million was invested in training by Grays Inc. and Grays Distilling. In 2019, more training related to the operation of the new boiler and its safety aspects will be conducted.

A POSITIVE IMPACT ON SOCIETY

SUPPLYING WORLD CLASS PRODUCTS TO OUR CUSTOMERS

Grays Inc. and Grays Distilling pay particular attention to meeting the requirements of their customers in addition to complying with all applicable legislation. They are governed by numerous legal requirements including Custom Act 1988, Excise Act 1994, Food Act 1999, Public Health (Prohibition on advertisement, sponsorship and restriction on sale and consumption in public places of alcohol drinks) regulations 2008, and Public Health Act 2009.

The regulations relate to the health and safety aspects of the products, sale and labelling of alcoholic products and advertisement. Food items require pre-market approval before sale to ensure that the ingredients comply with national standards. Similarly, pharmaceutical and selected para-pharmaceutical products require the approval of the Pharmacy Board. Alcoholic products display health warning sign, including the inadvisability of consuming alcohol during pregnancy, and recycling.

Prior to launching any new product on the market, it goes through several steps to ensure that it meets customer requirement and adds value. Grays is implementing an integrated management system based on ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards to enhance production, sales, environmental management, and provide a healthy and safe workplace for its employees. Grays Inc. is furthermore improving its process of managing customer feedback and complaints.

There were no instances of non-compliance with laws and regulations in 2018.

PROTECTING OUR ENVIRONMENT

MONITORING MATERIALS INPUT AND ENERGY CONSUMPTION

At Grays Inc., raw materials input is managed as per annual sales forecast and current inventory. Grays Distilling is limited by the availability of molasses but strives to recover a maximum of alcohol from the latter through its fermentation and distillation processes. The shortage of molasses in Mauritius currently constrains the distillery from producing at full capacity. Owing to improvements in our fermentation processes, we achieved yields of 240 litres of alcohol per tonne of molasses, up 2% on 2017; we anticipate further yield improvements in 2019. We are investigating the feasibility of installing a new fermentation plant. The alcohol produced is exported and sold to third parties in Mauritius and used as an input by Grays Inc.

Glass bottles, another important input in the production process, amounted to 1,736 tonnes in 2018. Grays Inc. encourages recycling of glass bottles at the consumer end by remunerating them between MUR 10 and MUR 25 per empty bottle returned. It is currently done for all locally produced cane spirits such as Seven Seas, Deluxe, Dukes and King Cane brands. Glass bottles that were recycled accounted for 51.7% of units produced in 2018 compared to 68.1% in 2017. This decrease is associated to a change in product mix, with an increasing share of some brands of Scotch whisky, whose bottles are not recycled.

Grays Inc. is switching to plastic crates for stacking and transporting of spirits instead of cardboard because they have long life-span and are recyclable. Returnable crates increased by 72% in 2018 (28,674 crates in 2017).

Direct Renewable Materials		2018	2017	2016
Grays Distilling	Molasses, tonnes	24,888	23,863	24,438
	Alcohol (100%), m ³	817	758	911
Grays Inc.	Bulk wines and spirits, m ³	479	418	488

We made a substantial investment of MUR 60 million this year in a new boiler and molasses storage tank (10,000 tonnes capacity), as well as further investments in energy-saving equipment. The new boiler was commissioned in early 2019, late but within budget, and will contribute to greater cost efficiency and reduced environmental impact. The increase in energy consumption was due to inefficiency in old boiler and use of a temporary boiler operating on fuel oil for some months of the year.

Energy Consumption within Grays Distilling	2018	2017	2016
Renewable energy consumption (CEB), GJ	591	634	683
Non- renewable energy consumption (CEB and Coal), GJ	73,662	62,735	54,907

OPTIMISING WATER CONSUMPTION

Consumption of water for distillation is closely managed to make sure that only the required volume of water is utilised and recycled in closed circuits, so far as reasonably practicable. Any used water that cannot be recycled is disposed of in accordance with the local environmental regulations and standards.

