



Building resilience and driving change

ECOM Group Sustainability Report 2024

Welcome to ECOM's 2024 Group Sustainability Report

Welcome

Throughout this Report, you will read about the actions we took during 2024 to implement and progress our Group sustainability strategy across our three pillars: Improving farmer and worker livelihoods; Protecting and regenerating nature; and Managing change through transparency and traceability.

We have included our actions across our primary commodities – cocoa, coffee, cotton, and nuts and specialty ingredients – covering all our origin sourcing countries, partner-sourced regions, factories and offices. This Report details the actions we have taken to advance our strategy as well as progress towards our specific commitments.

The Report has been prepared with reference to the Global Reporting Initiative (GRI) standards. Please refer to the GRI content index for further details. There is also a Glossary containing definitions of the key terms used throughout the Report.

In recognition of the evolving regulations surrounding sustainability reporting, our environmental, social and governance (ESG) management system complies with emerging reporting regulations, including the Swiss Code of Obligations and the Ordinance on Reporting on Climate Matters. We continue to keep a close eye on the ongoing changes in the regulatory landscape.

This Report covers activities from 1 January to 31 December 2024. All financial figures are reported in US dollars (US\$) unless stated otherwise. The programmes, initiatives and activities discussed in this Report were undertaken in collaboration with various partners, including clients, donors, non-governmental organisations (NGOs) and area experts. We have credited these partners in our disclosures, wherever relevant.

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Spotlight key



Cotton



Coffee



Cocoa



Nuts & Ingredients

1 Introduction

“Sustainability is an ongoing journey we make alongside our partners. Together, we work to combat the evolving challenges we face. Our goal remains clear: to move forward together, creating shared value across our global network.

Alain Poncelet
ECOM Chief Executive Officer



1.1 A note from our CEO

In 2024, we celebrated ECOM Group's 175th anniversary, while navigating a year of significant challenges. Market volatility, particularly in coffee and cocoa, reached levels I have never seen in my career. Coffee faced a production deficit for the fourth consecutive year, with global demand consistently outpacing supply. In parallel, cocoa prices increased by up to 190% over the course of the year due to supply shortages across West Africa. While multiple factors contributed, extreme and unexpected weather events linked to climate change have clearly impacted yields across regions.

Adding to these pressures, high interest rates and inflation influenced consumer buying behaviour in key markets. This led to challenges across inventory, working capital and logistics for our customers, further complicated by uncertainty surrounding the implementation of the EU Deforestation Regulation (EUDR). Following a 12-month deferral, the EUDR is now expected to come into force at the end of 2025.

Throughout 2024, ECOM dedicated significant efforts to preparing for the regulation's implementation in a way that supports our supply chain partners and mitigates the risk of disproportionate exclusion of smallholder farmers. While the regulation introduces a number of operational and compliance challenges for both ECOM and producers, we acknowledge its importance in advancing global sustainability goals, strengthening supply chain traceability and fostering a more equitable trading environment.

We have also begun preparing for the introduction of the Corporate Sustainability Due Diligence Directive (CSDDD) and the Corporate Sustainability Reporting Directive (CSRD) through targeted digital transformation, talent acquisition and carrying out a CSRD-aligned Double Materiality Assessment. We will continue to closely monitor developments across the regulatory landscape.

I remain confident in ECOM's ability to leverage its global presence to drive positive outcomes for the farmers, workers and communities we work with. Throughout our long history, we have consistently demonstrated agility and resilience, qualities that will remain essential as we navigate future complexities. Alongside our strategic partners, we remain focused on transforming challenges into opportunities for impact.

Our commitment is underpinned by a culture of innovation and the dedication of our teams across all areas of the business. I am proud of the collective efforts shown in 2024, from logistics and sustainability, to trading and operations. The hard work and professionalism of our teams ensured the continuity of our business amid significant volatility. It is their commitment that propels our progress and enables us to contribute to a more sustainable and inclusive future for our industry, our communities and the planet.

This commitment is further reflected in the launch of our updated ECOM Values in 2024. As we continue to grow and evolve, these values – Innovation, Inclusivity, Excellence, Integrity and Collaboration – serve as a shared framework that unites our global operations. They reaffirm our dedication to responsible sourcing, environmental stewardship and ethical business practices, guiding how we engage with our stakeholders and fulfil our broader mission.

As we continue to operate in an environment defined by rapid and constant change, we recognise that new and ongoing challenges will persist. At the same time, this environment creates valuable opportunities for our teams to demonstrate the entrepreneurial mindset, pursuit of excellence and commitment to strong stakeholder relationships that define ECOM. Our goal remains clear: to move forward together, creating shared value across our global network.

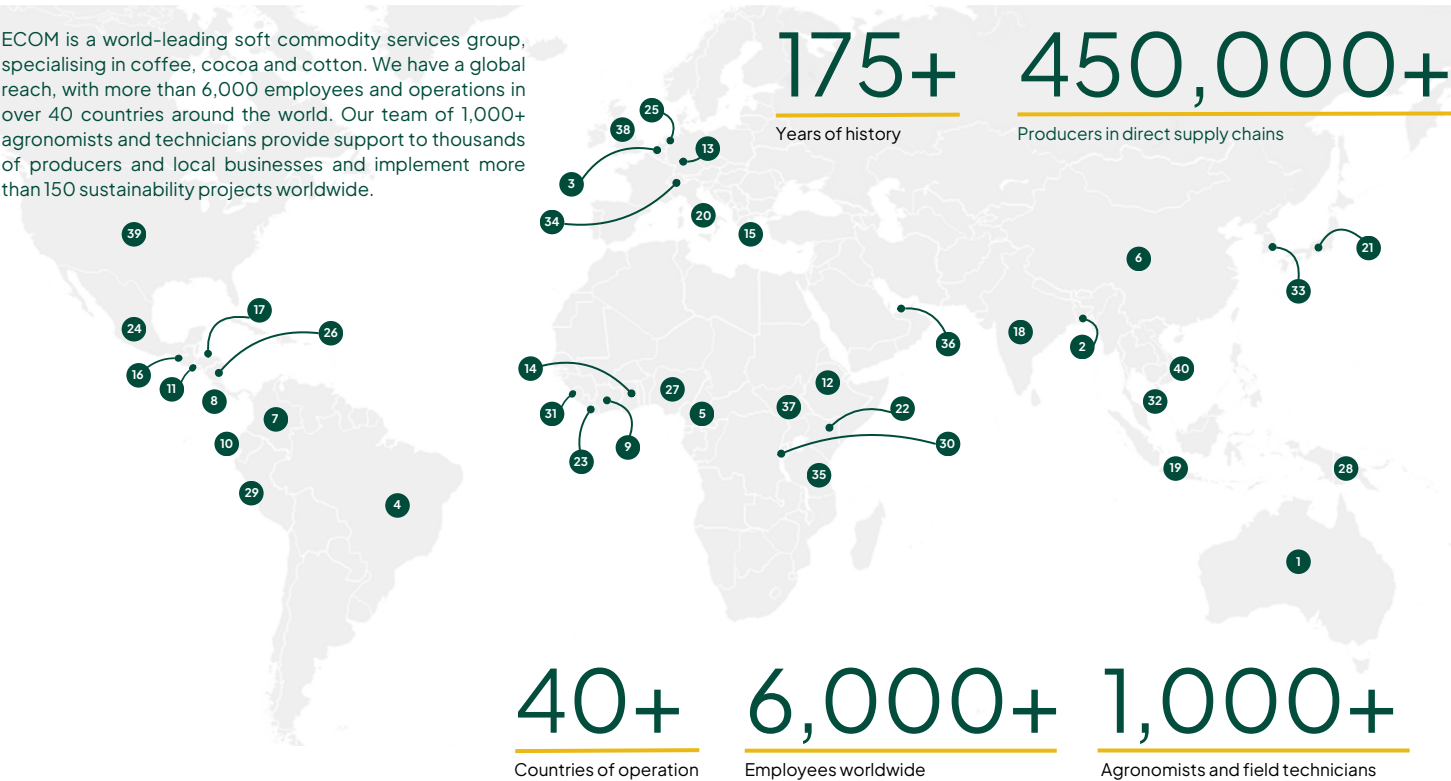
Throughout this Report, you will find examples of how we put our values into practice in 2024 and the concrete steps we are taking to achieve our long-term objectives.

Alain Poncelet
ECOM Chief Executive Officer

1.2

About ECOM

ECOM is a world-leading soft commodity services group, specialising in coffee, cocoa and cotton. We have a global reach, with more than 6,000 employees and operations in over 40 countries around the world. Our team of 1,000+ agronomists and technicians provide support to thousands of producers and local businesses and implement more than 150 sustainability projects worldwide.



As an origin-integrated company, part of ECOM's supply chains are traceable, sustainable, and client- and partner-specific. Our commodities are procured both directly from producers and producer organisations or indirectly through larger suppliers. We also provide primary processing, logistics and risk management services, as well as selling to branded product manufacturers.

ECOM has four core businesses:

- **Coffee** – we are the world's leading coffee dry miller. With operations in 30+ countries, more than 20 origin operations and 85 sales destinations, we are also one of the largest coffee traders in the world.
- **Cocoa** – we are one of the world's largest cocoa traders and processors, sourcing through our origin operations in 11 countries and more widely from 30+ countries. We process beans in our six factories across three continents.
- **Cotton** – we operate in seven origin countries and 36 sales destinations.
- **Nuts and specialty ingredients** – we are providers of edible nuts and specialty ingredients, including almonds, cashews and sesame seeds. These are sourced from nine countries in Africa, Asia, Europe and North America.

Research division

At ECOM, we use scientific evidence to drive and support our decision making. That is why we have our own research department of analysts, meteorologists and data scientists. Working across our commodities, they carefully assess the risks surrounding critical issues such as deforestation and climate change, as well as analysing market dynamics and crop predictions.

We also work closely with other corporations, universities, NGOs and research organisations to invest in developing innovative agricultural techniques and processes.

Our origin countries and processing operations

- | | | | | | |
|--------------|-----------------|--------------|---------------------|-----------------|------------------|
| 1 Australia | 8 Costa Rica | 15 Greece | 22 Kenya | 29 Peru | 36 UAE |
| 2 Bangladesh | 9 Côte d'Ivoire | 16 Guatemala | 23 Liberia | 30 Rwanda | 37 Uganda |
| 3 Belgium | 10 Ecuador | 17 Honduras | 24 Mexico | 31 Sierra Leone | 38 UK |
| 4 Brazil | 11 El Salvador | 18 India | 25 Netherlands | 32 Singapore | 39 United States |
| 5 Cameroon | 12 Ethiopia | 19 Indonesia | 26 Nicaragua | 33 South Korea | 40 Vietnam |
| 6 China | 13 Germany | 20 Italy | 27 Nigeria | 34 Switzerland | |
| 7 Colombia | 14 Ghana | 21 Japan | 28 Papua New Guinea | 35 Tanzania | |

1.3

Moving forward

ECOM's history stretches back more than 175 years. As our business has grown, so has our capacity to adapt to the challenges that arise in the complex world of trading. As early adopters of sustainability, we have remained agile and adaptable, qualities that are particularly important given the legislation and regulations that have been introduced across the world. We have demonstrated that we are always looking ahead and working to ensure that we are compliant with future regulatory changes. We have conducted a Double Materiality Assessment aligned with the EU CSRD (Corporate Sustainability Reporting Directive) and preparing for compliance with the CSDDD (Corporate Sustainability Due Diligence Directive).

Strategic partnerships are an important part of our compliance efforts, which is why we have partnered with digital mapping specialists **Sourcemap** to support us with compliance efforts. Integrating due diligence and data collection with Sourcemap's platform will enable us to strengthen monitoring of supply chain risks and enhance traceability in our indirect supply chains.

We also worked with independent consultants Meo Carbon Solutions, which specialises in building environmentally and socially responsible supply chains, to launch Green Meter, our internal carbon calculator. **Green Meter** enables us to better measure our commodities' carbon impact, leading to greater transparency and more informed interventions. The tool has been independently verified by SustainCERT.

Throughout 2024, we partnered with BanQu to implement its blockchain technology tool. **Integrity powered by BanQu** provides an auditable chain of custody with near real-time reporting for the first mile in our coffee and cocoa supply chains. After being rolled out successfully in eight operations, we are excited to continue our efforts in the coming year.

Through these and other partnerships, we use our reach and experience to cultivate a company culture that champions the wellbeing and long-term success of our people, the communities we engage with and our diverse stakeholders.



1.4

Our value chain

ECOM's value chain includes a large number of stakeholders across the globe. Throughout our supply chain, we work closely with producers, suppliers, communities, partners and clients to create shared value and minimise negative impacts.



Producers

We work with hundreds of thousands of producers around the world. Our experienced agronomists and technicians support producers by implementing sustainable agricultural practices, and our field officers and other specialists provide support on societal issues such as gender equity and child labour.



Communities

We strive to empower rural farming communities to build economic and environmental resilience. Through tailored programmes, we aim to increase economic opportunities and strengthen communities' resilience. Our programmes are also designed to broaden knowledge on good social practices and human rights.



Sourcing

We source our commodities from around the world. Our expert origin teams provide unique insights into the needs of our clients, supporting our ambition to be the preferred client to our suppliers and the preferred supplier to our clients. Our traders also have extensive experience and expertise in the commodity markets.



Processing

We continually invest in upgrades and improvements to enhance the efficiency of our processing factories. This includes projects such as clean energy initiatives that support our carbon reduction roadmap.



Clients and marketplace

We work with our clients to develop and implement social and environmental programmes and interventions with producers. Their shared vision and support are essential to our efforts to achieve our sustainability goals.

2 Sustainability at ECOM

“Sustainability is not a side project; it's a strategic lens through which every decision must pass to ensure long-term supply chain resilience”

Benjamin Rimaud
Global Coffee Sustainability Manager

2024

highlights

Updated

ECOM's Environmental Policy

Launched

ECOM's new Values

Green Meter, our in-house carbon calculator

Deployed

Integrity powered by BanQu, our supply chain first-mile transparency tool, in eight operations

Implemented

Deforestation Verification Protocol, our tool to verify deforestation risks on coffee and cocoa farms

New

biodegradable seedling pits replaced 4.7 million plastic pots in Guatemala

First

carbon trade enacted through Carbon Impact Solutions

Partnered

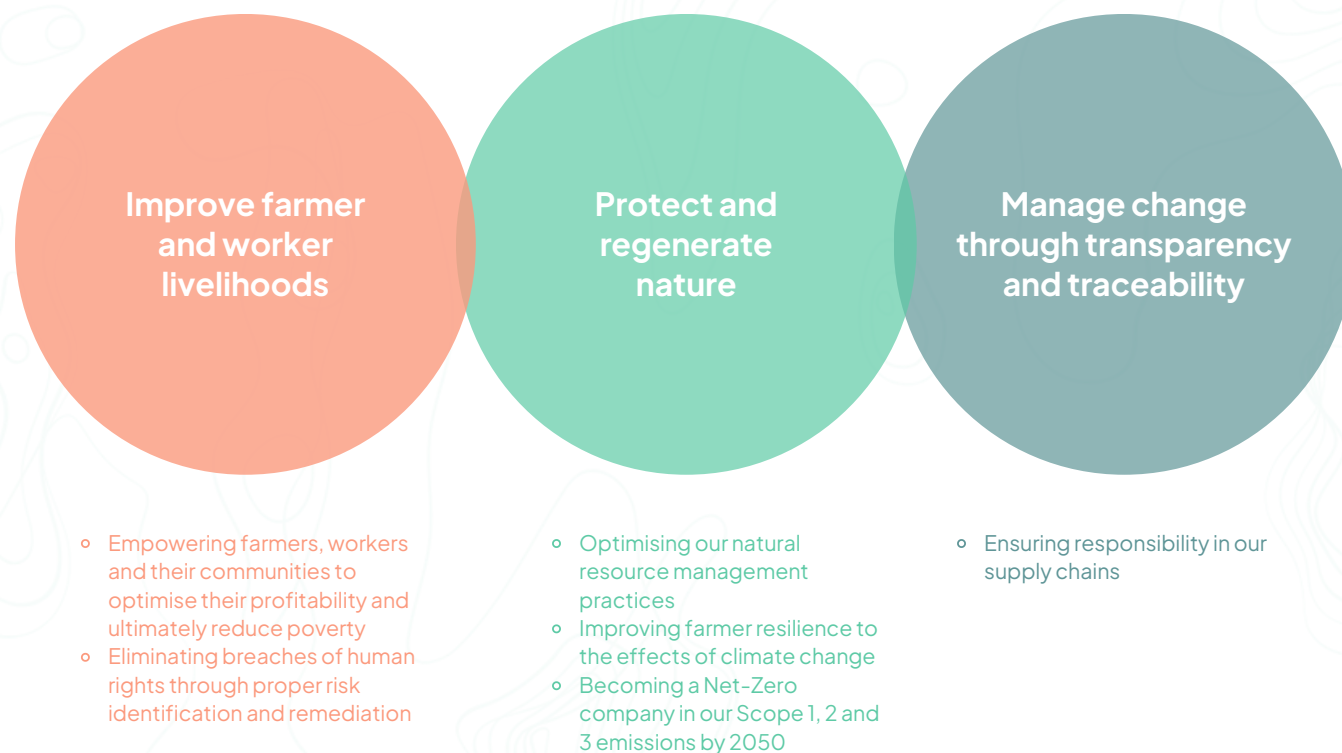
with the Chinese government to provide footprint calculations for Chinese coffee



2.1 Our sustainability strategy

ECOM has a Group-wide sustainability strategy to guide our efforts and embed ethical practices into our operations and supply chains. Our strategic approach is informed by our most material topics, as defined through our materiality assessment, and is periodically updated.

This strategy is founded on three key pillars, each of which has a set of commitments. To meet our ambitions, we work closely with producers and other key partners throughout our supply chains to ensure everyone benefits from our efforts.



Our Sustainability Management Services (SMS) teams operate across our commodities and sourcing countries. For over 20 years, ECOM SMS has worked directly with producers, delivering advice, technical and agronomic support, and targeted training programmes. In 2024, SMS implemented 167 programmes across our coffee and cocoa supply chains, engaging with 450,000+ producers worldwide.

2.2

Materiality

In anticipation of the upcoming CSRD, we conducted a Double Materiality Assessment (DMA) which aligns with the European Sustainability Reporting Standards (ESRS). Our ECOM Group DMA is based on double materiality principles:

- Financial materiality – how environmental and social factors affect our ability to do business
- Impact materiality – the impact of our business on the environment, society and people, including impacts on human rights

The DMA has a strong emphasis on stakeholder engagement and ensures that the entire value chain is considered. The value chain mapping was conducted for cocoa, coffee, cotton, soy, sesame and cashew to ensure we fully capture our impacts across our commodities.

We have engaged with internal stakeholders through workshops, each of which concluded with a brief survey to gather further insights on financial and impact materiality. The internal stakeholders we engaged with are subject-matter experts from across the business, including our sustainability, operational and trade experts. The material topics were then validated with senior leadership and external stakeholders, including clients, NGOs and suppliers to ensure that external expertise is also integrated into the DMA results.

Our DMA identified the below topics, in no particular order, as material for ECOM:

- Adequate wages
- Climate change adaptation
- Climate mitigation
- Corporate culture
- Corruption and bribery (prevention and detection and incidents)
- Child labour
- Diversity
- Energy
- Forced labour
- Gender equality
- Land use management including deforestation
- Living income
- Management of relationships with suppliers
- Measures against violence and harassment
- Pollution of water
- Training and skills development
- Water discharges

This list highlights the issues of highest strategic importance and where our business can drive the most meaningful impact. While we acknowledge the complexity of our global value chain and recognise that numerous other topics are relevant to both our operations and stakeholders, our reporting prioritises those with the greatest significance.

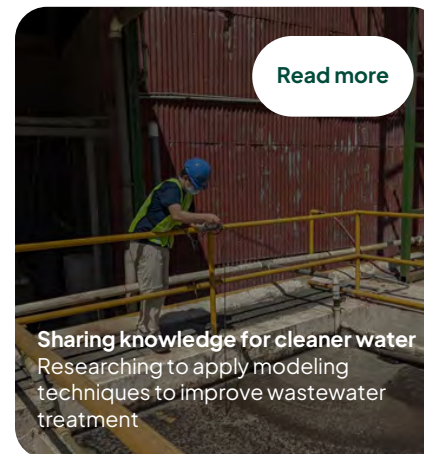
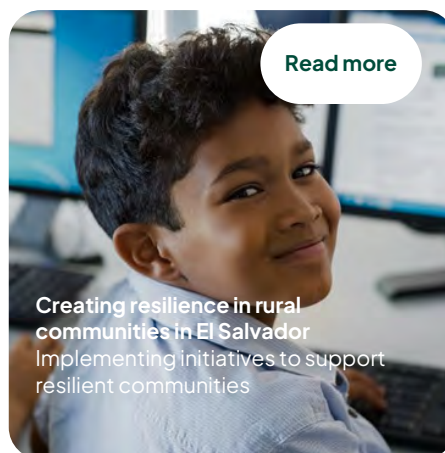
The topics identified also align with the forthcoming **EUDR**, set to take effect at the end of 2025. The EUDR presents both opportunities and challenges for ECOM and its stakeholders, positioning deforestation and land use as critical areas of focus.

The DMA will guide us on the topics we will report on under CSRD by identifying our material sustainability impacts, risks and opportunities. In doing so, it will enable us to ensure we take action where it is most impactful. Beyond meeting CSRD requirements, the DMA establishes a common framework for how we understand and approach sustainability, and helps to guide our operations.

The full list of updated material topics and more details will be included in the 2025 Group Report.

2.3

Case studies overview



3 Improving farmer and worker livelihoods

“If producers, their families and communities prosper, so do we. Our frameworks and programmes aim to support producers to become more resilient while protecting the planet and its precious resources.”

Pamela Schreier
Global Head of Cocoa Sustainability

3.1

Improving farmer and worker livelihoods: Overview

Our focus

Rural communities, including producers, workers and their families, face a variety of challenges that affect their livelihoods, such as climate change, limited infrastructure access, ageing farms and lack of capital. These issues are often accompanied by gender inequality, child labour, and lack of worker rights and safety, and are exacerbated by poverty in agricultural areas.

As a global company working directly with producers in our direct supply chains, we have implemented tailored initiatives with our clients and partners to identify and address these challenges for maximum impact. We identify and address the challenges producers and their workers face, and our sustainability commitments are designed to be adaptable to communities, build resilience and, ultimately, add to the long-term prosperity of producers and workers involved.

Our commitments

- **Empowering producers, workers and their communities to optimise their profitability and, ultimately, reduce poverty**
- **Eliminating breaches of human rights through proper risk identification and remediation**



3.2

Farmer and worker livelihoods

For agricultural supply chains to thrive, it's essential that producers, workers and their communities receive the support needed to achieve financial security and long-term prosperity. This is a shared responsibility, and it requires the collective effort of our company, research institutions, NGOs, governments and clients to ensure the wellbeing of the producers who provide the coffee, chocolate, clothing, nuts and spices we rely on every day.

On the ground, our SMS technicians – many of whom are agronomists, forestry engineers or similar experts – play a crucial role in implementing vital functions such as certification, Good Agricultural Practice (GAP) training and serving as points of contact for producers. They are the backbone of successful project implementation, ensuring that operations run smoothly and that activities are carried out effectively.

We are committed to empowering producers, workers and their communities to build sustainable, financially secure livelihoods. Our efforts focus on income diversification, improving yields and adapting to climate change. At the same time, we prioritise social factors such as gender equality and workers' rights to create a fair and resilient foundation that benefits all participants across the supply chain.

Spotlight

3.3

Empowering coffee-growing families in Colombia

In Colombia, our entity Condor works alongside the Swiss Foundation for Technical Cooperation (SWISSCONTACT) and the government of Colombia through the Colombia + Competitiva Programme, supported with resources from the Secretariat for Economic Affairs (SECO). The programme aims to improve the competitiveness of Colombia's economy by diversifying its exports and strengthening the productive sector.

In 2022, Condor launched a project to support 500 coffee-growing families in the coffee-growing regions of Huila and Nariño by strengthening specialty coffee production, improving market access and promoting sustainable and inclusive practices. The project provides producers with technical assistance, production inputs, improved infrastructure and tools for better fermentation and drying methods. Participating producers also joined sustainability programmes such as SMS Verified, adopted agroforestry systems and engaged in a payment-for-environmental-services model.

Some key achievements of the project in 2024 included:

- 750,000+ kg of dry parchment coffee marketed through Condor Specialty Coffee
- 56% of beneficiaries (including 59% of women) increased their income by 8.1%
- Properly dried coffee rose from 59% to 93%
- 218 producers trained in depulping equipment maintenance
- 342 participants were trained in savings, credit, digital payments and electronic wallets (equivalent to 114% of the project target)
- 255 farms registered under the ACORN carbon credit programme
- 96% adoption of sustainability protocols (e.g. SMS Verified)
- 84% reduction in water use at the central wet mill (decreasing from 14.8 litres per kg of parchment coffee to 1.98 litres)
- Access to international markets and sustainability premiums through Condor programmes

The success of this project reflects the dedication and resilience of coffee-growing families in Huila and Nariño. Through collaboration with Condor, local organisations and international partners, producers have strengthened their practices, improved coffee quality and accessed new market opportunities. The results achieved – rising incomes, higher-quality outputs and meaningful environmental progress – demonstrate the power of locally driven solutions supported by thoughtful partnerships. This initiative reinforces the importance of investing in rural communities as active agents of economic growth and environmental stewardship in Colombia's coffee sector.



Farmer and worker livelihoods continued

Spotlight



3.4 Sustainable coffee farming in Uganda

Ms Ithungu Kighoma is a coffee producer and mother in Kitsutsu, Uganda. Like many producers in the country, she faced challenges such as low yields and limited access to investment, making it difficult for her to sustain a stable livelihood.

