



# Ksapa 2021

## MISSION REPORT

Advise  
Invest  
Activate  
Advocate



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# FOREWORD

## About Ksapa.org

Ksapa's mission is to contribute to accelerating the shift of investors and companies towards models that integrate environmental and social dimensions at the core of their activities.

We offer innovative and scalable solutions to help them achieve the 2030 Sustainable Development Goals that are a priority for their activities, by building more resilient, inclusive, and efficient business models.

This mission has three dimensions: strategic advice, the design and management of innovative solutions and impact investments, and the dissemination of content and ideas in the public debate.

## Publication of a mission report: a legal obligation

Ksapa is one of the first companies to have adopted the status of a mission-based company. As such, it applies article L. 210-10 of the French Commercial Code, which provides for the meeting of a mission committee, a distinct corporate body responsible for monitoring the execution of the mission by taking into account the interests of stakeholders directly related to the company's activity.

As such, Ksapa's mission committee met on May 18, 2022. The present report is attached to the management report presented at the General Meeting for the approval of the 2021 annual accounts. The purpose of this report is indeed threefold:

- To shed light on Ksapa's mission;
- To share new developments and projects in the year 2021 in relations to this mission;
- To outline next steps, in the spirit of continuous improvement.

# KSAPA'S MISSION

## A/ The purpose and mission of Ksapa

Ksapa's purpose and mission, as well as details about the constitution of a committee to evaluate its mission, have been integrated in the Purpose section of its articles of incorporation:

"In addition, the purpose of the Company is defined as follows: to promote, on the widest possible scale within its means, economically efficient activities and systems allowing for social, societal and environmental improvements, with a view to promote sustainability. This through the activities described in the present article but also through the sharing of the values carried by the Company and of the points of view arising from them within the framework of the public debate. An evaluation committee will be set up within the Company, and will regularly (at least once a year) the fulfilment of this very mission statement in the course of its activities".

Ksapa was one of the very first companies to adopt the quality of a mission-based company, following the adoption of the PACTE law in France and prior to the promulgation of its application decrees in January 2020. The implications of being a mission-based company are expressed as follows on Ksapa's website:

"Our mission is to participate to the best of our abilities in accelerating the shift of investors and companies towards practices that take into account the environmental and social dimensions at the heart of their activities. We offer innovative and scalable solutions to help them achieve the 2030 Sustainable Development Goals that are a priority for their activities, by building more resilient, inclusive and efficient business models. This mission has three dimensions: strategic consulting, design and management of impact investing solutions, and dissemination of ideas in the public debate."

We provide regular insights and hope to contribute in this way to mobilizing a growing number of actors to achieve the SDGs by 2030. To this end, we work along the following editorial lines:

- Offering our perspective regarding specific pathways where we feel that certain hotspots are not being explored with sufficient ambition, scale and speed. The lack of a resilient and inclusive model indeed generating high risks for investors and companies.
- Influence the practices of investors, businesses, and regulators to accelerate better consideration of environmental constraints, as well as fuelling more inclusive growth."

## **B/ Reminder of the PACTE law**

The PACTE law (2018) introduced changes regarding the integration of environmental & social issues in corporate activities. Being a company with a mission therefore requires:

- To integrate a raison d'être into its legal statutes;
- To specify "the modalities of the follow-up of the execution of the mission" - notably through a "mission committee, distinct from the social organs provided for by the organization and including at least one employee. It is exclusively responsible for this monitoring and presents an annual report attached to the company's annual report...".
- To have a third-party and independent body verify the proper performance of the mission;
- To have the quality of the mission-based company registered by a clerk of the commercial court. The "société à mission" does not constitute a new legal form in its own right; it is a quality and not a form of company:

## C/ Adoption of the quality of "société à mission"

The different criteria of eligibility and adoption of the quality of a mission-based company have been met by Ksapa:

- The purpose has been incorporated into the articles of incorporation of the corporation (dated August 1, 2019);
- The Mission Committee met in May and October 2021 and May 2022, and its findings are relayed in this document;
- Registration of the status of a company with a mission by the clerk of the commercial court

Ksapa is also a member of the Community of mission-based companies.