Water Consumption at Grays Distilling, m³	2018	2017	2016
Surface water	72,761	74,642	54,384
Public water utility (CWA)	1,480	1,407	1,927

MANAGING EFFLUENTS AND WASTE

Both Grays Inc. and Grays Distilling have adopted waste segregation and recycling practices. The table below shows the management of the significant waste. They are both improving their current effluent management system.

	Category	Waste type	Quantity	Disposal method
Grays Inc.	Non-hazardous	Damaged glass bottles, tonnes	31.5 ▼ 40%	Recycled by external company
	Non-hazardous	Plastic, tonnes	9 ▼ 18%	Recycled by external company
	Non-hazardous	Cardboard, tonnes	28 ▼ 42%	Recycled by external company
Grays Distilling	Non-hazardous	Scrap metal, tonnes	3.2 ▼ 75%	Recycled by external company

PROPERTY AND LEISURE

Property and Leisure cluster comprises two entities – Novaterra and Sugarworld (owner of L’Aventure du Sucre museum)



INVESTING IN OUR PEOPLE

TRAINING AND DEVELOPMENT OF OUR EMPLOYEES

Employees attended training in various areas and disciplines to acquire skills and knowledge. This year we provided training in basic fire fighting, first aid, time management and presentation skills, for Novaterra, while at Sugarworld they were trained on new accounting software, communication and service quality, basic fire fighting and first aid. Novaterra encourages consultation and participation of employees, and also rewards its people upon achievement of projects.

A POSITIVE IMPACT ON SOCIETY

CARING FOR OUR CUSTOMERS AND COMMUNITIES

We have made very encouraging progress, delivering the successful completion, among others, of the African Leadership Campus, the first phase of the Greencoast International School, the La Louisa Equestrian Centre and the Patrick Mavros jewellery atelier. The adoption of a property management software has enhanced the efficiency of our processes, resulting in improved customer satisfaction and relationship between tenants and owners. Following the social impact assessment of the Beau Plan Smart City development, many recommended actions are being implemented to integrate into the adjoining villages. This included, for example, sponsorship of shirts for football tournament and for a medical clown who visits children patients twice weekly at the adjacent public hospital. Novaterra is sponsoring the tertiary education of a student over three years at the African Leadership College.

Upon completion, the Beau Plan Smart City development is expected to create at least 8,400 new and direct jobs in the Smart City itself, with an additional 500 construction jobs at any time during the construction phase, and another 5,000 indirect jobs for the suppliers of various goods and services. We will be providing training to develop the skills of people in the region, including small business management, organic farming and ICT.

Around 112,000 persons visited *L’Aventure du Sucre* in 2018. The museum was awarded ‘Traveller’s choice 2018’ by TripAdvisor, which is the highest honour TripAdvisor can give. In addition, both the museum and restaurant achieved a Certificate of Excellence in 2018 by TripAdvisor Hall of Fame. This award is granted to businesses that consistently receive great reviews from TripAdvisor travellers for five successive years and deliver a high superior customer experience. Sugarworld ensures that all products bear information labels to guide customers, who are also assisted by employees if they require additional information.

OUR FOCUS AREAS:

Investing in Our People

- Training and development of our employees



A Positive Impact on Society

- Caring for our customers and communities



Protecting Our Environment

- Improving environmental performance



Given its commitment to the health and safety of its customers, Sugarworld is continuously improving its operations by conducting preventative maintenance of the museum’s infrastructure and yearly refurbishment of support material. The restaurant sources from selected suppliers and stores food items under controlled conditions. Employees handling food in both restaurant and the boutique have Food Handlers’ certificates issued by the Ministry of Health and Quality of Life. Sugarworld’s health and safety committee manages aspects related to employees, customers/visitors and sub-contractors. Tour operators conduct impromptu inspections to ensure the safety of visitors, be it in the museum, boutique or restaurant. Two inspections were carried out in 2018 by the Ministry of Health and Quality of Life, which showed no nonconformities.

Some 99% of the purchases of Sugarworld in 2018 were from local suppliers so as to promote job creation along the supply chain. Its procurement practices comprise of fair competition among suppliers, that is, equal treatment, specific criteria for supplier selection and confidentiality. Sugarworld continues to comply with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship. It ensures all copyrighted materials are used during advertising and communication. There was no case of non-compliance in 2018.

