

# Meaningful Change through Sustainability

## Key figures

### 19 tons

Fresh fruits and vegetables produced under smart agricultural practices

### 40.3 GWh

Electricity consumption (FY21\* - 25.1 GWh)

### 94,144t CO<sub>2</sub>e

Carbon Footprint

### 545,622 m<sup>3</sup>

Water consumption (FY21\* - 528,012 m<sup>3</sup>)

### 4.2m kWh

Renewable electricity produced and consumed in situ

\*FY21 was not a full year operation

*The 3-Year Strategic Plan 2023 reaffirmed Sustainability as one of the strategic pillars of Rogers. The Group also committed to making Sustainability 'sustainable' by positioning it as an intrinsic part of its strategy and value creation. This engagement marks a fundamental change and is a step forward in shaping a more resilient and future-fit Group.*

Climate change, biodiversity loss and social inequality are tangible issues that need purposeful action. They concern us, our employees, our customers, the communities in which we operate, our financiers, and all our stakeholders. We are confident that our focus on delivering on the three Ps— Prosperity, People and Planet (see "Strategy" section on pages 48-49) will make a positive difference.

#### Green Ventures

Last year, we benefitted from the Boston Consulting Group (BCG) work, carried out over seven weeks, to help assess the climate-related risks and opportunities and help us define our key priorities. A set of green ventures emerged to kickstart our businesses' transformation to become even more sustainable. We have spent a large part of this last year implementing these projects. We focus on four areas:

- ▶ Ecotourism
- ▶ Energy Transition
- ▶ Nature Based Solutions
- ▶ Regenerative Agriculture

Under each of these areas, we are currently implementing several projects. We believe that they are scalable and replicable, and as we learn more, our pace of implementation will build up over time, and so will our impact.

#### A Net-Zero Future - Wishful Thinking or Reality?

This is the third consecutive year we have measured and reported on our carbon footprint. This exercise is arduous yet essential for a group as diverse as Rogers. We need to understand where our footprint comes from to strategise accordingly to reduce it over time. Rogers is also committed to the Science Based Targets Initiative (SBTI) to reduce its greenhouse gas emissions and reach Net-Zero by 2050.

Our emissions increased compared to last year, primarily due to the resumption of our activities post the reopening of the Mauritian borders, especially the resurgence of tourism. While there was an overall increase, the emissions per unit of revenue produced dropped.

On one hand, we continue to focus on efficiency to reduce emissions from our activities. On the other hand, we focus on greening projects to sequester more carbon within Bel Ombre. While the latter is not measured accurately today, we will be able to share these figures in our next annual report.

We have also supported the government via Business Mauritius in the project for the greening of the national highways to beautify them and to help sequester more carbon.

Mauritius' three largest emissions sources include energy production, transport, and waste management. Our focus on reducing our emissions will address all these three areas.

#### Address Social Challenges

The Covid pandemic, followed by the war between Russia and Ukraine, has resulted in high inflation levels not seen in a very long time. This has negatively impacted the most vulnerable people in Mauritius. The Group has witnessed this shift, and via the Rogers Foundation and Vivacis Solidarity Fund, we have supported such vulnerable communities directly or via recognised non-governmental organisations (NGOs). We also created more circularity and hence local sourcing for our businesses, to improve skills levels and to keep people meaningful participants in the workforce.

#### Meaningful Change

We will continue to strive to make Sustainability more 'sustainable'. As a part of our post-2023 strategy development process, we will deep dive into Sustainability to make it even more integral to our businesses and the way we interact with our stakeholders.

This is a continuous development, and we will continue to deliver Meaningful Change through our businesses.



**Raj Makoond**,  
Independent Director  
and Chairperson of Rogers'  
Sustainable and Inclusiveness  
Committee and **Mehul Bhatt**,  
Chief Strategy and Sustainable  
Development Executive at Rogers.