## D/ Mission Committee

Ksapa's mission committee was appointed by the Extraordinary General Meeting of April 15, 2021, for a period of 2 years. It is composed of the following members:

- **Isabelle Baillet** - having notably directed the activities of the General Real-Estate Credit and the public economy markets within Société Générale
- **Etienne de Bryas** - Partner of RSM France and founder of MBV et Associé
- **Amandine Hersant** - Managing Director of ONG Planète Urgence
- **Dominique de Margerie** - Former Chairman of the Board of Esfin Gestion (Crédit Coopératif)
- **Isabelle Nicolai** - University Professor of Economics, Innovation and Sustainable Development, Director of the Master's degree in "CSR Management and Organizational Performance" at the Leonardo da Vinci University
- **Margaux Dillon** - Employee (Senior consultant) appointed by the Ksapa team

The last mission committee meeting of the company was held on May 18, 2022.

A third and independent organization was appointed in 2022 to validate the progress and realization of the mission. Gérard Schoun of RSE France will therefore draw up a report for the 2021 financial year (and every two years given the size of the company).

# CHOICE OF OBJECTIVES, MONITORING INDICATORS AND TRAJECTORY

The committee underlines the involvement of the entire Ksapa team and the quality of its efforts in the realization of the company's mission, notably through the production and open-sourced content, insights and reflections, as well as in its consulting activities, development of innovative solutions and impact investments.

## **A/ Advocacy**

Ksapa shares its views and expertise to accelerate the adoption of resilient and inclusive models. We aim to inform and inspire the practices of investors, companies and regulators to accelerate the consideration of environmental constraints, as well as the fuelling of inclusive growth.

We are therefore developing our participation in the public debate through several types of content, in French and in English, on the following six themes: Human Rights, Sustainable Development, Circularity, Climate Change, ESG & Sustainable Finance, Impact. In addition to sharing open-sourced contents on our website, they are also shared via our social media platforms, namely Twitter and LinkedIn, which are regularly picked up by various media.

In this area of activity, the mission committee, held in October 2021, stressed the importance for Ksapa to set quantitative and qualitative objectives to demonstrate the successful completion of its mission.

**With regards to our participation to the public debate, it was decided to monitor two types of indicators, namely the efforts made by the team and their impact.**

### **INDICATOR 1 | Efforts to participate in public debate**

This indicator is calculated on the basis of the following two elements :

- **Percentage of working time spent collectively on public debate participation activities ("Advocacy")**

**Methodology:** Use of the time tracking file filled out by the team members to track the time spent on the various missions and tasks - particularly the "Advocacy" activities. **Calculation Method:** consolidated annual percentage of time dedicated to advocacy (number of hours dedicated to participation in public debate and total number of hours worked). **Source:** Ksapa teams (time spent) and consolidation at Group level.

**The objective set by the mission committee is a percentage of time spent on these activities between 10 and 15%, with a minimum of 8%.**

- **Number of published contents**

**Methodology:** Monitoring of published content (on our website and social networks). **Calculation method:** Tracking of the number of contents, i.e. articles, briefing papers and newsletters (number of newsletters/emails sent), as well as webinars (number of sessions, number of replay podcasts and number of registrants). **Source:** Ksapa website.

**The objective set by the mission committee is to publish an average of 5 to 7 pieces per month on average (with a minimum of 4).**



## INDICATOR 2 | Impact of our participation in the public debate

This indicator is calculated on the basis of the following two elements:

- Progressive expansion of our audience, reflecting our ability to act as a “sounding board”

**Methodology:** Retrieval of external data. **Source:** Google Console.

- Recognition by our "peers" (qualitative assessment)

**Methodology:** Census of the reposts of our articles, points of view, invitations to third-party events. **Source:** external media.

The mission committee will also assess the audience, the inclusion of content on external platforms and the ability to be a rallying point for different players.

PROPOSAL VALIDATED BY THE MISSION COMMITTEE OF THE FOLLOWING 4 “ADVOCACY” OBJECTIVES:

- 100% (at least 90%) of the team contributes to our participation in public debate
- 10-15% (at least 8%) of the team’s collective time allocated to advocacy activities
- 5-7 pieces of content (at least 4) produced per month on average over the year
- The committee will also assess the audience, the resharing of content, the capacity to be a rallying point for actors from different spheres

## **B/ Advise**

We likewise carry out our mission through consulting activities. We provide strategic advice to help companies and investors understand the environmental, social and governance priorities that affect their assets and operations. We help them drive the necessary transformations across their business and value chain. This to build out more resilient and inclusive long-term growth and profit models with a clear impact on the SDG 2030 agenda, including through the following service offerings:

- Human rights due diligence
- CSR and ESG policies
- ESG and Impact strategies

With specific regards to consulting, the mission committee, held in October 2021, stressed the importance for Ksapa to set quantitative and qualitative objectives to demonstrate the successful completion of its mission.