Novaterra and Sugarworld fully comply with the Data Protection Act 2017 that ensures protection of the privacy rights of individuals. The management makes sure that information is stored in protected servers with access limited to authorised persons only. There were no breaches of customer privacy and losses of data in 2018.

PROTECTING OUR ENVIRONMENT

IMPROVING ENVIRONMENTAL PERFORMANCE

Novaterra is subject to a number of regulations regarding land development projects. It ensures compliance by collaborating with all stakeholders and the follow-up of a programme of work. Any environmental or social issue is addressed without delay to protect the environment and community. The environmental aspects of any development projects are considered at its conception phase to be proactive. The African Leadership Campus uses its effluent to irrigate its green yard, while the Greencoast International School has been designed to maximise natural daylight and natural air ventilation.

Sugarworld has adopted good environmental practices into its activities, including replacing plastic water bottles with filtered water in glass bottles; using biodegradable takeaways at restaurants instead of polystyrene; using natural wheat drinking straws instead of traditional plastic straws; using environmentally friendly cleaning chemicals; recycling used kitchen oil; prioritising digital media; recycling of office paper; and using vegetable oil-based ink for printing on packaging and flyers.

OTHERS

TOPTERRA

Topterra evaporates the *vinasse* produced by Grays Distilling to concentrate and delivers it to Island Renewable Fertilisers Ltd (IRFL) to be blended with other components and used as fertiliser.

Topterra has a purchasing policy that prioritises reliable local suppliers within a 10 km radius. Its manager, IRFL, ensures that the policy is respected by conducting internal checks

		2018	2017	2016
Direct renewable material	<i>Vinasse</i> , m³	62,153	53,409	61,855
Renewable energy consumption	Electricity supply from CEB, GJ	453	510	573
Non-renewable energy consumption	Electricity supply from CEB and steam (coal) supply from Grays Distilling, GJ	40,556	33,922	44,131
Water withdrawal	Surface water, m³	21,850	26,500	26,000
	Public water utility, m³	130	140	140

Topterra has an in-house wastewater treatment station that processes acid condensate, which is a liquid waste generated from the concentration of *vinasse*. In 2018, 37,138 tonnes of acid condensate were processed which represent around 99% of treated effluent.

TERRAROCK

Terrarock, incorporated in 1990 to add value to Terra’s field derocking operations, is engaged in the manufacturing and sale of building materials, mainly hollow concrete blocks, aggregate and rocksand. Operational management has been entrusted to The United Basalt Products Ltd. Terrarock has outsourced its energy management to a sub-contracting company named ‘Energy Management’ which monitors its energy consumption and advises where there is deviation.

		2018	2017	2016
Direct non-renewable material	Boulders, tonnes	350,729	361,879	348,357
Renewable energy consumption	Electricity supply from CEB, GJ	724	827	791
Non-renewable energy consumption	Electricity supply from CEB, GJ	4,449	4,688	4,150
Water withdrawal	Surface water, m³	43,236	44,030	53,650
	Public water utility, m³	39,559	13,281	21,789
	Solidified mud, tonnes	28,176	26,346	29,309
Effluents and waste management	Solidified mud is generated after sedimentation of effluents. It is disposed of in fields because it is only composed of soil.			



OUR 2018 PERFORMANCE

This year, Terra Foundation’s budget was significantly affected by the announced changes in the CSR legislation, which resulted in a 50% reduction of funds. The other 50% was provided to the Mauritius Revenue Authority (MRA) and retransferred to the National CSR Foundation that has been established to redistribute funds to projects that are in line with the Government’s national priorities. This reduction in funds had a profound impact on the foundation’s commitments towards its partners.

In this context, the foundation’s sponsorships have focused mainly on supporting the development of local communities around the Group’s operation in the North. An increased share was allocated to this region, with a total of MUR 2.6 million granted to this region, representing 96% of the total funds disbursed in the year, and 28 out of the total of 33 projects supported by the foundation.

This year, the foundation’s sponsorship budget of MUR 2.7 million (net of administrative expenses) was invested in supporting 1,719 beneficiaries in the following intervention areas:

Education and training – including: sponsoring the completion and inauguration of two remedial classes and the remedial programme for a school in a priority education zone; continuing our support for an NGO caring for autistic students and sponsoring two schools in the North with the aim of developing children skills to cope with their emotions, difficult situations and violence.