To address these barriers, she joined the Ugandan Smallholder Livelihoods Initiative, a USAID-funded project focused on empowering smallholders, especially women and young people. Run by Kawacom in Uganda, the programme delivers training in GAPs such as pruning, organic fertilisation, and proper coffee drying and storage. The training not only equipped Ithungu with the skills to improve her yields but also enabled her to qualify for Organic and Rainforest Alliance certification—giving her access to premium market rates for her crops.

With 75% of her income coming from coffee, the increased earnings from her coffee sales have allowed her to pay school fees for her children, improve her home and reinvest in her farm. Today, Ithungu’s farm has become a model for sustainable practices in Kitsutsu, inspiring other women to adopt improved farming methods. Her success reflects the critical role women play in Uganda’s agricultural sector when equipped with the tools and opportunities to succeed.

To date, Kawacom has trained 45 producers in the Kitsutsu community – 40 of whom are women – on GAPs, post-harvest handling, Organic and Rainforest Alliance standards, financial literacy and income diversification. These efforts have led to significant improvements in coffee quality, increased yields and higher incomes for producers.



3.5 Better Life Farming in Mexico

Coffee rust is a fungus that attacks coffee plants and can cause devastation to farms. When an infestation of coffee rust struck Mexico in 2013, it was estimated that around 200 million new coffee plants would be needed annually to replace destroyed and ageing plants. However, as this regeneration process takes time, producers need alternative sources of income to replace the income lost from their damaged coffee plants.

To address this issue, we partnered with Bayer to set up the Sustainable Agriculture for Coffee project. The initiative provides advice and support to coffee growers, enabling them to supplement their incomes by growing corn as an additional crop. In 2022, we incorporated Better Life Farming, a project already active in other countries and led by Bayer, IFC, Yara and Netafim. This collaboration led to the creation of various support centres, managed by local producers, to provide agricultural inputs and services to producers.

The first centre opened in February 2022, and by the end of the first year 38 centres had been established across Mexico.

This locally driven model has been key in motivating producers to renew their coffee plantations, while generating new sources of income. In addition, health campaigns, vegetable sales and ongoing training for more than 20,000 producers have been implemented.

3.6

Access to finance

Access to finance is essential for producers to invest in their farm, send their children to school and buy school supplies or afford any other costly matter that affects their lives. It allows for greater productivity, improved access to markets, stabilising cash flows and more effective management of risks. However, access to the necessary financing for these types of investments remains a major challenge in rural communities.

ECOM has been working with producers, cooperatives and partners for a long time, ensuring access to finance to those who need it. This can include financial services, such as crop insurance mechanisms, and opportunities to improve financial literacy, such as training sessions and workshops.

Improving access to financial services

Living income is one of ECOM's material issues, and access to finance is a key barrier to achieving it. To address this, we implement initiatives alongside our partners to enable access to financial services for producers to develop productive, cost-efficient and resilient businesses. Support like this can make a transformative difference to producers and their communities, as investment in their farms can sustain production that maintains their livelihoods.

One such initiative in our direct cocoa origin supply chain are Village Savings and Loans Associations (VSLAs). VSLAs are small groups set up and run by producers themselves within their communities. Each member pays an affordable, regular amount into a fund (with a maximum amount that everyone can contribute).

For example, when a member needs financial support to buy new farm equipment or fertiliser, they can request assistance from the fund. This allows all members to access affordable credit at significantly lower interest rates than conventional sources, enabling them to invest in their farms, in other income-generating activities or sometimes even their children's schooling.

In 2024, there were 2,089 active VSLAs across ECOM's direct cocoa origin supply chain, reaching more than 50,000 producers.

In Ghana, we use VSLAs to promote and support our Gender Equity and Social Inclusion strategy (read more [here](#)). In 2024, 979 VSLAs were formed across the communities we operate in, with 24,090 members, of whom 15,319 are women.



3.7

Price volatility – our experts’ point of view

Price volatility is a financial risk, especially to those with limited financial freedom. Volatility in global agricultural markets, and in particular commodity markets, can seriously affect supplies, as well as the livelihoods of those who grow such commodities and many people along the supply chain. In 2024, the world’s coffee and cocoa markets experienced extreme price volatility, with significant repercussions.

Colman Cuff, ECOM’s Deputy CEO of Coffee, and **Neil Fuller**, ECOM’s Head Cocoa Trader, explain more about the volatility seen in 2024 and ECOM’s response.

Can you explain what price volatility is in commodity markets?

NF: Price fluctuations are normal and necessary in competitive markets. When something becomes scarce, its price usually goes up. That higher price tends to encourage people to use less of it and motivates producers to invest more in making or growing it. That’s basically how the price system works. But when prices keep swinging wildly and unpredictably for a long time, the system doesn’t function as well, and it becomes harder for everyone to make informed decisions. Extreme volatility in global agricultural commodity markets is much rarer, but over the last few years, both the coffee and cocoa markets have experienced significant price changes.¹

Why has this happened?

NF: Price fluctuations are related to many factors and exacerbated by climate change. In April 2024, cocoa futures reached a high of c.\$12,000 per tonne. For coffee, robusta futures have risen by about 60% since January 2024, while arabica futures have climbed by over 30%.²

High coffee and cocoa prices are generally beneficial for producers because they increase the income they receive for their crops, improving their overall livelihoods. With higher earnings, producers are better able to cover essential needs such as food, healthcare and education, and are more likely to reinvest in their farms. These investments can lead to higher productivity and resilience in the long term.

Higher prices also reduce reliance on credit, easing financial pressure, and may encourage younger generations to remain in agriculture by making it a more viable and rewarding livelihood. Additionally, increased income enables producers to build financial buffers, making them more resilient to economic or climate-related shocks.

CC: However, volatility in production can negatively impact farmers, and commodity merchants as well. Changing weather patterns are clearly affecting coffee production. Droughts and frosts have always happened, but their frequency and intensity are increasing. Vietnam had less rain than needed, Brazil had severe frosts – which kills coffee trees – followed by prolonged, very hot, dry weather, which meant trees were less able to retain their flowers and bear fruit.

1 Food and Agriculture Organization of the United Nations. (2010). Price Volatility in Agricultural Markets. FAO.
2 Shield, C. (2024). Weathering Volatility: The future of coffee and cocoa markets in a changing climate. Engelhart Commodities Trading Partners.

Coffee has had a supply deficit for four years. Until now, it was covered by global stock reserves, which kept the market relatively stable, but those reserves have been used up. With lower availability but not lower demand, prices have gone up and, in 2024, that led to serious market volatility.

What impact does price volatility have on producers?

CC: The people most negatively affected by all this are those whose coffee and cocoa crops are damaged by severe or extreme weather. Depending on how bad that damage is, no price rise is going to compensate them.

NF: Higher prices would be good for producers in theory, if they were to remain high, but extreme price volatility can negatively impact producers who are dependent on cocoa for their livelihoods. Volatility can result in large income fluctuations for which there are few financial safety mechanisms, such as savings and insurance. The delay between production decisions and actual production creates additional risks, as producers base their plans and investments on expected future prices. That makes accurate planning and maintaining cash flow very difficult.

How can this be overcome?

CC: Sustainable farming practices are essential. ECOM realised long ago that it is fundamental to the future of agriculture – without sustainability, there is no future for coffee.

NF: The key is building resilience in farming communities, especially when prices are high, as it enables producers to better manage income fluctuations and unforeseen challenges. We must also acknowledge that cocoa and coffee are examples of how climate change is reshaping agricultural commodities.

What actions is ECOM taking?

NF: We are working with producers and partners to reduce economic risks. Solutions such as long-term contracts for producers offer a degree of security. Better access to market information aids long-term planning, and we advise on crop and livestock diversification so producers can develop additional income streams and not be dependent on a single crop. We also offer price risk management tools and technical support to improve yields. And, of course, we utilise the expertise of our NGO partners.

CC: We have spent many years developing new coffee and cocoa plant varieties that are more resilient to drought and disease. We’ve not yet found a coffee tree that’s resistant to frost, but we are always looking for what else can be done to protect producers: intercropping, using cover crops to retain soil moisture, adding shade trees to reduce the effects of heat, etc. We have 1,000+ agronomists in the field to develop the best practices for resilience.

3.8

Resilient communities

Resilience in producer communities differs between community, product grown and context. However, it all centres around the ability to survive and thrive in changing circumstances. As noted throughout this Report, change is constantly occurring in the agricultural commodity world and is exacerbated by climate change, price volatility and politics, spanning a multitude of actors across the globe.

To build resilient communities, it is important for producers to be prepared for constantly evolving regulations. It is the responsibility of actors like ECOM, as well as our partners and local regulators, to facilitate this transition and adaptation to any future changes.

Our work on a number of topics in this section, including community, livelihoods and resilience, forced and child labour, agricultural productivity and producer prosperity, contributes to the resilience of producers and their communities. ECOM's approach to each of these topics and our progress in 2024 is set out in the following pages.

Community, livelihoods and resilience

At ECOM, we recognise that there are many challenges faced by the farming communities we work with and that we alone cannot overcome them. However, we contribute to improving the wellbeing and resilience of these communities with activities directly and indirectly related to our supply chains. Our projects and initiatives focus on improving issues such as access to education in rural communities, access to improved crops and training in GAPs.

Spotlight



3.9

Together Towards Tomorrow

The Together Towards Tomorrow (TTT) initiative builds on our commitment to create an economically viable and environmentally conscious coffee supply chain.

Launched in El Salvador in 2024, the scheme is a joint venture between ECOM, our Salvadoran subsidiary, Cafetalera Del Pacifico, and USAID. The initial results are promising. Classrooms in Chalchuapa, Ahuachapan and Juayua have been transformed into virtual learning centres. Thanks to TTT, the centres have been equipped with:

- 121 computers
- 3 servers
- 115 robotics kits to support foundational robotics learning
- Whiteboard and projectors

By the end of 2024, 1,511 students had been guided through the self-learning platform of the technical institute, Tec de Monterrey. Seventy-one teachers, six principals and four facilitators were trained to use the platform. In addition, 304 students had completed a course on climate change risk, enabling them to understand its importance and consequences – learning that we hope will empower them to make a positive impact on their communities in the future.

Resilient communities continued

Spotlight



3.10
Developing students’ skills in coffee communities

In April 2024, our SMS team in China visited Pu’er Special Education School, which supports students with physical and developmental disabilities. Of its 231 students, 67 are from coffee-farming families.

One challenge facing the coffee industry is that fewer young people are choosing to become coffee producers, meaning that the average age of producers has been increasing steadily. With the aim of developing a passion for coffee growing, the team presented the school with 40 high-grade coffee seedlings as well as fertilisers, substrates and growing pots. Students learned coffee-planting techniques such as how to plant, space and fertilise plants.

By building the students’ understanding of their hometown’s main crop, the team hoped to impart skills that could prove invaluable in the future. Together with our colleagues at Pu’er Tianchen Coffee Company, we intend to build on this through a Professional Coffee Knowledge on Campus programme that will offer further skills training.

Following the success of this initiative, ECOM expanded its efforts with a vocational training programme for students with hearing disabilities from coffee-farming communities.

Through sessions on coffee agronomy, brewing and quality, students explored career opportunities in the industry. In the autumn semester, students joined ECOM’s coffee agroforestry event, gaining hands-on experience in cup quality evaluation.



3.11
Empowering Uganda’s sesame farming communities

Sesame is a nutrient- and oil-rich crop grown in northern and eastern Uganda. It’s become a prized export, much sought after by markets in Asia, Europe and the Middle East. As a sesame trader, ECOM aims to source supplies ethically from local producers using sustainable farming practices.

With Organic (CERES) and Kosher (KLBD) certifications, our operations ensure the use of environmentally responsible growing methods and strict quality control. To build on this foundation, we have partnered with Private Sector Foundation Uganda and USAID to implement projects to boost sustainable growth for marginalised communities – in particular, women and young people.

Key results to date include:

- A 20% increase in women’s engagement in farming activities
- Over 30,000 producers supported with services and equipment
- Higher certified sesame production leading to increased producer revenue

3.12

Human rights

ECOM has a responsibility to ensure the protection of human rights of the people who grow the cocoa, coffee and cotton that enters our supply chains. We have zero tolerance for modern slavery, including child and forced labour, in the organisation and supply chains.

We acknowledge that we operate worldwide in a number of high-risk countries for human rights, including child and forced labour. We are committed to conducting our business with honesty and integrity, and in accordance with the highest legal and ethical standards. As an origin-integrated business, we are able to monitor our supply chains to identify and remedy breaches of human rights and target risk mitigation where it is most impactful. We expect everyone we work with, including our employees and our partners, to uphold these values and share our commitment to doing business in a responsible, sustainable and ethical manner.

Our human rights policies have been developed in line with leading international standards including:

- The United Nations Universal Declaration of Human Rights
- The International Labour Organization core labour standards, conventions 29 and 105 (Forced Labour), 100 (Equal Remuneration), 111 (Discrimination), 138 (Minimum Age), 155 and 187 (Occupational Health and Safety) and 182 (Worst Forms of Child Labour)
- Applicable local laws governing child labour, slavery, forced or compulsory labour, and human trafficking

Additionally, we have implemented a range of programmes to provide producers with advice and practical support to prevent the use of illegal labour, and ensure workers have access to safe and fair workplaces. For more information, see our [Modern Slavery Statement](#).

Our [Supplier Code of Conduct](#) defines the behaviours and standards we expect from stakeholders across our supply chains. The Code also sets out our position on legal and ethical compliance, human rights and labour, and health and safety. In 2024, we updated the Code and added the Audit and Breach and Corrective Action Plan sections as a reference to our Supply Chain Due Diligence Policy, as well as clearer commitments to human rights codes.

Complementing this, ECOM's [Supply Chain Due Diligence Policy](#) sets a clear framework for us to identify, prevent, mitigate and address potential adverse human rights and environmental impacts across our operations and supply chain.

Spotlight



3.13

Promoting decent work in Brazil

Nossa Voz (Our Voice) is a grievance mechanism that supports workers' rights in Brazil by promoting fair and decent working conditions, particularly in coffee farming. Developed in collaboration with Rainforest Alliance and beverage firms Fazenda Recanto and JDE Peet's, it provides training materials, a support line and a secure alert system to identify and address any human rights violations. As such, it enables producers and companies in the coffee sector to identify hidden risks in the supply chain before they become high-risk problems. The mechanism also encourages social dialogue between producers and workers.

Nossa Voz was developed through a consultative process that involved workers and survivors of human rights violations, as well as government and the private sector. ECOM is proud to be a partner in this initiative, which reflects our ongoing commitment to protecting human rights throughout our supply chains. In November 2024, as part of International Coffee Week, our Sustainability Manager in Brazil took part in a panel discussion to assess the initiative's impacts and future direction.

Currently, the tool serves 22 farms and 4 companies, with more than 500 workers in Brazil trained on their labour and social rights, and how to use the Nossa Voz helpline.

3.14

Gender equity and social inclusion

Gender equity and social inclusion are key principles that promote fairness and equal opportunities for all, regardless of gender, background or social status. Gender equity seeks to address disparities in power and resources, while social inclusion ensures marginalised groups are fully integrated into society. Together, they create a just and inclusive environment where everyone can thrive.

At ECOM, we are committed to empowering women and youth both within our organisation and across our supply chains. Through targeted programmes, we support skill-building, education and training initiatives that help strengthen the communities where we operate. Education plays a central role in this effort, providing individuals with the tools they need to grow, thrive and equip them to prosper. This includes making farming a more appealing and viable path for young people, helping to secure the long-term resilience of agricultural communities.

In our Smarter Cocoa Charter, we have committed to having 100% of ECOM origin-sourced cocoa supply chains covered by the Gender Equity Index (GEI) and improvement plans by 2025. This covers five areas:

1. Organisational Capacity
2. Gender Analysis and Programme Design
3. Reach Women
4. Benefit Women
5. Empower and Transform

Additionally, we have added a key performance indicator (KPI) to our Charter that aims to achieve a 15% increase in the GEI score across our origin-sourced operations by the end of 2027. Read more about this in our 2024 Cocoa Sustainability Report on our [website](#).

Spotlight



3.15

Partnering with the UN to improve producers' health and wellbeing

Monpi Coffee Export Limited (MCEL), our specialty coffee brand in Papua New Guinea, has partnered with the United Nations Population Fund (UNFPA) to improve the health and wellbeing of coffee producers.

This partnership focuses on sexual and reproductive health, implementing programmes that empower producers with the knowledge to make informed decisions concerning their health, thereby contributing to their overall wellbeing and productivity. The partnership also underscores the vital, though often overlooked, contribution of women producers in producing high-quality coffee for export.

Additionally, this initiative seeks to establish a robust network to advocate and support health centres in the MCEL network area, particularly in regions where existing structures and services are limited.

Through this collaboration, MCEL and UNFPA are not only fostering healthier communities, but also empowering coffee producers to thrive, ensuring a more sustainable future for Papua New Guinea's coffee industry.

Gender equity and social inclusion continued

Spotlight



3.16

Working towards gender equity in cocoa

Ghana is the second-largest cocoa producer in the world, making cocoa a vital part of the country's economy. However, gender inequality is pervasive within the cocoa sector, due to a combination of unequal access to productive resources such as land and entrenched gender norms at household, community and institutional levels. Although women are involved in nearly all activities of cocoa production in Ghana, cocoa is largely considered a man's crop, and women's roles and contributions remain unrecognised, undervalued and often unpaid.

In 2021, ECOM Ghana partnered with USAID to pilot a comprehensive gender mainstreaming project into its operations. This included using the Gender Equality Index, conducting a gender analysis, developing a Gender Equality and Social Inclusion (GESI) strategy, and implementing a series of gender-responsive activities. For a summary of the 2023 activities, please see page 26 of our [2023 Group Sustainability Report](#).

In 2024, our team in Ghana continued to implement and strengthen ECOM's GESI capacity. Women's economic empowerment was promoted in cocoa communities through increased access to resources and efforts to shift harmful gender norms. The team also encouraged income diversification and economic resilience for women.

Specific activities included:

- Staff capacity building: 79 staff were trained in the concepts of gender and our GESI strategy
- Training for managers: 25 managers were trained to progress the GESI strategy
- Training of trainers: 39 field officers were equipped with the knowledge and facilitation skills to train their colleagues on gender-related issues
- Producer engagement: 515 producers (296 men, 219 women) took part in discussions on good social practices in areas such as Happy Family, Happy Cocoa Vision, and Gender and Cocoa Farming
- Commemoration of International Day of the Girl Child: 65 girls, 35 boys and 12 teachers from the community of Tweapease took part in a procession to raise awareness about the protection and empowerment of girls
- World Menstrual Hygiene Day Celebration, 28 May: Educational workshops were organised at schools in Ghana in collaboration with health professionals, and sanitary pads were distributed to 593 schoolgirls
- Commemoration of the 16 Days of Activism against Gender Based Violence campaign: A range of events including training sessions and advocacy initiatives supported the campaign, which run annually from the 25th November (the International Day for the Elimination of Violence Against Women), to the 10th December (Human Rights Day)

Celebrating key events such as these further emphasised ECOM Ghana's commitment to fostering an inclusive and supportive environment for women and girls. Collectively, these efforts contribute to building a more equitable society by actively addressing gender-related challenges within communities and workplaces.

Overall, we have made progress in promoting gender equality and social inclusion through targeted training, producer engagements and community outreach programmes. These initiatives equipped staff and field officers with the essential knowledge and tools to implement gender-responsive interventions. Additionally, discussions among producers promoted collaboration for fair farming practices.

3.17

Child and forced labour

ECOM Group has zero tolerance for modern slavery, including child and forced labour, in the organisation and supply chains. We work proactively with our suppliers and clients to mitigate the risks of child labour, forced labour and other forms of exploitation through comprehensive policies and preventative measures (see **Upholding ethical business standards** for more information).

We regularly monitor our operations to detect and respond to any potential incidents and have conducted risk assessments across both our origin-sourced and partner-sourced supply chains. In our direct cocoa supply chains in Cameroon, Côte d'Ivoire, Ghana and Nigeria, we have implemented Child Labour Monitoring and Remediation Systems (CLMRS). These systems play a critical role in identifying, monitoring and addressing cases of child labour, ensuring timely and effective remediation. When risks are identified, we work closely with our teams in the field to monitor the relevant communities and households to prevent these risks from materialising.

This comprehensive monitoring and remediation process underscores our commitment to combat the persistent issue of child labour in cocoa-growing communities. We recognise that these issues can arise from various factors, including a lack of career opportunities for young people, poverty and seasonal labour patterns, as well as the lack of access to quality education. The knowledge gained from these collaborations is shared with clients to encourage investment in prevention strategies in the regions where ECOM operates.

We also expect our suppliers to uphold the same standards, as explicitly mentioned in our **Supplier Code of Conduct**. This means that suppliers must not engage in forced, bonded or involuntary prison labour, and all workers must have the freedom to leave their jobs with reasonable notice.

Spotlight



3.18

Addressing child labour risks in Côte d'Ivoire

In 2023, ECOM partnered with the Netherlands enterprise agency (RVO) and the innovation consultancy Propellerfish on a project to better understand how to keep children in cocoa communities out of hazardous activities. The collaboration was carried out by RVO, with the Fund Against Child Labour, commissioned by the Dutch Ministry of Foreign Affairs.

The first stage of the collaboration, Phase A, focused on a deep dive into the causes of child labour. Based on its findings, Phase B was launched in 2024 to implement recommended interventions. Read more on Phase A in our [2023 Cocoa Sustainability Report](#), page 20.

Phase B aims to implement interventions that contribute to the prevention and reduction of child labour. To understand the effect of these new interventions on the prevalence of child labour and their potential for scaling up, we will employ a robust impact assessment conducted by KIT Royal Tropical Institute.

Phase B, which will involve:

- Increased access to more sustainable and innovative technologies, such as labour-saving tools
- Creating job opportunities for young people while enhancing their career and life skills
- Establishing and/or supporting school management committees to develop school management systems
- Developing women's entrepreneurship skills and access to microfinance
- Implementing or improving companies' due diligence process
- Developing a plan of action to address child labour after the funding subsidy ends

Child and forced labour continued

Spotlight



3.19
Promoting sustainability and strengthening the Ethiopian coffee supply chain

From 2022 to 2024, ECOM has been partnering with GIZ on the SUVASE Project (Sustainability and Value Added in Agricultural Supply Chains in Ethiopia), implemented on behalf of the German Ministry for Economic Cooperation and Development. Together, we’ve been addressing human rights such as child labour and gender equality and improving agricultural practices of small-scale arabica coffee farmers in the Jimma and Illubabor regions. Read about last years’ activities in our [2023 Group Sustainability Report](#), on page 29.

In 2024, our collaboration focused on coffee’s carbon footprint assessment and farmers’ Living Income. We thereby utilised ECOM’s greenhouse gas (GHG) calculator, **Green Meter**, and measured the carbon footprint of coffee from 87 farmers, finding an average farm-level carbon footprint below 1 tCO₂e per tonne of green coffee.

This promising result highlights opportunities to further support farmers in climate adaptation by:

- Distributing drought-resistant, high-yield coffee varieties
- Enhancing agroforestry systems and soil health
- Conserving vital community ecosystems

Regarding Living Income, 56 farms in Illubabor and 20 farms in Jimma were surveyed and analysed using the Anker and KIT Living Income methodology. The results revealed an average gap between actual and benchmark Living Income of 77% and a very high dependency (99%) on earnings from coffee. The analysis considered various farm categories such as household size, region, farming type, land size, etc.

The results indicated that the living income gap decreases with the increase of farmland, while household size, region and farm type did not show a considerable impact on farm earnings. ECOM strives to nurture partnerships with the likes of GIZ within our sustainability engagements thereby following one of our key principles of connectedness and leveraging each other’s capability to have greater impact.



3.20
Providing safe spaces for children

In Côte d’Ivoire, the world’s largest cocoa producer, learning poverty remains a critical concern. According to the most recent international evaluation, only 40.4% of students reached a sufficient level or higher in reading by the end of primary school, while 59.6% of students were not able to read a simple paragraph. In math, only 17.2% of students reached a sufficient level or higher. A staggering 82.8% were not able to perform simple operations. Child labour remains widespread in cocoa-growing regions, where many children perform hazardous tasks that keep them out of school, such as land clearing and handling harmful chemicals. Weak school infrastructure and poor teaching quality further discourage education, contributing to low attendance, heightening the risk of child labour. Addressing these challenges is a key priority for the Ivorian government.

To support this effort, CLEF – a coalition of government, industry (including ECOM) and philanthropic partners – is working to improve access to quality education in the cocoa-producing regions of Côte d’Ivoire. It aims to develop school infrastructure, train teachers in effective pedagogical practices, and engage parents in their children’s learning.

By uniting a wide range of partners, in its first full year of operation in 2024, CLEF managed to train 7,054 teachers in effective teaching practices, along with 120 national trainers and 300 pedagogical advisers and inspectors. An accelerated learning programme integrated 4,277 out-of-school children, 44% of them girls, into formal education, many of whom had never previously attended school. CLEF also provided 143 motorcycles to pedagogical advisers to help them support teachers in remote areas.

Looking ahead, CLEF plans to build and equip 35 new schools across its six target regions in 2025. By 2027, it aims to improve learning for 4 million children, support 1.6 million parents in engaging with their children’s education, and integrate 19,800 out-of-school children into the formal school system.

ECOM is proud to be a founding member of CLEF, which has secured nearly 78.6 million Swiss francs in funding from partners.

