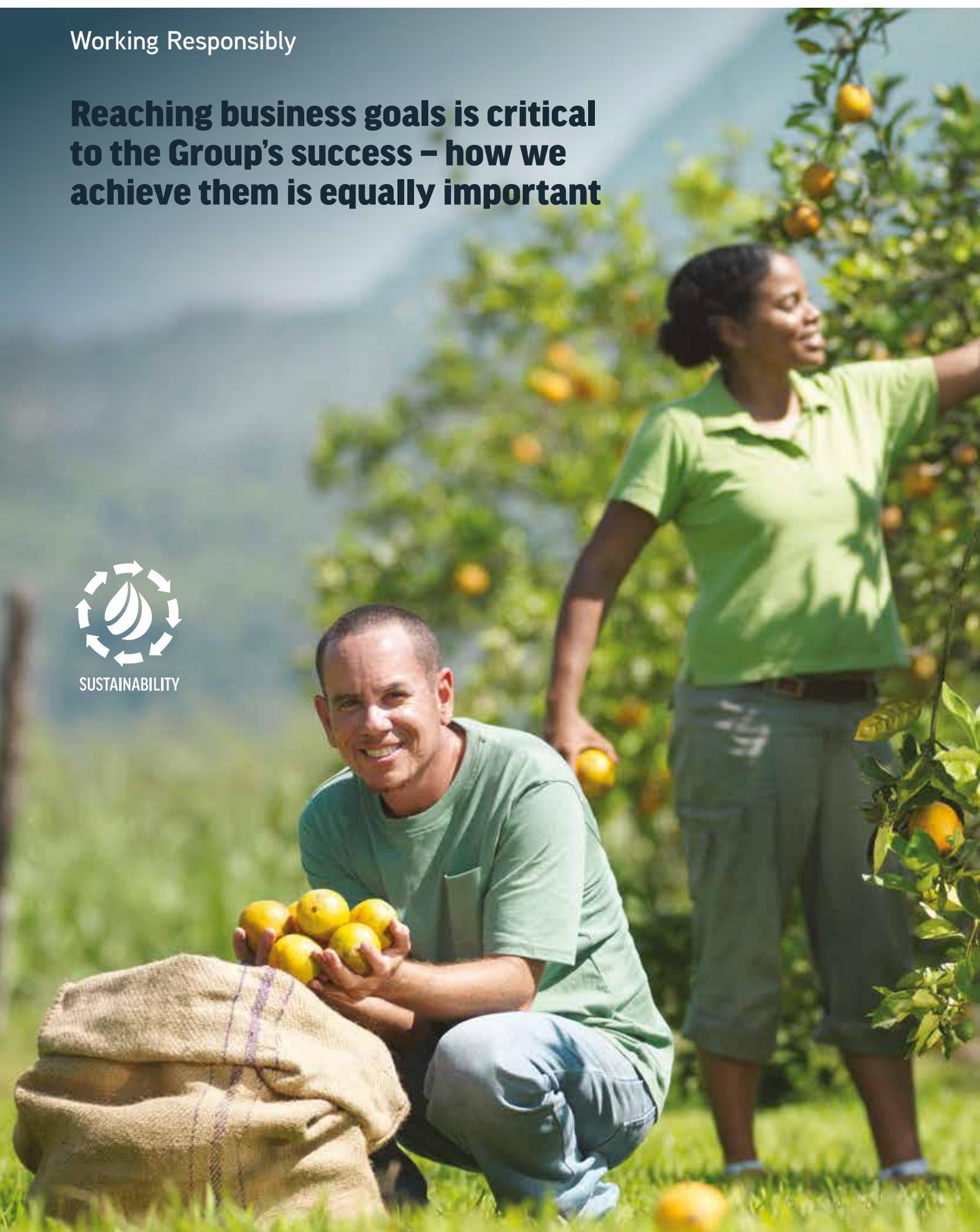


Working Responsibly

Reaching business goals is critical to the Group's success – how we achieve them is equally important



100%

of our waste is recycled or reused

Over

90%

of our purchased kgs are natural

More than

80%

of our product portfolio is natural

GRI STANDARDS

The Group is committed to providing greater transparency of critical sustainability issues, specifically environmental, social and governance (ESG) factors. This Annual Report has been prepared with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016. A GRI Standards index is available on our website.