## A conversation between Raj Makoond and Mehul Bhatt

*From measuring and reducing emissions to transforming the region of Bel Ombre into a Sustainable Tropical 'Art de Vivre', Rogers ensures sustainability is a core element of its business practices. Rogers understands the underlying environmental risks across the business, and has set ambitious, science-based, and measurable commitments and has made a commitment to report on the progress.*

*Because it's no longer enough to "do no harm," Rogers works within all its Served Markets to go beyond its operations to positively impact its products and services' entire value chain and life cycle. The Group also advocates for climate and nature, empowering champions for conservation and protecting and restoring nature. **Raj Makoond, Director and Chairperson of Rogers' Sustainable and Inclusiveness Committee and Mehul Bhatt, Chief Strategy and Sustainable Development Executive at Rogers, share their perspectives on Sustainability and inclusiveness and the Group's approach to sustainability.***

### As key players in the creation and delivery of the Group's sustainable strategy, what are your respective visions for the 'Sustainability & Inclusiveness' agenda of Rogers?

**Raj** – As one of the few companies in Mauritius to have a specific board committee to address 'Sustainability & Inclusiveness' matters, Rogers has acknowledged that we are facing new challenges and opportunities and need particular focus to manage them. This is a powerful recognition, and our vision is to use our businesses as a force for good and as agents of change to create a more sustainable and inclusive Mauritius. We believe that the considerable effort needed to do this is worth making, and over the last few years, we have worked hard towards this vision.

**Mehul** – Raj has summed this up very well: we are trying to make sustainability 'sustainable' – to ensure that economic prosperity, regeneration of the planet, and improved lives for people can go hand in hand. We have consciously decided to integrate sustainability into our business strategy. It's not an easy task, and we must see this ambition as a marathon, not a sprint.

Our focus on sustainability also aligns with Rogers' purpose – 'Meaningful Change'.

### Can a few organisations make a real change at national and global levels? Isn't it too late to reverse some of the negative impacts of climate change?

**Raj** – Indeed, we are now learning that the impact of climate change on our nation, our businesses, and our lives will be more significant and sooner than we imagined. It's also true that Small Island Developing States (SIDS) like Mauritius are especially vulnerable. And some of the damage will be difficult or impossible to reverse.

On the other hand, I also believe Mauritius and the world are waking up to these realities and acting fast to make amends. Over 80% of the global economy has signed up to Net-Zero by 2050; Rogers is one of them. Governments, businesses, and academia are coming together to develop new solutions. In Mauritius, Business Mauritius has a specific committee led by Philippe Espitalier-Noël to coordinate the private sector's efforts. Mauritius has a particular ministry dedicated to the environment and addressing climate change matters.

However, it would be overly optimistic to think that those initiatives are enough; much more needs to be done and fast. We need new scientific solutions, business models, financing mechanisms and, more importantly, explicit coordination among various stakeholders to make meaningful changes. The climate issue is existential and probably the most important and exciting challenge to solve for the next few generations.

### What are your views on the concept of ESG, which seems to be at the forefront of every sustainability report these days? Can you give us some examples of what Rogers is doing on ESG matters?

**Mehul** – The ESG world is complex and fast evolving – and like in all fields – there are good and not-so-good players. At Rogers, we are trying to focus on the basics and make a positive impact via our businesses. The fact that we have survived for over 120 years and thrived is a clear testament to our commitment to sustainability.

For Rogers, we are focused on the following:

**Environment** – getting to net-zero latest by 2050, protecting our biodiversity and creating more circular economies via our businesses. Green Ventures are one clear example of how we address environmental matters. Our partnerships with Odysseo and Reef Conservation are examples of how we also use network effects to positively impact coral regeneration for example.

**Social** – Improving diversity in the places we do business, engaging the societies positively where we operate through the activities of the Rogers Foundation and the Vivacis Solidarity Fund with institutions and NGOs.

**Governance** – From the sustainability context, we are creating the right governance frameworks via our Sustainability and Inclusiveness Board Committee to address emerging risks and opportunities constantly.

### How are these initiatives implemented throughout the Group's different businesses?

**Raj** – We have taken a holistic view to ensure that strategy and implementation are linked. We now have 12 board committee members on the Sustainability & Inclusiveness Committee. They represent leaders and change-makers from various Rogers' businesses and some non-executive members who present a more external and neutral view. This Committee is responsible for setting the strategy and ambition.

All our businesses have sustainability and inclusiveness champions who drive initiatives and projects to meet our strategic goals. A competent team at the corporate office led by Mehul coordinates these efforts within the Group.

This has worked well for Rogers so far. One thing that is still a work in progress is to align our business strategy even more with the sustainability lens. Once we achieve this, the whole organisation will be geared toward driving this Meaningful Change.

### Rogers has announced its ambition to achieve Net-Zero by 2050. What is the Group's roadmap to achieve this objective?