3.21

Conflict in origins

Several of our sourcing regions have experienced conflict historically and, in some cases, this continues today. ECOM recognises its responsibility to navigate these complex environments with care. Our goal is to minimise the negative impacts of conflict and criminal activity on our operations, workers, producers and local communities, while continuously monitoring political developments and adapting our approach accordingly.

We assess the risk of conflict in our origin countries and respond with appropriate security measures to safeguard our staff and supply chain partners. Clear protocols are in place to protect our teams working in high-risk areas, ensuring they operate with safety as a top priority.

In Ecuador, growing insecurity has affected both producers and ECOM field staff. Due to widespread safety concerns, many producers are reluctant to engage with new commercial initiatives or share personal information, fearing theft or exploitation. To maintain trust, our field teams now notify producers in advance before making contact and continue to prioritise relationships with long-standing partners established prior to the escalation in security risks. Word-of-mouth is also an effective, albeit informal, strategy to build trust between field technicians and producers.

Conflict and instability can undermine loyalty and traceability in supply chains, as producers may be forced to sell their goods opportunistically. Even in areas where conditions have improved, issues like corruption can continue to pose challenges. Read more about this in Andres Leon's interview in our [2024 Cocoa Sustainability Report](#).

In these environments, up-to-date, local knowledge is essential. Understanding the realities on the ground enables us to manage risk effectively and operate responsibly in regions affected by conflict and instability.



4 Protecting and regenerating nature

“Climate-friendly farming has a big role to play in protecting and nurturing the environment. It exists under the broader umbrella of regenerative agriculture and brings important benefits such as replenishing soil and encouraging biodiversity.”

Ana Nicod

Global Head of Climate Change Strategy

4.1

Protecting and regenerating nature

Our focus

The effects of climate change pose a significant risk to the future of commodities, particularly the wellbeing of producers in supply chains. Increased incidence of extreme weather events threatens the livelihoods of producers as they make crop cycles unpredictable and affect global supply. ECOM is committed to protecting and regenerating nature, as well as improving producers' resilience to the effects of climate change, in collaboration with partners and clients. To do this, we strongly encourage the implementation and development of sustainable agricultural practices and the promotion of initiatives designed to build resilience and mitigate those effects.

We align our policies with applicable local, national and international regulations as well as leading sustainability frameworks. In 2024, we strengthened our **Environmental Policy** to reflect our ongoing commitment to addressing climate change, deforestation and forest degradation across our operations, direct sourcing and partner-sourced supply chains. The updated Policy now incorporates the requirements of the **EUDR** and outlines our approach using tools such as the ECOM Research Deforestation Analysis (ERDA) and the **Deforestation Verification Protocol (DVP)**. It also provides greater clarity on how we engage with partner-sourced supply chains to meet these standards.

Our commitments

- Optimising our natural resource management practices
- Improving farmer resilience to the effects of climate change
- Becoming a Net-Zero company in our Scope 1, 2 and 3 emissions by 2050



4.2

Climate change

The effects of climate change are becoming increasingly evident, marked by greater variability in seasonal patterns, shifting rainfall and more frequent extreme weather events. These disruptions pose significant challenges to agricultural cycles, impacting both our operations and the livelihoods of the producers we work with.

Beyond the direct effects on production, climate change also threatens food and water security, undermines economic stability and places further strain on already vulnerable farming communities. This growing uncertainty extends to commercial markets and commodity pricing, complicating efforts by producers, traders and clients to plan effectively and manage risk across the supply chain.

Producers across the globe are increasingly affected by the impacts of climate change. In 2024 alone, Vietnam experienced significant shifts in rainfall patterns, Brazil faced severe frosts followed by extended periods of extreme heat and drought, and West Africa, where most cocoa is grown, encountered abnormal weather conditions in addition to disease. These events caused widespread crop damage and reduced yields, placing additional pressure on farming communities.

In response, we remain committed to supporting producers in building long-term resilience. Through measurable targets, applied research and predictive modelling, we design and implement tailored projects and initiatives designed to mitigate the impacts of climate change and strengthening the sustainability of agricultural systems. Our SMS teams on the ground are vital in this endeavour.

We remain committed to achieving Net Zero by 2050 and to identifying, preventing and addressing deforestation across our supply chains. In line with the requirements of the EUDR, we have implemented robust systems for monitoring, risk assessment, due diligence and remediation in all EU-bound cocoa and coffee supply chains. This is through deploying ERDA, our deforestation identification tool across our cocoa and coffee supply chains, as well as implementing the DVP, a standardised procedure for verifying automated deforestation alerts at farm level. The DVP ensures that farms flagged as deforested are verified to avoid the unnecessary exclusion of producers from our supply chain.

Further due diligence measures are outlined in ECOM's EUDR Risk Assessment Methodology, which supports compliance with the regulation and complements our broader due diligence approach.

4.2.1

Harnessing technology to mitigate climate change

In 2024, unusual weather patterns disrupted crop growing and harvesting across several key origins, reflecting the increasing impact of climate change. In Brazil, an extended period of extreme heat and drought during September reduced production potential significantly. This occurred after a much warmer-than-normal dry season, which had resulted in soil moistures falling into significant deficits. Vietnam also experienced insufficient rainfall and unusual heat, putting at risk robusta coffee production. However, high coffee prices allowed farmers to use increased inputs and irrigation to offset the effect.

A science-based approach

To address the growing impacts of climate change, ECOM Research is harnessing science and technology to improve forecasting of how shifting weather patterns affect agricultural harvests. In Ecuador, for example, excessive rainfall would create a less suitable environment for growing cocoa, due to increasing the risk of crop diseases. Local rainfall patterns are linked to changing ocean temperatures, which we monitor continuously off the country's coast. Higher-than-normal temperatures are responsible for increasing rainfall in this region, enhancing the risk of disease incidence. Cooler waters near the coast are responsible for reducing rainfall rates, sometimes to levels that mean costly irrigation is of particular importance to the crop. ECOM Research pays particular attention to the El Niño and La Niña cycles and how these are likely to interact with an underlying change in climate patterns.

Ground-based research

In West Africa, rising temperatures combined with dry winds from the Sahara, known as the Harmattan, have depleted soil moisture and caused damage to cocoa trees. In 2024, the region experienced the fifth-strongest Harmattan season on record, increasing the need for above-average rainfall to support recovery. To monitor these developments, we operate weather stations across key cocoa-producing areas to track Harmattan intensity and rainfall patterns.

By integrating weather data with field observations, such as pod counts on trees, we are able to forecast production levels for cocoa and coffee more accurately. Our analysts use this information to assess crop conditions and anticipate market trends, helping guide trading decisions. While the primary objective is to support our business operations, we are increasingly working to share these insights with farmers through our sustainability programmes, helping them adapt to changing conditions and improve resilience.



Satellite data

Satellite data plays a crucial role in our efforts to combat climate change and protect our supply chains. Imagery from satellites is especially important in assessing deforestation risks, a major driver of climate change. By leveraging satellite data, we have developed a more accurate model for detecting deforestation, as existing public datasets often misclassify activities such as tree pruning and replanting as deforestation. Our system, developed in-house by ECOM Research, is called ERDA (ECOM Research Deforestation Analysis).

In addition, we have adapted ERDA to remotely monitor illegal mining operations in West Africa. This helps our sourcing teams target areas that require closer attention while steering clear of regions with high risks of illegal mining activities.

Applying artificial intelligence (AI)

Climate change is also shifting the regions suitable for different types of crops. As part of our research into cocoa suitability across West Africa, South America and Southeast Asia, ECOM Research have built a machine learning model to predict future growing conditions using current climate data. The model analyses the environmental factors where cocoa currently thrives and combines that knowledge with projected future climate scenarios for the coming years and decades. This enables us to identify which areas may become less suitable for cocoa cultivation in the future. This approach will also allow us to more clearly identify any areas (or origins) that could potentially become more suitable than they currently are for cultivating cocoa and coffee.

Early findings indicate a general decline in suitable growing areas due to rising temperatures. While increased rainfall in some regions may partially offset this trend, it is uncertain whether it will be sufficient. The scientific consensus is clear: cocoa production, like much of agriculture, is entering a period of significant uncertainty. By continuously monitoring climate data and applying advanced technologies, ECOM's research team is working to stay ahead of these changes and support long-term resilience.

In the face of global climate challenges, emerging technologies are becoming essential tools. They help us better understand shifting environmental conditions and equip growers with the knowledge and strategies needed to adapt and to mitigate the effects of climate change.

Climate change continued

Spotlight



4.2.2

Combating climate change in Vietnam

The impact of climate change on agriculture is significant in coffee-growing regions with delicate climates and given the delicate nature of the coffee plant. Increased temperatures and changing precipitation patterns lead to greater risk of disease, mould or conditions that are too dry for the cherries to mature, resulting in lower yields and quality. In Vietnam, the effects are being felt.

To combat this, we are implementing various initiatives to help producers adapt to these changes. One such initiative promotes the planting of fruit trees, which provide vital shade for coffee plants and an additional income stream for the producers. The soil also benefits from extra nutrients from the improved biodiversity, preventing soil erosion and nutrient depletion. Having a variety of trees on a farm of any kind is beneficial for soil health. Diverse root systems improve soil structure and water flow, while organic matter from fallen leaves helps suppress pests and disease.

We are also connecting producers to insurance companies to safeguard their crops against climate risks. With support from the International Finance Corporation, our SMS team offers loans to producers for irrigation systems, ensuring access to water during droughts or in drier regions.

SMS has also been offering producers training on climate change, GAPs and adaptation strategies, enabling them to maintain stable and sustainable coffee production in Vietnam.



4.2.3

Contributing to conservation in Peru

ECOM's Carbon team is collaborating with Fronterra, a Peruvian project developer that specialises in nature-based solutions in partnership with local communities. Together, we're working on a conservation initiative in the Sierra del Divisor ecosystem, located in the Peruvian Amazon.

The project seeks to establish a conservation model that brings together public, private and community efforts to protect this critical area. Its focus is on preserving primary forest, promoting sustainable rural development, and engaging local communities in practices that support biodiversity and help mitigate climate change.

Our goal is to prevent deforestation and safeguard at least 1.6 million hectares of this unique ecosystem, while also protecting the rights and territories of indigenous communities living in voluntary isolation. At the same time, the project aims to create sustainable alternative livelihoods for residents, ensuring long-term environmental and economic resilience.

Key components include control and surveillance, biological monitoring and research, sustainable economic activities and carbon impact certification. ECOM will commercialise the carbon credits generated from avoided deforestation thanks to the project and will provide a market for the cocoa produced in the area.

In its initial stage, the project is expected to reduce emissions by 121,664 tCO₂² annually and by approximately 3.65 million tCO₂e over 30 years. This initiative represents a major contribution to ECOM's climate action, biodiversity conservation and community-led sustainable development.

4.3

Developing resilient farming

Resilient farming refers to agricultural practices and strategies that help producers adapt to and recover from a wide range of challenges. These include environmental pressures such as extreme weather events, pests and diseases exacerbated by climate change, as well as socio-economic factors such as market volatility. The focus is on building systems that can withstand disruptions, while maintaining long-term productivity.

At ECOM, we support producers in adopting practices that not only enhance yields, but also protect, enrich and preserve the soil and surrounding environment. By promoting resilient farming methods, we aim to strengthen the sustainability and stability of agricultural communities in the face of growing uncertainty.

Regenerative agriculture

Regenerative agriculture is a farming approach that focuses on restoring and enhancing the health and biodiversity of soils, ecosystems and communities. It goes beyond traditional ways of farming by actively rebuilding the environment that has been degraded by intensive and unsustainable farming practices, its goal being to create a more resilient, productive and ecologically balanced farming system.

Across our direct supply chains, we provide training and technical support to producers to implement climate-smart agricultural practices and strategic initiatives for regenerative farming. These include the use of composting and mulching, as well as applying organic instead of synthetic fertilisers.

Read more in the **Managing change through transparency and traceability** section.

Spotlight



4.4

Increasing sustainable fertilisers

Fertile and healthy soil is the foundation of any sustainable agricultural system. Solid organic fertilisers, such as composts, and liquid solutions, such as biols, play an important role as biostimulants, in moderate amounts, to stimulate plant growth and development. Organic fertilisers offer multiple advantages, such as improving the solubility of nutrients, facilitating the fixation of atmospheric nitrogen in the soil, increasing resistance to drought, salinity and pathogens, enhancing crop growth, restoring soils damaged by agrochemicals, and revitalising contaminated soils.

As part of its commitment to introduce sustainable agricultural practices across all the farms it operates, ECOM's SMS Costa Rica team eliminated the use of synthetic insecticides back in 2015. More recently, it introduced a strategy based around four pillars: genetic material, crop management, climate change and soil health.

The approach has seen the SMS R&D team develop two innovative organic fertiliser products: SMS Biol and SMS Pellet. SMS Biol is produced from the wastewater from coffee processing, creating a circular economy that can provide affordable solutions for producers. SMS Pellet is a fertiliser enriched with organic matter, which can reduce farms' emissions by replacing synthetic nitrogen sources.

The SMS team in Costa Rica is now collaborating with colleagues in Mexico to develop biols using wastewater from the wet process in which the beans are extracted from the coffee cherries in Veracruz and leachate from cocoa fermentation at our plant in Chiapas.

The implementation of technologies to manage and transform waste into value-added materials contributes to the sustainability of the industry and reduces environmental risks in agricultural areas. In coffee farming, coffee pulp and mucilage are the main residues, representing 57% of the volume of cherries processed.

Currently, in AMSA operations in Ixhuatlán and Huatusco, up to 6,000 m³ of coffee pulp are produced, equivalent to 4,000 tons of pulp for composting and 4.5 million litres of mucilage. For this reason, the action plan for the production of enriched composts is broken down, first in the pilot phase, and then the investment needed to carry it out on a large scale is determined. This initiative proposes to use local raw materials to enrich the compost. Such a product can have a sale price of between \$1,200 and \$2,700 per ton, which is 2.7 times higher than the price of compost derived from the process that is currently carried out.

Resilient farming continued

Spotlight



4.5
Low carbon coffee in China

ECOM and the Chinese Ministry of Environment Foreign Cooperation Centre (FECO) established a partnership in 2024 to provide tailored carbon footprint calculations for Chinese coffee. As coffee cultivation is rapidly expanding in China, the initiative also offers shade tree advice tools and other knowledge resources to support producers in adopting sustainable practices.

Through this agreement, ECOM and FECO will conduct pilot demonstrations in Yunnan Province to explore solutions to grow low carbon coffee within communities. This will promote the creation of a green value chain for the industry, which will integrate environmentally sustainable practices at all stages.

The partnership will also support capacity-building initiatives for stakeholders, including policy researchers and coffee producers, to encourage their participation in sustainable coffee production and consumption, enhance the resilience of communities to respond to climate change, and advance low carbon community development.

Additionally, the two parties will collaborate to develop coffee and shade tree varieties suited to China's specific climate and soil conditions. Together, these efforts will contribute to a more resilient and sustainable coffee industry in the country.



4.6
Research partnerships for coffee innovation in China

China's coffee industry is growing rapidly, but like the rest of the world, it faces climate challenges such as increasingly unpredictable temperature and rainfall variations, unstable yields, and the spread of pests and diseases.

Since 2002, ECOM has worked closely with French agricultural research centre CIRAD to tackle these risks. This collaboration has led to innovations such as new hybrid coffee varieties, now used in regions such as Yunnan, China.

In 2024, this research was showcased during the China-France Environment Month, organised by the French Embassy in China. Hosted by ECOM Pu'er Tianchen Coffee and supported by partners including the Kunming Institute of Botany, the Chinese Academy of Sciences, Rainforest Alliance and the Xiaobaozi Coffee Plantation, the event demonstrated the benefits of newfound research such as shade tree advice and new CIRAD-ECOM coffee varieties.

Attendees – including coffee roasters, traders, quality experts, researchers in coffee agro-ecology and other industry practitioners – also visited an agroforestry coffee demonstration plot to see new farming techniques in practice, such as composting with coffee residue.

4.7

Protecting natural resources

Protecting natural resources is essential for maintaining the balance of ecosystems that support human life and economic stability. We are committed to minimising negative impacts and preventing further deforestation or land conversion. Our goal is to ensure the responsible management of the planet's finite resources, and we continuously look for opportunities to implement actions to address the challenges of climate change. As a company working in the agricultural industry, we want to ensure the long-term productive potential and environmental functions of resources, including soils, water, animals and plants, and avoid any significant conversion of natural and/or critical habitats by ECOM or our suppliers.

Managing deforestation and land use

Forests are essential for the wellbeing of our environment and mitigating the impacts of climate change. The majority of global deforestation is driven by agricultural expansion and, as a global commodity trader of deforestation-linked commodities, it is our responsibility to prevent future deforestation events throughout our entire supply chain.

We do this through a combination of remote sensing tools and ground truthing that enables us to detect deforestation events within our supply chains. When risks are identified, we take concerted action to prevent future deforestation events and align with environmental and social regulations.

ECOM maps and analyses coffee and cocoa farms that are part of its supply chain to establish whether deforestation has occurred within the farm boundaries since 31 December 2020, based on our commitment, or earlier in the case of specific programmes with differing cut-off dates. We also check whether the farms are located close to or within protected forest areas and carry risk of future deforestation.

ECOM measures deforestation using its proprietary remote sensing technology, ERDA. ECOM began to develop ERDA in collaboration with a remote sensing expert group at Cranfield University in late 2022, with the primary aim of measuring deforestation within ECOM's supply chains more accurately.

To create an enhanced remote sensing tool, radar technology was chosen to overcome common issues encountered in publicly available deforestation assessment methods. An advantage of using radar data is that it can

penetrate through the tree canopy, allowing for a measurement of the underlying woody biomass.

Leveraging the fact that crop trees such as cocoa and coffee have significantly less biomass than forest trees, we are able to better distinguish between forest tree removal and farm management events.

The deforestation risk assessment carried out for each farm consists of measuring the area of deforestation within its boundaries since 31 December 2020. A level of risk is assigned to each farm according to the following categories:

- **No Risk:** No deforestation since the cut-off date
- **Negligible Risk:** Deforestation of less than 0.1 hectares since the cut-off date
- **High Risk:** Deforestation greater than 0.1 hectares since the cut-off date

Where ERDA identifies potential deforestation, we halt sourcing and initiate the DVP for validation. This two-tiered strategy prevents unnecessary farm exclusions due to false positives, ensures supply chain stability, and maintains long-term relationships with farmers and suppliers.

ECOM has established a robust Future Deforestation Risk Assessment, supported by targeted action plans to help mitigate future deforestation risks in relevant supply chains. In addition to prevention, we are also committed to forest restoration. We collaborate with partners to develop initiatives targeted at regenerating degraded forest areas, and we continue to explore technologies and incentive-based programmes that promote reforestation and long-term environmental stewardship.

To verify potential deforestation events, we use ECOM's DVP to validate findings. If deforestation has occurred, we prioritise remediation efforts to support the affected farms. Where remediation is not feasible, we reserve the right to redirect volumes as a last resort.



Protecting natural resources continued

Spotlight

4.8

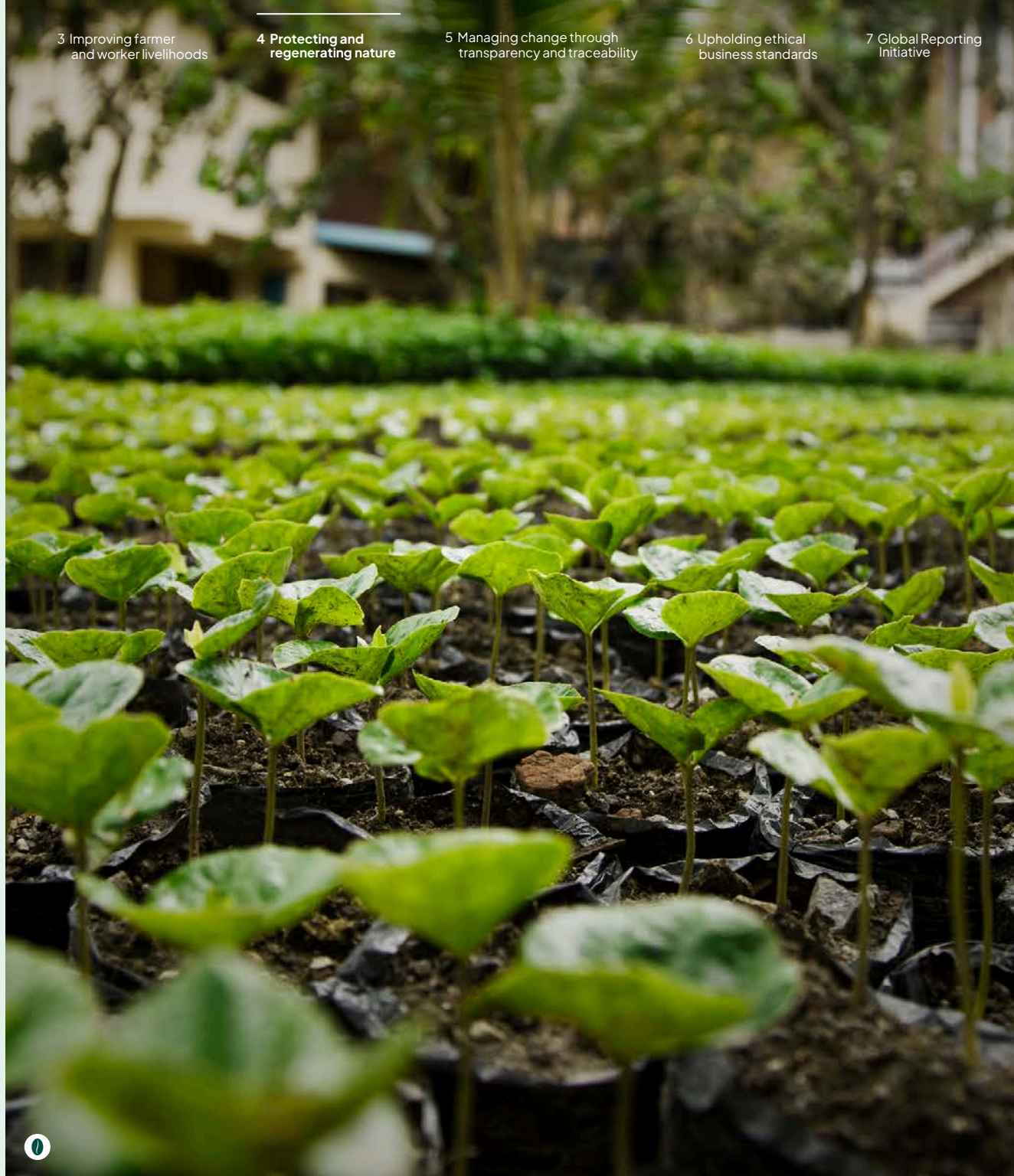
Starbucks 100 Million Trees Initiative

In 2015, Starbucks, in collaboration with Conservation International committed to a bold challenge: delivering one new rust-resistant coffee tree to coffee farmers in places most affected by coffee leaf rust, for every bag of coffee sold in participating Starbucks stores in the United States between September 2015 and December 2016. Coffee rust is a plant fungus that damages the trees' ability to produce and can have devastating impacts on entire farms. Recognising the programme's positive impact, Starbucks expanded the effort and committed to deliver 100 million healthy coffee trees to farmers in Mexico, El Salvador and Guatemala by 2025.

The program's primary goal is to help farmers replace aging or disease-affected coffee trees with new, rust-resistant varieties. By replacing aging trees, or those impacted by disease, we can create a sustainable and long-term supply of coffee while improving farmer livelihoods.

As a collaborator and participant to the initiative, ECOM is responsible for supplying Marsellesa seeds to participating farmers and overseeing all nurseries across the three countries producing coffee trees for the 100 million trees initiative. Marsellesa is a coffee variety known for its rust resistance and high yield potential.

With Starbucks 100 million tree initiative goal in sight, the collaboration sets a benchmark for scalable, impact-driven agricultural sustainability.



4.9

Emissions reductions targets

Understanding our emissions

In 2022, ECOM Research assessed the risks in deforestation and climate change in our supply chains, and measured emissions from land use change (LUC). In the same year, we successfully completed our KPI ‘Establish a carbon reduction roadmap for cocoa by the end of 2022’ and ‘Quantify GHG emissions for Scope 1 (direct operations), 2 (purchased energy) and 3 (indirect impacts) in our operations and supply chains by the end of 2022’. We quantified our Scope 1, 2 and 3 GHG emissions, and adjusted our baseline year for our GHG emissions reduction targets to 2022. Read more in our [2022 and 2023 Group and Cocoa Sustainability Reports](#).

ECOM continuously updates our approach to carbon accounting by aligning with the latest industry standards and methodologies. Our total corporate carbon emissions were 20.1 MtCO₂eq in 2024. The methodology applied follows the draft GHG Protocol Land Sector and Removals Guidance, as well as the methods proposed in the World Cocoa Foundation (WCF) – GHG Accounting Manual for Cocoa. To align with this latest guidance and to reflect better data availability, we have re-baselined our 2022 carbon footprint to 21.1 MtCO₂eq, covering Scope 1, 2 and 3 emissions across all Group operations.

Compared with the updated 2022 baseline, 2024 Scope 1 and Scope 2 emissions showed slight changes, driven by improved data availability and increased production levels.

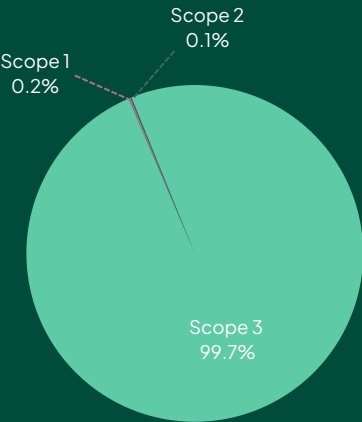
By continuously increasing traceability in our commodity supply chains, we have been able to calculate the direct land use change emission factors annually. Compared with our updated 2022 baseline, our absolute emissions for cocoa and coffee have decreased by 13% and 6% respectively, one of the main reasons being the reductions in LUC emissions. Our total FLAG emissions have increased by 1% compared with 2022 and our FLAG land management emissions have increased 25% due to an increase in our sourcing activities. Our FLAG LUC emissions have decreased overall by 10%. In total, our Scope 1, 2 and 3 emissions have reduced by 4.7% compared with 2022.

