

2020 CORPORATE SOCIAL RESPONSIBILITY REPORT

DECEMBER 2021



DFGRUPO
nutriendo la tierra



LETTER FROM
OUR CHAIRMAN/CEO



1. OUR GROUP

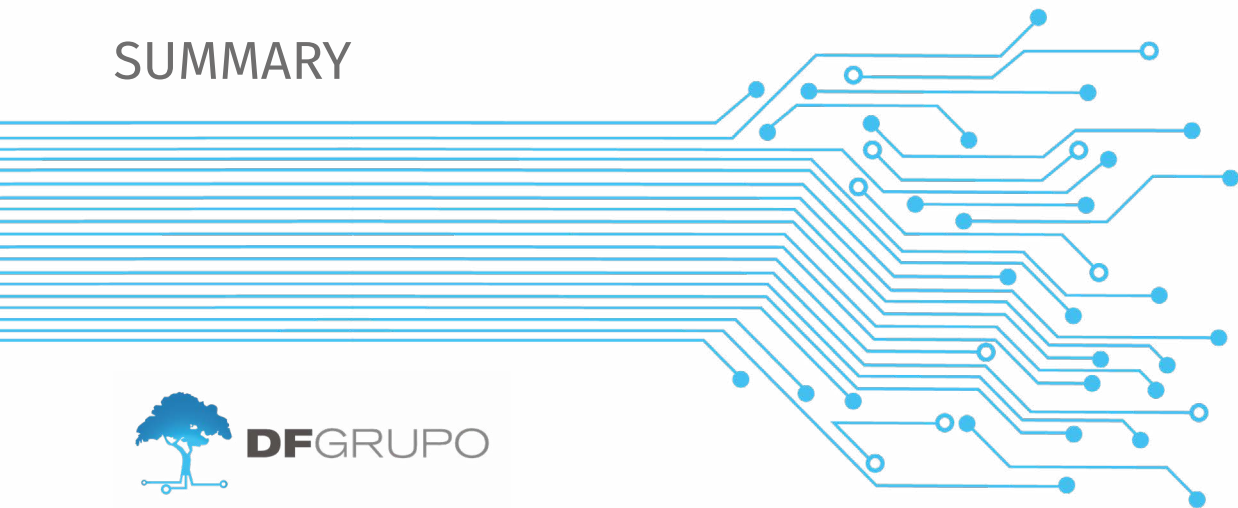


2. CREATING VALUES



3. NOURISHING THE FUTURE

SUMMARY



We see DF Group's value creation in the search for sustainable development in favour of a balance between economic growth and social well-being, as well as the use of natural resources and the environment, allowing us to transform wealth creation into social balance.

Letter from our Chairman/CEO

“

The year 2020 has meant a turning point in our reflection on society, the world around us and the people with whom we share our lives. The management of the DF Group is grateful for the efforts, professionalism and collective awareness of all the people who make up this great Group. The report on this difficult year is especially addressed to all of them.



Carlos Delso
GROUP CHAIRMAN AND CEO

The values of DF GROUP in the struggle against COVID-19

The crisis triggered by COVID 19 has demonstrated, as was the case in the crises of 1992 and 2008, that the primary sector, including agriculture and its inputs, is critical in times of uncertainty and volatility.

Just as the primary sector is never conspicuous for its numbers or profitability in expansionary times of the economy, its increase in value is a fact of life in times of crisis. The soil and the primary sector are essential, because when resources are scarce, people can sacrifice a lot, but not the food and fibre without which we could not survive, and this is well understood by the investors who value this strength.

As a major player in this sector, DF Group focuses its efforts on the principles that have guided us from the beginning. Our ability to manage events while keeping people's safety in mind has allowed us to maintain all our facilities open and meet our customers' demand for products that have allowed us to fertilise soils and increase crop yields, which is absolutely necessary, in times of absolute uncertainty, in order to maintain a basic state of well-being.

