



MISSION COMMITTEE  
REPORT 2021





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Financial Management and Communications Management.

Production: **inVivo**  
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## MESSAGE FROM THE CHAIR

On 21 October 2020, Union InVivo's Board of Directors ratified a change in the Articles of Association of InVivo Group, including its corporate purpose ("*raison d'être*") and its mission, making the central holding company of the French union of agricultural cooperatives a mission-led company (*société à mission*). Through its origins and its cooperative history, the InVivo group's DNA already contained the collective interest that is at the heart of a mission-led company. In adopting this attribute, InVivo publicly committed to putting its business plan at the service of the agricultural and food transition.

In November 2020, the Mission Committee, the guarantor of the execution of the mission, was set up to deploy the mission through concrete and quantifiable objectives. Composed of three personalities from the corporate world and four group employees, this independent committee began to meet in January 2021.

We have got to know each other and learnt to work together. At the end of this first year of work, I want to express my pride in chairing a team that is as just as brilliant as it is invested. I also take measure of our great responsibility. Not only are we among the first mission committees in operation and have to build the tools that will be most effective for measuring the fulfilment of the commitments made by InVivo through exploration and experimentation, but we are also facing accelerated changes affecting agriculture and food.

The year 2020-2021 highlighted a unique combination of risks reinforcing each other and having a negative impact on the global food system: climate risk directly affecting the volume and quality of agricultural production and farmers' incomes; biodiversity risk, with loss of living species and degradation of land and water resources; health risks underlining the link between the health of all plants, animals and humans; and, lastly, geopolitical risks.

This context gives even greater meaning to the mission that the InVivo Group has defined for itself. While the Mission Committee is primarily responsible for overseeing the execution of the mission defined by the group, with indicators that are both robust and ambitious, it is also our role to make suggestions for good practices or new approaches to InVivo's management team, so that it can better contribute to solving these shared challenges. We would like to thank the Chief Executive Officer of InVivo, Thierry Blandinières, who with his kind and discreet attitude during this first year of work, has recognised the advisory role that we aim to take with regard to the group's governance.

We are only at the beginning, however, as demonstrated by this first Mission Committee report.

**Constance de Gourcuff**  
Chair of the Mission Committee



## INVIVO IN A NUTSHELL

A national union of agricultural cooperatives, InVivo provides innovative and responsible solutions for its member cooperatives and their farmers to support the agri-environmental and economic transition of agriculture and food. InVivo deploys its activities from field to fork and from farmer to consumer: agriculture, viticulture, international grain trade, garden center and food retail.

The scope of this first report concerns InVivo Group, the central holding company of Union InVivo.

Agriculture and food are at the core of the UN's 17 **Sustainable Development Goals**, which InVivo contributes to achieving on a daily basis.

InVivo adheres to the United Nations Global Compact.



€4.7bn

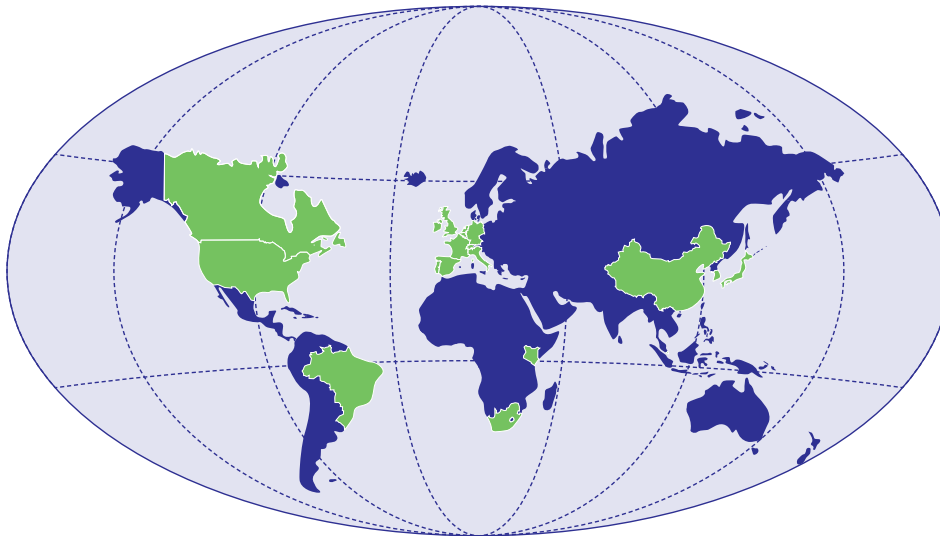
in consolidated revenue

6692

employees

188

member cooperatives



20 countries

represented

**Europe:**

Germany  
Belgium  
Spain  
France  
Hungary  
Ireland  
Italy  
Netherlands  
Portugal  
United Kingdom  
Switzerland

**Africa:**

South Africa

Kenya

**The Americas:**

Brazil  
Canada  
United States

**Asia:**

China  
Japan  
Singapore  
South Korea

4 areas

of expertise

**Agriculture**

Bioline by InVivo

**International trade**

InVivo Grains

**Garden centers and food retail**

InVivo Retail

**Wine**

Cordier by InVivo

1 factory

focusing on innovation

InVivo Digital Factory

1 platform

selling agricultural goods and services

aladin.farm

# 1. InVivo, a mission-led company: why and how?

## THE POSSIBILITIES CREATED BY THE PACTE LAW

In order to rethink the role of companies in society and allow them to better meet societal expectations, the PACTE Law of 22 May 2019 provides companies with various possibilities through a 3-stage procedure.

In 2020, InVivo chose the highest and most demanding commitment: to be a mission-led company, requiring it to define its corporate purpose and its mission, modify its Articles of Association, and set up an independent Mission Committee to oversee the implementation of the mission, and an audit of the execution of the mission by an independent third-party firm.

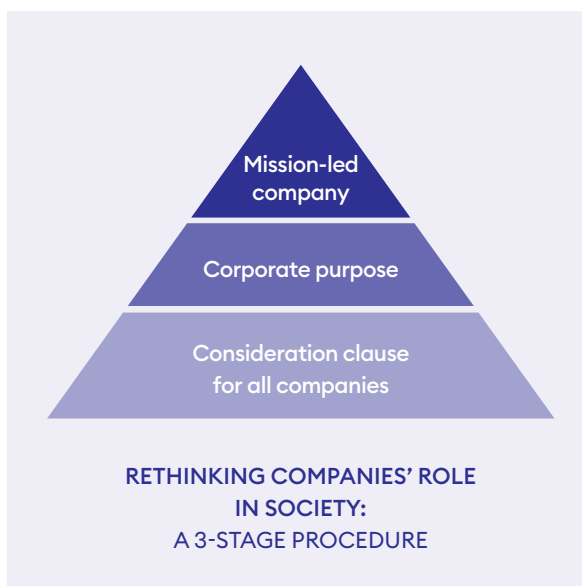
## WHY DID INVIVO BECOME A MISSION-LED COMPANY?