Sustainability

S172 of the Companies Act 2006 places an onus on the Board to promote the success of the Group for the benefit of its members as a whole, whilst having regard to various other stakeholder interests. We take our social responsibility seriously and have a reputation for behaving ethically and in an environmentally and socially responsible way. Operating in a responsible manner is an important aspect of our ability to deliver our strategic objectives and in creating long-term value. The Board, as a whole, takes responsibility for our sustainable business performance. Our activities are focused on the areas where we feel we can make a real difference – the environment, business integrity and ethics, our employees, health and safety and the local communities in which we work.

Environment

Climate change and resource scarcity are matters of deep concern not only to humanity generally but to Treatt in particular. Our business very much relies on the sustainability of nature's bounty. Robust, high quality and affordable crops of our natural ingredients are essential, whether oranges or tea, watermelon or honey, limes or roses. Whatever the raw material we work with, we are passionate about its sustainability. From carbon emissions to the use of water, from reduced sugar to optimal natural extraction, the Group strives to be at the forefront of first-rate stewardship.

The Group is committed to good environmental practices. It places importance on the impact of its operations on the environment and on ensuring that it operates and adopts responsible practices. Group performance and risk reviews are undertaken and monitored on a regular basis and reported to the Board.

Environmental performance and strategy

The Group continues to manage energy, fuel and waste disposal with the aim of lessening the Group's environmental impact whilst reducing cost and improving efficiencies. In accordance with The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013, the Group is required to report its greenhouse gas emissions. The release of greenhouse gases, notably carbon dioxide generated by burning fossil fuels, is understood to have an impact on global temperatures, weather patterns and weather severity, which can directly and indirectly affect the Group's business.

As a supplier of natural ingredients, we are constantly reminded of the many factors that can influence price increases and present supply challenges. Consolidation of supply from source, fresh fruit market prices, changes in political/economical climates, major fluctuation in supply versus demand, as well as adverse weather conditions and disease are the main drivers of volatility.

Droughts experienced over late summer in Mexico will affect the majority of citrus crops this season including orange, lime and grapefruit with a potential 50% crop reduction from the previous season. After an incredibly difficult year, Florida's 2019/2020 season is moving in a positive direction, estimated to be around 73m boxes, which is similar to last season. We are thankful that the five to seven hurricanes predicted this year did not have any impact on Florida or its citrus growing areas.

Working Responsibly *continued*

We understand that everything we do has an impact on people and the environment, which is why we operate in an ethical and socially responsible way

Brazil's current citrus season, although up from last, is likely to be reduced by at least 10% due to a recent severe ten-day period with no rain during critical maturation. The effects of this drought will not only be felt this season but will also impact next, which is expected to be some 30% lower than 2018/2019 yields. Limes in Mexico have also been reduced by 25-30% due to severe lack of rain. Lemon production in Argentina suffered months of heavy rainfall which had an impact on the size of fruit. Fruit either too large or too small does not bode well for the fresh fruit market, so there has been a very large influx of lemons going for processing which, in turn, caused an oversupply of lemon oil.

As markets continue to fluctuate, it is never more important to work in partnership with our suppliers. The strength of having global strategic supply alliances comes into play when we are challenged with such radical volatility of natural crops and having access to these sources is key to being able to mitigate risk and drive business growth.

We are constantly looking at how we can reduce waste and our environmental impact. We have introduced a paperless policy in the Accounts department and have reduced the number of freestanding waste bins in our offices to encourage thoughtful recycling and disposal. We are continuing to reduce the number of printed copies of the report and accounts required to be posted to shareholders, ensuring our financial reporting process has a less negative environmental impact.

At Treatt USA, increased production has required us to work closely with the Municipal Water and Wastewater Departments as well as Lakeland Economic Development Council to effectively understand and manage our wastewater with the addition of a flowmeter.

The repair of the existing injection well, as part of the larger effort to increase well water capacity, has eliminated ground water leakage. In Kenya we have appointed two Environment and Waste Management Champions, providing quarterly training for all staff on a 'Reuse & Reduce' initiative.