**The following 3 issues will therefore be monitored by means of a questionnaire we sent out to our clients:**

### **INDICATOR 1**

#### **Changes made**

**Question:** As a result of the recommendations made or the analyses carried out by Ksapa, have changes been initiated in your policies/your organization in social and/or environmental matters?

### **INDICATOR 2**

#### **ESG progress within the organization**

**Question:** Have these recommendations and/or analyses been taken into account and has progress been made on environmental and/or social issues related to Ksapa's engagement alongside your organization?

### **INDICATOR 3**

#### **Improvement compared to similar organizations**

**Question :** Have Ksapa's recommendations and/or analyses allowed you to improve in comparison to companies/organizations in your sector?

PROPOSAL VALIDATED BY THE MISSION COMMITTEE OF THE FOLLOWING 2 "CONSULTING" OBJECTIVES:

- Average score of 4, with at least 40% of clients responding to the survey if possible
- Minimum score of 3 per question

## C/ SUTTI initiative

The entire Ksapa team strives to support the emergence of concrete solutions.

In particular, Ksapa developed the SUTTI (Scale Up Training Traceability Impact) initiative, to improve the working conditions and income of smallholder farmers in fragmented supply chains in Asia and Africa.

This initiative consists in designing and implementing a partnership scheme, with the support of industrial actors and investors. This to improve the economic, environmental and social performance of raw material supply chains by focusing on small-scale farmers and family farms that constitute the first mile of these supply chains. The scheme is designed to be replicable in different commodities and countries, in order to achieve the objectives of gradual scale-up, with the ambition of reaching 1 million beneficiaries in 10 years.

The SUTTI initiative contributes to the achievement of the following Sustainable Development Goals: no poverty (#1), quality education (#4), decent work and economic growth (#8), reduced inequality (#10), sustainable consumption and production (#12), and measures to combat climate change (#13).

The SUTTI program focuses primarily on the needs of small-scale farmers. Through a 360-degree diagnosis of their farms, SUTTI offers a holistic view of the knowledge transfer to be implemented. Opportunities for income diversification are identified, such as the establishment of parallel crops, the valorization of waste or the creation of new services for the community. All this to be ultimately integrated into the training program for small-scale farmers.

Thus, the SUTTI initiative relies first and foremost on professional training for small-scale farmers producing raw materials, but also includes impact measurement and supply mapping.

A hybrid system, it combines face-to-face and digital training modules, impact measurement and sourcing mapping. The "low-tech" application suite SUTTI (see Ksapa website) is designed to support smallholders in the evolution of their practices over time. Moreover, the application has been designed based on the needs and constraints of end-users. It does not require a smartphone, just a phone with an internet browser. It works offline, and is usable by illiterate farmers thanks to a "text-to-speech" functionality. It was developed by Ksapa, with the assistance of various service providers. That includes Palo IT, an IT services company with offices in France and Asia and a "Tech for Good" orientation.

The application suite is at the very heart of the program's design and deployment. It allows us to use digital levers to develop replicable systems that can reach a significant scale at a cost that can be absorbed by the sector concerned. Indeed, solutions relying solely on face-to-face meetings are too expensive to scale up and purely digital solutions are not easily adopted by farmers. Only a hybrid system can really take advantage of the potential of digital solutions for the benefit of small-scale farmers.

Another key acceleration factor is the integration of impact-linked finance into SUTTI programs, in order to finance scaling up. This by relying on the value created for the participating farmers and the valuation of externalities (e.g. via the valuation of carbon impact).

In this area of innovative program activation, the mission committee, held in October 2021, stressed the importance for Ksapa to set quantitative and qualitative objectives to demonstrate the successful completion of its mission.