The cooperative model, a precursor to the mission-led company

Cooperatives are based on the following values: mutual aid, responsibility, democracy, equality, equity and solidarity. Where the purpose of a company is usually to make profits, in order to compensate its shareholders through dividends, the purpose of a cooperative is to provide services at the best cost to the members, with capital being only one means of financing the organisation.

Through its origins and its history, the InVivo group's DNA contains this cooperative identity and "collective interest" that founded it on and which inspires and characterises it. As clearly stated in the Notat-Senard report<sup>1</sup>, "[...] cooperatives are an example of past existence of this reflection on companies' pursuit of collective interest [...]".

<sup>1</sup> Notat-Senard Report, "L'entreprise, objet d'intérêt collectif" (9 March 2018), which inspired certain provisions of the PACTE Law.



Being a mission-led company allows for a hybridisation between the profitability-based market economy and the Social and Solidarity Economy (SSE) to which cooperatives belong. We can therefore affirm that InVivo Group, as the central holding company of the French Union of agricultural cooperatives, already possessed the characteristics of a mission-led company well ahead of time.

## A response to increasingly high societal concerns

Since the 1987 Brundtland report, from which the concept of “sustainable development” emerged, the business environment has undergone profound changes. Societal demands on governments and businesses have increased considerably. This rise in demand is reflected both in diverse opinion trends (opinion risk), but also in a more or less restrictive reinforcement of international, regional (European Union) and national standards. Overall these requirements relate to: the integration of environmental issues, including the fight against climate change and the preservation of biodiversity; the fight against risks affecting human health and safety in relation to product quality; transparency of business (anti-corruption) and respect for human rights, including fundamental rights at work as recognised by the 1998 Declaration of the International Labour Organization (ILO).

With respect to agriculture and food specifically, food systems (i.e., all actors and activities that feed people from “field to fork”) are now at the crossroads of major and highly interdependent ecological, health, ethical, and economic challenges that must be addressed systemically.

### Ecological

Despite its many benefits, the high level of productivity achieved by the intensification of agriculture has come at the cost of consuming natural resources, and damage to biodiversity and to the quality of soils that now seem excessive.

### Health and ethics

In Western countries, food intake has become more abundant, more diversified, and more processed, even “ultra-processed”, with significant impacts on the long-term health of populations<sup>2</sup>. Therefore, in certain sectors of society, we are witnessing attempts to redefine healthy eating. This is marked by the growing importance of health and well-being issues, and by a rise in citizens’ concerns related to food (organic, ethical, local food, respect for animals etc.).

These new values are already reflected in changing food practices: the decline in meat consumption is now a well-established trend; we are seeing a rapid rise in organic

products and those stemming from various sustainable agricultural production modes; there is also a growing interest in human-scale distribution channels, direct sales and channels with few intermediaries. While these practices remain a minority, they play an important role as drivers supporting the rise in the quality of food supply, the diversification of agriculture, and the fight against food inequality.

### Economic

While farmers are at the source of the creation of food value and provide essential services to society, their low remuneration has led to a vocational crisis that is harmful to society. The number of farms and farm assets have been declining for years. The age pyramid suggests that many farmers will retire between now and 2026. Project initiators and potential entrants, increasingly outside of a family tradition, frequently face difficulties in accessing land and high installation costs. It is essential to support new entrants, ensure the transmission of knowledge, develop new skills adapted to the digital society, and pay farmers fairly for the primary and ecosystem services they provide, in order to restore their social dignity.

The InVivo group’s transformation into a mission-led company took place in this context, in order to actively promote the sustainable transformation of agricultural practices at the service of the food transition.

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<sup>2</sup> “Vers une alimentation durable : Un enjeu sanitaire, social, territorial et environnemental majeur pour la France”. Report no. 476 to the Senate, 28 May 2020. <https://www.senat.fr/rap/r19-476/r19-4760.htm>



## Awareness of a mission that is aligned with contemporary challenges: the contribution of agriculture

Since 2014, the date of its first strategic plan *2025 by InVivo*, and given the global environmental, social and food challenges, the group has decided to direct its ambition toward the transformation of agriculture at the service of food quality, thanks to innovative, responsible and sustainable solutions that have a triple performance objective - economic, social and environmental - with regard to all its constituent parties (member cooperatives, employees) and stakeholders (farmers, consumers and territories).

From that time, CSR became one of the pillars of the company's development ("*CSR Inside*") and has determined major strategic choices, such as: investing in biosolutions, experimenting with new agro-ecological solutions, opening organic and/or local food distribution channels, accelerating the digitisation of French agriculture etc. With 188 member cooperatives representing more than 300,000 farmers in France, the InVivo group has great capacity as a major driver in farming, first for the French farm, and then internationally.

Taking into account the ecosystem benefits that agriculture can contribute to generating, InVivo has gradually refined and clarified the idea of promoting, on all levels, a form of agriculture that contributes directly to the achievement of the 17 UN Sustainable Development Goals (SDGs), at least eight of which are directly related to InVivo's activities<sup>3</sup>. This agriculture not only aims to be conservative, but also regenerative.

<sup>3</sup> SDG 1 No poverty, 2 Zero hunger, 3 Good health and well-being, 8 Decent work and economic growth, 12 Responsible consumption and production, 13 Climate action, 15 Life on land, 17 Partnerships for the goals.

**Conservation agriculture** is a set of techniques that conserve soil nutrients so as not to compromise land use for future generations.

**Regenerative agriculture** goes further. Through its holistic approach, it aims to improve soil health, preserve biodiversity and enhance the farmer's entrepreneurial approach. This model helps to conserve and restore the organic matter of soil by protecting the habitats of micro- and macro-organisms. The benefits also include improved water conservation in the soil, better resilience to erosion, and improved agricultural resilience in the face of climate change.