Poverty alleviation – initiatives included: supporting the work of an NGO’s empowerment and monitoring programme to protect vulnerable children in a high-poverty area; providing daily meal support for vulnerable students; supplying emergency assistance to victims of floods and food baskets to six vulnerable families; and maintaining our sponsorship for the Cycling Academy and sports coach that engages vulnerable children in a pocket of poverty.

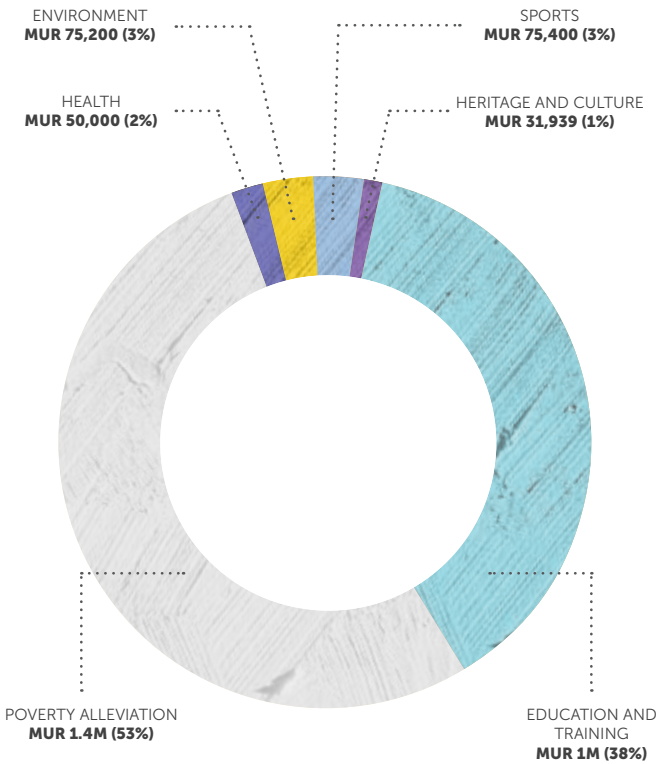
Health care – assisting vulnerable children and adults suffering from type 1 diabetes to have access to quality health services and sponsoring the development of medical materials and therapy camps enabling them to improve the daily management of their disease.

Environment – sponsoring initiatives to support the infrastructure for a training project promoting pesticide-free planting.

Sports – providing transport costs for beneficiaries attending training sessions of their football school.

Heritage and Culture – sponsoring the participation of children and adults in a cultural and musical festival, and in various workshops and visits to *L’Aventure du Sucre*, Terra’s sugar museum.

SPONSORSHIP BY AREAS OF INTERVENTION



MAJOR PROJECTS SPONSORED BY AREA OF INTERVENTION

EDUCATION AND TRAINING	
NGO	Project
ZEP school H. Ramnarain	Terra has been supporting this ZEP school (Priority Zone Education) found in a pocket of poverty for the past 14 years. In 2018, the main project was the completion and inauguration of two remedial classes and the remedial programme which reached some 104 students. Six projects in total were sponsored for this school to address absenteeism, failures and provide some welfare and rewards to the vulnerable children, as well as training for five members of the parent’s club.
Autisme Maurice	The foundation maintained its support for the sponsorship of one educator of this NGO caring for autistic children, which the foundation has been supporting for the past five years.
Action for Integral Human Development	The foundation continued to support the programme ‘ <i>Les Amis de Zippy</i> ’ which develops children skills to cope with their emotions, difficult situations and violence. We provided sponsorship for two schools in the North and reached some 78 pupils.