### **The following 3 indicators will therefore be monitored:**

#### **INDICATOR 1 | Number of participants in SUTTI programs**

**This indicator provides a concrete measure of the number of beneficiaries of the SUTTI programs and the typology of the publics involved.**

**Calculation method:** The indicator includes the number of farms participating in the program, the number of direct participants and indirect beneficiaries, the number of young people involved (definition can be adapted by program) and the number of women involved (as a % of farms where women benefit from the training).

**Source:** Digital application + trainers.

#### **INDICATOR 2 | Access to vocational training**

**This indicator measures the access to professional training (face-to-face + digital) provided by SUTTI programs**

**Methodology:** Attendance sheets make it possible to track the number of face-to-face training sessions, the time spent and the number of participants – in other words the number of participant hours delivered. A future version of the SUTTI digital application will track time spent on the application. **Calculation method** = sum of the number of training hours spent in face-to-face sessions and the number of training hours spent in digital sessions. **Source:** Instructors/digital application.

#### **INDICATOR 3 | Impact on Smallholder Farmer Income**

**This indicator measures income increases for farmers attending SUTTI programs.**

**Methodology:** Evolution of farmer income in relations to program attendance. For example, productivity on the main commodity plus additional income for diversification activities. **Calculation method** (to be confirmed via the implementation of programs): evolution of productivity per Ha (before/after) on the target raw material + translation with regard to the average annual price in % of the average basic income and sum of complementary income and % of basic income. **Source:** Farmers - digital application (including data approach) + auditors/instructors.

## PROPOSAL, VALIDATED BY THE MISSION COMMITTEE, OF THE FOLLOWING 3 OBJECTIVES FOR “SUTTI”:

The mission committee validated the objectives for the SUTTI program by 2030 - and the trajectories to achieve them:

- The overall objective of the SUTTI program, validated by the mission committee, is to reach 1 million direct and indirect participants, or 200,000 farms (using an average of 5 people per farm; it being specified that the programs considered are spread over several years).
- Validation of the trajectory in terms of number of training hours provided: 5 million hours of professional training provided in 10 years.
- Validation of the trajectory in terms of impact on participants' income: 150 million euros in 10 years

Several discussions are underway to develop long-term partnerships and funding opportunities for the SUTTI program with different types of stakeholders - businesses, financial actors, multilateral organizations, development agencies, etc.

The goal of the trajectories validated by the mission committee may therefore be updated according to the evolution of the contractual agreements concluded.

# RESULTS 2021

## A/ Results 2021

The mission committee underlined the diversity and quality of the efforts made, the involvement of the teams, the content produced, and the initiatives undertaken.

The committee therefore validated the successful completion of Ksapa's mission for the 2021 fiscal year, whose activities (consulting, impact investment and participation in public debate) allow it to fully play its role as a linchpin in the broader social and environmental transition.

Extensive discussions with the members of the Mission Committee contributed to drawing the following roadmap.

Indeed, two main areas for improvement had been outlined by the Mission Committee: namely the need to engage during 2021 in joint work between the company and the Committee to:

- Prioritize to achieve maximum impact – that is, as significant as possible, as sustainable as possible, for as many people as possible;
- Formalize impact indicators across the 3 dimensions of Ksapa's activities, with regards to the ambitions defined in its mission statement.

Looking back, the next steps approved during the previous Mission Committee were duly implemented in FY 2021:

- Organize a Mission Committee meeting (October 2021) to formalize a roadmap, which prioritizes impact objectives (see validated objectives below) as well as a monitoring grid
- Appointment of the ITO to validate in 2022 the completion of the mission



## Results 2021 : PARTICIPATION IN THE PUBLIC DEBATE

### INDICATOR 1

Participation in the public debate represents 12.8% of the time worked by the teams (excluding agents)

### INDICATOR 2

· 70 pieces of content produced (excluding translations) in 2021 (130+ in ENG/FR in 2022)

2021 Results	English	French
Nb of Articles	38	38
Nb of Briefing Papers	10	10
Nb of Webinars	5	3
Nb of Podcasts	5	3
Nb of Newsletters	11	11
<b>Total (134)</b>	<b>69</b>	<b>65</b>

### Resonance of our participation in the public debate

Based on the number of visitors to the Ksapa website, the number of webinar registrants, the number of newsletter recipients, and the number of social media subscribers, it is estimated that the content produced reaches nearly 50,000 people to date.