## 2. Corporate purpose and mission



### Thierry BLANDINIÈRES

Chief Executive Officer of InVivo



“The status of 'mission-led company' is an opportunity, because in it we find all our cooperative values, combined with a corporate definition in line with contemporary challenges. Given the **demographic, environmental and food challenges of tomorrow**, we are truly conscious of our mission: meeting the challenge of transforming the agricultural world through innovative, responsible and sustainable solutions **for the benefit of cooperatives, farmers and global consumers.**”<sup>4</sup>

At the beginning of 2019, InVivo launched a broad participatory consultation with its stakeholders (cooperatives, employees, customers, suppliers, franchisees, investors, start-ups) in order to define its corporate purpose. 1500 inspiring answers were recorded, from which the Union's Board and the group's Executive Committee formulated, in successive iterations, the corporate purpose, then the group's mission, which were submitted to the Board for validation and incorporated into the Articles of Association.

### InVivo's corporate purpose:

Fostering the agricultural and food transition to a resilient **agrosystem** by designing innovative, responsible solutions and products in line with the principles of regenerative agriculture, for the benefit of farmers and consumers.

By adopting the status of 'mission-led company' for its group, InVivo reaffirmed its commitment to leverage its economic model, which extends across the entire food chain, to meet this commitment.

<sup>4</sup> Press release of 22 October 2020.



## INVIVO'S MISSION

Guided by its corporate purpose, InVivo Group is committed to:

- **Strengthening the bond with its members** and their ability to **sustainably transform agriculture** and ensure food quality and security in France and across the globe.
- **Integrating its corporate purpose into its overall strategy** as well as that of its brands, while adapting it to the entities that comprise its group.
- **Continuously developing, through and with research and digital**, its knowledge and innovation capacities to prepare positive-impact solutions for the future and to contribute to meeting major environmental challenges.
- **Building, alongside its partners, eco-designed and/or responsibly sourced products and services** and responsible distribution channels that create economic, environmental and societal value.
- **Exploring and structuring**, along with stakeholders in the agricultural sectors, **innovative and responsible** projects that promote sustainable growth, in line with the principles of regenerative agriculture.
- **Continuously developing the skills of its employees**, their initiative and the level of social dialogue, while affirming its cooperative values.
- **Applying InVivo's Code of Conduct to its strategic stakeholders**, upholding human rights and the OECD's guiding principles, including its suppliers and customers, and protecting personal data.

Thus, InVivo intends to apply its mission to its constituent parts and its stakeholders.

# 3. The Mission Committee

The InVivo group's Mission Committee is composed of three qualified experts and four employees representing the various businesses of the group.



**Sébastien Abis**  
Director of Club DEMETER

Sébastien Abis is the Director of Club DEMETER. He is also an associate researcher at IRIS (Institute for International and Strategic Affairs), developing worldwide expertise on the geopolitics of agriculture, rurality, fisheries and food. He is a member of the editorial board of the journal *Futuribles* and the *International and Strategic Review*. He is also a columnist in several scientific journals and publications.

*Club DEMETER is the ecosystem of the agricultural and agri-food sector oriented toward long-term thinking, global issues and cross-sector dynamics. With its 73 member companies, it has created a network of 18 higher education providers, works with scientific experts and cooperates with several national ministries. It publishes *Le Demeter* annually.*



**Perrine Bismuth**  
Founding partner of FrenchFood Capital,  
President of the FrenchFood Network

As a social innovation entrepreneur, Perrine Bismuth has strong expertise in sustainable food and a proven track record in strategy and marketing-communication consulting. As the founder of *La Deuxième Maison* in 2005, a CSR consulting and communications agency, which she sold to the Makheia group in 2013, she has developed a large portfolio of top-tier clients (Danone, La Banque Postale, Elior, L'Oréal, Interbev, Paris city hall etc.).

*In 2017, Perrine co-founded FrenchFood Capital, a €132 million independent sector growth capital fund, strongly committed alongside its holdings to support the emergence of French food champions in France and internationally.*



**Pierre Victoria**  
Former Head of Sustainable Development at Veolia

Pierre Victoria was the Head of Sustainable Development at Veolia from 2012 to 2020. He was a director on Veolia's board, representing employees, from 2014 to 2018. He was an elected politician for 12 years at the local and regional levels, and an MP in the French National Assembly from 1991 to 1993, replacing Jean-Yves Le Drian who was appointed to the cabinet.

He has contributed to several books: *“La gestion démocratique : un nouveau paradigme pour le développement”* (Democratic management: a new paradigm for development), a collective work of the MAEE, and *“L'Entreprise contre la pauvreté”* (Corporations against poverty), and coordinated the work *“L'accès à l'eau et à l'énergie : de la vision à l'action”* (Access to water and energy: from vision to action). He is also a member of the committee of experts of the Fondation Jean-Jaurès.

*Pierre Victoria is a Knight of the Order of the Legion of Honour and a Knight of the National Order of Merit.*



## Ludivine Allardon

Marketing and Communications Manager

Agrosolutions – Bioline by InVivo

A business school graduate, Ludivine Allardon spent six years at PwC in the development of the agriculture and agri-food sectors. Currently a Senior Manager at Agrosolutions, she supports the teams in the structuring and deployment of the offer and its identity. Ludivine also works as a consultant to clients to promote and communicate the progress initiatives that have been put in place.



## Mathieu Gaubert

Incubator Director in the Gardening offer

InVivo Retail

Mathieu Gaubert is an agricultural engineer and specialises in purchasing and marketing garden products through a central purchasing hub (food or specialised). He has rounded out his education with positions in the industrial world, in development and product design. Today, he runs an incubator project for the gardening offer at InVivo Retail, which aims to develop innovative and differentiated products, with eco-design and CSR at the heart of the process.



## Constance de Gourcuff

Head of internal and digital communications

InVivo Group

After 10 years at Coca-Cola Enterprises, including five years in the corporate digital division, Constance joined InVivo in 2008 as Web Communications Manager to steer the group's corporate digital transformation. Since 2014, she has also been in charge of the group's internal communications, in a context of a major transformation, in particular the deployments of the strategic plans *2025 by InVivo* and *2030 by InVivo*.

**She is the Chair of the Mission Committee.**



## Ludivine Soubelet

Marketing Manager

Mestrezat Grands Crus – Cordier by InVivo

Ludivine Soubelet joined the Cordier by InVivo adventure in 2016, as Marketing Manager for the trading house Mestrezat Grands Crus in Bordeaux. She built her experience in the world of luxury in prestigious houses such as LVMH and Chanel.