The completed site expansion at Treatt USA has provided us with the opportunity to successfully modernise facilities and build an appropriate and cost-effective infrastructure that will help to reduce the environmental impact of the buildings. In 2020 the UK site relocation will take place and working closely with local planning, the building will be constructed to a BREEAM rating of 'very good', a performance equivalent to the top 25% of UK non-domestic buildings. We have worked with assessors to measure expected ratings covering everything from energy, transport, water, materials, waste and pollution. We have also worked with an ecologist to ensure habitat improvements including trees, hedgerows, grassland and shrubs that will provide foraging and nesting opportunities for a number of bird and invertebrate species, ensuring that any detrimental impact of our building is minimised.

Waste

A consistent theme in the Group's environmental ethos is a commitment to recycle as much waste as possible and constant improvements are being made in the reduction of waste streams. At R C Treatt 24 tonnes of material was shipped to the anaerobic digester, 63% of hazardous waste was recycled and/or recovered (2018: 55%) and 100% of used drums have been recycled. 100% of waste continues to be diverted from landfill, with 42 tonnes of general waste being sent to an energy recovery facility for electricity generation as well as metal recycling, with material residues being used in construction products. The cardboard skip for production packaging, introduced in

August 2018 as a dedicated waste stream, has seen 4 tonnes being recycled or recovered. In addition, waste oil with a calorific value is sent for use as biomass, thereby further reducing the Company's carbon footprint and eliminating disposal costs. Treatt USA recycled 80 tonnes of cardboard as well as 7,817 cubic meters of plastic and steel drums. All plastic and wooden pallets are sent for recycling in full loads. In Kenya, distillation biomass waste is converted to biochar, mixed with farmyard manure and composted for use on the farm. The biochar reduces the carbon footprint by sequestering carbon into the soil. Some of the waste is also used as mulch on the tea tree farm.

Water

The Group has decided to record water consumption data whilst recording its greenhouse gas emissions in order to gain a greater understanding of its environmental impact. The largest consumer of water in the Group is Treatt USA, which uses large quantities in its manufacturing processes and the cleaning of its specialist equipment. Due to its high consumption, Treatt USA uses a closed loop cooling water circuit with direct cooling from deep well water on all still condensers. This well water is then recycled back into the aquifer via a second deep well. The system provides significant local environmental benefits as well as reduced energy usage. Treatt USA is working with the local water authorities to monitor consumption to ensure compliance with relevant regulations.

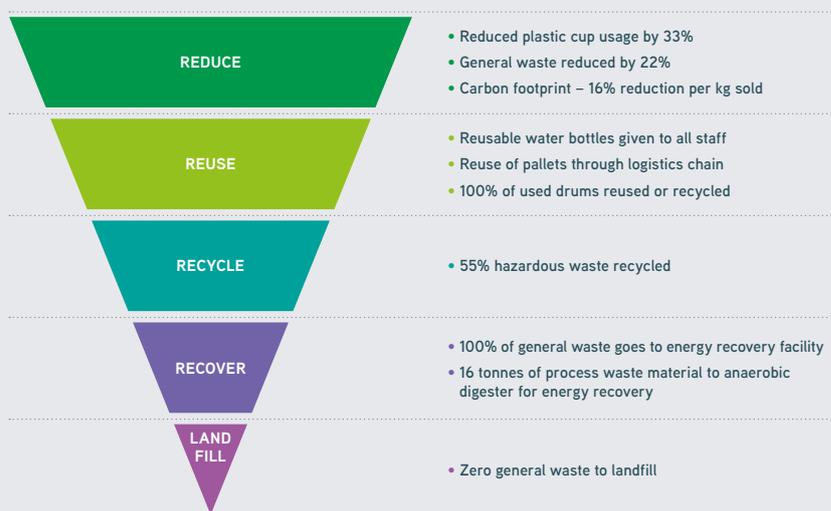
The Group's own crop growing area in Kenya uses rainwater harvested in its own dam, a borehole and water pumped from a nearby river, for which it pays a small annual fee. It does not purchase any water from a water treatment company. Distillation wastewater is re-used as irrigation water on the farm vegetable garden.

Recycling pyramid

As a business, we have a legal and moral responsibility to ensure we produce, store, transport and dispose of business waste with minimal harm to the environment.

We are responsible for our waste from the point it is produced, until we have transferred it to an authorised body. However, our duty of care for the waste we produce does not end there and extends along the entire chain of waste management. We need to ensure that the Company that accepts our waste holds the relevant registrations and permits for transportation and final recovery or disposal.