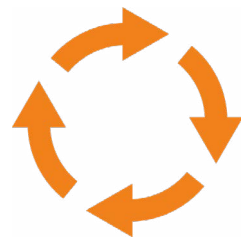
Our human team, our long-standing suppliers, our flexibility and our management capabilities demonstrated the professionalism of a sector and a Group allowing it to continue with its business even during unexpected events such as a global pandemic.



The values of DF GROUP in the struggle against COVID-19

"When we are no longer able to change a situation - we are challenged to change ourselves" (Victor Frankl).

In view of the exceptional situation affecting societies across the whole world, DF Group has developed a contingency plan based on these principles:



CONTINUITY PLAN COMMITMENT TO CONTINUITY AND LEADERSHIP

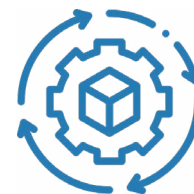
All the efforts, work and developments that DF Group focuses on are reflected in its ability to cope with the uncertain environment created by the global lockdown. DF Group has prepared a contingency plan that focuses on the critical areas necessary to maintain activity and ensure the company's and its employees' sustainability.



PEOPLE

TALENT AND KNOWLEDGE

Uniform health and safety protocols for employees and subcontractors involved in own tasks. Elisa test for all employees with an investment of more than 16,000 euros in tests. As well as, another 59 COVID tests before any uncertainty. DF Group Crisis Team, made up of the General Management, Shareholders, Board of Directors, ORP and HR managers. Teleworking for key staff and continued IT support for digital connectivity and transition. Maintain all areas of the business running with a minimum of strategic staff, establish priorities and essential communication channels.



SUPPLY CHAIN

INTEGRATION WITH CUSTOMERS AND SUPPLIERS

After the publication of the RD on March 29, the activity of DF Group is considered an essential activity. Other countries around the world act in the same way as Spain, by not shutting down or by protecting the components of the fertiliser sector: production, exports and imports, loading and unloading at ports and transport by sea or road. In this way, DF Group's supply chain is secured, both by the average stocks we normally have, which allow us to maintain this chain for at least three months, and by the continuous production and purchase of raw materials and finished products on the world market or the domestic market, in order to maintain the supply network for our customers and guarantee agricultural production to secure the food supply for the population.



OPPORTUNITY

ABILITY TO ASSIMILATE CHANGES

Exceptional circumstances create exceptional opportunities. The location of all our facilities enabled us to have products available at all times to meet all the needs of our clients and the sector during the crisis. Crops, and thus crop fertilisation, became critical to ensuring food supplies for the entire population.



REPUTATION

AUSTERITY AND EFFICIENCY

DF Group is distinguished by the values that were established from the beginning and that we have maintained throughout our 40-year history, values which come to the fore more than ever in situations like the present one: a great ability to manage change, austerity, talent management, leadership and integration with customers and suppliers.

1. OUR GROUP





277
EMPLOYEES



5
COUNTRIES
WITH DELEGATIONS



1,753,000
TONNES
SOLD



€ 452
MILLION
TURNOVER



23
FACILITIES



298
SHIPS
UNLOADED



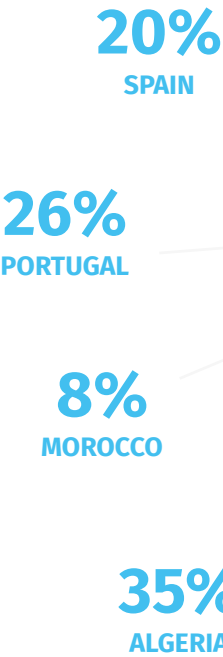
250,000 M²
OF STORAGE

MARKET SHARES

DF Group is one of the leading groups in Spain and Portugal in the production and marketing of fertilisers. The Group is present in Spain, Portugal, Algeria and Morocco and has managed to enter other markets such as France, Angola and Mozambique.

Boasting more than 30 years of accumulated experience in the industry, DF Group has a large number of professionals in all areas to advise its customers on each of their purchasing decisions.

DF Group is present throughout the fertiliser industry supply chain, from import or in-house production to all ancillary activities such as storage, packaging, treatment, marketing and distribution of the product for delivery to the customer.