## Recognition of our advocacy efforts among our peers

(External relays of our articles/viewpoints and invitations to third-party events)

Invitations & Relays	Publications, interviews, content republication, citations, traditional media, etc.	Qualitative monitoring
Organisation	Subject	Ksapa Member Involved
AFITE	Interview in "Guide impact investment / due diligence RSE"	R Hara
Aspen Institute	Mention of briefing paper "triple capital accountability" in newsletter	A Covo / R Hara
Cap Gemini	Invitation to Webinar for insurance professionals	R Hara
ITCLE	Guest speaker in an international conference on education	H Issoufaly
Change Now	SUTTI solution selected in the « Seeds of Change 2021 » category	-
Palo IT	Invitation to participate in a webinar on digital solutions "for good"	C Chateauxvieux / H Issoufaly
Compliance magazine	Invitation to share insights on the role of investors under SFRD / CSRD obligation in "business and human rights"	F. Baddache
Compliance magazine	Invitation to share insights on the French duty of care law in the context of the ongoing "business and human rights" discussions	F. Baddache
Council on Business & Society	Cross review on "soft law & hard law" in business & human rights with Trinity College, Warwick, & ESSEC Business School	F. Baddache
Council on Business & Society	Academics	
Council on Business & Society	Reproduced blog "Good practices sourcing raw materials responsibly"	F. Baddache
Council on Business & Society	Reproduced briefing paper "Crédibiliser les plans de neutralité carbone"	F. Baddache
Council on Business & Society	Reproduced blog "leaky homes and the energy transition"	R Hara
Council on Business & Society	Reproduced briefing paper "Role des Conseils d'administration dans la transition juste des entreprises"	F. Baddache
Council on Business & Society	Reproduced briefing paper "triple capital accountability"	A Covo / R Hara
Corporate Excellence	Approaching the Future 2021 - Interview and inclusion as thought leader with experts from Iberdrola, BlackRock, Corte Ingles	F. Baddache
Corporate Excellence	Webinar - EU Taxonomy and implications advancing SDGs	F. Baddache
Corporate Excellence	Webinar - Impact measurement & SDGs	F. Baddache
B SMART	Interview on "demain entreprendre"	F. Baddache
B SMART	Interview on "Enjeux et priorités", Jean-Marc Sylvestre	F. Baddache
AFNOR - Magazine Enjeux	Interview "Tendances et perspectives sur le reporting extrafinancier"	F. Baddache
Purpose brand annual review	ESG Leaders to follow in 2021	F. Baddache
The World CEO Ranking 2021	Included in the category "Best CEOs from around the world 2021"	F. Baddache
Convergences	Speaker at the Convergences Global Forum (environmental and development policies)	R Hara
Convergences	Participation in annual workshops - impact finance, development	M Dillon, A Covo, E Pons
Green Solutions Days	Importance of building farmer resilience + Presentation of the SUTTI solution	R Hara
Unravel	Production of 3 blogs	M Dillon

Also noteworthy is the wide range of speakers invited to Ksapa's webinars:

- Scaling Sustainable Farming thanks to Innovation Tech - with external speakers Jordan Coriton, Senior UX-UI Designer, PALO IT and Cypri Dalé, Responsible, Sun Spirit for Justice and Peace, an Indonesian NGO.
- Solutions for Resilient Raw Materials Supply - with external speakers Shivani Kannabhiran, Lead Responsible Agricultural Supply Chains at OECD and Hélène Vermont, Sustainable Purchasing Manager, Michelin.
- Matching SDG Pledges with Impact Metrics - with external speakers Carla Orrego, Project Manager of the Global Innovation Lab for Climate Finance, Priscilla Boiardi, Policy Analyst, Private Finance for Sustainable Development at the OECD and Roberto Fernández Albendea, CSR Director at Iberdrola.
- Human Rights Due Diligence: Legally-Binding Instruments to date - with external speakers Didier Bergeret, Director Social Sustainability at the Consumer Goods Forum and Lene Wendland, Chief of Business & Human Rights branch at the Office of the UN High Commissioner for Human Rights.