The hierarchy of waste management can be used to focus our efforts to reduce waste first and ensure as little as possible goes to landfill.



In recording water consumption for the Group, the sales office in China has been excluded on the basis that water usage is included in the rent. Data has been accurately recorded from invoice information and meter readings.

Water efficiency

	2019	2018
Total water used (m ³)	55,596	43,475
Water efficiency (litres per kg of product shipped)	7.37	5.31

The increase in water consumption primarily results from the building work at Treatt USA, an overall increase in production in the US and a change in the mix of products towards those which use more water during processing.

Greenhouse gas emissions

The Group has adopted a greenhouse gas reporting policy and a management system based on the ISO 14064-1:2006 methodology, which has been used to calculate the Group's Scope 1 and 2 emissions in 2019 for activities within the operational control of the Group. It is not currently intended to report Scope 3 emissions. The Group is working towards compliance with Phase 2 of the Energy Saving Opportunity Scheme, which the UK Government established to implement Article 8 (4 to 6) of the EU Energy Efficiency Directive (2012/27/EU) and is administered by the Environment Agency.

In measuring the Group's greenhouse gas emissions, the sales office in China has been excluded on the basis that emissions from utility consumption, which is included in the rent, is estimated to be less than a materiality threshold of 5% of overall

Group emissions. Data has been accurately recorded from invoices, meter and mileage readings. GHG emissions detailed in the table have been calculated using the appropriate 2019 DEFRA conversion factors, except for overseas electricity which used the 2015 IEA conversion factor for reporting consistency.

	2019	2018
Scope 1 – Direct CO ₂ emissions (tonnes CO ₂ e)	1,864	1,589
Scope 2 – Indirect CO ₂ emissions (tonnes CO ₂ e)	1,665	1,336
Total CO ₂ emissions (tonnes CO ₂ e)	3,529	2,925
gCO ₂ emissions per kg of product shipped	476	357

Working Responsibly continued

Sustainable Shipping

We believe in our duty to make our logistical operations as sustainable as possible. We actively work with agents who are committed to reduce CO₂ emissions through their own sustainability strategy, which allows us to make a conscious choice when securing freight transportation.

The Group's UK site continues to operate under the threshold limits of the Solvent Emissions Directive 1999/13/EC for the industry at less than 0.5 tonnes, with the threshold limit set at 10 tonnes. Group Chiller Operating CO₂ emissions are 25 tonnes (2018: 27.5 tonnes). Total GHG CO₂ Emissions for Scope 1 and Scope 2 have increased to 3,530 tonnes (2018: 2,925 tonnes). This is primarily a result of increased energy consumption arising from the building work at Treatt USA; additional use of 24-hour working patterns in the UK and US; significant emissions from the decommissioning and installation of more efficient chiller units at R C Treatt due to breakdowns; installation of new chiller units at Treatt USA as part of the expansion project; and additional headcount in both the UK and US.

Business integrity and ethics

As a leading ingredients manufacturer, we take huge pride in the stability and transparency of our supply chains. Our proven ability to provide our customers with consistently high-quality products is testament to the strategic investment in our relationships with raw material farmers, producers and processors. A global team expertly manage the procurement of over 2,500 products across our seven product categories, each with its own unique supply chain. Our expertise and skill here is a core part of our Group's value proposition and is integral to how we deliver excellence to our customers time and time again. As markets continue to fluctuate, it has never been more important to keep all lines of communication open. We work in partnership with our suppliers and work hard to bring our customers the latest from the world's key growing regions, to mitigate risk and drive business growth.



INTEGRITY



PRIDE & PASSION



TEAMWORK



CHALLENGE

The Group is a band B member of Sedex, a global membership organisation dedicated to driving improvements in ethical and responsible business practices in global supply chains by using a collaborative approach to help buyers and suppliers share and exchange data, helping to better manage social and environmental risks within our supply chain, and positively impact responsible sourcing. We are also proud to be accredited to use the Rainforest Alliance Green Frog certification seal, which indicates the Group meets standards that require environmental, social, and economic sustainability. To support our beliefs, we are committed to meeting the Ethical Trading Initiative best practice requirements.