POVERTY ALLEVIATION	
NGO	Project
Lovebridge	The launch of their empowerment and monitoring programme in Pamplemousses: survey and selection of ten vulnerable families for the first phase.
Caritas	Funding the following: breakfast and lunch of vulnerable students; Information and Technology beginners’ courses for the youths; holiday activities; and emergency assistance to victims of floods and food baskets to six vulnerable families.
SAFIRE	The foundation maintained its sponsorship for the Cycling Academy and the sports coach, as well as a partial contribution to the cost of the social worker for this NGO monitoring some 50 vulnerable children in difficulty in a pocket of poverty at ‘ <i>Cité Mère Teresa</i> ’ in Triolet.
Mouvement Civique de Baie du Tombeau	Two projects were sponsored: partial contribution to providing a carer for their day care centre for babies and emergency help (mattresses) for victims of floods.

HEALTH CARE	
NGO	Project
T1 Diams	Partial contribution to the therapy activities, residential camp, dietician fees and psychological support for some 295 vulnerable children and adults suffering from type 1 diabetes.

ENVIRONMENT	
NGO	Project
Biodiversity Preservation	The foundation supported the infrastructure for a training project promoting pesticide-free planting.

SPORTS	
NGO	Project
Association de Développement de Pamplemousses	The transport costs of the beneficiaries attending the training sessions of their football school.

CULTURE	
NGO	Project
Comité Quartier Cité de Pamplemousses Caritas Solitude Association de Développement de Pamplemousses	The foundation sponsored some sixty children and six adults of these NGOs on the occasion of the KAZ’Out cultural and musical festival. The beneficiaries of these NGOs were able to participate in the various workshops proposed and to visit the sugar museum.

PROJECTS SPONSORED IN RODRIGUES

The Foundation earmarks a budget annually for Rodriguan schools educational tour in Mauritius. It sponsored the entry fees at *L’Aventure du Sucre*, lunch and some give-aways for a delegation of 361 people, including 313 students from six primary schools. The employees of Terra volunteered for the welcome of the delegation and in-house preparation of the lunch packs.

OTHER ONGOING PROJECTS

EDUCATION AND TRAINING	
NGO	Project
Caritas Pamplemousses	Contribution to their kindergarten for vulnerable children.
Action for Economic and Social Development (for the <i>College Technique St Gabriel</i>)	The scholarships of one student of low-income family.

DISABILITY	
NGO	Project
Association Amour sans Frontières	Providing breakfast of the physically and mentally impaired children.
Lizie dan la main	Salary contribution of a financial secretary and an IT teacher for the visually impaired.
United Skills Workers Cooperative Society Ltd	Public collection

POVERTY ALLEVIATION	
NGO	Project
<i>Société de Secours Mutuels de Pointe aux Piments</i>	Funding school materials of vulnerable students of the area.
<i>APEA</i>	Public fund raising.
SOS Children’s Villages Mauritius	The sponsorship of Christmas gifts of three vulnerable children and their SOS Mother for this residential care in an SOS house in the North.
Vulnerable kids of Pamplemousses via the NEF Community Working Group of Pamplemousses	Funding the visit at <i>L'Aventure du Sucre</i>

SPORTS	
NGO	Project
NHDC	Partial sponsorship of vulnerable families' participation to the NHDC regional games.

OUTLOOK

In his 2018 budget speech, the Minister of Finance confirmed that companies will be required to increase their contribution from 50% to 75% to be remitted to the MRA for transfer to the National CSR Foundation for redistribution to projects. As a result, companies will only have 25% of their funds to carry on their social projects. A facility has, however, been granted to those companies that have already committed themselves to long-term projects started before 2019, to apply for the approval of these projects at the National CSR Foundation. If approved, companies will be able to allocate to these projects up to a maximum of 25% of their budget out of the 75% to be remitted to the MRA.

GROUP PERFORMANCE
Data 2018

	2018	2017
Our People		
Permanent employees	1,397	1,386
Temporary/ seasonal employees	414	629
Employee turnover	16%	13.3%
Absenteeism rate	3.1%	3.9%
Number of injuries (work lost day > 24h)	111	109
Injury rate	27.0	23.2
Loss day rate	0.20	0.23
Work related fatality	0	1
Investment in employee training and development, MUR million	8.7	10.5
Jobs provided (new)	23	157
Salaries, wages and other benefits paid, MUR million	842.4	922.7