- Circular Materials: Helping industry decide, set goals and chart progress - with external speakers Sasha Radovich, Executive Director of Fashion Positive, Karla Mora, Managing Partner of Alante Capital and Satumajja Mäki, Chief Advisor, Sustainability and Circular Economy at Finnish Textile and Fashion
- Positive impact in the side universe: beyond ESG - with external speakers Ladislav Smia, Head of Sustainability Research at Mirova and Francois Humbert, Active Ownership Lead Manager at Generali Investments.
- Trends, emerging issues and best practices in sustainable finance - with external speakers Maha Keramane, Head of Social Entrepreneurship and Microfinance Europe at BNP Paribas and Etienne Barel, Deputy Managing Director of the French Banking Federation.
- Issues, methodologies and best practices of climate stress tests - with external speakers Lucas Vernet and George Overton for APCR, Clément Bourgey for NGFS and Erwan Devillers from Société Générale.

**The 2021 results are consistent with the 4 objectives related to participation in the public debate, as validated by the mission committee.**

## **RESULTS 2021: CONSULTING**

The conduct of Ksapa's advisory engagements is fully aligned with the achievement of its mission – as demonstrated by the following sample of clients:

- For a global player in the concessions and construction business – development of action plans in line with international standards, to unlock funding for an energy infrastructure in sub-Saharan Africa;
- For a leading development agency – development of socio-environmental criteria to strengthen international supply contracts in the fields of transport, energy and water management in particular;
- For an international bank – identification, research and qualification of a five-year roadmap to develop an innovative service offer for the retail banking division, covering in particular the issues of energy transition, social inclusion, biodiversity and circularity

- For an international bank – development of two sectoral policies covering banking, investment & asset management and insurance in the sectors of oil and gas extraction as well as production of sensitive agricultural raw materials (beef, soy, wood and palm oil in particular).
- For a company responsible for the operation and maintenance of a multimodal urban transport network – development of a first report on its duty of care covering human rights, safety and environmental issues.

CLIENT FEEDBACK - CONSULTING			
Questions	As a result of Ksapa's recommendations or analysis, have any changes been made to your social and/or environmental policies/organization?	Has taking these recommendations and/or analyses into account enabled progress on environmental and/or social issues within your organization?	Have Ksapa's recommendations and/or analysis helped you improve in comparison to companies/organizations in your sector?
Average of the answers received from 50% of the client base (scale from 1 to 5)	4.2	4.2	5

The results for fiscal year 2021 are consistent with the objectives for the consulting activities as validated by the Mission Committee. The objective of collecting at least 40% of client responses by 2022 will require special attention.

## RESULTS 2021: SUTTI

For example, a project was launched in Indonesia at the end of 2020, to support approximately 5,000 beneficiaries (1,000 rubber producing farms) over 4 years in changing their agricultural practices. This program will run until 2024. Its key goals include increasing yields, controlling costs, improving environmental practices and reducing the carbon footprint. A feasibility study has been carried out to use the carbon economy as a lever to enhance the value of the changes in practices induced. This program is intended to be extended and to bring together various actors to improve the income (1) and working conditions (2) of a larger number of small-scale farmers.

The pipeline of projects under discussion in 2022 is significant and already includes an agreement for a SUTTI program in Sri Lanka (supported by the Ministry of Economy, Finance and Recovery, the Michelin Group – the world's largest buyer of natural rubber – and the Sri Lankan Ministry of Plantations) for 6,000 farms as well as possible extensions in Asia and Africa.

Advanced discussions are also underway with various players (industrialists, development institutions, and financial institutions) to expand on these approaches in other countries and agricultural commodity supply chains.

**The trajectory of the SUTTI initiative, started in fiscal year 2020 and extended in 2021, is consistent with the three activity objectives validated by the mission committee.**

## **B/ Verbatim from the mission committee members**

"After always very constructive and open discussions, and in a short period of time (given our first mission committee met just one year ago), the Ksapa team aptly adopted 3 guiding principles (alignment, discernability, and scalability), effectively aligning with the recommendations agreed upon together (...)."

\*

"Following our last discussions, the present roadmap can be finetuned by allocating the necessary resources and adapting it to become a key lever for business development. I would like to reiterate my congratulations to the entire team and its management, who – while ensuring particularly welcome commercial activity – have successfully pursued reflections on the demands of operating as mission-based company."

\*

"Companies must change – drastically and quickly. This is extremely complex and sometimes causes anxiety. Ksapa is one of those coaches who can facilitate this path, with essential expertise around Human Rights and value chains. As a member of the mission committee, my role is to monitor and challenge the structure's impact indicators with regard to that very mission statement."