Guiding principles

Treatt has integrity as a core value. This value, along with teamwork, challenge and pride & passion make up our four core values which are the four pillars on which we stand. As a Group we understand and respect the need to promote and maintain trust in our business; the Group has a reputation for honesty and integrity in its relationships with its stakeholders.

Supplier code of conduct

Ethical concerns and human rights issues have always played an important role in Treatt's Company philosophy and the Group's Supplier Code of Conduct details the standards of behaviour which Treatt regards as acceptable. Provision of a safe, clean working environment, free from discrimination, coercion and the use of

child or forced labour is a basic right of all employees, which Treatt expects of its business partners as a minimum standard. The Supplier Code of Conduct also sets out the standards expected with regard to anti-bribery and corruption, modern slavery, health and safety and good environmental practices. The Code of Conduct, which is published on our website, forms part of the raw material supplier evaluation process and the approval of any new supplier will be subject to their acknowledgement that they materially comply with its provisions. Suppliers are revalidated every three years and must reconfirm their compliance with the Code of Conduct as part of that process.

Human rights

Treatt complies with the full requirements of the Ethical Trading Initiative Base Code, which is founded on the conventions of the International Labour Organisation and is an internationally recognised code of labour practice. It is a requirement of doing business with Treatt that our suppliers comply with the Base Code.

Anti-bribery and corruption

Treatt has a zero-tolerance policy as regards bribery and corruption. This extends to all businesses and transactions and includes a prohibition on offering or receiving inappropriate gifts or levels of hospitality. The Board reviews anti-corruption policies, which are communicated and accessible to all Group staff, on a biennial basis to ensure that they remain appropriate. Any changes to policies are communicated across the Group.

With the Sustainable Shipping Incentive, bringing leading companies together with the aim of creating a sustainable industry by 2040, Treatt can be confident that sending our products around the world will contribute to this effort.

All UK and US staff receive anti-bribery and anti-facilitation of tax evasion training on joining the Group and those staff with access to customers or suppliers are required to refresh their training on anti-bribery every two years. Staff in other jurisdictions receive anti-bribery training on a two-year basis.

Modern slavery

Treatt published its first Modern Slavery Act Statement in 2016 and has worked since to raise awareness of this important issue with employees, through the Anti-Slavery and Human Trafficking Policy and with suppliers, through the Supplier Code of Conduct. The Group has a zero tolerance of slavery and human trafficking in all its different forms in any part of its business and in its supply chain. All employees are required biennially to undertake training using online resources. We ensure that everyone who works for Treatt benefits from a working environment in which their fundamental rights and freedoms are respected and we are committed to taking appropriate steps to ensure that our suppliers' treatment of their employees is consistent with this.

Employees

Customers choose to partner with us time and time again because our people love what they do and are driven by the desire to delight everyone we work with. The Group is committed to a policy of recruitment and promotion on the basis of aptitude and ability without discrimination. Applications for employment received from people with disabilities are given full and fair consideration for suitable vacancies, having regard to their particular aptitudes and abilities.

Training

The focus on training continued in 2019 in order to continuously improve the skills of

our employees through both general and targeted training programmes provided by internal and external providers. Lunch-and-learn style training provides the opportunity for knowledge sharing across the Group on a variety of subjects relevant to our business, whilst also providing the opportunity for staff to spend time together. By improving communication between colleagues these initiatives are vital to the sustainable growth of the business.

The Group supports the ongoing development of staff, which includes apprenticeship programmes at NVQ level, right through to further education including masters level. Professional qualifications and memberships are highly valued by Treatt, and we work with a number of professional bodies for accredited qualifications across multiple disciplines. These qualifications are offered across multiple departments including IT, Procurement, HR, Technical, Engineering, Marketing and Health & Safety.

This year we have four apprentices across the business at the UK site who are provided with a structured training and qualification programme. There are also four interns who, whilst developing their knowledge and gaining practical experience, are providing a valuable resource to the technical department. These initiatives also strengthen the Group's links with universities and develop relationships with the next generation of talented candidates. Educational support is provided in the UK and schoolchildren are encouraged to spend time in the business through educational visits and work experience placements. Expertise is also shared with students at careers and science fairs. Colleagues from various departments held mock interviews with 13 and 14 year-old students at a local school to help the students develop their communication skills and confidence.