MANUFACTURING HIGHLIGHTS



COMPLEX SOLIDS

The Group has committed itself to the manufacture of fertilisers using compacting technology, a novel process that prevents chemical waste, contributing to environmental sustainability. The company has the capacity to produce 180,000 tonnes of solid fertilisers.



BLENDING

The Group is actively setting up blending plants in strategic locations that enable it to supply custom products and at the lowest possible costs. In 2020, the blending capacity of the company's eleven plants was 300,000 tonnes.



CRYSTALLINE OR SOLID
SOLUBLE AND LIQUID

The company has developed a soluble solid fertilisers manufacturing plant and a special liquid fertilisers manufacturing plant, equipped with the most advanced technologies and automation systems. These plants have enabled it to maintain the highest standards of quality, versatility and production formulas. The company has a production capacity of 30,000 tonnes of liquid fertilisers.

HISTORY

1978 Start of marketing activity in Calatayud

1984 The Group's first warehouse in Calatayud

1988 Continued regional expansion

1992 Solid Spain-wide distribution network

1998 Expansion into Portugal and strengthening of the Group's logistics business

2003 Strengthening distribution in Catalonia and arrival in Angola

2007 The Group's first factory in Palencia

2011 Expansion of the manufacturing division into Extremadura

2013 Leadership drive in Andalusia and total coverage of the Iberian Peninsula

2014 Delso Fertilizer Holding comes into being

2015 Start of operations in Morocco

2017 Creation of DF Innova

2019 First Corporate Social Responsibility Report

2020 Expansion into France Management of the global COVID-19 pandemic. Development and investment in the Group's logistics activity.

2021 Creation of the R&D&i Department and the Group's own laboratory. Important alliance for the provision of low-emission nitrogen fertilisers.

MANAGEMENT BOARDS



FAMILY BOARD

The Family Board is composed of the Group's shareholders and/or their representatives and is accompanied by three external advisers. Its decisions are sovereign in the Group's global strategy and are referred to the Board of Directors to become part of the Group's continuity plan.



BOARD OF DIRECTORS AND GENERAL MANAGEMENT

It is made up of one member from each family branch of senior management, as well as DF Group executives with senior management status, in accordance with DF Group's family protocol. Its role is to mediate between shareholder decisions and business realities. The next level is the General Management, headed by Mr Carlos Miguel Delso Ibañez, Chairman of DF Group.