Our Society		
CSR projects sponsored in communities	33	77
CSR sponsorship, MUR million	2.7	8.6
Taxes paid to Mauritian Government, MUR million	61.7	53.1
Customs and excise duty paid to Mauritian Government, MUR million	679.3	617.8
Procurement of goods and services from suppliers, MUR million	2,931.5	2,898.0

Our Environment		
Water consumption, m³	7,983,941	11,668,969
Renewable energy consumption, GJ	613,097	747,589
Non-renewable energy consumption, GJ	592,773	546,553
GHG emission (Scope 1) - Biogenic, tonnes of CO ₂ e	226,105	259,033
GHG emission (Scope 1) - Fossil fuels, tonnes of CO ₂ e	454,368	441,383
Waste recycled - non-hazardous		
Scrap metal, tonnes	194.2	213.1
Glass bottles (damaged), tonnes	31.5	52.9
Plastic waste, tonnes	14.4	12.6
Paper and cardboard, tonnes	28	48
Waste recycled - hazardous		
Used tyres, tonnes	17.6	19.8
Used oil, m³	21.7	36.8
Bagasse ash, tonnes	12,815	14,260
Coal fly ash, tonnes	16,388	20,480
Coal bottom ash, tonnes	26,407	26,687

Note: The data provided for the environmental category are from those companies of the Group which have significant impacts with respect to the above topics.

LIST OF ACRONYMS

B2B	Business to Business
B2C	Business to Consumer
BRC	British Retail Consortium
CEB	Central Electricity Board
CMS	Concentrated Molasses Stillage
CH ₄	Methane
CO ₂	Carbon Dioxide
CSR	Corporate Social Responsibility
CWA	Central Water Authority
EIA	Environmental Impact Assessment
EPA	Environment Protection Act
GHG	Greenhouse Gas
GJ	Giga Joules
GRI	Global Reporting Initiative
GWh	Giga Watt per hour
HACCP	Hazard Analysis and Critical Control Points
HSEQ	Health, Safety, Environment, Quality
ICT	Information and Communications Technology
IIRC	International Integrated Reporting Council
ILO	International Labour Organization
IR	Integrated Reporting
ISO	International Organisation for Standardization
IT	Information Technology
kWh	Kilo Watt per hour
KPI	Key Performance Indicator
MCIA	Mauritius Cane Industry Authority
MSIRI	Mauritius Sugar Industry Research Institute
MSS	Mauritius Sugar Syndicate
MUR	Mauritian Rupee
MW	Mega Watt
NGO	Non-Governmental Organisation
NHDC	National Housing Development Corporation
NO _x	Nitrogen Oxides
N ₂ O	Nitrous Oxide
NPCC	National Productivity and Competitiveness Council
OHSAS	Occupational Health and Safety Assesment Series
OSH	Occupational Safety and Health
PM	Particulate Matter
QSE	Quality, Safety, Environment
SAFIRE	Service d’Accompagnement, de Formation, d’Intégration et de Réhabilitation de l’Enfant
SEDEX	Supplier Ethical Data Exchange
SEMSI	Stock Exchange of Mauritius’ Sustainability Index
SO ₂	Sulphur Dioxide
ZEP	Zone d’Education Prioritaire

ANNEXURES

ANNEXURE 1 – INFORMATION ON EMPLOYEES

Table 1.1: Number of employees (by gender, employment type and contract)

			Terragri Ltd (Corporate)	Terragri Ltd (Property)	Terragri Ltd (Agriculture)	Terra Milling Ltd	Terragen Ltd	Grays Inc. Ltd	Grays Distilling Ltd	Sugarworld Ltd	Terra Finance Ltd	Terrarock Ltd
"Total employees by category (permanent)	Total Employees		38	48	387	159	48	550	49	70	5	43
	Total Employees (including temporary)		38	49	558	399	48	550	49	72	5	43
	Management	M	10	6	12	7	6	9	1	2	2	0
		F	5	0	1	1	2	7	0	6	0	1
	Staff	M	6	21	38	29	20	83	8	5	1	3
		F	11	9	11	0	1	114	1	3	1	1
	Operatives	M	5	8	313	121	19	262	39	30	0	38
		F	1	4	12	1	0	75	0	24	1	0
Employees by employment contract	Permanent	M	21	35	363	157	45	354	48	37	3	41
		F	17	13	24	2	3	196	1	33	2	2
	Fixed term/temporary	M	0	0	170	233	0	0	0	2	0	0
		F	0	1	1	7	0	0	0	0	0	0
Permanent employees by employment type	Full-time	M	21	35	363	157	45	354	48	39	3	41
		F	17	13	24	2	3	196	1	33	2	2
	Part-time	M	0	0	0	0	0	0	0	0	0	0
		F	0	0	0	0	0	0	0	0	0	0
Percentage of total employees covered by collective bargaining agreements			0%	0%	78%	93%	0%	0%	24%	0%	0%	62%