13%

of our shipments use these sustainable shipping companies

	Female	Male	Total
Average hours training	13	14	13.9
Total hours training ¹	1,681	2,840	4,521

¹ majority of annual hours training is carried out by external providers.

Employee involvement

Executive Directors make half-yearly results presentations to all colleagues and encourage questions and dialogue on every aspect of the Group's performance and activities. At R C Treatt the Information Exchange Committee (IEC) enables an exchange of ideas and information between the Company and its employees. The IEC is chaired by the CEO and its members are all colleagues below management level who represent every department and area of the business in the UK. The Executive Directors regularly have lunch with colleagues to hear their views on the business. At Treatt USA the Vice Presidents regularly hold 'town hall meetings' to communicate a variety of subjects and provide colleagues with the opportunity to ask questions and challenge management. Board members make a point of visiting all Group affiliates and regularly carry out site visits and tours, engaging in meaningful discussions with colleagues at all levels within the organisation.

All-employee bonus schemes, based on the performance of the business, remain in place and employees are encouraged to become involved in the success of the Group through share-save schemes and the Share Incentive Plan (see note 28 to the financial statements).

Working Responsibly continued

Diversity

We believe in championing diversity in all forms throughout every area of the business.



Total employees

- Female 88
- Male 124

Of which are Line Managers

- Female 18
- Male 21



Total training hours

- Female 1,595
- Male 2,216

Average training hours per employee 18

- Female 18
- Male 18

EMPLOYEE INVESTMENT

This year we have implemented a new performance management process in the UK to improve how we develop talent within the business.

Through round table discussions, the process has been well received and supported by management. It has been pleasing to see that cross-functional objective setting has been discussed for the new financial year, as well as individual performance and development objective setting.

ORGANISATION'S BENEFITS¹

Improved organisational performance; employee retention and loyalty; improved productivity; overcoming the barriers to communication; clear accountabilities; and cost advantages.

MANAGER'S BENEFITS¹

Saves time and reduces conflicts; and ensures efficiency and consistency in performance.

EMPLOYEE'S BENEFITS¹

Clarifies expectations of the employees; self-assessment opportunities clarify the job accountabilities and contribute to improved performance; and clearly defines career paths and promotes job satisfaction.

WORKING BENEFITS

- Responsibility-based flexibility
- Holiday purchase scheme
- Cycle to work scheme
- Computer and mobile phone purchase scheme
- Packed social calendar including our annual party and monthly events

HEALTH BENEFITS

- Life Assurance
- BUPA health cover for UK based employees
- Medical, dental and vision insurance for US based employees
- Disability insurance
- Employee assistance plan
- Gym membership and exercise classes

FINANCIAL BENEFITS

- Competitive salary
- Annual bonus based on the performance of the Company and Group – a scheme that pays up to 12% of annual salary
- Non-contributory UK pension scheme and 401K savings plan for US staff
- UK and US share save scheme – offering substantial discount in shares
- Share Incentive Plan, free shares/stock and partnership and matching shares available
- Childcare vouchers – salary sacrifice enabling huge savings on childcare

¹ Relates to the Group's UK-based operations only.

**Total employees**

● Female 40
● Male 74

Of which are Line Managers

● Female 3
● Male 6

**Total training hours**

● Female 86
● Male 624

Average training hours per employee 6

● Female 2
● Male 8

The Share Incentive Plan is run for all UK employees, with a similar plan for US employees. Under these plans, all eligible UK and US employees have received free shares (or their US equivalent) since 2014 and will do so again in December 2019; UK staff will also be able to buy additional partnership shares, which Treatt will match on a 1:1.5 basis in accordance with the rules of the plan. The Directors believe that by encouraging greater employee shareholding the interests of employees is further aligned with shareholder interests.

As employees based in the US can find it problematic to sell shares in a UK-listed company the Group has set up a Vested Share Trust Account. This provides a platform from which US employee shareholders can sell their shares more easily which should encourage higher levels of employee ownership in the US.