The collection of primary data at the farm level is essential for accurate assessments of carbon impacts, as well as informing ECOM and our customers on decarbonisation strategies. In 2024, we launched our carbon calculator called Green Meter. It is designed to accurately measure the carbon footprint of key commodities (cocoa, coffee and cotton) from farm to port with primary data and can calculate land management emissions at farm level and carbon removals. It is expected that we will be able to measure and capture reductions and removals for emissions of our main commodities to support us in achieving our Net-Zero goal.

2022 (tCO₂e)

Show emissions split across Scope 1,2 and 3 of 2022

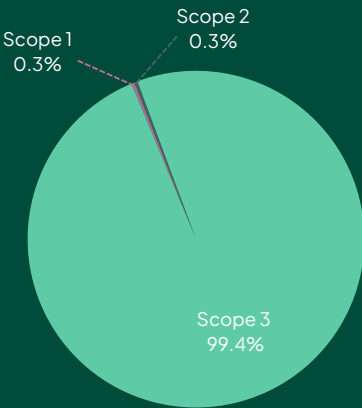
Scope 1	60,197
Scope 2	51,974
Scope 3	20,986,488



2024 (tCO₂e)

Show emissions split across Scope 1,2 and 3 of 2024

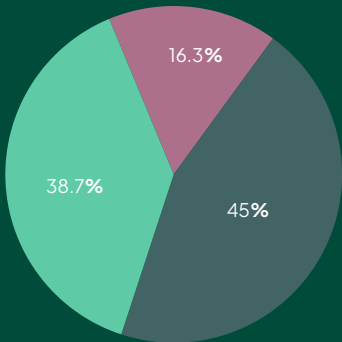
Scope 1	59,060
Scope 2	53,335
Scope 3	19,995,054



2024 Footprint (tCO₂e)

Split of emissions on land use change, land management and non-FLAG for 2024

Land use change	9,056,337
Land management	7,774,657
Non-FLAG	3,276,208
Total	20,107,448



4.10

Green Meter

In 2024, we officially launched Green Meter, a carbon footprint calculator designed to accurately measure the carbon footprint of key commodities, cocoa, coffee, and cotton, from farm to port. Independently reviewed by SustainCERT, Green Meter plays a pivotal role in supporting our ambition to reach Net Zero by 2050.

Green Meter enables precise tracking of land management emissions and serves as a reference point for establishing baselines and monitoring changes in carbon performance over time. Aligned with the WBCSD/WRI GHG Protocol and the associated draft Land Sector and Removals Guidance, it provides transparent, actionable insights into our supply chains.

Built using a bottom-up approach informed by the expertise of our sustainability managers and technical teams, Green Meter reflects real-world agricultural practices. It is scalable, multilingual, and specifically designed to function in smallholder farming contexts where other tools often fall short. Its adaptability allows it to be effective across a range of supply chain structures, whether data is traceable to farms, suppliers or processing units, and across all our sourcing origins.

Once data is collected and analysed, Green Meter helps identify emissions hotspots and guides the development of targeted mitigation strategies. It highlights the most impactful agricultural practices for reducing carbon output, while also supporting the design of interventions that can boost farm productivity, improve climate resilience, and reward producers for the ecosystem services their farms provide.

Yazmin Leon Casos, our Global Carbon Manager, explains: “By measuring emissions linked to land management, Green Meter enables us to establish farm-level baselines in our cocoa and coffee supply chains. This helps us better understand actual farming practices and generate detailed carbon footprint assessments. We’ve set a KPI to complete baseline coverage, including both emissions and removals, in our direct origin-sourced supply chains by the end of 2027.”

The primary data generated by Green Meter not only strengthens our ability to track progress but also informs the creation of decarbonisation roadmaps. For instance, it enables the identification of opportunities to implement agroforestry and other climate-smart practices that enhance resilience and reduce emissions. By continuously measuring and validating outcomes, Green Meter ensures our interventions drive meaningful, long-term impact at the farm level.



Green Meter continued

Spotlight

4.11 Rolling out Green Meter in Colombia

The implementation of Green Meter varies depending on the commodity, country and local context. Amalia Muñoz Álvarez, Sustainability Director at ECOM Colombia, explains how the tool was introduced in Colombia.

What happens before fieldwork begins?

The Carbon team visited Colombia and trained part of the team that works directly with farmers in our supply chains. The training took place in the two main coffee-producing regions where we source and have carbon initiatives and focused on how carbon footprinting works, as well as the specific information we need to collect. This includes data on inputs, residues, crop varieties and agroforestry practices.

How does Green Meter help us with our carbon goals?

Green Meter gives us accurate, farm-level data on emissions and removals related to coffee production. It captures information on agroforestry systems (species, number of individuals, age, height), input use, such as fertilisers and pesticides, as well as residues from practices like pruning and wet milling. It also records the goods produced and marketed by the farm along with transport distances, types of vehicles, fuels used, etc., helping us calculate the farm's carbon footprint and removals more precisely.

With this information, we can set measurable targets and monitor our progress over time. Conducting farm visits to gather and analyse this data allows us to identify where carbon emissions occur and where carbon removals happen. That level of detail enables us to shape more effective strategies for reducing emissions across our supply chain.

What are the benefits from an origin perspective?

Green Meter collects detailed data on coffee production, including the quantity of coffee produced, the types and amounts of inputs used (such as fertilisers, pesticides, fuel, electricity and water), and the residues generated during production, like pruned wood, wastewater, and coffee pulp from on-farm wet milling. It also tracks how much coffee is sold to ECOM, how far it travels to our facilities and ports, and how different types of residues are managed.

This comprehensive dataset allows us to identify the main drivers of carbon emissions within a group of farms. It also helps us design strategies that prioritise practices with the greatest potential to reduce emissions. Just as importantly, it shows whether the techniques we are promoting are actually delivering results.

What challenges have you encountered?

One of the biggest challenges is collecting high-quality primary data. Many coffee producers do not keep detailed records, so technicians often rely on field observations and interviews to estimate practices.

Local context plays a major role. In Colombia, production practices and terminology can vary not only by region but even between neighbouring communities. If those differences are not accounted for during data collection, the results may be misleading. That is why it is essential to adapt training materials and make sure field teams are familiar with the local setting before they begin.

Data collection itself also takes time. Visiting a farm, interviewing the producer and completing the surveys can take half a day or more. This is why farmer participation and clear communication are crucial.

What do you recommend to producers and project teams?

In one project in Cauca, we used Green Meter to assess the carbon impact of different practices. Surprisingly, we found that renovation was a major source of emissions. This was due to temporary drops in production following renovation, as well as the emissions from cutting down trees and managing residues. The data prompted us to adjust the project's focus, shifting attention from nutrition to the careful planning of renovation.

This is where Green Meter really proves its value. It gives us a clear view of what is happening on the ground and helps us respond with better strategies. It also allows us to explain the impact of specific practices to producers and show how reducing emissions can go hand in hand with improving productivity and profitability.

Green Meter is becoming an important tool for supporting climate resilience and promoting sustainable agriculture at origin.

As Amalia says, "We now have a reliable tool that delivers trustworthy results. We can show producers how their practices affect their carbon footprint, and why making sustainable changes can benefit their farm. That kind of transparency helps drive real action."



4.12

Energy management

We continue to explore ways to cut down energy consumption and boost efficiency as we transition to a future powered by renewable energy. Adopting alternative energy sources is central to our ambition of reaching Net-Zero emissions. Our efforts range from practical, on-the-ground solutions, such as installing solar panels at our facilities, to more strategic shifts, such as replacing fossil fuels with biomass for high energy demand operations and heating.

Our cocoa processing facilities are the most energy-intensive part of our operations, as processing is essential for producing cocoa ingredients and chocolate products. As a result, they are a central focus of our energy transition strategy. We are currently carrying out energy efficiency audits to identify opportunities for maximising heat recovery and integrating renewable energy sources where possible.

By the end of 2024, 18 of our sites had installed solar panels. These systems account for 8% of the electricity used across our facilities, including both production facilities and offices.

For biomass integration, we are investigating methods to optimise the utilisation of biomass at our facilities. For instance, most dry mills currently combust on-site coffee husk in biomass furnaces. We are assessing new technologies that could potentially enhance energy production while generating valuable by-products that we could integrate back into our supply chain.



4.13

Biodiversity conservation and restoration

Biodiversity loss is exacerbated by deforestation and climate change, and undermines the stability of ecosystems, reduces resilience to environmental changes and diminishes the critical services that nature provides, such as food production, clean water and climate regulation.

Agricultural production is deeply reliant on the health of ecosystems, particularly services such as pollination, natural pest control and water purification. At ECOM, we recognise the importance of preserving biodiversity to ensure long-term agricultural sustainability. We work closely with industry experts and producers within our supply chains to enhance ecosystem health by increasing native vegetation, promoting habitat diversity and restoring degraded natural environments.

Our updated Environmental Policy, released in 2024, outlines our commitment to high environmental standards and the sustainable management of natural resources. These efforts are designed to strengthen climate resilience and protect the long-term viability of farming systems.

We also recognise the critical role of agroforestry in preserving biodiversity. To support this, we engage in collaborative initiatives with clients and actively promote agroforestry practices through our field-based SMS teams.

Spotlight



4.14

Kids' Birdwatching Club in Costa Rica

The Casa de la Alegría (House of Joy) project in San Ramón, Costa Rica, is playing a valuable role in supporting coffee producers and their children. With funding from Nespresso to cover food, uniforms and other expenses, the Casa supports producers' children by providing a safe space, education and access to healthcare. Since the project's launch in 2021, participation has grown from 10 to 30 children and from 12 to 40 parents.

In an extension of the initiative, we are now teaching children about the benefits of birds in coffee farming. Our team in Costa Rica has launched the Kids' Birdwatching Club, aimed at the children, grandchildren, nieces and nephews of Nespresso AAA producers. The club's goal is to educate the children about the importance of birds in coffee cultivation through guided observation, exploration tours and fun, educational activities. With an ageing farming population, it's essential to engage and inspire the younger generation. Innovative ideas such as this help connect children to farming and biodiversity. In 2025, we plan to increase the budget to run three more workshops, purchase binoculars and expand the project to other clusters within our sourcing region in Costa Rica.

However, it's not just children who are learning about birds. A similar initiative aimed at producers – Nuestro Café, Nuestras Aves (Our Coffee, Our Birds) – in collaboration with the Cornell Laboratory of Ornithology, is promoting bird conservation in coffee-growing regions. The programme highlights the vital role birds play in coffee farming by controlling pests and maintaining a balanced, healthy ecosystem. It also raises awareness about the link between biodiversity and coffee production. In doing so, it encourages producers and local communities to adopt sustainable practices that protect the environment and local wildlife and create a more sustainable coffee industry.

4.15

Agricultural productivity

Growing global demand for food requires an increase in agricultural productivity. This increase, if achieved sustainably, ensures long-term food security by maintaining healthy soils, water and ecosystems essential for crop growth. By improving resource efficiency, sustainable practices assist producers to adapt to climate change and reduce environmental impacts, such as GHG emissions and water pollution. Sustainable farming also supports rural economies by promoting fair labour practices and ensuring that agricultural systems remain productive for future generations without natural resource depletion.

ECOM works with producers to find ways to improve productivity in sustainable ways. We aim to achieve this through the use of transformative inputs and good agricultural practices, optimising crop varieties to local conditions, and harnessing new technologies and innovations.

Our team of 1,000+ agronomists and technicians support producers and communities in our direct supply chains. They continuously explore ways to make farming techniques and plants more productive and resilient to pests and disease, as well as assisting and giving advice on various issues producers may face on their farms. This, for example, can include better soil management and diversification to build additional income streams.



Spotlight

4.16

Biofertilisers for agricultural productivity

Our team in Mexico has conducted technological validations indicating that the use of biofertilisers (a consortium of beneficial microorganisms) holds great potential to increase productivity, quality and sustainability in coffee cultivation. These findings are based on the establishment of several plots with cooperating producers, which have shown a positive effect on yield and certain soil parameters.

The specific objectives are to reduce CO₂ emissions resulting from the excessive use of fertilisers, as biofertilisers can reduce synthetic fertiliser usage by 25 to 50%. Another objective is to increase the capture of atmospheric CO₂ in the soil through the increased biomass production in both the above-ground and root systems of the crop. Additionally, the objective is to improve the physical, chemical and biological properties of the soil by enhancing the proportion of stable macroaggregates, increasing carbon content and organic matter, and boosting the diversity and abundance of beneficial microorganisms for both the soil and the crop. The initiative also seeks to increase crop yield and quality, while reducing production costs by lowering the use of fertilisers.

Based on these results, starting in 2023, SMS has integrated the use of biofertilisers into its technological package offered to producers, through two products: Maxifer (*Azospirillum brasilense*) and Micorrizafer Plus (*Arbuscular mycorrhizal fungi*).

In 2024, the process started for the production of our own biofertilisers, and we are in the project development stage to begin field trials in 2025. This is because we are already producing our own products based on coffee waste.



4.17

Soil management

Maintaining and enhancing soil health, including soil structure, ensures fertility and nutrient balance, reduces risks from pests and diseases, and contributes to increased productivity.

Our agronomist and technician teams offer advice, guidance and training on GAPs and alternative, more sustainable, farming inputs such as organic fertilisers as opposed to traditional ones. This is because, over time, we have understood the importance of good soil management and maintenance for plant health, as well as to avoid nutrient depletion on farms. By collaborating with expert partners to explore innovative solutions, we continuously explore ways to make farming better.

Spotlight



4.18

Nurturing soil health in Vietnam

In Vietnam, soil health is declining due to overuse of mineral fertilisers, excessive irrigation and synthetic pesticides. Soil erosion, particularly after heavy rains which wash away topsoil, is another serious challenge and exacerbated by climate change.

To address this, our SMS team in Vietnam provides annual training sessions for producers and leads two dedicated projects to improve soil management. One project is run in collaboration with the IDH Sustainable Trade Initiative and an ECOM client, and the other with Nestlé.

These partners provide organic fertiliser and other soil applications that use organic material to improve soil health, as well as pH improvers that enable soil to achieve the right acidity levels. A further research project, funded by the EU and coordinated by French agricultural research agency CIRAD, is led by ECOM and aims to better understand how producers are using fertilisers.

In addition, ECOM has invested in 10 Agrocates soil scanners to conduct large-scale soil analysis. Using infrared technology, these scanners quickly assess organic matter levels in soil and recommend an appropriate fertiliser, meaning that each soil sample receives a uniquely tailored prescription.

These initiatives help restore and improve soil health, and enable producers to maximise productivity and income while reducing soil-borne carbon emissions.

4.19

Fertiliser and crop management

We actively encourage the producers we work with to reduce and, where possible, eliminate the improper use of chemical fertilisers, pesticides, fungicides, herbicides and other synthetic inputs.

Through our sustainability teams, on-farm integrated pest management strategies are promoted as part of GAP training and certification schemes. Further training includes covering the risk of exposure to pesticides for children and adults, the safe storage of chemicals and the necessary use of personal protective equipment. Tailored, individualised training is also provided, as well as access to follow-up support.

ECOM’s strategy for managing chemical and pesticide use is outlined in our Environmental Policy, and includes:

- Farmer education
- Monitoring and evaluation
- Integrated pest management
- Measures to protect and enhance beneficial insect life
- Restrictions on which pesticides are permitted and their use
- Prioritisation of non-chemical methods
- Grove renewal
- Advocacy
- Pilot schemes of soil health initiatives

We also operate a targeted Integrated Pest Management (IPM) programme in our coffee and cocoa supply chains. IPM aims to restrict the entry of pests into storage areas and to use integrated pest control strategies to limit the use of harmful fumigants and pesticides in the environment. IPM is also integrated into our **SMS Code**, which defines the pesticides we want to see phased out by 2030. The Code is applied for coffee farms to measure compliance with sustainable practices, including the use of pesticides and banned chemicals.

In Mexico, our team has validated the potential of biofertilisers to enhance coffee productivity, quality and sustainability, with field trials showing positive impacts. In 2024, we began developing our own biofertilisers using coffee waste, with field testing planned for 2025.

Spotlight



4.20

Integrated Pest Management training in China

IPM can tackle the problems of pests and the diseases they can bring to plants, while also bringing benefits such as improved biodiversity. To enable producers to better understand the principles of IPM, ECOM Pu’er Tianchen Coffee Co. Ltd. and Rainforest Alliance led a four-day training course in Menglian County in China’s Yunnan Province.

Tailored to local coffee-farming conditions and pest observation records, the training focused on integrated pest management and sustainable coffee quality management from bean to cup. Through theory, discussion and in-field practice, the course showed producers how to balance the ecosystem, enrich biodiversity and reduce the use of chemical fertilisers and pesticides.

More than 30 local producers from ECOM’s coffee supply chain participated in the training. On the final day, attendees surprised the teachers and team by donning ethnic clothing and expressing their appreciation through traditional songs. Representatives from the county magistrate’s office, Rainforest Alliance and ECOM’s SMS team presented the producers with training certificates, souvenirs and environmental education books for children.

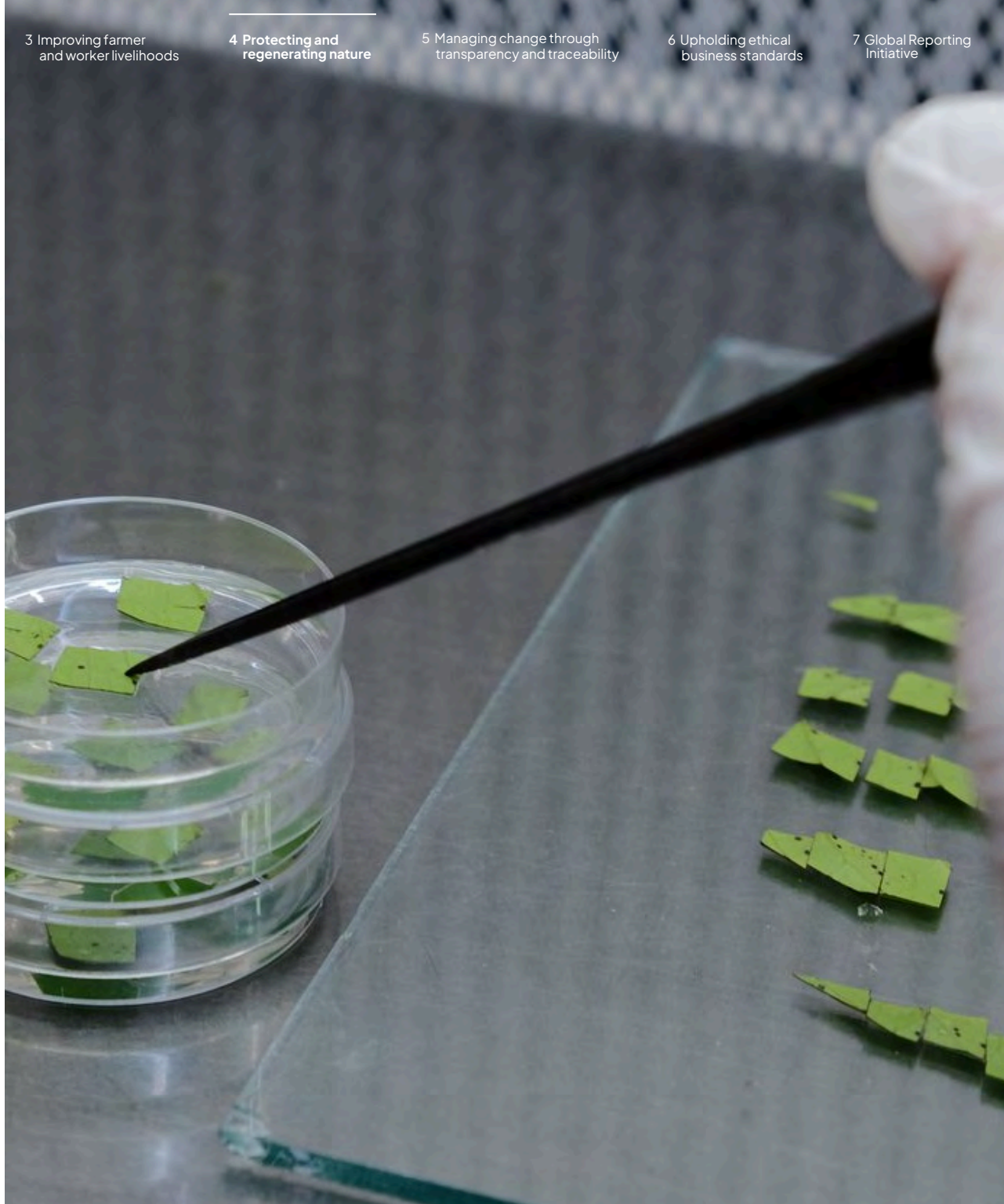
4.21

Genetic diversity of seeds and plants

Genetic diversity is essential in plants because it helps maintain the adaptability of these crops in the face of diseases, pests and climate change, among others. It is also important for the development of new and improved varieties with desirable characteristics such as productivity and quality. By investing in crop varieties to achieve these characteristics, we improve the resilience and economic wellbeing of producers.

Our ECOM SMS team manages a 3 million capacity nursery that uses pioneering technologies to develop plants of high yield and quality that are adapted to climate change. Our varieties are available to producers as seeds, seedlings, acclimatised plants and in vitro plantlets. With good management, our varieties can produce average yields of two to three tons of green coffee per hectare. Please find more information and our seed catalogue under the SMS section of our [website](#).

Additionally, through our Nicaragua-based laboratory, Agritech, we work in collaboration with French agricultural research centre CIRAD to create new coffee varieties that are better adapted to climate change. ECOM and CIRAD have made it possible to develop the coffee chain through the creation of new coffee varieties that are better adapted to climate change, and 30 to 50% more productive than conventional varieties. Find the catalogue [here](#).



4.22

Waste management and utilisation

We aim to recover, reuse and recycle the waste and other by-products of the harvesting and processing of crops, and the packaging of commodities. By embedding the principles of the circular economy throughout our value chain, we can ensure that where waste cannot be avoided, it is disposed of responsibly.

All industrial processes owned or operated by ECOM must implement proper processes for the recycling, reutilisation and disposal of waste. We monitor waste production to maximise the recycling of process waste, as well as ensuring the proper storage and disposal of hazardous and non-hazardous waste. Read more on these processes in our [Environmental Policy](#).

Additionally, our field team explores innovative solutions to turn waste from the production of our commodities into compost and organic fertilisers. As well as avoiding waste, this helps to replenish soil and reduce emissions caused by synthetic fertilisers.

Spotlight



4.23

Paper pots for our seedling nursery

As part of ECOM's participation in the Starbucks 100 million trees initiative, we introduced biodegradable paper pots for Marsellesa seedlings (a coffee variety known for its rust resistance and high yield potential) at the nurseries that ECOM oversees in Mexico, El Salvador and Guatemala, replacing traditional plastic polybags. Known as biodegradable pots, these containers are made from corn starch and support sustainable seedling growth while significantly reducing plastic waste.

Plants are cultivated in biodegradable, plastic-free paper pots filled with inert coconut fibre, using a mechanised process that ensures hygiene and consistency. During development, our SMS agronomy team applies an advanced technological package that reduces chemical fertiliser use by up to 30%, integrating botanical and biological inputs such as beneficial microorganisms and mycorrhizae.

In addition to eliminating plastic, these pots offer further environmental and agronomic benefits. Their lightweight design reduces transport-related fuel consumption, while their breathable structure encourages strong root systems and helps protect seedlings from transplant shock in the field.

This approach is already being scaled across our operations. In 2024, out of the over 3.5 million trees produced in Mexico, over 2.7 million were produced in biodegradable pots (77%), and in Guatemala, the entire production was in them, representing over 4.9 million trees.

The Starbucks 100 million trees initiative's primary goal is to help farmers replace aging or disease-affected coffee trees with new, rust-resistant varieties. By replacing aging trees, or those impacted by disease, we can create a sustainable and long-term supply of coffee while improving farmer livelihoods.

4.24

Water stewardship

ECOM is committed to maximising water use efficiency across our operations and preventing any potential adverse effects arising from our water consumption and wastewater disposal. We actively seek opportunities to control and reduce water consumption across all processes, as well as ensuring the reliable monitoring of discharged wastewater, with consistent treatment to meet local compliance and prevent the impacts on receiving natural watercourses and their ecosystems.

Through collective action at the watershed level, we seek to conserve water resources in ways that benefit both people and nature. We continuously review the sustainability of both current and future wastewater treatment processes to manage inherent environmental and social risks effectively. Our water use and wastewater management are globally overseen through the Water and Wastewater Management Plan, embedded within the Environmental and Social Management System (ESMS). This plan is developed with key reference to the IFC EHS Guidelines.

At ECOM, we actively monitor water consumption, identify opportunities for reduction, and collaborate with expert partners to research and test more efficient water-use methods. We work closely with producers to assist them with implementing water-saving practices on their farms.

Water management

ECOM is one of the largest coffee wet-mill processors in the world, and we take the responsibility that comes with this scale seriously. We are committed to minimising our environmental impact through robust wastewater management and water conservation initiatives. For instance, untreated coffee wastewater contains high levels of organic pollutants and can lead to eutrophication if discharged into water bodies without proper treatment. To prevent this, we ensure all wastewater is effectively processed to safeguard surrounding ecosystems.