M: Male; F: Female

ANNEXURE 1 – INFORMATION ON EMPLOYEES (cont'd)

Table 1.2: Total number of new employee hires by age group and gender

Total new employee hires	Terragri Ltd (Corporate)		Terragri Ltd (Property)		Terragri Ltd (Agriculture)		Terra Milling Ltd		Terragen Ltd		Grays Inc. Ltd		Grays Distilling Ltd		Sugarworld Ltd		Terra Finance Ltd		Terrarock Ltd	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
18 - 24 yrs	0	0	1	0	0	0	2	0	0	0	58	6	1	0	4	2	0	0	0	0
25 - 34 yrs	0	1	3	3	3	0	3	0	1	0	34	23	3	0	2	1	0	1	0	0
35 - 44 yrs	0	0	3	0	1	0	0	0	2	0	16	8	1	0	0	2	0	0	0	0
45 - 54 yrs	0	1	1	0	1	0	0	0	0	0	9	4	0	0	0	1	0	1	0	0
55+	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0

Table 1.3: Total number of employee turnover by age group and gender

Total employee turnover	Terragri Ltd (Corporate)		Terragri Ltd (Property)		Terragri Ltd (Agriculture)		Terra Milling Ltd		Terragen Ltd		Grays Inc. Ltd		Grays Distilling Ltd		Sugarworld Ltd		Terra Finance Ltd		Terrarock Ltd	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
18 - 24 yrs	0	0	0	0	0	0	0	0	0	0	39	5	2	0	2	0	0	0	2	0
25 - 34 yrs	0	1	1	0	2	0	1	0	1	1	33	20	0	0	1	1	0	0	7	0
35 - 44 yrs	0	0	1	0	1	0	1	0	1	0	16	5	1	0	3	0	0	0	9	1
45 - 54 yrs	0	0	0	0	2	0	0	0	0	0	8	5	0	0	0	0	0	0	13	1
55+	0	0	0	0	10	0	5	0	2	0	5	3	1	0	0	0	0	0	10	0

M: Male; F: Female

ANNEXURE 1 – INFORMATION ON EMPLOYEES (cont'd)

Table 1.4: Rate of new employee hires by age group and gender

Rate of new employee hires	Terragri Ltd (Corporate)		Terragri Ltd (Property)		Terragri Ltd (Agriculture)		Terra Milling Ltd		Terragen Ltd		Grays Inc. Ltd		Grays Distilling Ltd		Sugarworld Ltd		Terra Finance Ltd		Terrarock Ltd	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
18 - 24 yrs	0.0%	0.0%	2.1%	0.0%	0.0%	0.0%	1.3%	0.0%	0.0%	0.0%	10.5%	1.1%	2.0%	0.0%	5.7%	2.9%	0.0%	0.0%	0.0%	0.0%
25 - 34 yrs	0.0%	2.6%	6.3%	6.3%	0.8%	0.0%	1.9%	0.0%	2.1%	0.0%	6.2%	4.2%	6.1%	0.0%	2.9%	1.4%	0.0%	20.0%	0.0%	0.0%
35 - 44 yrs	0.0%	0.0%	6.3%	0.0%	0.3%	0.0%	0.0%	0.0%	4.2%	0.0%	2.9%	1.5%	2.0%	0.0%	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%
45 - 54 yrs	0.0%	2.6%	2.1%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	0.7%	0.0%	0.0%	0.0%	1.4%	0.0%	20.0%	0.0%	0.0%
55+	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Table 1.5: Rate of employee turnover by age group and gender