Looking after our people

Promotion of our employees' health is extremely important across the Group. Our philosophy regarding our people is 'think well, live well, be well'. In the UK, we have participated in the voluntary National Campaign for Free Health Screening for over 45-year olds on two occasions as well as a free offer of annual influenza vaccinations for staff who do not qualify under the NHS criteria. These have been run by local health services on site at R C Treatt. We understand the importance of mental health as well as physical health. We have provided mental health awareness training to all our managers and staff and subsidise a programme of pilates at work. Over the summer we initiated the Couch to 5K scheme, encouraging colleagues to take time away from their desks to gradually build up their physical health and thus benefitting mental health too. We identify health risks from general risk assessments and COSHH assessments (Control of Substances Hazardous to Health).

We have a third-party Occupational Health Service who work with us to identify any additional health risks and carry out regular health screening and surveillance to monitor workers' health in relation to exposure. The service involves worker assessment of exposure and includes wellbeing and general physical and mental health support. We carry out a quarterly review of service delivery.

Local employment

Our larger operations in Bury St. Edmunds and Lakeland provide direct employment opportunities, with a significant number of our workforce in these locations living within the local postal districts, including 7 of our 11 Senior Managers and Executive Directors. In October last year we were extremely proud to have R C Treatt awarded Platinum accreditation for Best Employers in the Eastern Region. We also encourage local businesses to be part of our supply chain, and actively seek to work with local service providers in order to support the local economy and build local skills and expertise. We are especially looking forward to developing new local relationships upon our UK site relocation next year and have already identified local providers to facilitate our employees' needs.

We recognise that our employees have lives outside of work and aim to provide a flexible workplace that enables them to achieve a balance between their role with Treatt and their responsibilities outside of work.

Our flexible working policy enables employees, as far as their roles permit, to work from home and provide general flexibility. Such policies assist in the recruitment and retention of a diverse workforce.

Health and safety

The Group's ongoing investment in health and safety continued during the financial year and forms an integral part of the Group's strategy, remaining at the forefront of all operations. We constantly audit our procedures and processes across the Group to make sure that they remain effective and that they are adhered to; they are updated or refreshed as required. Training plans for operational staff involve observational and theoretical competency. For more safety critical activities this is carried out by a group of trained internal competency assessors. Employees are assessed against specific competencies through observation, discussion, and in some cases, recorded tests.

We regularly review procedures and use audit, feedback and near miss and accident/incident data to update and ensure procedures remain current and effective. We have an internal concern reporting system for Health and Safety issues using cards, which can be anonymously completed. Additionally, we have a quality concern raising system that is run by a third party using a mobile phone/cloud-based system, which enables staff to anonymously raise issues of concern. We do encourage staff to report as part of our 'no blame culture'.

Position	Male	Female	Total
Group Directors	6	2	8
Senior Managers	5	4	9
Direct reports of Senior Managers	30	29	59
Other Employees	204	119	323
Total Employees¹	245	154	399

¹ Actual number of employees at the year-end date. This differs to the headcount in note 6 to the financial statements which is the average number of employees during the year measured on a full time equivalent basis.

Working Responsibly continued

Charity Bike Ride

Each year we look for opportunities to support local causes that matter to our people in new and engaging ways. This year Treatt staff cycled over 4,000 miles (the distance from our UK headquarters to our Lakeland facility) on static bikes, raising over £2,500 for NSPCC Suffolk.

The fundraising took place over a month as staff were encouraged to jump on a bike throughout their working day to raise money, but also take a break from work and get some exercise.

The money our people raised will be used to deliver vital services to schools in the region as well as offering further support to children in need. The fundraising cycle was part of the NSPCC's Suffolk 125th anniversary appeal which raised money for its Speak Out Stay Safe service.

>£2,500

Raised for NSPCC Suffolk

The UK manufacturing facility is designated as a top-tier site under the Control of Major Accident Hazards Regulations 1999 ('COMAH'), enforced by the Competent Authority, being the Health and Safety Executive and the Environment Agency. The main aim of the regulations is to prevent and mitigate the effects of major accidents involving substances which can cause damage/harm to people and/or the environment. Accordingly, Treatt is regulated under the stringent COMAH regulations and works closely with the Health and Safety Executive and the Environment Agency. As safety and our environment are of paramount importance, members of the Treatt team have established a COMAH forum to enable collaboration between COMAH sites where experience and ideas are shared.