While wastewater management is required by certification schemes and local regulations, our goal is to go beyond compliance and meet international standards by ensuring that our practices cause no significant impact on receiving water bodies and pose no risk of groundwater contamination.

In line with our own Environmental and Social (E&S) Guidelines, all wastewater-producing facilities owned by ECOM must undergo consistent treatment and provide an annual discharge analysis to the E&S Global team. High-risk facilities – those discharging directly into rivers or using wastewater for irrigation – must adhere to the Global Wastewater Management Improvement Programme (WWPIP) guidelines, a process overseen by the E&S Global team.

WWPIP undergoes annual revisions and updates, with particular focus on harvest seasons. Enhancements related to wastewater management are assessed and verified by site visits. All facilities enrolled in the WWPIP are required to submit weekly performance indicator reports, as agreed with the E&S Global team and facility management. At the end of each harvest season, actions and analyses at WWPIP facilities are subject to comprehensive reviews validated by third-party consultants.



Water stewardship continued

Spotlight



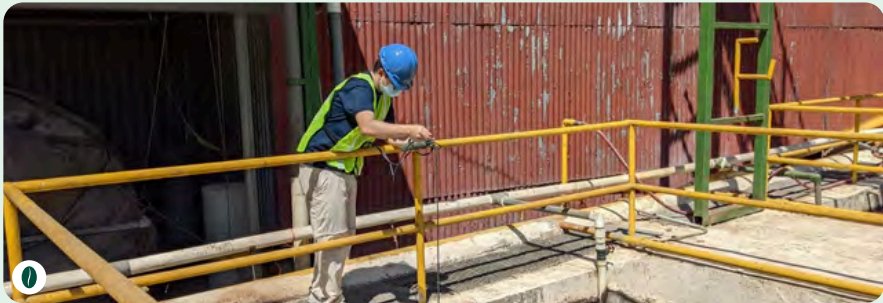
4.25
Improving water quality in Brazil

In Brazil, we are implementing a range of targeted initiatives to tackle water-related challenges.

One key effort involves the installation of biodigesters which act as wastewater treatment systems, preventing soil and water contamination, especially in areas with limited drainage. Installing these devices on rural properties is revolutionising the treatment of wastewater, improving water quality and protecting local water resources. In 2024, we installed 11 biodigesters in Matas de Minas and a further two in Região Serrana.

We also conduct detailed water analysis to assess water quality. Where analysis suggested water was not suitable for consumption, we installed high-quality water purifiers to filter the water and make it safe. In 2024, 29 water purifiers were installed on farms.

To protect the safety and wellbeing of producers and workers, we also carry out blood tests to identify potential health risks. Forty blood tests were conducted during the year, and we aim to maintain this programme in 2025.



4.26
Sharing knowledge for cleaner water

ECOM participated in the 9th IWA Water Resource Recovery Modelling Seminar, held at the University of Notre Dame, Indiana, United States, in April 2024. This event brought together leading researchers and professionals to explore the latest advancements in wastewater treatment modelling.

Mauricio Morera, E&S Coordinator at ECOM, presented the work we have conducted in collaboration with the University of Notre Dame's environmental engineering department – a partnership that has been ongoing for over four years. Together, the two teams have been studying how to apply modelling techniques to improve wastewater treatment at ECOM coffee wet mills.

The focus of the research was one of our specialty coffee wet mills located near San José in Costa Rica. The mill processes coffee using large volumes of water, producing acidic wastewater with high biochemical oxygen demand. This wastewater is treated in a pond system that relies on a complex combination of physical, chemical and biological processes that degrade contaminants naturally and meet environmental discharge standards.

Our research has modelled the pond's behaviour, which helps guide operational best practices and improve the treatment system's efficiency. The research highlights how natural treatment processes can be better understood and optimised using scientific modelling tools.

5 Managing change through transparency and traceability



“Sustainability is built upon traceability and transparency. These two pillars provide the foundation for all ECOM’s sustainability efforts.”

Johanna Tiippana
ESG Compliance Manager

5.1

Managing change through transparency and traceability: Overview

Our focus

A responsibly managed supply chain relies on strong traceability and transparency. While global, multi-layered supply chains can be complex, we see this as an opportunity to strengthen our systems and drive continuous improvement. At ECOM, we have built a long-standing capability in collecting and analysing digital data across a significant portion of our origin-sourced supply chains. This data plays a vital role in informing our risk assessments and developing targeted risk maps, helping us take proactive steps to ensure responsible sourcing.

For cocoa, we disclose our direct origin-sourced supply chain on our website annually, providing stakeholders with detailed information about our sourcing practices and partner networks. Building upon this foundational transparency, we have created an interactive map. This further increases visibility and accessibility, offering a dynamic visual representation of our direct and indirect suppliers in our origin-sourced supply chain. The map enables stakeholders to explore and understand the intricate web of our cocoa supply chain.

Furthermore, we continue to work closely with producers and partners to apply digital tools and technologies to aid us on our transparency and traceability journey, such as the blockchain-based BanQu platform.

With ECOM's Supply Chain Due Diligence Policy, we continue to identify, mitigate, prevent and address potential adverse human rights and environmental impacts across our operations and within our supply chain. In 2024, we conducted a supply chain risk assessment, covering 64 coffee, cocoa and cotton origin countries to assess human rights and environmental risks at country level. Moreover, our supplier due diligence process engaged with more than 1,200 cocoa, coffee and cotton suppliers.

We also maintained 100% traceability to producer organisations/communities for all cocoa beans purchased through ECOM origin-sourced supply chains.

Our commitments

- To ensure responsibility in our supply chains



5.2 EU Deforestation Regulation

The EUDR, initially due to come into force on 30 December 2024, was delayed by 12 months for medium and large companies, and until 30 June 2026 for micro and small enterprises. When implemented, the EUDR will cover all imports into and exports from the EU of cattle, cocoa, coffee, palm oil, soya, rubber and wood. These products must be:

- Produced on land that is free from deforestation and forest degradation
- Produced in accordance with the relevant legislation of the country of production
- Be covered by a due diligence statement

Our compliance actions

During this additional year, we are improving processes and ensuring that everything is in place ahead of the EUDR's implementation. Our strategy focuses on technology, sourcing, traceability, and the adoption and evolution of policies, compliance and risk assessment approaches.

In addition to the yearly due diligence process, we are strengthening our systems and tools to reinforce EUDR compliance of our partner-sourced supply chain. Focusing on enhancing our ability to receive, track and store farm-level data, we have created a comprehensive framework for EUDR compliance by addressing traceability and due diligence alongside our own deforestation monitoring tool ERDA to ensure rigorous oversight and accuracy. We have made strong progress with the deployment of our traceability and mapping technology, implementing a baseline system for short-term compliance with plans for future upgrades to achieve global scale and efficiency.

We are also developing supply chain standard operating procedures, engaging with EUDR-compliant suppliers and refining our process for submitting due diligence statements to TRACES, the EUDR platform. Additionally, we are improving our internal data flows, processes within our factories and data sharing with clients. We keep up to date with the latest legislative updates, FAQs and guidance documents, and engage with working groups such as ECA, ECF and WCF.

Addressing supplier concerns

The EUDR delay has mitigated some uncertainty by allowing us to learn from the efforts made in 2024. However, it has also created uncertainty for some suppliers that are concerned their compliance efforts may not result in financial benefits or EU market access. We continue to engage with our suppliers to ensure understanding of our own and our clients' commitments to prevent deforestation, and to work with suppliers who are ready and taking action. We also want to ensure that more producers have access to the EU market, limiting exclusion.

To achieve this, we provide training/information sessions, implement new technology and initiate client-driven projects, while providing continuous support from our origin and global teams. This approach helps prevent exclusion from EU supply chains and ensures that all producers have the opportunity to participate in the market.

New systems and technologies

We are continuing to roll out our DVP and further verifying any deforestation flags from ERDA. We are noting some false positives and using this additional year to refine the automated checks and validation follow-up, ensuring that we do not negatively exclude any producers with negligible or no risk.

We are also implementing BanQu, a blockchain-based supply chain transparency tool with real-time reporting, in a number of countries, refining mapping and geodata capture through ECOMMaps, and conducting cycle testing from origin data gathering to export ready.

We have also updated our Smarter Cocoa Charter to be more in line with EUDR requirements, and introduced a new KPI to 'Achieve 100% traceability to farmer for all beans by the end of 2026.'

Deforestation Verification Protocol

ECOM's DVP establishes a standardised, Group-wide procedure for verifying the legitimacy of automated deforestation risk identified on coffee and cocoa farms. The Protocol aims to ensure compliance with the EUDR's deforestation component, while minimising unnecessary producer exclusion. When ERDA identifies a farm that supplies products to the EU market as having a higher than non-negligible risk of deforestation, the DVP is used to thoroughly investigate the risk.

The DVP comprises four stages, two at desktop level and two at farm level. It focuses on gathering evidence to establish if a farm was under managed agriculture before the 2020 cut-off date. Collecting robust evidence under a clear protocol is required to reinstate the farm in an EU supply chain.

At each stage, the risk of deforestation at a farm is assessed against specific criteria. If the assessor thinks there is a more than negligible risk, the process moves on to the next stage. If at the end of stage four the assessor still feels there is a greater than negligible risk, then a deforestation event is confirmed. Should this happen, the producer would no longer be able to export to the EU.

Such an exclusion, and the loss of sales of their crops, could have a negative impact on the farmer. To mitigate this, we aim to implement a remediation strategy to address the impact, which could involve reforestation and/or payment for an ecosystem services model. This strategy means that while we will have a comprehensive risk assessment process in place, there will also be a route for producers to address failure to comply with the EUDR.

5.3

Supplier due diligence

To support our due diligence efforts in the partner-sourced supply chain, we have been partnering with supply chain mapping specialists Sourcemap. By integrating supplier due diligence and data collection with Sourcemap's platform, we aim to strengthen our monitoring of human rights and environmental risks in our indirect cocoa and coffee supply chains.

In 2024, we reviewed our yearly supplier assessment process, following industry best practice and internal review, to include more targeted and relevant questions for different types of suppliers. The due diligence questionnaire was sent to 1,200 coffee, cocoa and cotton suppliers, with a 37% overall response rate, which was higher than the response rate in the previous year. The questionnaire requests information about suppliers' internal policies, their supply chain and labour practices, and EUDR compliance, as well as requiring confirmation of their commitment to **ECOM's Supplier Code of Conduct**. Results are analysed and we follow up with suppliers on any human rights or environmental risks identified. Where needed, an action plan is established with the supplier to ensure that the risk will be mitigated, following our **Supply Chain Due Diligence Policy**.

5.4

Integrity powered by BanQu – a tool for transformation and change

ECOM has partnered with BanQu to further develop our first-mile data collection and supply chain transparency, with a near-term focus on data collection to help meet the upcoming EUDR. BanQu's patented blockchain technology facilitates an auditable data-collection process that allows ECOM to digitise our first-mile supply chain traceability and streamline producer data collection. While the initial focus is on a baseline system offering to achieve maximum coverage for EUDR readiness, the longer-term strategy is to facilitate increased sustainable and traceable data-collection as we connect new supply chains and sourcing through the platform.

Focusing on essential data collection for maximum adoption and compliance, rapid deployment was achieved in 2024, while still ensuring scalability and efficiency as improvements continue to be made. BanQu was initially tested in Vietnam for coffee and Nigeria for cocoa, providing valuable insights that allowed ECOM to address local and commodity-specific challenges before rolling out the system more widely. This method helped ECOM test and refine the system in different sourcing countries with complex commodity supply chains, and gain learning that can be replicated across a global scope for rollout to ECOM's many supply chains.

In 2024, Integrity powered by BanQu was deployed in eight operations. The process involved standardising critical data collection and compliance mapping, while incorporating the necessary tailored updates to fit each country's unique supply chain processes. Throughout the rollouts, local 'BanQu champions' were identified and trained in each operation to promote the platform's use and lead user training sessions in each region. As a result, ECOM migrated a significant number of producers to the platform and completed thousands of transactions during the harvest seasons. The rollout will continue throughout 2025, with ECOM confident that Integrity powered by BanQu will help support our commitments to a more transparent and traceable supply chain.

Spotlight



5.5

Collecting and sharing farm data in Vietnam

In Vietnam, IDH has led a pre-competitive initiative to develop a system to collect and share farm data with all coffee companies in key coffee-growing districts. Unlike conventional models, this collaborative system is more inclusive, covering all producers, not just those in our direct supply chain. It is also more cost-effective, as it reduces reliance on private data providers. To date, the system includes data from approximately 150,000 coffee producers in total. ECOM has contributed data from 9000 producers.

In 2024, we achieved a major milestone in scaling this system when the Vietnamese Ministry of Agriculture launched its national producer database, building on a pilot established by 12 companies, including ECOM and IDH. Within a year, the database aims to cover 100% of the coffee and rubber producers included, ensuring EUDR compliance. While expanding this effort to cover an additional 500,000 producers by 2025 presents challenges, this initiative nonetheless marks a significant step toward a more transparent and deforestation-free coffee industry.



5.6

Knowledge sharing through social media

The Customer Support and Monitoring Centre (CASC) in Mexico provides real-time, accurate information to coffee producers in Mexico, addressing questions related to coffee farming. Established in 2021 as a response to the pandemic, CASC was created to offer remote guidance when in-person meetings were not possible, strengthening connections between producers and AMSA.

CASC is primarily operated by students from various universities and participants in the ‘Young People Building the Future’ programme. Its central node is in Huatusco, Veracruz, and it serves multiple states, including Chiapas, Oaxaca, Puebla and Veracruz. Each branch offers support through videos, virtual talks and in-person meetings, while kiosks from the Cultivating Better Lives project also disseminate information.

CASC offers a wide range of services and includes everything from telephone assistance and communication through social media, to in-person visits to branches, thus ensuring comprehensive and effective coverage on topics such as:

- Technical assistance
- Quality
- Certifications
- Sale of certified seeds and improved plants
- Purchases
- Region-specific topics
- Training events
- Calls for proposals
- Podcasts

Since its inception and through 2024, CASC has become a vital communication channel between coffee producers and our SMS teams. Leveraging social media, the platform has generated over 100,000 interactions, connecting producers with others who are passionate about coffee. This engagement has strengthened the dissemination of technical knowledge, productivity recommendations, information about regenerative agriculture and calls for participation.

In addition, through platforms such as WhatsApp, we have directly reached more than 2,000 producers in Chiapas, Oaxaca, Puebla and Veracruz. These channels have facilitated over 1,000 documented exchanges on a wide range of topics, including technical concerns, access to certification, feedback and suggestions.

This ongoing dialogue has fostered trust with producers working alongside AMSA, improved response times and ensured the availability of an efficient, accessible communication system. CASC helps us stay aligned with our mission while supporting the economic, social and environmental wellbeing of producers and their families.

CASC is currently active in Huatusco and Veracruz, with plans to expand its services to additional regions in the coming years.

Spotlight

5.7 Advancing markets for US cotton

ECOM is committed to developing long-term strategies that support the growth of sustainable cotton in a way that benefits all stakeholders across the value chain. In line with this vision, the Verde by ECOM programme was launched in 2023 with support from the US Department of Agriculture (USDA) and industry partners. This initiative focuses on delivering value chain innovation opportunities to US cotton producers and is underpinned by third-party certifications to ensure credibility and transparency.

The programme offers impact payments to enrolled producers and provides access to tools that deliver region-specific insights from agronomic and research experts. These tools support data collection, grower enrollment, programme participation and ongoing feedback, enabling continuous improvement and meaningful engagement with producers.

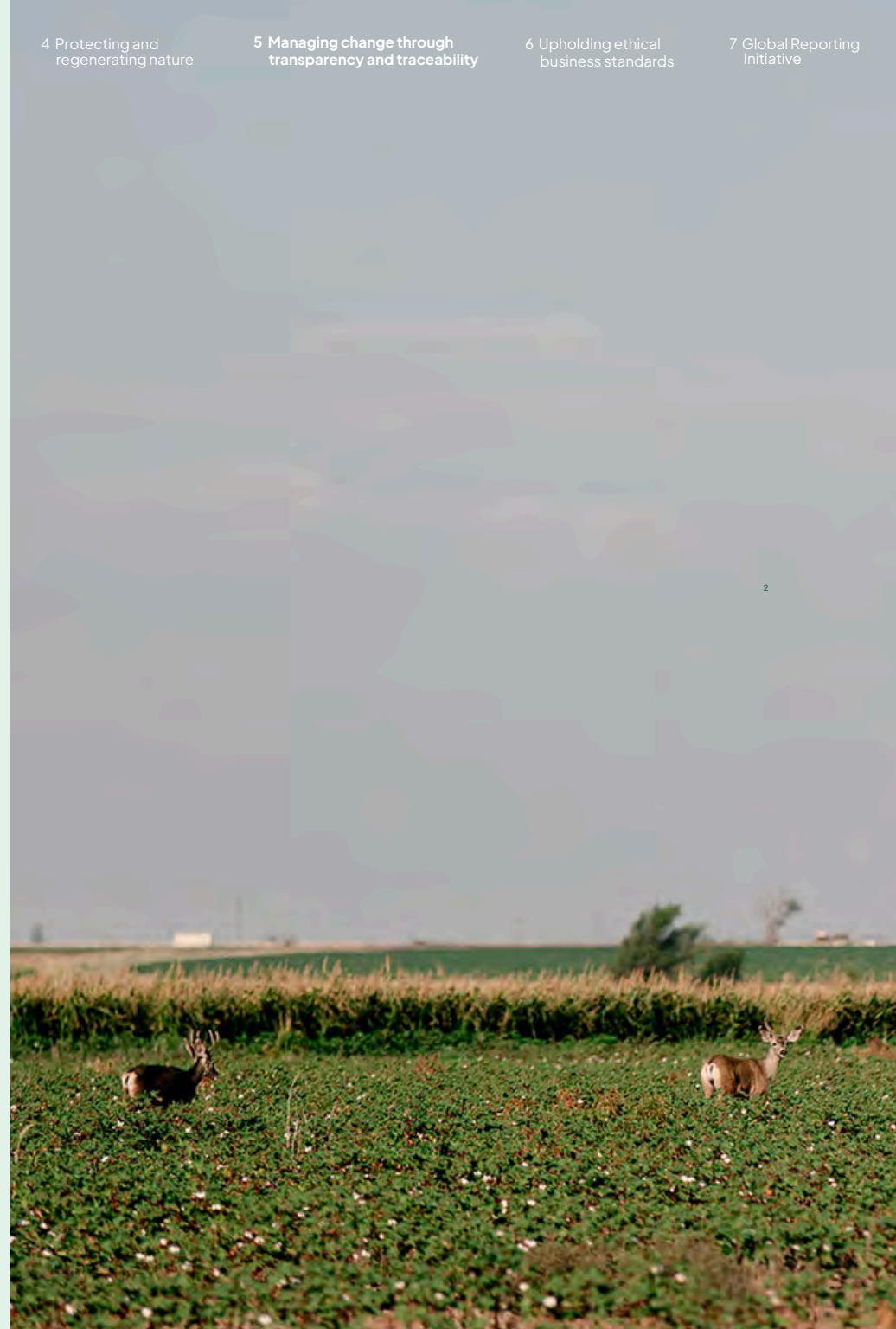
The process begins with targeted outreach to cotton producers and ginners to establish reliable, traceable and third-party verified supply of certified cotton supported by field-level data. After baseline data is collected and producers are enrolled, they implement agreed-upon USDA-NRCS conservation practices such as reduced or no tillage, irrigation water management and integrated pest management, with a strong emphasis on regenerative agriculture principles.

Participating producers select practices based on the specific needs of their enrolled acreage and in alignment with their existing production systems. Field boundaries and associated activities for the 2023 and 2024 crop cycles have been recorded using an MMRV platform. All cotton produced through the programme is fully traceable from farm to mill via the USDA's Permanent Bale Identification (PBI) system.

The programme team had the opportunity in 2024 to implement the programme more broadly, reaching 161 US cotton producers managing the enrolled 150,000 acres from Arkansas, Georgia, Louisiana, Mississippi and Texas, representing just over 300,000 bales of regenagri® certified traceable to the field level. To support growers, educational field days were held in Arkansas and Texas, gathering numerous cotton producers and programme team members.

Looking ahead to 2025 and beyond, impacts at the field level will continue being monitored as the team continues to learn and refine the programme to suit the evolving needs of producers, mills and brands.

This material is based upon work supported by the USDA's Advancing Markets for Producers (AMP) initiative, under agreement number NR233A750004G043.



5.8

Corporate Sustainability Reporting Directive

The EU has postponed the implementation of the CSRD for Wave 2 and 3 companies by two years, and as a part of the Omnibus negotiations, is considering changes to both CSRD and CS3D. Despite the delay, ECOM has conducted its ESRS-aligned Double Materiality Assessment, and we are working towards compliance with the legislation by reviewing our targets and data collection methods.

CSRD establishes a common framework for companies to report their sustainability impacts according to the European Sustainability Reporting Standards (ESRS), making it easier to compare companies' efforts and impacts. Under CSRD, companies are required to collect and publish more data on sustainability topics established as material in their Double Materiality Analysis. Read more in our **Materiality section**. In 2025, we will build our internal data collection capabilities to prepare for a more data-driven approach to sustainability reporting. We will also continue to monitor developments around the Omnibus package, to ensure that we will be ready for any changes within sustainability reporting requirements.

Strengthening due diligence

ECOM is committed to establishing an effective due diligence system to address any human rights and environmental risks in its operations and supply chains. Having a robust due diligence system helps us to prepare for upcoming legislation, including the EUDR and CS3D. In 2024, we updated our Environmental and Social Management System (ESMS), published our first Supply Chain Due Diligence Policy and conducted a supply chain risk assessment covering 64 coffee, cocoa and cotton sourcing countries.

The ESMS outlines ECOM's approach to sustainable and responsible business practices, providing a standardised process for identifying, assessing, and managing environmental and social risks across its operations and supply chain. It serves as the foundational structure upon which each ECOM operation can build and adapt its own ESMS, ensuring it is customised to local contexts while maintaining alignment with the Group's broader sustainability commitments.

The supply chain risk assessment covered human rights and environmental risks, and considered ECOM's presence in each country to determine what follow-up actions are appropriate. Having a comprehensive outlook on our risks across origins allows us to direct resources where they are most needed. Looking forward, we plan to conduct more in-depth analysis of human rights and environmental risks in the highest-risk countries.

The risks covered in the supply chain risk assessment were:

- Cross-cutting factors, such as poverty
- Child labour
- Forced labour
- Right to life
- Right to safety and health
- Right to equality and non-discrimination
- Rights to freedom of opinion, expression, assembly and association
- Right to an adequate wage
- Ecosystem services (including deforestation)
- Climate change effects on communities
- Biodiversity

Throughout 2024, we worked to bring together the results and data from the many projects we have across different commodity areas, ensuring that our efforts were being informed by the actual risks and identifying the best ways to fill any gaps we found. Our supply chain risk assessment has facilitated this process, creating a joined-up approach across our projects and initiatives.



6 Upholding ethical business standards

“ECOM has been a family-owned business for generations. As such, we are proud to uphold the values that bind families together – trust, respect, integrity, honesty and openness. Everything we do is built on these fundamental principles.”

Teddy Esteve
ECOM Coffee CEO

6.1

ECOM Values

In 2024, we launched our ECOM Values. As a global company, we have grown significantly over the years. With this growth, the family values that shaped our early journey required a renewed expression – one that reflects the company we are today and the one we are striving to be.

Consequently, we have defined five core values that serve as the guiding principles for how we operate. They reinforce our ongoing commitment to responsible trading, environmental stewardship and ethical business practices. These values also shape how employees, leaders and teams across ECOM interact with each other and the world around us.

Our values are:

- Innovation
- Inclusivity
- Excellence
- Integrity
- Collaboration

What our values mean for ECOM

Our five core values inform our decisions, drive our sustainability efforts and guide how we engage with our colleagues, partners and communities. Together with our mission statement, they define our culture and decision-making processes, ensuring we always act according to ethical standards. By aligning our actions with these principles, we create a shared foundation for progress, one rooted in responsibility, purpose and impact.

To be successful, a business needs the right people.

Our aim is to recruit employees whose ethos and values align with our own, which is why we offer a range of measures to attract and retain the talent we need to thrive.



6.2

Employee recruitment and retention

ECOM Management Trainee Programme

We look to recruit people with high potential to develop their careers in our business, especially in our origin operations. To develop this talent, we operate a global Management Trainee Programme, which provides training and experience across our locations, commodity areas and business functions. The programme is run by our global HR team. Training is very much on the ground, with a local manager and goal setting throughout the programme.

Trainees on the programme work on a rotation of placements over two years, in different business areas across the specific commodity. Locations depend on the commodity and business needs. The focus at all times is on learning and development in all aspects of the supply chain, including risk and finance, to get full exposure of how our business works.

Spotlight



6.3

ECOM University

ECOM University is our flagship learning and development programme for new and emerging talent.

For the second consecutive year, the Netherlands hosted the three-day event in 2024. Participants from across the business spent three months working online and at their own pace to prepare for the event, covering topics including: ECOM's global strategy, the evolving ESG landscape, and transformational business practices. The programme also included technical topics, from commodity trading and risk, to treasury and financial management. Delegates' learning was complemented at the University by sessions facilitated by senior managers.

A key highlight of the University event was the attendance of members of ECOM's Group Executive Committee, four of whom took part in a stimulating panel discussion, offering participants valuable insights.

These events provide exceptional opportunities for learning, networking, and personal and professional growth, reinforcing ECOM's commitment to developing the next generation of leaders.

“ECOM University provided me with an understanding of our purpose – how we create innovative solutions and develop strategies to navigate the ever-evolving market landscape, volatility, and external conditions.”