**The activity of the Mission Committee is regulated by law.** It is exclusively responsible for monitoring the execution of the mission that the company has taken on. In this regard, the committee reviews the roadmap and progress made. It submits an annual report, attached to the management report, to the annual general meeting that approves the company's financial statements. As part of this monitoring, the committee will perform any verifications it deems necessary and shall be provided with any documents useful in monitoring the execution of the mission.





3 QUESTIONS FOR...

## Perrine BISMUTH

Founding partner of FrenchFood Capital

### 1. Why did you agree to become a member of the InVivo group's Mission Committee?

I have been an entrepreneur since the age of 24. I created one of the first specialised consulting structures dedicated to supporting the strategic integration of CSR. 15 years ago, the topic was only just emerging, with the publication of the first sustainable development reports, and I had great pleasure in working with the companies pioneering the topic. After this first entrepreneurial adventure, in 2017 I created FrenchFood Capital to finance and support the growth of SMEs in the food sector. Given the challenges of the food transition and the expectations of consumers, who have become increasingly vigilant on these issues, CSR is both a fundamental part of our activity as an investor and a strong asset in the brand value of our portfolio companies. We are therefore naturally committed to supporting our holdings in making an impact. An "obstacle" in this approach is often in taking account the impact of upstream agricultural activities. This link in the value chain is often less controlled by transformation actors and data is more difficult to obtain and manage.

When InVivo asked me to join its Mission Committee, I immediately agreed, convinced by the need for and ambition of this approach. A group like InVivo is able to manage its upstream and downstream impact and therefore have a strong influence on the food transition, all in a cooperative approach that allows it to integrate the specificities and good practices of each territory. And that is something exciting!

### 2. How do you see your role within this committee?

I think I can bring an understanding of downstream, the different markets and economic models and their challenges. I am also constantly monitoring all the consumption trends at work in this vast food market. I therefore bring an openness and a culture of managing and measuring the dual creation of financial and extra-financial value of projects. I am also a newcomer with regard to agricultural upstream. I am neither from the agricultural world nor someone with technical knowledge of the sector. I will therefore try to build this knowledge by bringing the curiosity and questioning of a newcomer to the debate.

### 3. What are your key takeaways from this first year of the Mission Committee's work? What would you like to improve in the future?

This first year has enabled us to set the challenges and define the ambition of the mission of InVivo group. It was also an opportunity to identify all the actions already carried out by the group in all its businesses, and they are numerous. The members of the Mission Committee also had to be immersed in the issues specific to the group's various business units.

The challenge for the coming years will be to really bring the InVivo group toward impact on the broad topic of the agricultural and food transition with the formalisation of an impact ambition and monitoring of the achievement of this ambition.



3 QUESTIONS FOR...  
**Sébastien ABIS**  
 Director of Club DEMETER

**1. Why did you agree to become a member of the InVivo group’s Mission Committee?**

I have known the company for more than ten years and have observed its evolution with interest. When I was offered a position on the Mission Committee, I was honoured and, above all, motivated. Convinced that companies have a “political” role to play, I was very happy to see InVivo make a commitment in favour of the agricultural, food, climate, and scientific transitions. I also appreciate the international dimension of the group and this aim to promote France worldwide through the supply of agricultural products, technical innovations, food excellence and, above all, partnerships capable of contributing to the development of the countries in which the company operates. But I also want to **understand how a company that makes this commitment has to contend with the constraints and rules that can either accelerate or slow momentum.** It is both instructive and inspiring, because we are gauging the immensity of the task to be accomplished. This progress under pressure, and the dedication and enthusiasm are what I really like about InVivo’s approach.

**2. How do you see your role within this committee?**

I think I can **contribute a doubly decompartmentalised** viewpoint. On the one hand, a “wide-angle” view, because I am curious about international, cross-sector, and inter-social dynamics. I try to leverage my strategic and forward-looking reflection processes to share a number of cross-cutting issues with the committee members. My other contribution is based on my non-agricultural identity: I “don’t come from the farming world”! No family, no rural experience and no training in the sector. I fell into agriculture and food issues in 2005, when my career took an unexpected turn. While I mainly work for

business leaders in the agriculture and food sector, I am also a researcher at one of Europe’s leading geo-political think-tanks, I work with governments on certain issues, teach in schools, and have several civic commitments. I love to create bridges between people, sectors, ideas, cultures and countries.

**3. What are your key takeaways from this first year of the Mission Committee's work? What would you like to improve in the future?**

A promising launch year. I hope that we will have the opportunity to **further deepen the links between InVivo’s French and international** commitments. A mission-led company must not just mobilise its efforts and be assessed based on what it does at home, in the country in which its head office is located. If its activity is international, its commitments should be too. And I think that InVivo, with its values, its managers and its employees here and elsewhere, can show that a mission-led company has no borders.



## 4. The first year of the Mission Committee

During its first year of operation, the InVivo Group's Mission Committee met three times, on 22 January, 26 April and 15 November 2021. Due to the pandemic and the various lockdowns, the first two meetings were held remotely and the third one in person. A last remote meeting on 4 January 2022 was held to establish the terms of this report.

### ROADMAP AND METHODOLOGY

The committee began by defining its role, which consists of monitoring the execution of InVivo's mission with **two levels of ambition**:

- to assess the effectiveness and impact of the actions carried out to achieve the mission;
- to propose improvements and challenge the actions and strategic choices of longer-term governance.

The members of the group used this first year to get to know each other and to familiarise themselves with InVivo, which is a complex multi-business, multi-level international structure. Several presentations were given by managers from different group business units and entities: Bioline by InVivo, InVivo Retail, InVivo Trading, Cordier by InVivo, and the Corporate CSR division, so that each person could explain their respective commitments, as well as the actions taken to implement the group's CSR policy<sup>5</sup>.

The committee then developed **its roadmap and working method** for 2021:

- convert missions into **actions** and **objectives** in order to monitor the completion of the mission, distinguishing short- and longer-term objectives;
- choose the assessment **indicators** that will be used by the committee to measure each of the objectives among the indicators already monitored by the group in an initial step (means indicators), then define other indicators to be built in a second step (impact indicators);
- build an appropriate monitoring and assessment **schedule** in preparation for the 2021 annual report attached to the management report.

This work resulted in the creation of a **summary table** (see Appendix) to visualise the translation of missions into actions, combined with monitoring and control objectives and indicators.