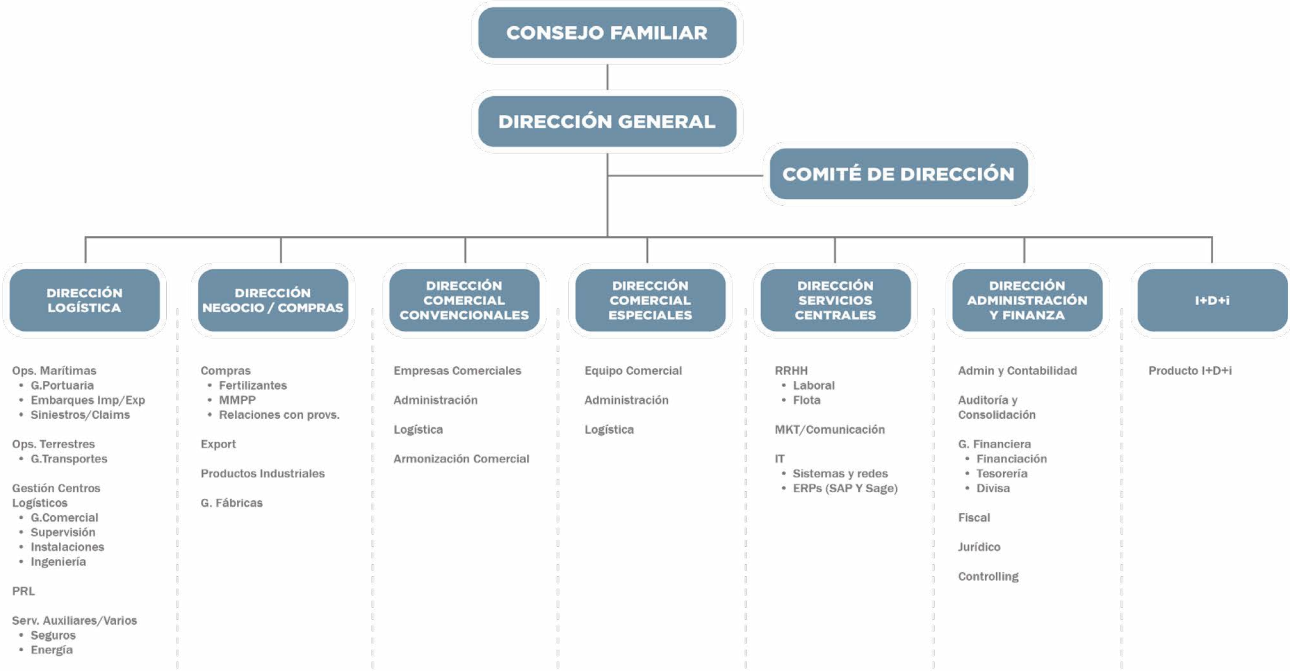
MANAGEMENT COMMITTEE

It is made up of key managers at all levels of DF Group's organisation and links the global strategy with the strategies of the individual companies that make up DF Group's structure.

ORGANISATION

DF Group consists of 30 companies divided into its main business units, fertiliser purchasing/manufacturing and logistics facilities.

The individual departments responsible for the management and development of DF Group's strategies are as follows.



The Role of Fertilisers

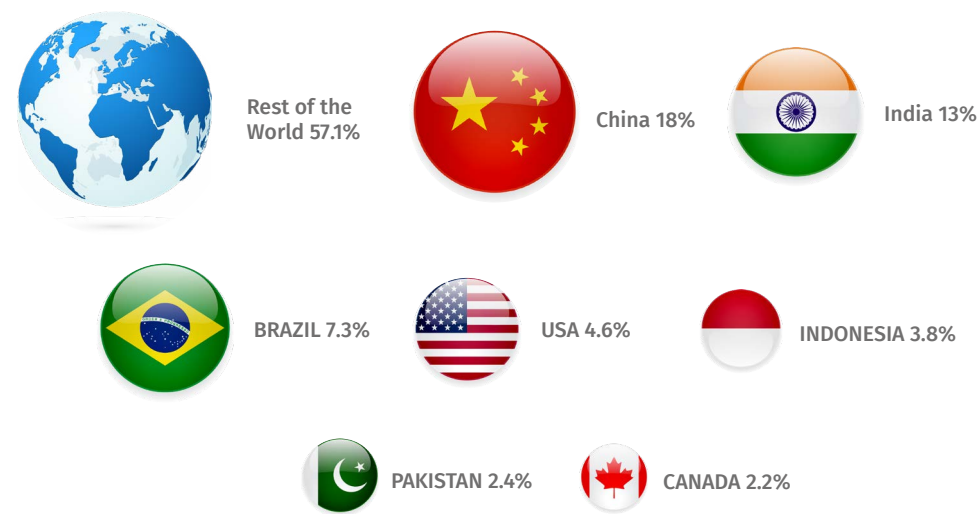
Fertilisers play an important role in the development of crops to increase yields. Currently, 550 million tonnes are consumed and the fertilisers that are most required are nitrogen, phosphate and potash.

The main consumers are China, India, the USA and Brazil. “The five countries with highest levels of demand account for more than 40% of global demand”, and the world market is 60% nitrogen, 23% phosphates and 17% potash.

Fertilising means adding nutrients to the soil to promote plant growth and development, while ensuring that production can grow without compromising the nutrient content of the soil. This is of course fundamental to increase yield per hectare, but it is not the only reason for fertilising.

Fertilised soils improve efficiency of water use, increase resistance to diseases and improve the quality of the end products, as well as other benefits.