Victor Rotundo, Global Management Trainee, Costa Rica

Spotlight

6.4

Meet Brayan Aguirre

Love your origins

As an origin-based business, we are proud to have many employees working directly in the countries where we source our commodities. One such employee is Brayan Aguirre, a quality analyst at ECOM Peru.

Brayan is an agricultural engineer by training, having graduated from the National Agrarian University of the Jungle in Tingo María. Currently pursuing a Master's degree, he has dedicated his career to specialising in coffee and cocoa.

Brayan's decision to move from his home region of Huánuco to Pangoa was driven by his desire to learn more about central jungle coffee. At ECOM, he is able to continue his learning in an environment he is passionate about. Today, he uses his knowledge of coffee and cocoa to educate producers and empower them to realise the full potential of their crops. By showing them how the beans they grow can be transformed into high-quality beverages, he motivates them to adopt better agricultural practices, improving both quality of coffee and producer livelihoods.

Brayan's commitment to quality and his passion for coffee characterise the qualities we look for in our colleagues. His career is a testament to the power of lifelong learning and the ability to adapt and work in new environments – contributing to the success of the company and the local agricultural community where he works.



Spotlight

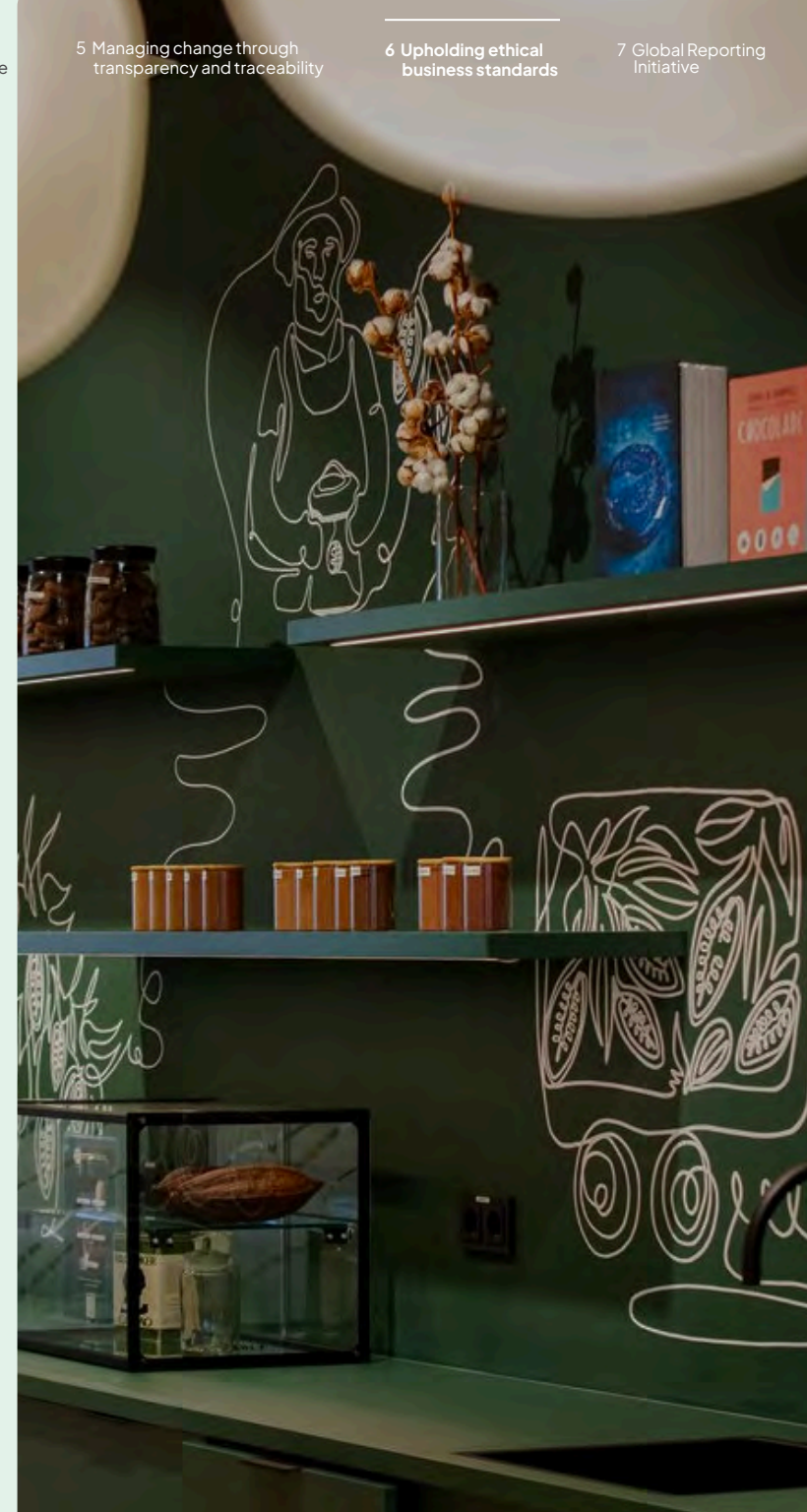
6.5

Amsterdam Cocoa Experience Centre

Our Amsterdam office has become home to a unique centre of excellence dedicated to cocoa. The office focuses on the trade and processing of cocoa, and the creation of different cocoa products – in other words, everything from processing dried beans to creating finished goods such as chocolate, ice cream, drinks and desserts.

Following a major refurbishment, the office now houses the Cocoa Experience Centre. The new facility includes a cocoa laboratory, where our product development team experiments with new formulations and refines recipes for different cocoa-based products. It also serves as a demonstration space, allowing us to showcase our latest innovations to partners and clients.

The Centre's layout is designed to promote collaboration between team members and foster creativity, allowing us to further advance quality and innovation in our cocoa products.



Spotlight

6.6

SMS University

SMS University is a project initiated in 2017 by our team in Cafinter, Costa Rica, when they created a platform to train their Nespresso AAA technicians who are part of our SMS with the objective of providing our technical staff with a basic and standardised level of knowledge.

The use and implementation of this platform began to be refined in Costa Rica and Nicaragua during 2018 and 2019, consolidating and strengthening the course content until solid foundations and a high level of technical knowledge were achieved among our field technicians.

In 2022, the programme expanded to include the children of coffee producers, providing them with an e-learning platform that now offers 17 courses on various aspects of coffee cultivation, such as diseases and pests, and equipment calibration. The programme has been further supported by partnerships with organisations including Nespresso, Banco America Central (BAC) and the Instituto Nacional de Aprendizaje (INA), and includes field trips and coffee tastings to engage participants in hands-on learning.

In 2024, the programme reached 44 Costa Rican families, bridging the gap between older, experienced coffee producers and the younger generation. The initiative also plays a crucial role in addressing the ageing population of coffee producers, with approximately 70% of current producers aged between 50 and 60.

For Cafinter, it is vital to have projects of this kind where academia, the private sector, banking, young people and coffee producers can come together, as they help encourage generational renewal in this important crop. The programme is offered free of charge, with the company committed to creating partnerships that strengthen and expand its impact on the industry.

As part of the programme's impact, a prize is awarded to the best student project, with recent winners being the children of women coffee producers. Julio Campos, the latest winner, is the son of a coffee producer from Alajuela, Costa Rica.

Julio Campos discusses the SMS University below:

How did you find out about SMS University?

I found out through the Cafinter technician in charge of the Palmares region, who provides us with advice and is in constant communication with us. He sent me the invitation to participate after the course caught my attention.

What did you think of the courses offered?

The courses were very good and complete. One excellent aspect was the order of the courses, as it follows the proper sequence to acquire the knowledge needed to manage a farm. Additionally, for someone who has no knowledge of coffee farm management, it's great because it covers all the relevant aspects that need to be known.

What was your favourite part?

Putting my knowledge into practice to help my mom! One doesn't realise how many varieties of coffee there are and how much information one doesn't know. Perhaps if I had taken the programme earlier, we wouldn't have made so many mistakes. We would have conducted plantation renewals with other varieties, and we would have had fewer expenses.

Do you feel prepared to manage a farm after the programme?

Yes, of course! I feel confident. I never missed the field trips or practices, and that helped me expand my general knowledge of the production chain and gain a technical perspective within my family.

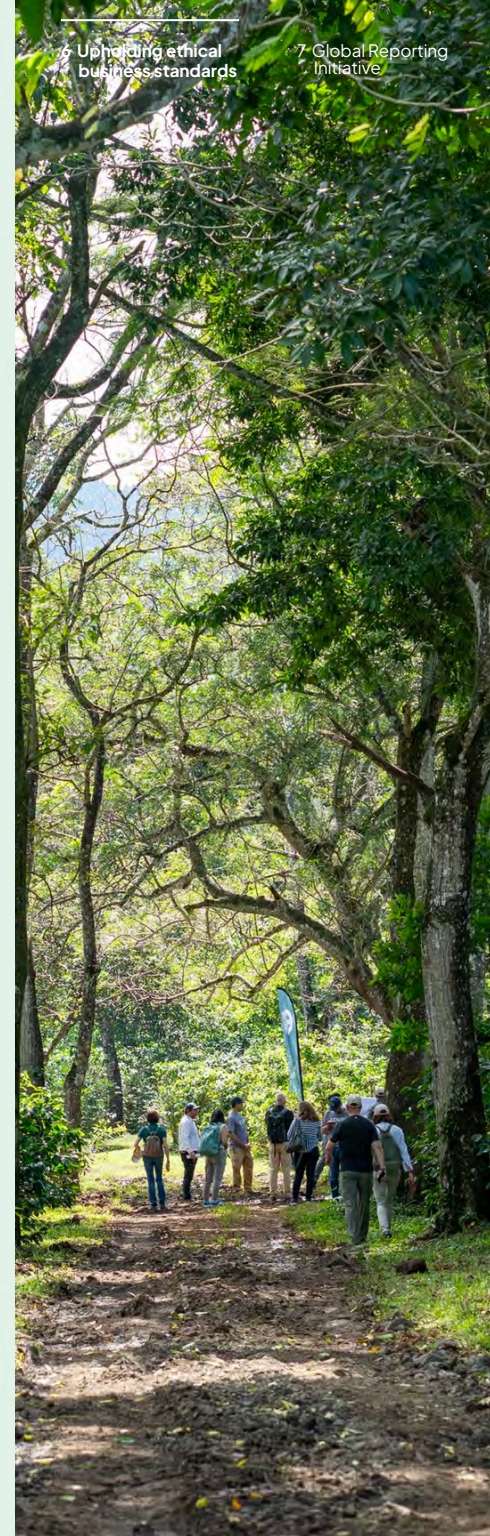
Did the programme motivate you to continue in the coffee sector?

I started by helping my mom, and then coffee captivated me. Additionally, collaborating with other producers in the area also caught my attention.

My winning project was to develop a drip irrigation and fertilisation system on the farm. The main idea was for my farm to become an experimental space for the producers in the Palmares area, with the goal of boosting coffee production in this region of the country.

Would you recommend this to a coffee farmer's child?

Yes, definitely! I believe that new generations understand changes in production techniques and are open to receiving advice and information. This means there could be more changes in our national production methods.



6.7

Governance and ethics

At ECOM, our goal is to work in a way that builds trust with all our stakeholders. Through our policies and actions, we aim to demonstrate our commitment to integrity, honesty and the highest levels of ethical standards, for both our own operations and those of our suppliers. Robust corporate governance systems promote better economic, social and environmental outcomes, and ensure we remain in compliance with all relative regulations and legislation wherever we operate.

ESG governance

Overall responsibility for ensuring that ECOM’s ESG-related policies and strategies align with the Group’s long-term strategy and business model rests with the Board of Directors. A cross-functional ESG Committee, composed of senior members of ECOM’s Executive Committee as well as representatives from Legal and Sustainability, oversees a coordinated integration of human rights policies, procedures and actions across the business. The ESG Committee meets at least quarterly to advise the Executive Committee and the Board. Through its work, the Committee helps to ensure that ECOM’s sustainability and ESG priorities are reflected in the company’s culture by alignment with the corporate strategy, purpose, values and codes of conduct.

The Committee’s scope includes (among other things): climate risks and opportunities; ECOM’s climate transition plan and commitments, and progress to Net Zero; GHG emissions; pollution and wastewater treatment; waste management and reduction; biodiversity and nature; deforestation and land use change; energy efficiency; resources efficiency (including water); human rights; labour practices and human capital management; supply chain management; health and safety; stakeholder and community engagement; diversity, equity and inclusion (in conjunction with Group HR); business ethics, anti-bribery and corruption; sanctions; anti-money laundering; and data protection.

Our policies and procedures

Sustainability at ECOM Group and across our supply chains is guided by the following documents:

- **ECOM Code of Conduct**
- **Equality, Diversity and Inclusion Policy**
- **Speak Up Policy**
- **Anti-Discrimination & Harassment Policy**³
- **Modern Slavery Statement**
- **Environmental Policy**
- **Social Policy**
- **Supplier Code of Conduct**
- **Supply Chain Due Diligence Policy**

EECOM Code of Conduct and other policies

ECOM is committed to conducting its business in an ethical, legal, environmentally and socially responsible manner. As part of our commitment to continuous improvement, we regularly assess our policies to ensure they are aligned with best practice in ethical business conduct. We continuously seek to ensure our business is conducted in accordance with our Code of Conduct. Adherence to the Code is mandatory for employees, agents and representatives of ECOM, and we do not tolerate any circumvention of breaches of the Code. The Code of Conduct is available in six languages (Dutch, English, French, German, Portuguese and Spanish) and is communicated to all employees in the Group via email.

All employees, contractors, subcontractors, suppliers, agents and other third-party representatives are required to maintain high standards of integrity. We have clear policies for Anti-Bribery and Corruption (ABC), Anti-Money Laundering (AML), market conduct, market abuse, economic sanctions, reporting grievances (Speak Up Policy) and other risk areas. These have been communicated from the top down. With regard to ABC, the Group’s policies and procedures meet the standards set by, among others, the UK Bribery Act and the US Foreign Corrupt Practices Act, and we maintain a zero-tolerance approach to any breaches of these policies.

We have in place an overarching human rights due diligence framework modelled after the OECD Due Diligence Guidance for Responsible Business Conduct.

³ The Anti-harassment Policy is an internal policy.

Governance and ethics continued

Anti-bribery and corruption

As a global company, ECOM is subject to a wide range of applicable anti-bribery and corruption laws. To guide the Group’s ethical business activities, we have robust ABC policies (both internal and external) that apply to all employees, agents and other authorised representatives of the Group. In addition, we have a Gifts, Entertainment, Hospitality and Donations Policy, which is binding on all employees.

In 2024, we conducted a global anti-bribery and corruption training to ensure all employees understand their responsibilities in upholding ethical business practices. This training equips staff with the knowledge to identify, prevent and report unethical behaviour, helping to protect both the company and its employees from legal and reputational risks. By fostering a culture of integrity and transparency, the training not only reinforces compliance with international laws and standards but also empowers employees to act confidently and responsibly in complex situations.

All relevant policies are reviewed by external counsel and updated for the current legislative environment. Our internal ABC Policy is available on the Group’s intranet in six languages (Dutch, English, French, German, Portuguese and Spanish).

We carry out risk assessments across ECOM to ensure anti-bribery and corruption compliance, and more recently added AML risk assessment questions to the risk reviews. ECOM also includes upstream undertakings for our suppliers in terms of acceptance of and compliance with our third-party ABC Policy. We also developed training for significant suppliers with accompanying attestations.

Onboarding and sanctions

Counterparties are screened daily against external, third-party vendor systems, which monitor for information such as sanctions violations, adverse judgments, enforcement actions and SOE/PEP exposure.

Our screening tool contains consolidated, comprehensive and up-to-date sanctions data from all relevant authorities worldwide. It also includes other watch-list databases, such as politically exposed person lists, state-owned entities, enforcements and adverse media.

When a counterparty is flagged, we assess the alert and, depending on the type of flag, escalate it to the relevant business unit to determine if the business relationship should continue. Where a counterparty is flagged as a state-owned entity/politically exposed person, cross-checks are conducted to assess whether there are any associated agency relationships.

We take our sanctions obligations very seriously. Sanctions training is updated and regularly delivered to relevant employees across the Group. In counterparty onboarding, sanctions checks are carried out based on risk assessments as well as through a daily third-party screening process.

Speak Up

We require all our employees, contractors, subcontractors, suppliers, agents and other third-party representatives to maintain high standards of integrity. Our Speak Up policies (for both internal and public use) comply with the EU’s 2019 Whistleblower Directive. They reinforce our commitment to ethical behaviour and encourage a culture in which wrongdoing is safely reported at an early stage.

This third-party platform is available to all our employees, suppliers, clients and any other interested third parties to report any ethical concerns they may have and is accessible in over 70 languages on a 24/7 basis across the world. Reports can be made via a website, app or phone, and can be made in complete anonymity, with minimal barriers to submission. Additionally, stakeholders may raise concerns through the more traditional route of email. The platform was launched internally to ECOM employees through the 2023 ABC training and will be further promoted to ECOM employees through training anticipated by ECOM’s Human Resources team.

Modern slavery

ECOM is opposed to all forms of modern slavery, as clearly set out in our Modern Slavery Statement. This Statement, updated annually, is aligned with applicable global modern slavery laws, including the UN Guiding Principles on Business and Human Rights, as well as developments in human rights due diligence measures.

Governance and ethics continued

The Swiss Code of Obligations

This section addresses specific due diligence and reporting obligations around child labour in compliance with our obligations under Article 964j-I of the Swiss Code of Obligations.

Collectively, ECOM’s **Supply Chain Due Diligence Policy**, **Code of Conduct**, **Supplier Code of Conduct** and use of CLMRS (see page 4 of Supply Chain Due Diligence Policy) form our policies on child labour. We carry out risk-based human rights due diligence on both our own operations and those in our supply chain, as described in more detail on page 4 of the Supply Chain Due Diligence Policy. As part of this due diligence, we use a risk-based approach to check for reasonable suspicion of child labour risk in the sourcing of our commodities, across both our own operations and throughout our supply chain.

Risk assessments are used in our origin-sourced supply chain to help us decide when to intervene locally, whether that be through community-level risk assessments, implementing monitoring and remediation, and/or applying other preventative measures focused on child wellbeing. In our partner-sourced supply chain, we use risk assessments to expand on our due diligence protocols. This could be through supplier sourcing risk and/or to support our partners in developing policies, protocols or grievance mechanisms to ensure appropriate mitigation of the risk.

Risks typically include contextual factors that contribute to worker vulnerability, as well as specific hiring and employment practices at worksites. By considering risks across geographic origins, we are able to prioritise those regions that may have greater vulnerability.

To assess the risk of child labour, we use risk maps and indicators published by several trusted third-party organisations that are aligned with international frameworks, including ILO conventions, the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises.

We recognise the fact that indicators are not a substitute for organisation-specific risk assessments and can only act as a guide. Our ultimate aim is to expand our risk assessments to incorporate the prevalence and incidences directly from our supply chain, enabling us to tailor interventions accordingly. We understand the importance of working with external partners with the resources and expertise to help mitigate child labour in our supply chains and the communities around it.

ECOM strongly believes that cultivating industry relationships and collaboration with leading bodies is vital to enacting long-term positive impact on attempts to eradicate child labour. One such example is the CLEF – the Child Learning and Education Facility – in Côte d’Ivoire, in which ECOM is a founding member. CLEF is a powerful coalition of government, business and philanthropy working together to address the learning crisis in Côte d’Ivoire. Its preventative strategy serves to tackle the root causes of child labour and strengthen social protection systems. As a committed partner, ECOM supports this initiative through financial contributions and representing industry on the Steering Committee on behalf of traders. Read more about this on page 26.

Within ECOM’s own operations, child labour has not been identified as a significant risk. This is due in part to our policy of not employing workers under the age of 18. Where we do engage young persons, such as trainees and interns, we ensure that they are above the relevant local legal working age. ECOM seeks to incorporate our Due Diligence Policy and Supplier Code of Conduct into our contracts and agreements with suppliers.

ECOM’s Code of Conduct sets out our core values. One of its principles is that we expect our employees, agents and representatives to treat all people with respect. ECOM respects the United Nations’ Universal Declaration of Human Rights and the International Labour Organization’s international labour standards. ECOM does not discriminate in its employment practices and does not use child or forced labour. ECOM is dedicated to fostering an environment where all employees’ wellbeing is safeguarded, and equality and diversity is promoted. ECOM is committed to providing safe and healthy working conditions and an atmosphere of open communication. The Code is routinely communicated to all employees in the ECOM Group via email, and new employees are asked to sign adherence to the Code upon joining. The Code is being refreshed for 2025.

The results of our child labour risk assessments inform our due diligence approach and subsequent preventive and mitigation actions. We follow up on any specific indications of child labour, ensuring we implement appropriate measures to avert or mitigate its negative effects. These include: on-site audits; use of official and respected third-party published data and societal indicators; engagement with third-party experts and our business partners; awareness raising and training; and using industry-recognised standards and relevant certification systems. Additionally, we evaluate and report on the effectiveness of any mitigation and remediation measures taken.

ECOM also carried out an environmental and social risk assessment across all commodities and sourcing countries. This assessment screened at a macro country level for E&S risks based on a methodology from Consultative Group on International Agricultural Research (CGIAR), with additions and modifications to improve its relevance to our supply chains. The topics reviewed included, among others, human rights practices, labour and social practices, rule of law, etc. An assessment of ECOM’s leverage in the supply chain was overlaid at the risk level – such leverage score being derived from our direct or indirect access to producers, dependence on intermediaries and other supply chain actors, as well as local infrastructure. The results (level of risk identified minus our leverage in the supply chain) highlighted countries for us to focus our efforts in carrying out micro-assessments and further stakeholder engagement with key supply chain actors. Further selection takes into account the relative importance of the sourcing from that country.

We are particularly focused on the traceability of our supply chains. Our current level of supply chain traceability depends on the sourcing arrangement and complexity of the product sourced. We continually work to improve our supply chain traceability systems to ensure their integrity, especially in those origins where we have established reasonable grounds to suspect child labour. ECOM uses a bespoke digital platform through Sourcemap for our annual due diligence process in our partner-sourced supply chain. During 2024, the due diligence questionnaire was refined and, following constant follow-up, supplier engagement was much improved. We set out in more detail on **page 53** about some of the methodologies and systems we use to capture supplier details and enable traceability.

Any concerns about child labour in our supply chain can be reported via our Speak Up grievance mechanism, which provides a channel to identify and remediate matters of concern. This third-party platform is available to all our employees, suppliers, customers and any other interested third parties to report any ethical concerns they may have and is accessible in more than 70 languages on a 24/7 basis across the world. Reports can be made via a website, app or phone, and can be made in complete anonymity with minimal barriers to submission. Additionally, stakeholders may raise concerns through the more traditional route of email (for more detail, see Workers’ rights on **page 70**).

Swiss Code of Obligations continued

A large proportion of our compliance activities during 2024 were focused on getting ready for the application of the EU's CSRD and the CSDDD. We engaged an external consultant to guide us towards CSRD compliance, and commissioned and almost concluded our CSRD-aligned DMA. The value chain mapping was conducted for cocoa, coffee, cotton, soy, sesame and cashew to ensure we fully capture our impacts across our commodities. The DMA will guide us on the topics we will report on under CRSD and will identify our material sustainability impacts, risks and opportunities. Since then, the Omnibus proposal has been approved. We are naturally keeping a close eye on the proposed changes to these regulations.

Anti-competitive behaviour

ECOM conducts its business in compliance with all applicable laws, rules and regulations, including antitrust laws.

Non-discrimination and equal opportunity

We recognise the problem of discrimination and are committed to playing our part in tackling it. ECOM does not tolerate discrimination on the grounds of age, disability, gender, gender reassignment, marriage or civil partnership, pregnancy or maternity, race (which includes colour, nationality, and ethnic or national origins), religion or belief, sex or sexual orientation.

Our **Equality, Diversity and Inclusion Policy** details how we strive to build a culture in which meritocracy, openness, fairness and transparency are valued. As part of this, we promote equal treatment and embrace diversity in employment. Our Speak Up policies provide details for the reporting of any acts of discrimination.

We value people as individuals and respect their diverse opinions, cultures, lifestyles and circumstances. We seek to support all individuals in reaching their full potential in the workplace, regardless of their gender or sexuality. We also welcome the breadth of experiences and perspectives that gender diversity brings to the workplace, and its contribution to creativity, innovation, problem-solving, decision making, employee morale and retention. Further details of our efforts can be found on **page 71**.

Freedom of association and collective bargaining

Page 70 details our approach to freedom of association and collective bargaining.

Health and safety

Page 72 details our approach to health and safety of our employees and other stakeholders.



6.8

Transparent communications

ECOM views our communications as an important means of building trust, authenticity and accountability in our sustainability efforts. In particular, we avoid greenwashing and any forms of misleading communications. We want to build genuine credibility in our sustainability activities and to promote authentic communication across the Group, supported by management systems that ensure accurate data collection and reporting.

6.9

Client value alignment

Client value alignment involves making sure that our clients share our moral standards and ethics. Through working with clients, we expand our positive impact and achieve our sustainability goals.

We have a Supplier Code of Conduct, with which compliance is mandatory. Supporting this is a supplier due diligence process detailing key principles such as ethical compliance, human rights, traceability, health and safety, environmental protection and more.

To maintain compliance, we conduct periodic audits and checks. If non-compliances are identified, we work with our suppliers to implement solutions. We aim to be sensitive to these factors and enable our clients to understand the reasons for change.

Spotlight



6.10

ECOM's SMS Code for more sustainable farming

The SMS Code, developed by our coffee team, is a sustainability tool for our value chain. The Code supports clients such as roasters and producers to deliver high-quality products that meet our social and environmental sustainability criteria.