### TESTIMONY BY

## Ludivine ALLARDON

Marketing and Communications  
Manager at Agrosolutions

When the concept of 'mission-led company' began to emerge in the public debate and within companies, I was very interested in getting involved. The mission acts as a compass guiding a company's strategic choices and pushing it to go further in its commitments. I am a manager in the agro-environmental firm Agrosolutions, a subsidiary of Bioline by InVivo: we support farmers, sectors and territories on a daily basis, in order to produce more sustainably. My role on the committee therefore is naturally aligned with my professional mission. Being an employee on the Mission Committee represents a dual responsibility: firstly to stimulate internal change, by proposing ideas, collectively reflecting on the impact of our actions, and secondly to act as a controller and a "thorn in the side".

**It is an interesting mix between a utopian duty and a pragmatic right.** This first year was an opportunity for us to learn to work together and discover where we stand within the committee. The vision and the direction are shared by all, but we are aware that the path may be winding. Sharing and enhancing our work is also now an important step: this is what will enable the highest possible number of employees - and stakeholders - to embark on this journey, in order to explain our ambition to them and for everyone to understand our roadmap.



<sup>5</sup> For a detailed view of InVivo's CSR policy, see the group's Non-Financial Performance Statements since 2019.





TESTIMONY BY

**Mathieu GAUBERT**

Incubator Director in the Gardening offer at InVivo Retail

I am convinced that environmental conservation and sustainable development are major battles of this century. In response, companies must be the first to commit to practices that are more environmentally and human-friendly. I am proud that InVivo is one of the businesses pioneering becoming a mission-led company. This shows that the group takes the matter seriously and is ready to fully commit to this approach.

Being an agent of this commitment through the Mission Committee gives more meaning to my work at InVivo. It pushes me to go even further in integrating CSR into the design of our private label products, to ensure that our chains offer pioneering eco-design and environmental ranges. I appreciate **the pragmatic approach** implemented in this committee during this first year of work, as well as **the exchanges of good practice** emerging from it, which have a driving impact among the different entities of the group. For example, for Retail we will adapt a carbon impact calculation method developed by Bioline. This will allow us to measure the carbon footprint of our offer and thus better inform consumers of the impacts of their choices in relation to the development and equipment of gardens.



TESTIMONY BY

**Ludivine SOUBELET**

Marketing Manager at Mestrezat Grands Crus

Becoming a member of the Mission Committee was a completely new challenge. I had already been closely following the group's CSR actions in recent years, mainly out of personal interest, and the transition of the InVivo group to a mission-led company has given the group's commitment a new dimension. This new role is an opportunity for me to become more involved in these topics, to better understand the issues at stake, to take a step back from my work and my daily tasks, and, lastly, to learn more about the other business units in the group and their actions.

My participation in this committee has had a real influence on my job this year, giving an overall meaning to the actions carried out on a daily basis, situating them within a long-term approach. The first year of the mission was the year of discovery: this committee was a new adventure for everyone, its functioning and roadmap had to be established collectively... now that we better understand the challenges and the actions taken, I hope that in the future we can be more innovative, a source of proposals to optimise and challenge the indicators, to bring new ideas to develop the triple performance we aim for.



## FOCUS ON A FEW ACTIONS CONTRIBUTING TO THE FULFILMENT OF EACH DIMENSION OF THE MISSION

**Mission 1 : To strengthen the bond with  
members and their capacity to sustainably  
transform agriculture**

*This mission of InVivo's is reflected in its ability to lead, via its member cooperatives, the entire agricultural ecosystem toward a sustainable transition of agriculture at the environmental, societal and economic levels.*

### Fermes LEADER Programme

► Bioline by InVivo



The **Fermes LEADER** (*Living lab des Exploitations Agricoles Digitales en Réseau* - living lab for a network of digital farms)

programme aims to support the agricultural transition, through digital innovation, placing the farmer at the centre of the system.

This network, involving 500 farmers, 30 cooperatives and 8 partnerships with technical and research centres, serves as a basis for experimentation with technological innovations that best meet societal expectations in terms of resources (reduction of GHGs, water and soil management, respect for biodiversity), while improving the cost efficiency of production.

More than 80 technologies have been identified and tested. To host this community, Fermes LEADER offers a platform with an information feed, discussion spaces to follow the various working groups, e-training and test benches, aimed at facilitating the deployment of digital solutions to farmers.





## Low-carbon rapeseed

► InVivo Trading



Europe's energy policy on biofuels means that producers of "sustainable" oilseeds (rapeseed or low-carbon sunflower) can be paid a bonus per ton sold.

InVivo Trading acts as a market leader in this process, supplying low-carbon seeds to a large number of processing plants and exporting this know-how throughout Europe. It has developed a certification calculator, to promote this production and support the cooperatives from certification to marketing.

This expertise has helped to maximise the GHG premiums paid to farmers. InVivo Trading thus helps to promote the agricultural practices of green cooperatives that store more carbon in the soil, and to improve farmers' remuneration. Ultimately, InVivo Trading is helping to develop a low-carbon oilseed industry in France.



**Mission 2 : To integrate the corporate purpose into InVivo's overall strategy, as well as that of its brands**

*This mission aims to accelerate the appropriation, integration and implementation of InVivo's corporate purpose in all its business lines and entities, whether directly or indirectly owned.*

**OneScore**

► **Pôle Partenaires Agrofourniture**



The OneScore project is a pilot tool for assessing inputs (seeds, plant protection products, fertilisers) and agricultural services referenced by the PPA (Pôle

Partenaires Agrofourniture - the agro-supply partners hub) according to "triple performance" filters (economic, societal and environmental). OneScore aims to inform cooperatives of the societal value of the referenced products in order to guide their purchasing decisions toward products with the best compromises. It therefore has significant potential to spread responsible procurement habits among cooperatives and their members. In 2021, 419 products were assessed.



**Mission 3 : To develop innovation capacities through research and digital technology**

*This mission is carried out through the development of innovative projects based on research and technology and enabling the group to meet the major environmental challenges.*

**Carbon Extract**

► **Bioline by InVivo**



After having participated in drawing up many of the methods for the Low-Carbon Label (major crops, arboriculture, plantation of orchards, leguminous plants, viticulture and perfume plants), the consulting firm Agrosolutions developed a digital tool - Carbon Extract - used to measure and launch the low-carbon transition of farms. Designed for farmers and agricultural consultants, Carbon Extract is used to carry out a complete carbon assessment of the operations (emissions and storage in the soil), to simulate what the carbon impact would be of new agricultural practices, and to launch, monitor and steer a low-carbon label project. In 2021, 60 assessments were made on the platform and 180 agricultural advisers were trained.