**Mehul** – there is no doubt that this is a tall order. A commitment of this size and scale is difficult and even tougher to implement. While 28 years seem like a long time, considering the scale of the challenge and the investments needed, it is a short time for a transition such as this.

We are going to follow a four-step process aligned with the Science Based Targets Initiative to drive this transformation:

**Measure** – First is to measure and understand how we contribute to carbon emissions today and how this will evolve over the next few years. We started this journey in FY20, and this is our third year of measuring and reporting.

**No Regret Steps** – We are currently implementing some projects that will help us start reducing our footprint immediately. E.g: energy efficiency projects in hotels, fuel efficiency projects in logistics, 4 MW renewable energy production project in Bel Ombre, solar panels on Ascencia Malls' roofs, et al. We are also sequestering some of our footprints through the reforestation of River Jacotet.

**Evaluate** – Later this year, we will do an in-depth study of the data we are measuring and put a credible plan in place for Net-Zero. Energy consumption and transport contribute to the most significant amounts of greenhouse gases, and as the Mauritian electricity and transport infrastructure become greener, this will also benefit us positively.

**Implement** – Clear implementation plans for long-term projects will be implemented starting July 2023.

We are still learning, but our commitment to a greener and more equitable planet is clear, and we will transform our businesses to achieve that.

Finally, tackling climate change is not an individual sport where one player wins, and the others lose. It is a team sport, and this challenge is existential. So, all the players will need to collaborate to win together. We look forward to working with not only all our businesses, but also closely with other Mauritian businesses and the state to make Mauritius more resilient and lead the world in sustainable growth and development.

# BEL OMBRE. LAMER. LATER. LAVI.

## A reference in Sustainable Tropical 'Art de Vivre'

Bel Ombre is a place with much significance, history, and beauty, a gem of tropical nature found in a UNESCO Man and Biosphere ("MAB") reserve and a highlight of international tourism in Mauritius. It also is highly significant to both Mauritius and Rogers.

This decade has marked the beginning of a fundamental transformation at Bel Ombre – a period in which 'sustainability' will be at the core of everything we do. A period in which an entire region will move to sustainable practices, operations, and behaviours toward a common goal: that of shaping a more sustainable Mauritius. We want to make sustainability 'sustainable'.

After major initiatives since 2020, the territorial brand "**Bel Ombre. Lamer. Later. Lavi**" was launched in May 2022, marking our commitment to sustainable practices within tourism and living in Mauritius.

The creation of this territorial is the first step toward a clear and integrated roadmap that will illustrate Rogers's sustainability-rooted Vision and rally all stakeholders together with us.

This case study outlines an example of how we are going about this transformation.

### The Challenge

According to the World Risk Report in 2021, Mauritius ranks high as the 27<sup>th</sup> most exposed country to climate change out of 181 countries on the list. Current and emerging threats include floods, heatwaves, loss of biodiversity, the rise of the sea level, and an increasing social gap. While our emissions are insignificant globally, the impact on Mauritius is significant.

Bel Ombre also needs significant economic progress to pull many people out of poverty. The challenge is how we achieve economic progress while also maintaining our journey toward very ambitious sustainability-linked goals.

### The Process

From May to July 2021, we engaged with Boston Consulting Group's sustainability team to work jointly with them on this challenge. We benefitted from their investments and commitments toward sustainability. We involved many stakeholders in the project – our businesses in Bel Ombre (Agría, Rogers Hospitality), local government bodies, NGOs, local society, and many of our partners. The idea was to create a road map for economic success that allowed nature regeneration over time and created resilience in our businesses from the effects of climate change.

After many weeks of conversations, data collection and analysis, and looking at examples of other global solutions, we decided to focus on four green ventures – creating bankable, sustainable, scalable and replicable solutions. These will not only help us become more sustainable but also help Mauritius move toward its Nationally Determined Commitments made at COP26.

1. **Honey Project**  
By the end of September 2022, 100 beehives will be installed on the land of Case Noyale Limitée to produce local honey. Extended over five years, this project is the result of a collaboration with Etienne de Senneville, an experienced beekeeper who has worked for over a decade in the island's Western region. In addition to ensuring a continuous supply of local honey to the hotels of Bel Ombre, the idea is to make it a registered trademark intended for trade in key places, including the Chamarel Seven Colours Geopark and the Group's hotel shops. Ecologically, these bees will also contribute significantly to the preservation and development of biodiversity in this region.