Instead of a traditional certification scheme, the Code enables a tailored, continuous improvement in sustainability alongside a benchmarking programme. Unlike most certification programmes, the Code addresses production and quality concerns, with a focus on continued improvement in producers' production and high-value technical feedback for producers.

The Code has six key steps:

1. Suitable producers are identified by our in-country SMS teams
2. Participating producers are evaluated on their farm management
3. Action plans for improvement are developed
4. Training needs for producers are identified
5. Our SMS team implements training sessions
6. External audits can be carried out at the client's request

Producers who sign up to the Code must have appropriate systems in place in four key areas for sustainable coffee production: Economic transparency; Productivity and quality; Environmental responsibility; and Social and labour responsibility.

The Code has three verification levels, based on the number of criteria the producer meets, and all farms are audited at least annually. We currently have 110 ECOM staff trained for SMS Code implementation. These colleagues play an important role in ensuring that farms are managed more sustainably. As of December 2024, around 8,700 producers were registered with the SMS Code, accounting for 68,000 hectares of farmland and more than 2 million 60kg bags of coffee.

6.11

Impact monitoring and management

ECOM works to measure the positive and negative impacts of our activities on farming communities and ecosystems. This enables us to develop and implement ways to mitigate the negative and maximise the positive in alignment with our corporate identity and strategy.

We have established a number of sustainability-related projects, actions and goals across our supply chain. All of these activities are carefully assessed, monitored and measured, with regular monitoring of metrics for all activities where we have a potential impact.

6.12

Land tenure rights

We promote secure land tenure rights, as we believe these help to empower farming communities. We work with local groups and the appropriate government agencies to reach agreements on all issues. As part of our commitment to upholding high standards of social performance, we have established a Social Policy, which governs the way we manage issues involving land tenure. This includes collaborating with the responsible government agencies, offering fair compensation and assistance, and, if necessary, helping people with resettlement.



6.13

Living wage and fair employment

ECOM wants all workers and producers to receive at least a living wage/income that enables them to have a decent standard of living and to be able to afford essential services for themselves and their families. The fair and respectful treatment of all workers and producers is one of our core values, alongside offering the protections, freedoms and rights expected in a prosperous and just society.

We have established a living income baseline in our Cocoa division to address the identified gap in all origin-sourced supply chains. Experience shows that a blanket approach has limited impact in practice. Instead, we have adopted personalised interventions based on producer segmentations, such as the size of the living income gap, farm size or household demographics. Rather than applying one-size-fits-all solutions, we aim to develop tailored strategies delivered to groups of producers with similar needs.

For 2024, in our Cocoa division, we have created a new KPI for completion in 2027, to begin implementing locally adapted roadmaps to address living income gaps in all direct origin-sourced supply chains. We previously set a target to establish a living income baseline across all origin-sourced supply chains to better understand and address income gaps. In addition to quantitative data, we collected qualitative insights inspired by the Thriving Index, asking producers about their perceptions of livelihood security, financial resilience and food security. This provided a more holistic understanding of household needs. Read more in the [2023 ECOM Cocoa Sustainability Report](#) (pages 23 to 27).





6.14

Workers' rights

Grievance mechanisms

We aim to have grievance mechanisms and policies in place enabling stakeholders to collect and manage internal and external grievances. We seek to ensure stakeholders are aware of grievance processes and we have established a clear global remediation process for cases of discrimination.

Workers' rights

Our Speak Up Policy provides a channel for truly anonymous reporting. Through the platform, any stakeholder can securely and safely raise concerns about suspected wrongdoing, inappropriate behaviour or dangers related to our activities. Concerns can be raised by telephone, email, website or app, are confidential and, if required, anonymous.

Freedom of association and collective bargaining

ECOM supports the establishment of groups to represent the interests of producers and workers in our supply chain (including direct employees and suppliers' employees). We also recognise the rights of such groups to organise and/or collectively bargain, and we participate in an open dialogue with these representatives and groups. Across the Group, 100% of our employees have the right to collective bargaining.



6.15

Diversity, equity and inclusion

We embrace diversity in all its forms in our workplaces. Our aim is to have an inclusive culture, with gender parity, at every level of the organisation. We also encourage our suppliers to create inclusive work environments that avoid any form of discrimination.

ECOM strives to build a culture across our business that values meritocracy, openness, fairness and transparency. We continually work to promote equal treatment, guided by an Equality, Diversity and Inclusion Policy that reinforces our values and responsibilities.

6.16

Health, safety and wellbeing

The safety of everyone who works with and for ECOM is an utmost priority. We work continuously to minimise risks to the safety of employees, workers and producers. These include exposure to hazardous agrochemicals, crushing, noise, heavy loads, extreme temperatures and road incidents, the use of unsafe equipment and limited access to personal protective equipment (PPE). We also invest in training and monitoring to ensure our required safety standards on farms are met.

The creation of secure and supportive working environments across all offices and facilities owned or operated by ECOM is of prime importance. Where temporary staff (external contractors) are provided by outsourcing companies and agencies, an external contractors and subcontractors management system is in operation.

ECOM has an Occupational Health Services management system, which adheres to recognised risk management practices. Each of our operations conducts occupational health and safety risk assessments to identify hazards, evaluate risks, determine preventive measures, and control or mitigate these risks to the extent possible. As a minimum, all operations must comply with local regulations. However, they are encouraged to go further and to follow international standards and best practices, such as the IFC guidelines, ISO and OSHA.

Product safety and quality

ECOM aims to ensure high-quality food products, and to prevent any health and safety risks arising from production, consumption, handling, preparation and storage across the value chain.



6.17

Managing grantor funding

Correctly and transparently managing grantor funding is an important means of ensuring financial stability, sustainable growth, strong grantor relationships, and mitigation of reputational risk. Grantor funding arrangements vary from country to country. ECOM works with a range of funding agencies, including USAID, GIZ, DEG and RVO, together with NGOs and private partners. Funding approaches can come from either ECOM or the donor, and projects can have multiple partners.

Donor funding plays a powerful role in our ability to develop climate-smart practices and reduce emissions, as well as focusing on inclusivity and disadvantaged producers.

For example, in Ethiopia, we have an ongoing joint-funding project with GIZ to promote and strengthen the Ethiopian coffee supply chain. The project is designed to enable smallholder producers to gain improved access to markets and to develop better sustainability practices. For 2024, our main project targets are baseline assessments on supply chain carbon footprint and producers' living income. The partnership approach in this project is essential, as government regulations in Ethiopia mean the project would not be possible without the support of a government agency such as GIZ.



6.18

Market competition and pricing

Our business is conducted in compliance with all applicable laws, rules and regulations, including antitrust laws and applicable sanction regimes. We have robust systems in place to ensure we do not engage in bribery, corruption, money laundering or other fraudulent practices. ECOM avoids market control and dominance that could lead to reduced competition, higher prices, barriers to entry, political influence, and a lack of transparency from operating under multiple trading names.

Global Reporting Initiative



Global Reporting Initiative: Content index

ECOM Group has reported the information cited in this GRI content index for the period 1 January – 31 December 2024 with reference to the GRI Standards.

General Disclosures			
Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
GRI 2 General Disclosures 2021		2-1 Organizational details	a. This Report covers ECOM Agroindustrial Corp. Limited and its Group (ECOM). b. ECOM Agroindustrial Corp. Limited is a private limited company. c. Location of headquarters: Avenue Etienne Guillemin 16, 1009 Pully, Switzerland.
		2-2 Entities included in the organization's sustainability reporting	This Report covers the Group's global activities across our three principal commodities of coffee, cocoa and cotton, including origin sourcing countries, secondary sourcing regions, our factories and offices.
		2-3 Reporting period, frequency and contact point	1 January – 31 December 2024, in line with the calendar and fiscal year. Contact point for questions regarding the Report: sustainability@ecomtrading.com
		2-4 Restatements of information	None
		2-5 External assurance	None
		2-6 Activities, value chain and other business relationships	ECOM Group Sustainability Report 2024 > Introduction > Our value chain, page 8
		2-7 Employees	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
		2-8 Workers who are not employees	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
		2-9 Governance structure and composition	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88 The Conseil d'Administration (ECOM's Board) has oversight of ECOM Agroindustrial Corp. Ltd and its subsidiaries, and is responsible for ensuring the establishment of a clear Group governance framework to ensure effective steering and supervision of the Group, and taking into account the material risks to which the Group and its subsidiaries are exposed. The Conseil has delegated day-to-day operational oversight to the Executive Committee, while remaining ultimately responsible for all actions. The CEO, CFO and CTO report to the Board on a frequent basis, formally no less than monthly and informally through the sharing of papers and committee minutes, as such meetings occur. The Corporate Practices Committee and Audit Committee (the Terms of Reference of which includes responsibility for ESG).

General Disclosures

Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
GRI 2 General Disclosures 2021 continued		2-11 Chair of the highest governance body	The Chair of the Board is a non-executive member.
		2-12 Role of the highest governance body in overseeing the management of impacts	The Conseil d'Administration (ECOM's Board) is responsible for the overall direction, supervision and control of the Group and its management, as well as for compliance with applicable laws, rules and regulations.
		2-13 Delegation of responsibility for managing impacts	The Conseil d'Administration (ECOM's Board) has oversight of ECOM Agroindustrial Corp. Ltd and its subsidiaries and is responsible for ensuring the establishment of a clear Group governance framework to ensure effective steering and supervision of the Group, and taking into account the material risks to which the Group and its subsidiaries are exposed. The Conseil has delegated day-to-day operational oversight to the Executive Committee while remaining ultimately responsible for all actions. The CEO, CFO and CTO report to the Board on a frequent basis, formally no less than monthly and informally through the sharing of papers and committee minutes, as such meetings occur.
		2-14 Role of the highest governance body in sustainability reporting	ECOM's ESG Committee reports directly to the Executive Committee and Audit Committee of the Conseil and manages annual monitoring and reporting across commodities for regulatory and third-party stakeholder purposes, researches and proposes ESG policies and handles Group-level stakeholder reporting.
		2-15 Conflicts of interest	The Conseil has approved a Conflicts of Interest Policy and delegated to Group HR the collection of information about potential conflicts of interest from its Executive and top managers each year. Any potential conflicts are clarified and reported to the Executive Committee, which evaluates all instances and makes recommendations as needed. If appropriate, conflicts may be escalated to the Conseil for consideration.
		2-16 Communication of critical concerns	ECOM's two sets of Speak Up policies (one for internal use and one for public use) include reference to ECOM's new Speak Up reporting platform – which was launched in early December 2023. This third-party platform is available to all ECOM's employees, suppliers, customers and any other interested third parties to report any suspected wrongdoing and/or ethical concerns they may have, and is accessible in more than 70 languages on a 24/7 basis across the world. Reports can be made via a website, app or phone, and can be made in complete anonymity with minimal barriers to submission. Additionally, stakeholders may raise concerns through the more traditional route of email. Both Speak Up policies are available in six languages (English, French, Portuguese, Spanish, German and Dutch).
		2-17 Collective knowledge of the highest governance body	Subject-matter experts report developments pertinent to the Group to the Conseil.
		2-18 Evaluation of the performance of the highest governance body	ECOM has a formal Annual Performance Appraisal and Goal Setting process for all Executives and Heads of countries and departments. The process involves both self-evaluation and supervisor evaluation, discussion of results and scoring. Results and behaviours are evaluated during the year.
		2-19 Remuneration policies	Group Management Personnel bonuses are discretionary, with an emphasis as applicable on profitability of operations within the direct responsibility of the individual. Discretionary bonuses are determined by factors such as the achievement of individual performance objectives, overall commodity results, overall profit centre(s) results or overall Group results. They are determined by the Group Executive Committee members, and reviewed through the Corporate Practices & Compensation Committee with approval from the Conseil d'Administration (ECOM's Board).

General Disclosures

Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
GRI 2 General Disclosures 2021 continued		2-20 Process to determine remuneration	ECOM's compensation system takes into account both regional market and industry factors in order to encourage and reward excellent performance throughout the company. The key objectives are to ensure that: overall compensation parameters are market competitive; compensation is performance based; and drivers for compensation are aligned to business objectives and plans. Management Personnel discretionary bonuses are determined by the Group Executive Committee members, with review through the Corporate Practices & Compensation Committee and with approval from the Conseil d'Administration (ECOM's Board).
		2-22 Statement on sustainable development strategy	ECOM Group Sustainability Report 2024 > Introduction > CEO statement, page 5
		2-23 Policy commitments	<p>ECOM Group Sustainability Report 2024 > Upholding ethical business standards > ECOM Code of Conduct and other policies, page 63 .</p> <p>As a participant of the UN Global Compact (UNGC), ECOM is committed to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engage in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals. We support the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption, and will annually disclose our company's continuous efforts to integrate the Ten Principles into our business strategy, culture and daily operations through the UN Global Compact Communication on Progress. ECOM submitted its second Communication on Progress to the UNGC in 2024.</p>
		2-24 Embedding policy commitments	<p>ECOM implements its commitments with and through business relationships through our Supplier Code of Conduct Policy. We expect our suppliers to share our commitment to doing business in a responsible, sustainable and ethical manner, and set out below our Supplier Code of Conduct (the 'Code') to which we expect our suppliers to act in accordance:</p> <p>https://www.ecomtrading.com/media/1gjasjii/ecom-supplier-code-of-conduct-2024.pdf</p> <p>We integrate our commitments into organisational strategies, operational policies and operational procedures by identifying in which departments of the Group these are relevant, therefore prioritising different commitments to appropriate sectors. Commitments that are relevant throughout Group level are implemented through employees in managerial positions who oversee business operations. Our commitments are further integrated into policies, where relevant, making them an integral part of business conduct.</p>
		2-25 Processes to remediate negative impacts	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > ECOM Code of Conduct and other policies, page 63
		2-26 Mechanisms for seeking advice and raising concerns	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Workers' rights, page 70

General Disclosures

Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
GRI 2 General Disclosures 2021 continued		2-29 Approach to stakeholder engagement	<p>ECOM Group Sustainability Report 2024 > Introduction > Materiality, page 12</p> <p>We prioritise meaningful engagement by employing various channels such as surveys, consultations and regular dialogues. To enhance this engagement and ensure we gather insights, address concerns, and incorporate feedback into our decision-making, ECOM has implemented a Speak Up Policy. This Policy aims to establish mechanisms for resolving and investigating concerns related to any of our business activities, including employment, ethics and compliance practices. (https://www.ecomtrading.com/media/0j0aktuo/ecom-speak-up-policy-external-september-2024-english.pdf).</p> <p>Our commitment to transparency is reflected in our comprehensive engagement approach, which encompasses a diverse range of stakeholder categories including but not limited to suppliers, customers, employees, local communities and investors.</p>
		2-30 Collective bargaining agreements	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Freedom of association and collective bargaining, page 70

Material Topics

GRI 3 Material Topics 2021		3-1 Process to determine material topics	ECOM Group Sustainability Report 2024 > Introduction > Materiality, page 12
		3-2 List of material topics	ECOM Group Sustainability Report 2024 > Introduction > Materiality, page 12

Economic Inclusion

Topic 13.22 Economic Inclusion	13.22.1	3-3 Management of material topics	<p>ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Access to finance, page 18</p> <p>ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Price volatility, page 19</p>
	13.22.3	203-1 Infrastructure investments and services supported	<p>ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Access to finance, page 18</p> <p>ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Price volatility, page 19</p>
	13.22.4	203-2 Significant indirect economic impacts	<p>ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Access to finance, page 18</p> <p>ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Price volatility, page 19</p>

Anti-Competitive Behavior

Topic 13.25 Anti-Competitive Behavior	13.25.1	3-3 Management of material topics	ECOM conducts its business in compliance with all applicable laws, rules and regulations, including antitrust laws.
	13.25.2	206-1 Legal actions for anti-competitive behavior, antitrust, and monopoly practices	None.

Energy			
Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
GRI 3 Material Topics 2021 GRI 302 Energy 2016		3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Protecting and regenerating nature > Energy management, page 40
		302-1 Energy consumption within the organization	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
		302-2 Energy consumption outside of the organization	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
		302-3 Energy intensity	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
		302-4 Reduction of energy consumption	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
		302-5 Reductions in energy requirements of products and services	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88

Supplier Environmental Assessment			
GRI 3 Material Topics 2021	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Managing change through transparency and traceability > Supply chain due diligence, page 53	
		ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Human rights, page 22	
		ECOM Group Sustainability Report 2024 > Upholding ethical business standards > The Swiss Code of Obligations, page 65	
		ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Client value alignment, page 67	
		<p>Indirect supply chain (medium and large suppliers across coffee, cocoa and cotton):</p> <p>In 2024, we developed our first Supply Chain Due Diligence Policy and continued working with Sourcemap rolling out the Due Diligence Questionnaire. Prior to the launch, the 2024 questionnaire was reviewed and amended based on supplier feedback and industry best practices. This was rolled out to 1200 coffee, cocoa and cotton indirect/partner suppliers.</p>	
		<p>The questionnaire requests information about the supplier’s human rights and environmental policies and practices, and readiness for traceability/transparency, and includes more targeted questions about risk factors around forced labour, child labour, deforestation, and health and safety. It also covers certifications, environmental permits, and labour and wage practices. For suppliers that have their own sub-suppliers, it asks whether they have their own supplier code of conduct and how it’s enforced. The questionnaire also confirms the supplier’s knowledge and commitment to ECOM’s Supplier Code of Conduct.</p> <p>The responses were then analysed, and we followed up with high-risk suppliers to understand their practices better. All of the actions and follow-ups were closed with the suppliers during 2024.</p>	

Emissions			
Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
Topic 13.1 Emissions	13.1.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Protecting and regenerating nature > Understanding our emissions, page 37
	13.1.2	305-1 Direct (Scope 1) GHG emissions	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
	13.1.3	305-2 Energy indirect (Scope 2) GHG emissions	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
	13.1.4	305-3 Other indirect (Scope 3) GHG emissions	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
	13.1.5	305-4 GHG emissions intensity	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
	13.1.6	305-5 Reduction of GHG emissions	We have not yet calculated reductions from our baseline, as we don't yet have the corporate carbon footprint data for 2023.
	13.1.7	305-6 Emissions of ozone-depleting substances (ODS)	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
	13.1.8	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
Climate Adaptation and Resilience			
Topic 13.2 Climate Adaptation and Resilience	13.2.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Protecting and regenerating nature > Climate change, page 30
			ECOM Group Sustainability Report 2024 > Protecting and regenerating nature > Developing resilient farming, page 20
Biodiversity			
Topic 13.3 Biodiversity	13.3.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Protecting and regenerating nature > Biodiversity conservation and restoration, page 41
Natural Ecosystem Conversion			
Topic 13.4 Natural Ecosystem Conversion	13.4.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Managing change through transparency and traceability > EU Deforestation Regulation, page 52

Soil Health			
Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
Topic 13.5 Soil Health	13.5.1	3-3 Management of material topics	<p>ECOM Group Sustainability Report 2024 > Protecting and regenerating nature > Soil management, page 44</p> <p>See ECOM's Environmental Policy for more information: https://www.ecomtrading.com/media/m2phj2gl/environmental-policy-10-2024_secured.pdf</p> <p>ECOM includes the following activities in our strategy to address chemical management or pesticide use: education of producers, monitoring, evaluation, and learning, integrated pest management, measures to protect and enhance beneficial insects, safety and exposure, restrictions on pesticides permitted, preference for non-chemical methods, grove renewal, advocacy and pilots.</p>
Pesticides Use			
Topic 13.6 Pesticides Use	13.6.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Protecting and regenerating nature > Fertiliser and crop management, page 45
Water and Effluents			
Topic 13.7 Water and Effluents	13.7.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Protecting and regenerating nature > Water stewardship, page 48
	13.7.2	303-1 Interactions with water as a shared resource	<p>ECOM's industrial and processing operations involve water-intensive processes such as wet coffee wet mills, cocoa processing plants, a coffee freeze-dried facility and a decaffeinated coffee plant. Water for these facilities comes from surface water bodies, private wells or public utilities. Water permits are required as per the local legislation, and following ECOM's Environmental and Social (E&S) Guidelines, all wastewater-producing facilities owned by ECOM must undergo consistent treatment and provide an annual discharge analysis to the E&S Global team. This ensures compliance with local regulations and confirms the effectiveness of the treatment process. High-risk facilities, such as those discharging directly into rivers or using wastewater for irrigation, adhere to the guidelines set by the Global Wastewater Management Improvement Programme (WWPIP), overseen by the E&S Global Team.</p> <p>The WWPIP, managed by the E&S Global team, undergoes yearly revisions and updates, particularly during harvest seasons. Site visits are conducted to verify or assess enhancements related to wastewater management. Country-level teams collaborate with the E&S Global team by providing essential resources and assigning internal responsibilities to meet compliance requirements. Facilities enrolled in the WWPIP report weekly performance indicators as per agreements established with both the E&S Global team and facility management. On-site measurements are conducted based on annual reports and tailored performance benchmarks. Third-party consultants conduct comprehensive reviews and validation of all actions and analyses at WWPIP facilities at the end of the harvest seasons.</p> <p>If a new processing facility is acquired or constructed at ECOM, the local team must inform the E&S Global team of all the details concerning water consumption, wastewater treatment, and local regulatory requirements for wastewater management. Based on this information, a risk assessment is conducted, and a follow-up plan is established to mitigate these risks. For facilities discharging wastewater directly into a river, an annual water quality study of the river and statistical significance tests of key quality parameters are conducted to assess any significant impacts from the wastewater discharge. The methodology for the water quality study and statistical significance tests is used to determine the impacts of direct discharge. For facilities discharging wastewater into grass irrigation fields, a risk assessment is conducted following ECOM's Irrigation Risk Assessment for Coffee Mills with Irrigation Fields as Wastewater Treatment – Integrated Procedure. Depending on the identified risks, follow-up actions may include constructing and monitoring groundwater wells, conducting groundwater flow surveys and studies, and assessing contaminant transit distribution from irrigation fields.</p> <p>Management of water resources within the supply chain is primarily handled by sustainability teams working directly in the field and largely governed by certification programmes. Substantial advancements have been achieved, shown by initiatives such as the Akawa Project, which is dedicated to identifying and preserving natural water reservoirs throughout Burundi. Through an extensive topographical survey of the region, 36 water sources were assessed based on criteria such as flow, accessibility and current state. Consequently, 20 of these water sources have been secured, spanning across 9 hills and 2 washing stations, thus providing 1,175 households with reliable access to clean, potable water, with additional projects currently in progress.</p> <p>The process for establishing water-related goals and targets within the organisation's management approach typically involves a comprehensive approach. Initially, sustainability teams, in collaboration with relevant stakeholders, conduct comprehensive assessments of water resources in the areas of operation. These assessments consider factors such as water availability, quality and usage patterns, as well as the local context, including public policy and the level of water stress in each area.</p> <p>Regular monitoring and evaluation mechanisms are put in place to track progress towards these goals and targets, allowing for adjustments to be made as needed in response to changing conditions or emerging challenges.</p>

Water and Effluents

Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
	13.7.3	303-2 Management of water discharge-related impacts	<p>All effluent discharges must comply with local regulations and align with the World Bank Group's Environmental, Health, and Safety Guidelines for Food and Beverage Processing, or demonstrate minimal environmental impact at the receiving body where wastewater is discharged.</p> <p>ECOM's partnership with developmental financial institutions requires the application of the World Bank Group's Environmental, Health, and Safety Guidelines for Food and Beverage Processing standard where local legislation doesn't apply.</p> <p>Internally developed water quality guidelines have been established to manage impacts:</p> <ul style="list-style-type: none"> For facilities discharging wastewater directly into rivers, an annual water quality study of the river and statistical significance testing of key quality parameters will be conducted to assess the impact of wastewater discharge on the watercourse For facilities discharging wastewater into grass irrigation fields, a risk assessment will be conducted in accordance with ECOM's 'Irrigation Risk Assessment for Coffee Mills with Irrigation Fields as Wastewater Treatment – Integrated Procedure' All water and wastewater monitoring activities should adhere to ECOM's 'Monitoring Guide for River Water, Groundwater, and Process and Wastewater' <p>World Bank Group's Environmental, Health, and Safety Guidelines for Food and Beverage Processing. Certain countries have coffee-specific discharge regulations.</p> <p>When assessing the impact of the discharge, the profile of the receiving waterbody is considered.</p>
	13.7.4	303-3 Water withdrawal	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
	13.7.5	303-4 Water discharge	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88
	13.7.6	303-5 Water consumption	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88

Security Practices

GRI 3 Material Topics 2021	3-3 Management of material topics	<p>Before engaging a security personnel contractor, ECOM accepts its duty to identify all aspects of the work expected of them. In particular, ECOM: (i) considers the environmental, health and safety implications of the proposed job; and (ii) assesses the level of risk associated with the required work both internally and externally.</p> <p>ECOM makes reasonable inquiries to ensure:</p> <ul style="list-style-type: none"> Personnel providing security are not implicated in past abuses, criminal offences or human rights abuses Those providing security are aware of ECOM expectations and codes of conduct, including 'zero-tolerance' policy on the use of drugs and alcohol in the workplace Proof of completion of training on the safe use and management of firearms and security threats/risks can be reasonably verified Local ECOM entities assess the need for security officers to be armed. Force is only to be used for preventive and defensive purposes in proportion to the nature and extent of the threat ECOM considers and, where appropriate, investigates all allegations of unlawful or abusive acts of security personnel, takes actions to prevent recurrence, and reports unlawful and abusive acts to public authorities
GRI 410 Security Practices	410-1 Security personnel trained in human rights policies or procedures	<p>86% of ECOM operations provide training for security personnel.</p> <ul style="list-style-type: none"> Training requirements also apply to third-party organisations providing security personnel.