**Mission 4 : To co-build eco-designed or sustainably sourced products and services**

*This mission aims to stimulate continuous improvement of the offer according to positivity criteria, as well as the creation of pioneering ranges in terms of ecodesign and respect for the environment.*

**Implementation of the “Positive Impact Offer” programme**

► InVivo Retail



The “Positive Impact Offer” programme implemented by InVivo Retail consists of two components:

1. Evaluating the existing offer of private label products distributed by the group’s chains, according to a scoring grid of 60 CSR-related criteria, grouped into five categories: origin of the products, quality of the components, type of packaging, production conditions, impact of use.

The analysis of these 60 criteria results in a rating out of 20; an offer with a rating above 12 is considered “positive impact”. All products must then continually improve their score, for example by changing their specifications with suppliers.

The aim is that by 2025, 80% of the revenue generated by our private label brands will be “positive impact” by 2030. The “scoring” grid used by InVivo Retail to steer the quality of its offer will subsequently be applied to the national brands distributed by InVivo Retail chains.

2. Building new natively eco-designed offers to maximise positivity criteria. In 2020, the Cultiv range of cosmetics and food supplements was thus eco-designed in all respects, from the source of agricultural raw materials (continuous increase of the organic share of formulas) to packaging, with a further increase of the share of recycled plastic used since the launch.



In 2021, InVivo Retail's ranges of potting soil for garden centres were completely redesigned based on six aspects: eco-designed formulation of potting materials with an increase in the share of components usable in organic farming, and partial or total substitution of peat from compositions; recyclable packaging, made of 60% recycled plastic; sourcing 50% of potting soil components within 150 kilometres of the place of manufacture; optimisation of logistics with exclusively French production sites and within 300 kilometres of the shops where the potting soil will be sold; design of ranges of soil enrichers and composts aimed at soil regeneration; new free service of soil assessment for customers, allowing the best potting materials, enrichers, compost and plants to be recommended in relation to the preservation or restoration of soil quality. InVivo Retail's potting soil thus increased its score from 9 to a score of 14 out of 20, the best rating on the potting soil market.



**Mission 5: To structure, along with our partners, innovative and responsible projects in line with the principles of regenerative agriculture**

This mission aims to launch innovation projects with high environmental and economic impact with partners, in order to improve an entire business segment.

## New age vineyard for Les Vignerons de Buzet

► **Bioline by InVivo**



Fermes LEADER and the consulting firm Agrosolutions have teamed up to support the cooperative Les Vignerons de

Buzet in its ecological transition strategy, which it launched a decade ago. The cooperative has therefore committed to eliminating any synthetic chemical input, preserving living soils and having a positive environmental, economic and social impact on its territory.

To do so, in 2019 the group of winemakers supported by the Nouvelle Aquitaine region set up a "New Age" platform for testing on 17 hectares, combining agroforestry, resistant grape varieties, innovative technical routes and hydraulic installations. Deploying the project on a large scale currently involves measuring the impact and therefore the value of each of the solutions adopted in the testing zone. Agrosolutions uses its expertise to carry out assessments by measuring specific indicators on water, soil and biodiversity. Fermes LEADER implements innovative tools (probes and sensors) to process data and quantify the impact of actions over several years. The set of measures taken through this demonstrator over time (three years, renewable for five) will enable an assessment of the most efficient solutions, in order to convert other vineyards to the adoption of best practices.

## Developing responsible sourcing through progress workshops

► **Cordier by InVivo**

**CORDIER**  
— by **INVIVO** —

The aim of Cordier by InVivo's progress workshops is to build, along with voluntary wine cooperatives, the objectives and conditions of responsible supply, promoting positivity. In 2021, six meetings were held on topics such as the supply of organic grapes, supply of French origin, and regenerative vines. The purpose of these workshops is to encourage cooperatives to adopt progress initiatives, identifying market expectations, impacts and constraints, as well as expected gains, in order to create action plans and new specifications.



**Mission 6 : To continuously develop employees' skills and initiative**

*This mission is reflected in the attention paid to each group employee in all aspects of corporate policy and corporate dialogue.*

**Providing support for employees and managers in moving towards new work organisations (NOT Agreement)**

► Group



Signed in November 2020 with the majority of the corporate partners, after more than nine months of remote working due to COVID-19, the NOT agreement for New Work Organisations (*Nouvelles Organisations du Travail*) is much more than an agreement designed to sustain remote working time. It aims to leverage lived experience, to anticipate further shocks in the future, and to set up a more flexible, more resilient and more efficient organisation.

With this agreement, the group meets four essential and complementary objectives: well-being at work and the quality of life of employees; improving collective performance; better access to digital technologies; respect for the environment and the health of employees. Symbolised by the widespread use of remote working for 50% to 60% of the time for activities that can be performed remotely, this new organisation was supported by employees, who were consulted by a vote on the topic in 2020. In 2021, the emphasis was placed on supporting employees and managers in these new work organisations: creation of a virtual office (digital work platform) to enable all employees to work efficiently at the office or remotely, launch of e-learning courses to understand and set up new work organisations, distribution of videos for managers to create the right management habits.



**Mission 7 : To apply the code of conduct to its strategic stakeholders, upholding human rights and the OECD's guiding principles, including its suppliers and customers**

## **Launch of the responsible purchasing programme concerning suppliers**

► Group



InVivo launched a responsible purchasing programme in 2021 based on a comprehensive diagnostic assessment, including the mapping of purchase categories and the range of existing suppliers. In this step, the group's maturity was situated according to standards such as: ISO 20400, the OECD and UN due diligence guidelines, as well as the group's responses to the requirements of the Sapin 2 law and due diligence in relation to risk prevention. A supplier purchasing charter was then developed, which will now be appended to all new contracts, and will also have to be signed by existing suppliers. For 2022, the objective is to achieve 100% of new contracts containing validated charters.