### 2. Ecological Vegetable Garden

The beneficiaries of the 0 km courses will learn all facets of agricultural production, ranging from the basics of food cultivation to advanced techniques that will be used to plan and develop a vegetable garden of 600m<sup>2</sup> made available to them. The practical workshops take place on a plot with a total area of 1200m<sup>2</sup>, located next to the Château de Bel Ombre, which previously housed a nursery.

This initiative aims at encouraging sustainable entrepreneurship, the "farm to fork" concept and the development of a circular economy in the Bel Ombre region. Thus, all the harvests produced during and after this training will be purchased by the hotels of Heritage Resorts and sublimated in the kitchen by the chefs of these establishments.

### 3. 2x2MW MSDG Solar farm

The Group plans to implement a 2x2MW MSDG solar farm in the region of Bel Ombre to develop the renewable energy services cluster. To this day, a site has been identified for the installation of solar panels, and a connection agreement has been signed with the Central Electricity Board.

### The Solution

The **four green ventures** that we have decided to focus on are – ecotourism, nature-based solutions, energy transition, and regenerative agriculture.

'**Ecotourism**' addresses our commitment towards more sustainable tourism and attracting the right customers who value nature conservation and restoration as part of their holiday. Starting 01 October 2021, which also marked the opening of Mauritian borders for tourists, we launched the '**Now for Tomorrow**' campaign in Bel Ombre, which marks a set of significant commitments – the first time we have seen something like this in the Indian Ocean Islands. These commitments are available on [www.nowfortomorrow.mu](http://www.nowfortomorrow.mu)

'**Nature-Based Solutions**' addresses our commitment to reach Net-Zero in our operations by 2050, primarily via solutions rooted in nature. We are proud guardians of the Bel Ombre Nature Reserve in Bel Ombre. We will work on building solutions there to help sequester more carbon and sustainably generate more economic value.

'**Energy Transition**' addresses the call from the Mauritian government to get to 60% renewable energy by 2030. We are working with local and global partners to produce more energy locally in a sustainable manner that will initially feed our businesses in Bel Ombre but eventually inspire the rest of the region to adopt more renewable energy sources. Our projects become more bankable and feasible when energy prices are as high as today.

'**Regenerative Agriculture**' addresses our belief that all ecosystems are interconnected – land, water, and ocean. And to protect our rivers, lagoons, and oceans, we need more sustainable practices on the land. As we learn more from science on how to regenerate soil while practising agriculture, we have decided to gradually shift our agritourism model in Bel Ombre to a more regenerative one.

## Our Projects in Bel Ombre

## Our Projects in Bel Ombre (cont'd)



### 4. Jacotet River

2,000 endemic trees, including a total of 80 different species of plants, shrubs and other endemic ferns, have been planted to date at the Jacotet River to create a natural corridor of 9.8 km on the edge of the biosphere-classified forest. This initiative has seen the participation of team members of the various subsidiaries of the Rogers and ENL Groups and visitors.

The next step will consist of sourcing and planting 5,000 additional endemic trees. In the long term, rehabilitation through reforestation will contribute to better flood management and help combat soil erosion along the riverbanks. The resulting reduction in sedimentation will also help promote a healthier marine ecosystem – including corals – in the Bel Ombre lagoon, which is home to more than 70 species of fish.

### 5. 0 Km

18 agri-entrepreneurs from the Island's southern region are receiving a three-month training course in Sustainable Tropical Agriculture in Bel Ombre, provided jointly by FormaTerra from Reunion Island, the Robert Antoine Training Center and the Chamber of Agriculture of Mauritius.

Initiated by Agría and financed by Heritage Villas Valriche, this training promotes the development of sustainable regional entrepreneurship and the inclusion, empowerment and creation of employment by allowing participants to acquire the know-how to cultivate and sustain their agricultural production. Spread over three modules and 114 hours of learning, these professional workshops also aim to raise awareness and develop and apply concepts of healthy and sustainable agricultural practices beneficial to all those involved.

### 6. Waste Management Unit

The Waste Management unit will deviate as much waste as possible from the Mare Chicose Landfill. A Waste Management Coordinator was recently appointed to oversee the unit's operations.