Economic Inclusion

Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
GRI 3 Material Topics 2021	13.7.3	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods, page 14 Indirect supply chain: <ul style="list-style-type: none"> ECOM continues to advance the implementation of its due diligence protocol, including the annual questionnaire that addresses key topics such as economic inclusion, human rights, labour practices, and responsible business conduct.

Local Communities

Topic 13.12 Local Communities	13.12.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Resilient communities, page 20
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Land and Resource Rights

Topic 13.13 Land and Resource Rights	13.13.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Land tenure rights, page 68
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Rights of Indigenous Peoples

Topic 13.14 Rights of Indigenous Peoples	13.14.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Land tenure rights, page 68 Social Policy: https://www.ecomtrading.com/media/kfthoj4h/social_policy_2022.pdf
	13.14.3	Additional sector disclosures	Locations of operations where indigenous peoples are present or affected by activities of the organisation: Mexico, United States, Costa Rica, Nicaragua, Guatemala, Peru, Colombia, Brazil, China, Papua New Guinea, Nigeria, Uganda, Kenya, Tanzania, Rwanda, Cameroon, Ethiopia, India, Indonesia and Vietnam.

Diversity and Equal Opportunity

Topic 13.15 Non-Discrimination and Equal Opportunity	13.15.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Diversity, equity and inclusion, page 71 ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Gender equity and social inclusion, page 23 Equality, Diversity and Inclusion Policy: https://www.ecomtrading.com/media/5dte1jpo/equality_diversity_and_inclusion_policy.pdf
	13.15.2	405-1 Diversity of governance bodies and employees	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88

Forced or Compulsory Labor

Topic 13.16 Forced or Compulsory Labor	13.16.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Child and forced labour, page 25 Modern Slavery Statement: https://www.ecomtrading.com/media/tteflmiv/modern-slavery-statement-2023.pdf
	13.16.2	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Child and forced labour, page 25 ECOM Group Sustainability Report 2024 > Upholding ethical business standards > The Swiss Code of Obligations, page 65

Child Labor			
Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
Topic 13.17 Child Labor	13.17.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Child and forced labour, page 25
	13.17.2	408-1 Operations and suppliers at significant risk for incidents of child labor	ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Child and forced labour, page 25 ECOM Group Sustainability Report 2024 > Upholding ethical business standards > The Swiss Code of Obligations, page 65
Freedom of Association and Collective Bargaining			
Topic 13.18 Freedom of Association and Collective Bargaining	13.18.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Freedom of association and collective bargaining, page 70
Occupational Health and Safety			
Topic 13.19 Occupational Health and Safety	13.19.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Health, safety and wellbeing, page 72 ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Our policies and procedures, page 63 Social Policy: https://www.ecomtrading.com/media/kfthoj4h/social_policy_2022.pdf Supplier Code of Conduct: https://www.ecomtrading.com/media/1gjasjii/ecom-supplier-code-of-conduct-2024.pdf
	13.19.2	403-1 Occupational health and safety management system	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Health, safety and wellbeing, page 72
	13.19.3	403-2 Hazard identification, risk assessment, and incident investigation	<p>Risk assessments are conducted in all local sites by the local company. The scope covers the environmental and social risks of operations, and is managed at the ECOM Group level.</p> <p>Quality is ensured by the periodic evaluation of compliance with country regulatory health and safety guidelines and requirements, and international best practices. Processes are carried out by the site's or local company's trained OHS specialist.</p> <p>Each processing/storage facility assesses its specific OHS risks periodically (the period depends on the country's regulation, upgrades in the processing line, and particular events) as part of a Health and Safety Programme and identifies the proper prevention measures.</p> <p>Employees are encouraged to use the existing communication channels to express concerns and issues: accident reporting, near-misses reporting, incident reporting and direct communications with supervisors.</p> <p>ECOM Group's Internal Health & Safety Policy sets out the requirements under which the company must provide safe working conditions to workers. Any breaches of this or consideration from workers to remove themselves from unsafe work situations can be reported and expressed through the local grievance mechanism, which has channels to ensure anonymity and overall protection against reprisal.</p> <p>All accidents and incidents that occur within ECOM's operations or during employees' work hours must be reported. Each event is investigated to determine its root cause and the appropriate preventive/corrective measures. The accident/incident reporting policy requirements apply to all accidents and incidents involving ECOM employees, on-site vendors and contractors that result in (or might have resulted in) personal injury or illness.</p>

Occupational Health and Safety

Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
	13.19.4	403-3 Occupational health services	<p>The safety and wellbeing of our employees is a top priority for the ECOM Group. Each operation encompasses various functions aimed at safeguarding the health and wellbeing of workers, which include:</p> <ol style="list-style-type: none"> 1. Hazard Identification: OHS conducts comprehensive assessments to identify potential workplace hazards that may pose a risk to employees' health and safety 2. Minimisation: Once hazards are identified, OHS collaborates with relevant departments and stakeholders to develop effective control measures (for example, modifying work processes, providing personal protective equipment (PPE) 3. Health Surveillance: OHS facilitates regular health surveillance programmes for employees whose jobs involve high-risk activities 4. Training and Education: To raise awareness among employees about workplace hazards, safe work practices, and the proper use of protective equipment <p>ECOM ensures that OHS is staffed with qualified professionals, adheres to national regulations and international best practices, and maintains a culture of continuous improvement.</p>
	13.19.5	403-4 Worker participation, consultation, and communication on occupational health and safety	<p>Where applicable under country regulations, ECOM establishes formal channels for consultation and dialogue between management and workers regarding OHS, such as regular meetings, forums or joint committees where workers can voice concerns, provide input, and contribute to the decision-making processes related to OHS policies, procedures and initiatives.</p> <p>Representatives are selected by the workers. Committees have both employee and management representation, and are given decision-making authority within their designated scope. They play a significant role in making recommendations to management regarding OHS matters and are responsible for promoting and maintaining a safe and healthy work environment.</p> <p>Duties typically include:</p> <ul style="list-style-type: none"> • Reviewing and assessing workplace hazards, incident reports and near-miss incidents • Participating in the development, implementation and evaluation of OHS policies, procedures and programmes • Conducting regular inspections and audits to identify potential hazards and ensure compliance with regulations • Analysing injury and illness trends • Reviewing and providing feedback on risk assessments, emergency response plans and training programmes • <p>The frequency of committee meetings is based on the operation's needs and the complexity of the work environment. Typically, the committees meet regularly, though this may increase during critical periods, such as during the implementation of new initiatives or in response to emerging risks.</p>
	13.19.6	403-5 Worker training on occupational health and safety	<p>The following training is provided:</p> <ol style="list-style-type: none"> 1. Generic Training: Provides workers with basic knowledge and skills on OHS. This typically covers topics such as: <ul style="list-style-type: none"> - Introduction to OHS laws, regulations, and policies - Basic principles of hazard identification, risk assessment and risk control - Safe work practices, including proper use of PPE - Emergency procedures and evacuation protocols - Reporting procedures for incidents, near-misses and hazards 2. Specific Hazard Training: Focuses on risks and hazards that are unique to certain job roles and tasks, for example: <ul style="list-style-type: none"> - Chemical safety - Machinery and equipment safety - Working in confined spaces - Manual handling and ergonomics - Working at heights 3. Hazardous Situations Training: Prepares workers to respond effectively in emergency situations or high-risk scenarios, for example, training on: <ul style="list-style-type: none"> - Fire safety and evacuation - First aid and CPR - Emergency response (for example, responding to emergencies, such as chemical spills, natural disasters or workplace violence incidents)
	13.19.7	403-6 Promotion of worker health	<p>The organisation facilitates workers' access to non-occupational medical and healthcare services through a multifaceted approach. This includes organising regular general health check-ups, ensuring comprehensive health insurance coverage for employees to access necessary medications and medical care, and conducting health promotion campaigns aimed at promoting healthy lifestyle choices. These initiatives collectively empower employees to prioritise their health and wellbeing, enabling them to address potential health concerns proactively and access essential healthcare services when needed.</p>

Occupational Health and Safety

Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
	13.19.8	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	The organisation adopts a proactive approach to prevent or mitigate significant negative occupational health and safety impacts that are directly linked to its operations. Each ECOM entity conducts comprehensive risk assessments to identify potential hazards and risks associated with its operations. This involves analysing work processes, equipment, chemicals and other factors that may pose occupational health and safety risks. By identifying these hazards, the organisation can prioritise preventive measures and control strategies.
	13.19.9	403-8 Workers covered by an occupational health and safety management system	<p>ECOM has implemented an Occupational Health and Safety management system based on legal requirements for 100% of employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system; 100% of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been internally audited.</p> <p>There are no workers who are excluded from this disclosure.</p> <p>The company performs annual Environmental and Social Monitoring to collect the information directly from each operation.</p>
	13.19.10	403-9 Work-related injuries	ECOM Group Sustainability Report 2024 > Appendix > Data tables, page 88

Living Income and Living Wage

Topic 13.21.1 Living Income and Living Wage	13.21.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Living wage and fair employment, page 69
	13.21.2	Additional sector disclosures	1,862 employees were covered by collective bargaining agreements during 2024.

Supply Chain Traceability

Topic 13.23.1 Supply Chain Traceability	13.23.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Managing change through transparency and traceability, page 50
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Public Policy

Topic 13.24 Public Policy	13.24.1	3-3 Management of material topics	<p>ECOM recognises that change needs to be an industry-wide process and engages with all stakeholders.</p> <p>While ECOM does not directly lobby, our change efforts take place through our collaboration with NGOs and industry-wide engagements, including sitting on the steering committee for CFI and being board members of WCF.</p> <p>We work with the industry to try and create positive change to address the protection of natural resources. We are also members of the ECA and ECF, and serve on committees relevant to government legislation, such as the new EU Due Diligence Legislation.</p>
	13.24.2	415-1 Political contributions	None.

Conflict in Origins			
Standard	GRI sector standard ref. no	Disclosure	2024 location and responses
Conflict in Countries	13.21.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Improving farmer and worker livelihoods > Conflict in origins, page 27
Transparent Communications			
Transparent Communications	13.23.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Transparent communications, page 67
Client Value Alignment			
Customer value alignment	13.24.1	3-3 Management of material topics	ECOM Group Sustainability Report 2024 > Upholding ethical business standards > Client value alignment, page 67

GRI

data tables



General disclosures

Governance structure and composition

Conseil	%
Non-executive members	100
Independence	58
Types of work they perform	<p>The Conseil d'Administration (ECOM's Board) has oversight of ECOM Agroindustrial Corp. Ltd and its subsidiaries, and is responsible for ensuring the establishment of a clear Group governance framework to ensure effective steering and supervision of the Group and which considers considering the material risks to which the Group and its subsidiaries are exposed. The Conseil has delegated day-to-day operational oversight to the Executive Committee, while remaining ultimately responsible for all actions. The CEO, CFO and CTO report to the Board on a frequent basis, formally no less than monthly and informally through the sharing of papers and committee minutes, as such meetings occur.</p>
Underrepresented social groups	
Shareholder representatives	
Corporate Practices Committee	%
Non-executive members	100
Independent	67
Types of work they perform	<p>The Terms of Reference of which includes responsibility for ESG.</p>
Underrepresented social groups	
Shareholder representatives	
Audit Committee	%
Non-executive members	100
Independent	67
Types of work they perform	<p>The Terms of Reference of which includes responsibility for ESG.</p>
Underrepresented social groups	
Shareholder representatives	

Energy

Energy consumption within the organisation

a) Total fuel consumption within ECOM from non-renewable sources	Fuel type	2024 (TJ)	2023 (TJ)
	Diesel	233	208
	Wood	218	196
	Residual fuel	32	35
	Petrol	20	22
	LPG	23	17
	Natural gas	460	482
	Total	986	960

Energy

Energy consumption within the organisation

b) Total fuel consumption within the organisation from renewable sources	Coffee husk	180	183
	Solar electricity	16	14
	African palm kernel	439	433
	Other bioresidues	160	178
	Total	795	807
c) In joules, watt-hours or multiples, the total	Energy consumption	2024 (TJ)	2023 (TJ)
	Electricity	346	339
	Heating		
	Mobile sources		
	Cooling		
	Steam		
	Total	346	339
d) In joules, watt-hours or multiples, the total	Electricity		
	Heating		
	Mobile sources		
	Cooling		
	Steam		
	Total	0	0
e) Total energy consumption within ECOM, in joules or multiples	Total energy consumption	2,126 TJ	
f) Standards, methodologies, assumptions and/or calculation tools used	Description of standards, methodologies, assumptions, calculation tools	GHG Protocol, Sulytics Platform	
g) Source of conversion factors used	Description of source of conversion factors used	DEFRA, IPCC (AR6 and AR5)	

ECOM does not currently collect data on an annual basis for electricity, heating, cooling or steam sold.

Energy

Energy intensity

a) Energy intensity ratio for ECOM	Energy intensity ratio	363	kWh/MT
b)Organisation-specific metric (the denominator) chosen to calculate the ratio	Metric	Total Outputs (MT)	
c) Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam or all	Types of energy	Fuel and electricity	
d)Whether the ratio uses energy consumption within ECOM, outside of ECOM, or both	Within, outside, or both	Whitin	

Emissions

Direct (Scope 1) GHG emissions

a)Gross direct (Scope 1) GHG emissions in metric tons of CO ₂ equivalent	Data point	2024 (tCO ₂ e)	
	Gross direct GHG emissions	59,060	For the Sustainability Report 2024, we will publish our 2024 corporate footprint.
b) Gases included in the calculation whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ or all	Gases included	All GHGs	
c) Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent	Data point	2024(tCO ₂ e)	
	Biogenic CO ₂ emissions	We did not report on biogenic CO ₂ emissions	
d) Base year for the calculation, if applicable, including:	Base year	2022	
	Rationale for choosing it	We recalculated corporate emissions for 2022 and used it as the new base year	
	Emissions in the base year	60,197	
	Context for any significant changes in emissions that triggered recalculations of base-year emissions	Better data availability	

Emissions		
e) Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source	Source	We used DEFRA, which uses mainly IPCC AR5
f) Consolidation approach for emissions; whether equity share, financial control or operational control	Description of consolidation approach	Operational control
g) Standards, methodologies, assumptions and/or calculation tools used	Description of standards, methodologies, assumptions, calculation tools	GHG Protocol corporate reporting standard, IPCC guidelines

Energy indirect (Scope 2) GHG emissions

a) Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO ₂ equivalent	Data Point	2024 (tCO ₂ e)
	Gross location-based energy indirect emissions	35,312
b) If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO ₂ equivalent.	Gross market-based energy indirect emissions	53,335
c) Gases included in the calculation whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ or all	Gases included	All
d) Base year for the calculation, if applicable, including:	Rationale for choosing it	We recalculated corporate emissions for 2022 and used it as the new base year
	Emissions in the base year	51,974
	Context for any significant changes in emissions that triggered recalculations of base-year emissions	Better data availability
e) Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source	Source	Ecoinvent 3.10.1

Emissions		
f) Consolidation approach for emissions; whether equity share, financial control or operational control	Description of consolidation approach	Operational control
g) Standards, methodologies, assumptions and/or calculation tools used	Description of standards, methodologies, assumptions, calculation tools	GHG Protocol corporate reporting standard

Energy indirect (Scope 3) GHG emissions

Gross other indirect (Scope 3) GHG emissions in metric tons of CO ₂ equivalent	Scope 3 emissions	20.1 million
Gases included in the calculation; whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ or all	Gases included	All gases
FLAG emissions in tons of CO ₂ equivalent	FLAG emissions	16.8 million
Other indirect (Scope 3) GHG emissions categories and activities included in the calculation	Emissions categories and activities	Scope 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.9, 3.10, 3.12, 3.15
Base year for the calculation, if applicable, including:	Rationale for choosing it	We recalculated the corporate emissions for 2022 and used it as the new base year
	Emissions in the base year	21.1 million
	Context for any significant changes in emissions that triggered recalculations of base-year emissions	Adding and updating direct land use change emission factors and dluc emission factors in our corporate footprint.

Emissions

Source of the emission factors and the GWP rates used, or a reference to the GWP source	Source	WFLDB 3.7.1, Ecoinvent, USIO 2021, DEFRA, sustainability reports from investments
Standards, methodologies, assumptions and/or calculation tools used	Description of standards, methodologies, assumptions, calculation tools	GHG protocol corporate reporting standard, WCF GHG accounting manual, Green Meter, Sulytics platform

GHG emissions intensity

a) GHG emissions intensity ratio for ECOM	Emissions intensity ratio	0.09 tons CO ₂ e/MT	Total output (Bean Equivalent) for 2024 was 1,439,136 MT
b) Organisation-specific metric (the denominator) chosen to calculate the ratio	Metric	Total Outputs in Bean Equivalent(MT)	
c) Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2) and/or other indirect (Scope 3)	Types of energy	Scope 1, Scope 2 (market-based approach)	
d) Gases included in the calculation whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ or all	Gases included	All	

Water and effluents

Water withdrawal

a) Total water withdrawal from all areas in megalitres, and a breakdown of this total by the following sources:	Data point	Megalitres
	Surface water	177
	Groundwater	850
	Seawater	0
	Produced water	0
	Third-party water	284
	Total	1,311

Water discharge

a) Total water discharge to all areas in megalitres, and a breakdown of this total by the following types of destination, if applicable:	Data point	Megalitres
	Surface water	53
	Groundwater	149
	Seawater	0
	Third-party water	536
	Total	739

Water and effluents

Water consumption

a) Total water consumption from all areas in megalitres	Total water consumption	1,311
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Occupational H&S

Work-related injuries

For all employees:	Data point	Number
	Number of fatalities as a result of a work-related injury	0
	Rate of fatalities as a result of a work-related injury	0
	Number of high-consequence work-related injuries (excluding fatalities)	11
	Rate of high-consequence work-related injuries (excluding fatalities)	0.62
	Number of recordable work-related injuries	99
	Rate of recordable work-related injuries	5.6
	Main types of work-related injury	General wounds, Crush by object, Same level falls
	Number of hours worked	17,981,000
b) For all workers who are not employees but whose work and/or workplace is controlled by the organisation	Number of fatalities as a result of a work-related injury	0
	Rate of fatalities as a result of a work-related injury	0
	Number of high-consequence work-related injuries (excluding fatalities)	0

Occupational H&S

	Rate of high-consequence work-related injuries (excluding fatalities)	0
	Number of recordable work-related injuries	26
	Rate of recordable work-related injuries	N/A
	Main types of work-related injury	Same level falls
	Number of hours worked	N/A
c) The work-related hazards that pose a risk of high-consequence injury, including:	How these hazards have been determined	Through risk assessments conducted in all local sites by the local company. The scope covers environmental and social risks of operations, and is managed at the ECOM Group level
	Which of these hazards have caused or contributed to high-consequence injuries during the reporting period	Moving parts of machinery
	Actions taken or underway to eliminate these hazards and minimise risks using the hierarchy of controls	Engineering, and administrative controls PPE
d) Any actions taken or underway to eliminate other work-related hazards and minimise risks using the hierarchy of controls.	Description of actions taken or underway	<p>1. Hazard Identification: Occupational Health Services (OHS) conducts comprehensive assessments to identify potential workplace hazards that may pose a risk to employees' health and safety</p> <p>2. Minimisation: Once hazards are identified, OHS collaborates with relevant departments and stakeholders to develop effective control measures (for example, modifying work processes, providing personal protective equipment (PPE))</p> <p>3. Health Surveillance: OHS facilitates regular health surveillance programmes for employees whose jobs involve high-risk activities</p> <p>4. Training and Education: To raise awareness among employees about workplace hazards, safe work practices and proper use of protective equipment</p>

Occupational H&S

e) Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked	What were the rates calculated based on?	1,000,000 hours
f) Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded	Description of whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded	N/A
g) Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used	Contextual information	The company performs annual Environmental and Social Monitoring to collect information directly from each operation. Local operations register serious accidents through a Global Human Resources reporting system, and the rest of the accidents are reported locally, registering the information in an accident report book

Glossary of terms

Term	Definition
Agroforestry	<p>A plan and criteria specific to the farmers’ needs, interests and abilities developed in a participatory process and agreed upon with producers based on an assessment of the ability for the plan to deliver the three benefits (productivity, economic and environmental). A landscape assessment is acceptable and can be used instead of farm-specific assessments if it is adapted to farmers’ needs, interests and abilities when implemented.</p> <p>The plan considers and incorporates the following:</p> <ul style="list-style-type: none"> a. A farmer’s production goals, profit targets, interests, ambitions and abilities regarding adoption of agroforestry b. A farm’s soil, climate, size, current planting density and other crop density, current yields and net profit c. The tree species, planting density/design, timeframe, labour requirements and financial investment needed to deliver the three benefits most effectively d. Details on how each farmer will receive the technical support, coaching, inputs and finance that they need to be successful e. Information from a market assessment that identifies the market demand and accessibility for a farmer to sell the agroforestry products identified in the plan
Carbon reduction roadmap	<p>The purposeful reduction of a carbon footprint through the scientific analysis of a supply chain, mapped out through a comprehensive, long-term plan.</p>
Causal sLUC	<p>The causal sLUC refers to a methodology to estimate GHG emissions reflecting the direct responsibility of a commodity in relation to land-use change, when farm-level traceability data is not available. A causal sLUC indicates that, although land-use change values generated may not be supply chain-specific (not a dLUC), they still provide a more accurate value as opposed to sLUC values that rely on high-level crop statistical data. The causal sLUC can therefore show the direct responsibility of, for example, cocoa through advanced satellite imagery and commodity-specific maps. In the absence of farm-level traceability data, it is best practice to use a causal sLUC based on a cocoa map of the country/supply chain a company procures volume from.</p>
Certified	<p>Cocoa, coffee or cotton that has been certified by Rainforest Alliance, Fairtrade or Organic, or any other third-party certification.</p>
Child protection and the prioritisation of education and training	<p>Informal or non-formal education based on a curriculum and delivered to producers/farmers using best practice methods for adult learning. It is focused on increasing knowledge, understanding and skills. It can be delivered one-on-one or in groups, and can be continual or a one-off.</p> <p>The training curriculum includes all four core topics as per industry standards:</p> <ul style="list-style-type: none"> 1. What is child labour? 2. What types of work are children allowed/not allowed to do? 3. What activities are hazardous? 4. What are the associated risks?

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Climate-smart agriculture (CSA) training	Aims to mitigate carbon emissions from cocoa agriculture and help producers to adapt to the negative impact of climate change on cocoa production and to adapt agricultural practices, if necessary. CSA is not one action; it is rather an approach consisting of several possible actions. CSA is also not a ‘one-size-fits-all’ approach that is the same for every cocoa farmer; it depends on the specific impact of climate change (the identified climate threat) in a certain area and the capacity of the farmer to respond to this and apply suitable CSA practices.
Counterparty	A legal entity or group on the opposing end of a financial transaction or contract, often to which financial risk exists.
ECOM Group	Our global operations, which cover the Cocoa division, as well as all our other commodities and operations (e.g. coffee, cotton, etc.).
Economic resilience	The ability of an economic or socio-economic system to withstand sudden changes or disasters.
Environmental, social and governance (ESG)	Refers to company practices around, impacts on and efforts to manage environmental, social and governance performance in such a way as to minimise negative impacts and amplify positive outcomes, both materially and from a reputational perspective.
Farm	The total amount of productive cocoa/coffee land the farmer manages and harvests from. In many cases, there is a collection of multiple plots for one farmer.
Farmer	One person in a single residence on a farm where the primary occupation of the household is the operation of a farm.
Ground truthing	The process of collecting real-world data on-site to validate or calibrate information obtained from remote sensing, models, or other indirect methods.
Implement	Can be done directly by the organisation itself or its suppliers, or indirectly by building capacity among local communities or by supporting local public actors.
Good agricultural practices (GAP)	Agricultural methods that include pruning, pest and disease management, weed management, shade management and harvest management, among others. These practices are promoted to farmers to improve sustainable crop production, and provide the basic environmental and operational conditions necessary to produce safe, clean and healthy agricultural commodities.

Glossary of terms

Term	Definition
Income diversification programmes	Programmes that increase the proportion of income derived from non-cocoa /coffee farm sources.
Net Zero	Achieving a balance between the amount of emissions produced and those removed from the atmosphere in order to reduce global warming.
Origin-sourced supply chain	All products purchased through an ECOM-managed operation in a sourcing country. Beans do not have to be sustainable or under a programme.
Partner-sourced supply chain	All cocoa or coffee beans purchased through a third-party/non-ECOM managed origin operation. These can be certified or conventional.
Responsible practices and trade	To actively and consciously ensure that methods and operations within a supply chain do not cause significant negative effects on people, communities or the environment.
Sustainable	A farm that operates under the interventions or investments made to support cocoa and/or coffee sustainability related to economic sustainability (farmer livelihoods, income, productivity, alternative income generation or living income measures), social sustainability (working towards the elimination of child labour and forced labour, community development, and women and youth empowerment) or environmental sustainability (working towards the elimination of deforestation, and promotion of reforestation, climate-smart practices or agroforestry). It must be third-party verified and include components of traceability. It does not include Organic but does include Rainforest Alliance or Fairtrade certification.
Traceability to farmer or community/farmer organisation	<p>Product traceability in the cocoa and coffee sector is the “ability to follow the physical movement and/or mass conformity of cocoa through specified stage(s) of production, processing and distribution” (International Organization for Standardization (ISO), African Regional Standards (ARS).</p> <p>Traceability to farmer: In a traceable supply chain to farmer level, polygons or GPS points are the standard for all farms, with unique farmer IDs tracked to first purchase point.</p> <p>Traceability to community/farmer organisation: In a traceable supply chain to community/organisation level, GPS points are the standard for the first transaction point in the cocoa/coffee supply chain, where cocoa/coffee transfers from the farmer’s control to the control of a subsequent supply chain actor.</p>



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