# 5. Appendix: Table of Mission Actions/Objectives/Monitoring Indicators

## Missions

Supporting the capacity to **sustainably transform agriculture and food production** in France and around the globe

**Integrating the corporate purpose into the global strategy**, while adapting it to the entities within its group

**Innovating to develop future positive-impact solutions**, with a view to tackling the major environmental challenges

**Co-building eco-designed/ responsibly sourced products, services and distribution channels that generate economic, environmental and social value**

**Structuring**, along with our partners, innovative and responsible **projects in line with the principles of regenerative agriculture**

Developing **employees' skills, their ability to take initiative and engage in social dialogue** with the cooperative values

Applying the **code of conduct** to our internal and external strategic stakeholders

MISSION 1				
Activity	Business unit	Current objectives	Monitoring indicators 2021	Medium/long-term objectives
Application of the SEL principles of governance (Subsidiarity, Engagement, Loyalty): <ul style="list-style-type: none"> <li>• <b>S:</b> Pooling of resources</li> <li>• <b>E:</b> Training for directors</li> <li>• <b>L:</b> Ethics Committee (conflict of interest management)</li> </ul>	Group	Ensure that the Board of Directors can perform its steering role.	<ul style="list-style-type: none"> <li>• Amount allocated for the training of directors: <b>€50,000</b> (financial year 2020 - 2021)</li> <li>• Number of days spent on director's duties for Union InVivo (management board meetings, board of directors' meetings, committees): <b>37</b> (financial year 2020 - 2021)</li> </ul>	

MISSION 1				
Activity	Business unit	Current objectives	Monitoring indicators 2021	Medium/long-term objectives
Creation of a <b>Carbon&amp;Co Committee</b> allowing voluntary members to benefit from a carbon assessment at five of their farms (arboriculture and field crops).	Bioline by InVivo	Organise and share a collective strategic reflection on the positioning of cooperatives in the low-carbon transition of agriculture.	Study involving <b>37</b> farms, then development of the Carbon Extract tool for scaling up (see Mission 3).	Propose a comprehensive offer of technical, administrative and financial support for the cooperatives to start their operations on the low-carbon transition.
Direct the <b>Fermes LEADER</b> network (created in 2018): support farmers in their shift to digital, and more generally the agricultural transition.	Bioline by InVivo	Encourage farmers to obtain the means to make the agricultural transition through experimentation, testing and sharing of practices.	<ul style="list-style-type: none"> <li>• Number of new farmers recruited: <b>214</b></li> <li>• Number of articles published on the platform: <b>38</b></li> <li>• Number of webinars given: <b>15</b></li> <li>• Average score given by farmers to technology tools deployed on their farm: <b>3.2/5</b></li> </ul>	Measure the level of the agricultural transition through new impact indicators.
Deployment of a plug-and-play calculator enabling cooperatives to accurately assess farmers' emissions and their GHG storage capacity related to the cultivation of rapeseed ( <b>low-carbon rapeseed</b> ).	InVivo Trading	Implement the solution in order to promote the environmental practices of the members and thus increase the income of the farmers.	<ul style="list-style-type: none"> <li>• Number of cooperatives that adopted the solution for the 2020 harvest: <b>13</b></li> <li>• Type of crops covered by the 2020 crop tool: <b>rapeseed</b></li> </ul>	<ul style="list-style-type: none"> <li>• For the 2021 harvest: <b>already 22</b></li> <li>• For the 2021 harvest: <b>rapeseed, sunflower, wheat, barley, and corn</b></li> </ul>

MISSION 2				
Activity	Business unit	Current objectives	Monitoring indicators 2021	Medium/long-term objectives
<p><b>OneScore:</b> inclusion of the challenges of 'third way' agriculture (3VA) in the referencing of agricultural inputs and services (integration into the testing networks, dissemination of information to stakeholders) proposed by the PPA.</p>	Bioline/ PPA	<ul style="list-style-type: none"> <li>Co-building with cooperatives and use of the tool.</li> <li>Evaluation of part of the PPP (phytopharmaceutical products) and varieties of PPA (large crops &amp; vines).</li> </ul>	Number of products assessed: <b>419</b>	<ul style="list-style-type: none"> <li>Expand to other sectors (arboriculture, market gardening, retail) and other inputs/services (nutrition, decision-making tools etc.).</li> <li>Establish equivalencies with food industry stakeholders.</li> </ul>

MISSION 3				
Activity	Business unit	Current objectives	Monitoring indicators 2021	Medium/long-term objectives
Support farmers in managing their farms with <b>the aladin.farm platform:</b> decision-making tools and precision farming tools, information on 3VA practices.	Group	Unite cooperatives around the aladin.farm project, increase the number of connected farmers.	<ul style="list-style-type: none"> <li>Number of partner cooperatives: <b>24 (+166% in 2021)</b></li> <li>Number of connected farmers: <b>7086 (+77% in 2021)</b></li> </ul>	
Deployment of the " <b>Smag Trace</b> " traceability offer, to trace responsible agricultural practices among farmers.	Bioline by InVivo	Provide industry with reliable and transparent information (positive externalities valuation - HEV, low-carbon, biodiversity, water, inputs).	<ul style="list-style-type: none"> <li>Number of user clients: <b>32</b></li> <li>Number of hectares traced: <b>35,000</b></li> </ul>	
Deployment of the <b>Carbon Extract</b> low-carbon calculator, a digital tool for engaging farms in the low-carbon transition of agriculture and obtaining the low-carbon label (diagnostic assessment, simulation of emission reductions, stored carbon, and calculation of carbon credits).	Bioline by InVivo	Engage cooperatives and their members in the low-carbon transition.	<ul style="list-style-type: none"> <li>Number of assessments performed: <b>60</b></li> <li>Number of technicians trained in the tool: <b>180</b></li> </ul>	Integrate the tool into Smag's decision-making tools.