GLOBAL FERTILISER DEMAND



Year 2018 @BCRmarkets based on IFA

SDGs IN THE FERTILISER SECTOR

Fertilisers are the key to food security today, as they are responsible for about half of the world's food production. They are essential to increase productivity on existing agricultural land to feed some 9.7 billion people in the world by 2050.

At the same time, the fertiliser industry is fully aware of its contribution to global emissions and is committed to reducing its environmental footprint.

The fertiliser industry supports crop-specific and site-specific best management practises in line with the “4R” principles (RIGHT NUTRIENT, RIGHT RATE, RIGHT TIME, RIGHT PLACE), principles DF Group stands for.

In addition, manufacturers are also working hard as pioneers to increase energy efficiency, reduce emissions, reduce water consumption and improve resource efficiency methods.



“DF Group is committed to a sustainable sector in all its dimensions. DF Group values the fertilisers developed as part of its commitment to sustainability with better yields and therefore lower carbon footprints, as well as the fertiliser products that come from other activities and are therefore a by-product of them for use in agriculture.”

Juan José Delso (Purchasing Manager DFGRUPO)

2. CREATING VALUE



Our value creation model

RESOURCE INPUT



FINANCIAL

11.3 MILLION EBITDA 27% more than in 2019



PEOPLE

277 employees, 22 of whom are new hires.
6 members of the Board of Directors, 16% of whom are women between 30 and 50 years of age, 16 members of the Management Committee, 2 of whom are women between 30 and 50 years of age.



R&D&i

1.4 million in 2020
3 ongoing projects
27 special products developed



RAW MATERIALS

PHOSPHATES 15,905.89 tn
NITROGENATES 56,775.40 tn
POTASH 13,257.37 tn
OTHERS 54,146.61 litres



SUPPLIES

3,711 Mkw of electricity
6,241.638 litres of water

VALUE CHAIN

DF Group's drive to create value for the company and society requires us to invest the resources at our disposal efficiently on a daily basis to ultimately maximise the Group's ability to achieve its goals.

DISTRIBUTION AND SALES

Sale of a wide range of products through the group's sales network

PRODUCTION AND SUPPLY

Fertilisers manufactured at company-owned factories or imported

LOGISTICS

Provision of logistics services from company-owned facilities in order to provide services to the group and to third parties

RESOURCE OUTPUT



MARKET

Market shares:
• Portugal 26%
• Spain 20%
• Morocco 8%
• Algeria 35%
1,753 MT sold
30% OF EBITDA / GM



EMPLOYEES

Around 90% permanent employees in Spain and Portugal
100% permanent in France and Morocco



SUPPLIERS

90% from local suppliers
101 million euros



INFRASTRUCTURE AND PRODUCT

250,000 M² of facilities
89,364 tn compacted
64,805 tn blending
362,917 tn packaged
1,300,000 tn logistics services

Our contribution to SDGs



GOAL 2: ZERO HUNGER

The agricultural sector is the world's largest employer and today 40% of the world's population make a living from it.

Fertilisers are part of food security; DF Group, which promotes the use of quality fertilisers, encourages sustainable cultivation and balanced production to improve yields and thus increase production.

DF Group excels in bringing quality fertilisers to the market, speciality fertilisers through the company DF INNOVA and DF BLUE AGRO with the aim of increasing the value of the soil and achieving higher yields.

OBJECTIVES:

Invest 600,000 euros in the Group's own laboratory to enable the modernisation and acquisition of the necessary components to put DF Group on the path to research.

Maintain investment in R&D&i of at least 500,000 euros per year.

Resume post-pandemic training for farmers to provide knowledge on best practises in fertiliser use. Commit to increase the number of talks and/or hours (+20%).

CURRENT STATUS:

Despite the pandemic, 22 talks have been given to farmers, totalling 162 hours of training. 27 special products developed with the latest technologies that enable product and crop efficiency.



GOAL 8: DECENT WORK AND ECONOMIC GROWTH

One of DF Group's most important resources is its employees and their talents. DF Group constantly works to develop its team within the framework of its own corporate culture and develops policies that enhance good HR practises.