Rate of employee turnover	Terragri Ltd (Corporate)		Terragri Ltd (Property)		Terragri Ltd (Agriculture)		Terra Milling Ltd		Terragen Ltd		Grays Inc. Ltd		Grays Distilling Ltd		Sugarworld Ltd		Terra Finance Ltd		Terrarock Ltd	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
18 - 24 yrs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%	4.1%	0.0%	2.9%	0.0%	0.0%	0.0%	4.7%	0.0%
25 - 34 yrs	0.0%	2.6%	2.1%	0.0%	0.5%	0.0%	0.6%	0.0%	2.1%	2.1%	6.0%	3.6%	0.0%	0.0%	1.4%	1.4%	0.0%	0.0%	16.3%	0.0%
35 - 44 yrs	0.0%	0.0%	2.1%	0.0%	0.3%	0.0%	0.6%	0.0%	2.1%	0.0%	2.9%	0.9%	2.0%	0.0%	4.3%	0.0%	0.0%	0.0%	20.9%	2.3%
45 - 54 yrs	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	30.2%	2.3%
55+	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	3.1%	0.0%	4.2%	0.0%	0.9%	0.5%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	23.3%	0.0%

M: Male; F: Female

ANNEXURE 1 – INFORMATION ON EMPLOYEES (cont'd)

Table 1.6: Types and rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities by gender

Employees		Terragri Ltd (Corporate)		Terragri Ltd (Property)		Terragri Ltd (Agriculture)		Terra Milling Ltd		Terragen Ltd		Grays Inc. Ltd		Grays Distilling Ltd		Sugarworld Ltd		Terra Finance Ltd		Terrarock Ltd	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Types of injury	Superficial injuries and open wounds	0	0	0	0	13	0	9	1	0	0	15	7	2	0	1	0	0	0	4	0
	Fractures	0	0	0	0	4	1	2	0	0	0	2	0	1	0	0	0	0	0	0	0
	Dislocations, sprains and strains	0	0	0	0	9	0	29	0	0	0	5	0	0	0	0	1	0	0	0	0
	Traumatic amputations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Concussion & internal injuries	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	Burns	0	0	0	0	0	0	2	0	0	0	0	0	0	0	1	0	0	0	0	0
	Other types of injury	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rates	Injury rate	0.0	0.0	0.0	0.0	24.9	39.1	53.2	56.8	0.0	0.0	32.2	10.3	37.8	0.0	30.3	14.9	0.0	0.0	33.3	0.0
	Occupational disease rate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Lost day rate	0	0	0.00	0.00	0.25	0.27	0.38	0.17	0.00	0.00	0.17	0.04	0.61	0.00	0.08	0.07	0.00	0.00	0.17	0.00
	Absentee rate (%)	0.95	3.16	1.87	1.51	3.80	1.57	6.38	6.30	2.92	0.23	1.54	2.15	1.20	0.00	0.11	0.15	0.13	1.70	4.91	0.00
Fatalities	Work-related fatalities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

M: Male; F: Female

ANNEXURE 1 – INFORMATION ON EMPLOYEES (cont'd)

Table 1.7: Average hours of training per year per employee by gender and by employee category

Employee category		Terragri Ltd (Corporate)	Terragri Ltd (Property)	Terragri Ltd (Agriculture)	Terra Milling Ltd	Terragen Ltd	Grays Inc. Ltd	Grays Distilling Ltd	Sugarworld Ltd	Terra Finance Ltd	Terrarock Ltd
Management	M	17.7	9.4	15.6	11.2	45.0	19.8	5.5	54.0	55.0	0.0
	F	20.1	0.0	15.6	11.2	21.0	16.3	0.0	43.5	0.0	0.0
Staff	M	23.5	5.5	15.6	11.2	38.6	11.3	9.9	22.6	10.0	0.0
	F	6.6	7.3	14.2	0.0	22.0	11.7	6.0	6.7	25.0	0.0
Operatives	M	0.6	9.8	0.0	0.0	32.9	1.1	5.8	28.6	0.0	0.4
	F	0.0	0.0	0.0	0.0	0.0	0.3	0.0	6.1	0.0	0.0

M: male; F: Female

M: Male; F: Female