### 7. Plankton

Rogers group contributed in 2011 to the establishment of Plankton, a glass recycling facility in Bel Ombre. Plankton collects the glass bottles from companies, namely hotels situated at Bel Ombre, and recycles them by grinding and transforming them into six aggregates used for different purposes.

Plankton aims at preserving the environment by turning waste glass into useful products. Twice a week, Plankton collects around seven tons of glass bottles for recycling. The Group is currently supporting Plankton to increase its productivity and develop new revenue streams from recycled glass.

### 8. Compost Pilot

The Agría teams benefited from the support of Vélo Vert to set up a composting pilot project. To recover green waste, these teams received weekly support from an agronomist for three months to learn composting methods and the various "recipes" that can be made. Production monitoring techniques, such as temperature and humidity control, have also been taught to produce quality compost. Through the production and use of compost in Bel Ombre, Agría aims to reduce further the use of chemical fertilisers and their associated carbon footprint.

### 9. Voluntary Marine Conservation Project

Intensive work to protect the lagoon and its various stakeholders began in 2015 with the support of the local hotels, local fishermen, villagers, and the NGO, Reef Conservation.

Reef Conservation now monitors the rehabilitation of the lagoon's biodiversity, and work is underway to achieve the prestigious Voluntary Marine Conservation Area (VMCA) designation.

The Group aims to ensure that regional stakeholders work together to restore a healthy marine environment that can serve as an incubator and a breeding and feeding ground for the species that live in it. Ten artificial reef modules have enabled a record of twenty new fish species to be identified!

### 10. MOU Odysseo

In April 2022, the Rogers Group and Odysseo signed a MoU to protect and regenerate our marine ecosystems. With an action plan extending over "Research & Impact" and « Tourism & Edutainment", this partnership aims to create sustainable and innovative practices in the region of Bel Ombre that can be replicated in other parts of the island.

In the long run, all the research and implementation work we undertake with Odysseo in Bel Ombre aims to protect marine species and preserve coastal and blue ecosystems.

# Our Carbon Footprint The Journey to Net-Zero

This is the third year that Rogers has measured its carbon footprint and transparently reported it. This exercise is neither required nor easy to carry out, but our commitment to getting to Net-Zero is real, and we intend to remain transparent with our journey with our stakeholders.

The methodology used is the French methodology developed by ADEME in 2004, called Bilan Carbone. There are other methodologies like GHG protocol developed in the US in 1998 and ISO 14064-1 created in 2018. These different methodologies provide a reporting framework and a database of emission factors ("EF") that enable the translation between a unit of activity and GHG emissions. For example, buying one kilo of fertiliser will emit 5.57 kilos of CO<sub>2</sub> equivalent. For this carbon footprint, we have used mainly ADEME's Base carbon as conversion factors but also those of DEFRA and local ones when available.

The overall carbon footprint has increased from 72.6 ktCO<sub>2</sub>e to 94.2 ktCO<sub>2</sub>e due to the resumption of business activity post-Covid, especially for Rogers Hospitality. However, our carbon intensity decreased from 9.6 ktCO<sub>2</sub>e per million Rupees of turnover to 8 ktCO<sub>2</sub>e per million Rupees of turnover, which we are incredibly proud of. As we will continue to expand our businesses, we will continue to look to lower our carbon intensity.

We also continue to work on reducing our emissions within our businesses and focus on sequestration of more carbon from the environment via more green spaces and conservation of the forests within the Bel Ombre Nature Reserve and our other activities. And while we focus on managing the risks from climate change, we also focus on creating new business activities from the transition economy that will move us to a low-carbon world. We will also continue supporting Mauritius to meet its climate goals with projects such as greening the motorways, investments in renewable energy via existing schemes, and reducing the carbon intensity of transport via the move to more electric vehicles.

For questions, comments, suggestions, and ideas on how we can transition faster and better, please write to [sustainability@rogers.mu](mailto:sustainability@rogers.mu)

### Carbon Footprint: General Information

The scopes are used to define the boundary of the calculation of GHG emissions in the carbon footprint.