All staff have training requirements identified related to their role. This includes general induction to health and safety and COMAH. Depending on their role further training is given for Control of Substances Hazardous to Health (COSHH), Risk Assessment, Food Safety, Manual Handling and Dangerous Substances and Explosive Areas (DSEAR). Team leaders and Managers are expected to attain further IOSH (Institution of Occupational Safety and Health) and NEBOSH (National Examination Board in Occupational Safety and Health) safety qualifications as part of their role. Additional training is given to our Safety, Health and Environment Champions, who are employee representatives with additional health and safety responsibilities, for which they receive payment, ensuring that safety remains a top priority of the business.

Relevant staff will have appropriate task safety training such as process safety, confined space or scaffolding. We follow the

hierarchy of controls and review tasks by risk assessment or a Hazard Operability study to understand impact and how risk can be mitigated or eliminated. If a significant risk remains it will be reviewed via the Health and Safety, Chemical and Process or Quality steering meetings which will ensure the risk has been reduced as far as is reasonably practicable and agree a way forward, which may be alternate methodology, further investment or a decision to cease the activity.

Social and community

We understand that everything we do has an impact on people and the environment, which is why we operate in an ethical and socially responsible way. With a deep-rooted respect of the world's resources we are committed to ensuring a sustainable, fair and rewarding future for all our staff, suppliers and growers – wherever they live. The Group endeavours to have a positive impact on the communities in which it operates and over the last few years has significantly increased its presence in these communities. During the year the Group made charitable donations of £41,200 to local and national causes, and has been involved in many initiatives across its locations.

The Kenyan companies are committed to purchasing oils directly from source at a fair and sustainable price and work closely with growers in under-developed countries through Fair for Life Social and Fair Trade certification. Long-term and trusted support and co-operation has also been a driver for positive change which has led to their partner, the Kenyan Organic Oil Farmers Association (KOOFA), increasing from its initial 90 members to over 900 producers. Our Kenyan businesses have helped deliver

more than 300 new 3,000 litre water tanks to members of KOOFA to enable them to store valuable water, with the remaining farmers to receive water tanks as part of this long-term project. Over 3,000 family members utilise the new water tanks, freeing up time usually spent fetching or buying water for other activities.

Additionally, through the donation of efficient gasifier stoves to Kenyan farmers, the Kenya companies continue to be certified carbon neutral; all carbon dioxide emissions from Kenyan activities having been neutralised. As a direct consequence, dozens of Kenyan farming families are now living in healthier homes free from smoke and carbon monoxide formerly produced from open fires. Community funds provide additional benefits to the farmers and their families, such as scholarships and sanitary products to a local primary school. Tanks and taps have also been gifted to KOOFA farmers and shopping vouchers issued.

The Treatt Community Spirit Initiative goes from strength to strength and provides opportunities for employees to support local causes. Activities carried out include litter picks and assistance in a charity's warehouse as well as supporting local fundraising events both during working hours and in colleagues' own time. R C Treatt was the main sponsor for the 'Big Bang Fair', sending six volunteers who engaged with over 1,000 students on the day from schools across Suffolk. In support of a charitable initiative, we were proud sponsors of both the Bury Free Press Community Awards, which celebrated the very best local community initiatives, and the 'Good Neighbour Award', for the person or group that has shown good neighbourliness to others within the local community.

'Payroll Giving', operates in the UK and enables colleagues to donate regularly to their chosen charities from their gross pay; money is also raised for a local charity via a monthly lottery administered via payroll. The Company donates additional funds to money raised by colleagues during fundraising activities through its matching scheme.

The charities Treatt continually supports include: kidsPACK children's charity, Florida Youth Fair, the Grow Into You Foundation for teens leaving the foster system and Toys for Tots-Boxes in the US together with East Anglia's Children's Hospice, My Wish Charity supporting West Suffolk Hospital, UpBeat Heart Support, St Nicholas Hospice, MIND and Bury in Bloom in the UK.

In support of a charitable initiative, UK colleagues were invited to enjoy a locally roasted coffee and homemade brownie with a percentage of the proceeds being donated to the Upbeat Heart Support Group. Similar initiatives take place in the US, and a party of volunteers regularly give their own time to collect rubbish on local roads as part of the Florida Department of Transportation's 'Adopt A Highway' scheme.

This Strategic Report was approved by the Board on 25 November 2019.

Signed on behalf of the Board.

Anita Guernari
**Group Legal Counsel
 and Company Secretary**