DF Group is committed to economic growth through the establishment of key sites in the local and rural economy.

OBJECTIVES:

Comprehensive training in all workplaces, including COVID -19 training.

Increase training hours by 15%.

Protocols for working hours as part of the development of a policy of disconnection outside of the workplace.

Measures to correct the wage gap in the countries with the greatest inequalities.

CURRENT STATUS:

33% of women in positions of responsibility.

100% of workers with collective bargaining agreements.

90% of workers with permanent contracts.

41% of the total workforce in development programmes through strategic projects.

2,159 local suppliers (90% of the total).

Our contribution to the SDGs



GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Investment in infrastructure and innovation are important drivers of economic growth and development. DF Group is committed to this path with its investments in R&D&i, its environmentally friendly factories and the development of highly specialised fertilisers.

OBJECTIVES:

Investment in new inhibition machinery that will save 57.75 g/tonne of CO2 emissions.

Calculation of CO2 emissions in compaction plants in 2022.

Change in installations

- ELECTRICAL LEDS:
 - Investment 115,658 & savings of 84,712 kg of CO2.
- PHOTOVOLTAIC FACILITY:
 - Investment 224,585 euros

CURRENT STATUS:

In 2020, €3.455 million was invested in construction and €1.892 million in plant and machinery. 1.4 million was invested in R&D&i 2020. 3 ongoing R&D&i projects in 2020.



GOAL 11: CITIES AND SUSTAINABLE COMMUNITIES

The world is becoming more and more urban. Since 2007, more than half of the world's population lives in cities, and this figure is expected to rise to 60% by 2030.

Cities and metropolitan areas are hubs of economic growth and contribute to about 60% of global GDP. However, they are also responsible for about 70% of global carbon emissions and more than 60% of resource consumption.

The Food and Agriculture Organisation (FAO) (UN) warned that hunger and deaths in urban areas could increase significantly if measures are not in place to ensure that poor and vulnerable residents have access to food.

OBJECTIVES:

Digitisation of warehouses (Project 2022). This will maximise the efficiency of loads and minimise the environmental impact of land transport.

CURRENT STATUS:

TELEWORKING: 2020 marks a turning point in teleworking and DF Group is committed to it. This will lead to a more rational use of mobility and thus a lower environmental impact.

PATRONAGE: The group cooperates with the communities to which it belongs.

In 2020, there were 20 collaborations to which it was able to contribute.

Our contribution to the SDGs



GOAL 12: RESPONSIBLE PRODUCTION AND CONSUMPTION

Global consumption and production — the driving forces of the world economy — depend on the use of the natural environment and resources in ways that continue to have destructive effects on the planet. Sustainable consumption and production can also contribute significantly to poverty reduction and the transition to a green, low-carbon economy.

Through the development and rational use of quality fertilisers, DF Group ensures sustainable production by reducing the water consumption and emissions required for each production and, under these conditions, enabling food security.

OBJECTIVES:

Increase compaction production (excluding environmental impacts) by 30% by 2023.

Replace 10% of nitrogen fertilisers with C02 emissions with nitrogen fertilisers offering reduced and controlled emissions.

CURRENT STATUS:

Development in 2020 of specific products that promote responsible cultivation (SULIBIACAL and CERPROTECO).

We develop cost-effective solutions to farmers' needs and promote modern, innovative and sustainable agriculture (DF INNOVA).

DF Group works with an agricultural packaging collection system that implements a collective system of producer responsibility and waste management (AEVAE).



GOAL 13: CLIMATE ACTION

Greenhouse gas emissions have fallen by about 6% in 2020 due to movement restrictions and the economic downturn as a result of the COVID-19 pandemic, but this improvement is only temporary. Once the global economy begins to recover from the pandemic, emissions will rise again.

Urgent action is needed to address both the pandemic and the climate emergency and save lives and livelihoods.

DF Group is leading the way with its measures, such as energy efficiency. Fertiliser-free, increased use of compacted fertilisers with emission-free production, quality fertiliser that preserves soil and prevents soil degradation.