They are composed of 3 categories:

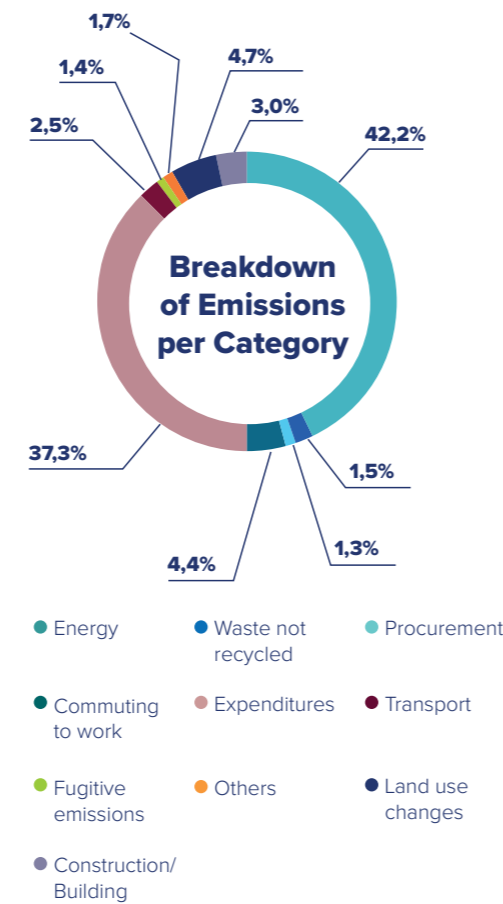
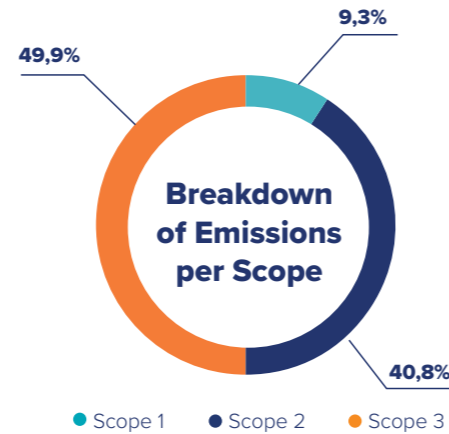
- Scope 1:** Direct emissions that occur from sources that are controlled or owned by an organisation (e.g., emissions associated with fuel combustion in boilers, generators, vehicles, etc.)
- Scope 2:** Indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling
- Scope 3:** They result of activities from assets not owned or controlled by the reporting organisation but that the organisation indirectly impacts in its value chain.

### Summary - Key Results

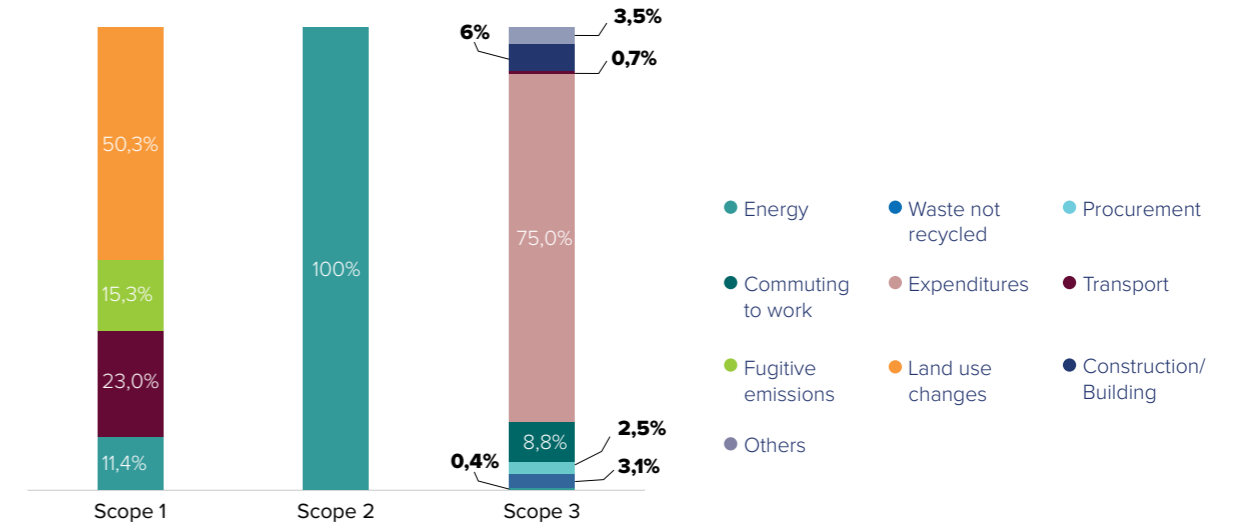
**94,166** tons of CO<sub>2</sub> equivalent (t CO<sub>2</sub>e) **21 ton per employee** Carbon intensity employee  
\*Based on 4,355 employees