MISSION 4				
Activity	Business unit	Current objectives	Monitoring indicators 2021	Medium/long-term objectives
Launch of the Cultiv <b>range of cosmetics and organic food supplements</b> based on fruit and vegetables sourced from our member cooperatives.	InVivo Retail	Increase the amount of recycled plastic in packaging.	<ul style="list-style-type: none"> <li>Share of recycled plastic: <b>70% (vs. 50% in 2020)</b></li> <li>Number of chains/stores in which Cultiv is sold: <b>230</b></li> </ul>	<ul style="list-style-type: none"> <li>100% recycled and recyclable plastic packaging.</li> <li>Increase the share of organic and French ingredients.</li> <li>Increase the remuneration of farmers.</li> </ul>
Implementation of a <b>positive impact</b> programme of offers.	InVivo Retail	Deploy the “positive impact” assessment grid to the entire offer (private labels and national brands).	<ul style="list-style-type: none"> <li>Change in the share of revenue analysed with the assessment grid: <b>+ 7% YoY</b></li> <li>Positive-impact share of the offer (rating A or B on the assessment grid): <b>€34,370k, or 17% of the analysed offer</b></li> </ul>	<ul style="list-style-type: none"> <li>Improve the score of the offers for each shelf.</li> <li>Launch private label products with the best CSR rating on the market.</li> </ul>
Reduction in the <b>waste</b> from food distribution through solid and liquid bulk supply.	InVivo Retail	Deploy the bulk offer to group food stores.	<p>Number of kilograms of bulk sold:</p> <ul style="list-style-type: none"> <li><b>TOTAL: 1,464,019 kg</b></li> <li>Bio&amp;Co stand alone: <b>1,424,045 kg (-10% YoY)</b></li> <li>Bio&amp;Co corner Jardiland: <b>29,174 kg</b> (dry bulk)</li> <li>Costs for: <b>10,800 kg</b> (dry bulk)</li> </ul>	
Combating <b>food waste</b> .	InVivo Retail	Strengthen the partnerships with food aid associations and banks.	Tons of food donated: <b>2.3 tons</b> by Bio&Co.	
Development of <b>biosolutions</b> : biosolutions network created three years ago by the PPA, definition of efficiency indicators for technical pools (major crops, vines, arboriculture, gardening).	Bioline by InVivo	<ul style="list-style-type: none"> <li>To establish a methodology for the assessment of biocontrol products and biostimulants: assessment forms.</li> <li>Deploy and promote biocontrol products/ biostimulants.</li> </ul>	<ul style="list-style-type: none"> <li>Number of protocols tested: <b>200 biostimulants identified with their method sheets.</b></li> <li>Inclusion of protocols in networks: <b>17%</b> of experiment projects (840 in all).</li> </ul>	<ul style="list-style-type: none"> <li>Optimise product positioning and deploy their use by producers.</li> <li>CEPP (certificat d'économie de produits phytopharmaceutiques - phytopharmaceutical savings products): support the cooperatives so that they can retain their sales accreditation.</li> </ul>

MISSION 4				
Activity	Business unit	Current objectives	Monitoring indicators 2021	Medium/long-term objectives
Development of a portfolio of <b>positive-impact brands</b> .	Cordier by InVivo	Develop the brands Chateau Maris, Maris, Café de Paris, Cordier, Mythique & Canei.	<p>Growth in sales of these brands:</p> <ul style="list-style-type: none"> <li>Château Maris et Maris (ASPAS Partnership): 2021-2020 revenue <b>€2.4m</b>, or <b>+50%</b></li> <li>Launch of Café de Paris bio. 2021/2020 revenue: <b>€15.9m</b></li> <li>Mythique: vintage from regenerative vines</li> <li>Le Val: HEV3 vintage, zero pesticide residue vintage</li> </ul> <p>Cordier and Canei: outside the scope of the positive impact brands.</p>	

MISSION 5				
Activity	Business unit	Current objectives	Monitoring indicators 2021	Medium/long-term objectives
Experiments/ tests ( <i>living lab</i> ) to measure and assess the relevance of the solutions for <b>New Age Vineyards</b> .	Bioline by InVivo	Data collection and measurements of experiments for the Buzet vineyard for: biodiversity, climate, soil quality, water resources, economy.	<p>First results of the field study:</p> <ul style="list-style-type: none"> <li><b>25 indicators</b> calculated for the initial state of the ecosystem;</li> <li><b>23 work units</b> evaluated to calculate the multi-issue performance of each measure implemented.</li> </ul>	Development of new eco-friendly technologies.
Development of responsible sourcing <b>with wine-growing cooperatives</b> .	Cordier by InVivo	Build, along with the cooperatives, the objectives and conditions for sourcing that promote positivity impacts.	<ul style="list-style-type: none"> <li>Number of meetings of the progress workshops with the cooperatives: <b>6</b></li> <li>Share of purchases of the cooperatives engaged (HV3/Bio/Biodynamics): <b>53% of purchases</b> versus 5% in Y-1</li> <li>Share of purchases in France: <b>62% of purchases</b> versus 5% in Y-1 (change of scope in 2021)</li> </ul>	<b>50%</b> of the total sourcing that meets the criteria.

MISSION 6				
Activity	Business unit	Current objectives	Monitoring indicators 2021	Medium/long-term objectives
Support for employees and managers in the <b>new labour organisations</b> (NOT Agreement signed on 4 November 2020).	Group	<ul style="list-style-type: none"> <li>Deploy the BVI virtual desktop to enable all employees to work efficiently in person or remotely.</li> <li>Support employees and managers in these new work organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees connected to the virtual desktop: <b>3000</b> (launched on 22 November 2021)</li> <li>Number of employees and managers who have completed the NOT e-learning module: <b>194</b></li> <li>Number of manager videos broadcast on the manager channel: <b>6 videos</b> (1436 views)</li> </ul>	Deploy the virtual desktop to all employees.
Deployment of the GPEC (Gestion prévisionnelle des emplois et des compétences - forward planning for jobs and skills) agreement.	Group	<ul style="list-style-type: none"> <li>Deploy the annual maintenance tool across all scopes in order to centralise and streamline processes.</li> <li>Digitise existing training courses, and promote e-learning training.</li> </ul>	Scopes covered: <ul style="list-style-type: none"> <li>Corporate and Trading</li> <li>Retail except Bio&amp;Co and Spain</li> <li>Bioline France, Spain, United Kingdom, Kenya</li> <li>Cordier scope in 2022</li> <li>Number of digital vs. classroom courses (compared to Y-1): <b>50%</b> versus 68% in Y-1 (COVID year)</li> </ul>	<ul style="list-style-type: none"> <li>Scopes covered: 100%</li> <li>Provide employees with a digital training platform that includes the majority of the training offered by the group.</li> </ul>

MISSION 7				
Activity	Business unit	Current objectives	Monitoring indicators 2021	Medium/long-term objectives
Combat corruption, by training employees in <b>the code of conduct</b> .	Group	Increase the percentage of employees trained in the code of conduct.	Number of employees who have completed the training module: <b>1861/13,000</b>	100% of our employees trained.
Launch of the <b>responsible purchases programme</b> .	Group	Raise awareness of InVivo's code of conduct among suppliers, through the general terms and conditions of purchase (data protection, code of conduct).	<ul style="list-style-type: none"> <li>Verified establishment of the supplier purchasing policy.</li> <li>2022 target: charter validated and included in 100% of new contracts.</li> </ul>	100% of suppliers complying with the code of conduct, and more generally with InVivo's responsible purchasing policy.



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