**8 ton per million MUR of revenue** **0,18%\*** Carbon intensity turnover  
\*Based on 10,492 million MUR of revenue **% of Mauritius' carbon footprint**  
\*5,136,000 tons CO<sub>2</sub>e Mauritian carbon footprint 2021

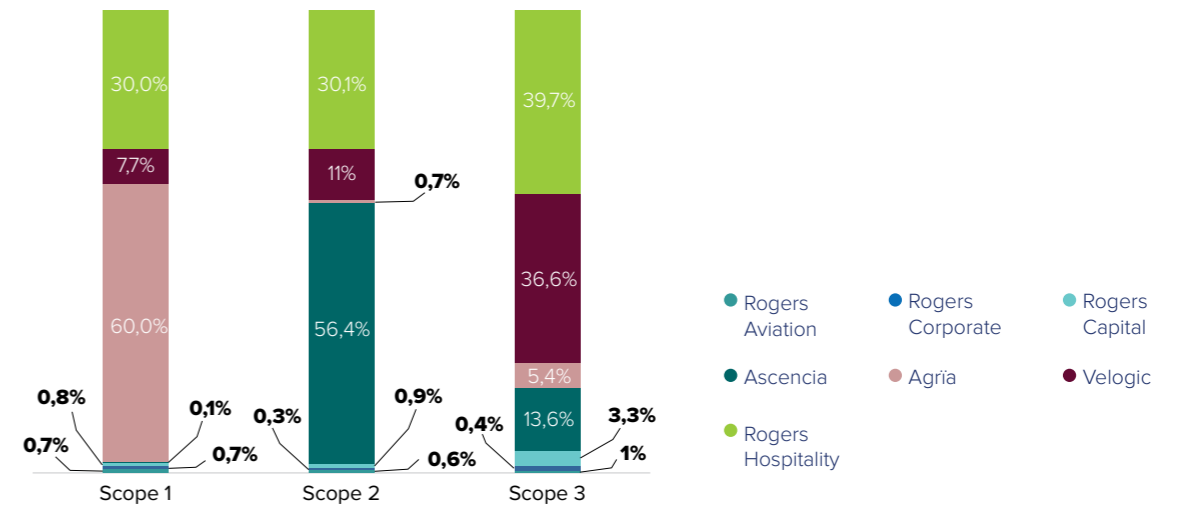
Methodology used:	Other methodology:	Databases used:
▶ Agence de la Transition Écologique (ADEME)	▶ Greenhouse Gas Protocol	▶ Agence de la Transition Écologique (ADEME)
	▶ ISO 14064	▶ DEFRA
		▶ Statistics Mauritius
		▶ Central Electricity Board



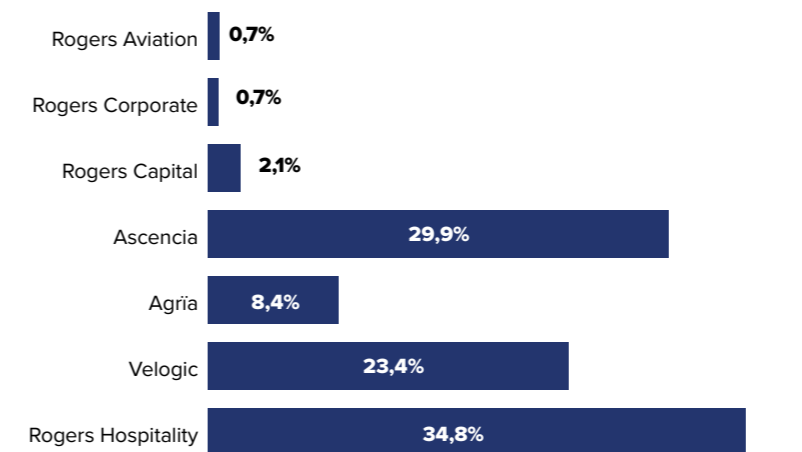
### Breakdown of Emissions per Scope and Categories



### Breakdown of Emissions per Scope and Business Units



### Breakdown of Emissions per Business unit



# Projects FY22

- Ascencia
- Agría
- Rogers Head Office
- FinTech
- Rogers Hospitality
- Rogers Aviation
- Velogic