OBJECTIVES:

New inhibitions that will mean a saving of 57.75 g/tonne of C02.

20% more training for farmers.

Development of in-house strategies that work together with the reduction of all types of waste.

CURRENT STATUS:

Despite the pandemic, the Group maintains its goal of training farmers on responsible use of fertilisers and proper use of soil (162 hours in 2020).

Development and inclusion of 4 products approved for organic farming in our catalogue.

Our contribution to the SDGs



GOAL 15: LIFE OF ECOSYSTEMS ON LAND

Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss and protect biodiversity.

The responsible, efficient and sustainable use of fertilisers helps maintain soil fertility, increase production, raise farmers' incomes and safeguard natural habitats, helping to preserve biodiversity.

The IT department is working on improving the management software to manage the sending of invoices to customers in all companies.

OBJECTIVES:

Pursue terrestrial ecosystem conservation projects in 2021 - 2022 with a minimum investment of €22,000.

Significant saving of paper waste by 10% by 2021.

CURRENT STATUS:

In addition, DF Group, as a major player in this field, is looking for projects that allow us to invest in the conservation of biodiversity and in this way give back to the natural environment a part of what it gives us.



GOAL 17: PARTNERSHIPS FOR ACHIEVING THE GOALS

The chemical sector, and in particular the main fertiliser manufacturers, play an active and fundamental role in achieving the SDGs.

So much so that 580 manufacturers have signed the Responsible Care Global Charter.

Some of them are members of the WBCSD (World Business Council for Sustainable Development).

OBJECTIVES:

Invest in research projects of a specific and strategic nature for social sustainability. Our target for 2021 is to invest at least €400,000.

Engaging suppliers in our own SDGs through questionnaires developed to categorise DF Group's supplier partners.

CURRENT STATUS:

The Group collaborates with customers in the development of new products, which are tested on trial fields.

In 2020, 1,547 soil tests and analyses.

DF GROUP's commitment to sustainable development

In recent years, DF Group has embarked on a long journey to address global sustainability across our business. Developing initiatives, identifying key targets and KPIs that will enable us to drive improvements across a range of objectives is a long journey that we have only just begun.

Our continuous improvement process is supported by independent experts who assess DF Group's commitment to the sustainable development of our planet.

POLICY MANAGEMENT

DF Group has started to build a solid foundation for identifying, assessing and minimising potential negative impacts that we may cause or contribute to. This needs to be implemented in all areas and is enabled by the further development of our corporate governance, which is based on the values that have been at the heart of the Group and have inspired us for 40 years.

VISION AND STRATEGY

In line with the SDGs, we have used anonymous surveys to identify the most important sustainability issues for DF Group and its stakeholders.



GOVERNANCE

At DF Group, we are constantly working to improve and excel at good governance, with the goal of achieving excellence in this area through transparency and efficiency. Our surveys, the ethics dossier and the anonymous communication channel through the employee portal allow us to continue to improve. We are also working on the compliance dossier, which we will have by the end of 2021. This will enable not only us, but also public administrations and all stakeholders to see on which lines DF Group is focusing its efforts as part of its usual business development.

DF Group continues its quest to meet expectations and fulfil obligations, having formally aligned its policies to internationally recognised standards and frameworks in 2019 (published on its website).

REPORTS AND DISCLOSURE

SYSTEM

DF Group is constantly striving to collect and update the data that will allow us to measure and show us what actions we should take. Our communication with the community and stakeholders is focused on the following communication channels: corporate website, information e-mail, customer form, employee portal, employee mailbox, generic e-mail, union relations, employee survey and ethics channel.



3. NOURISHING THE FUTURE

Research and Innovation

CERPROTECO

New mulch fertilizers that improve root bulb and protein content in cereals.



SUBLIACAL

New sulphate fertilisers with technology to inhibit ammoniacal nitrogen in crops (subliacal).



TECHNOLOGICAL PRODUCTS



NUTRITIONAL ENHANCERS



ECOLOGICAL FERTILISERS

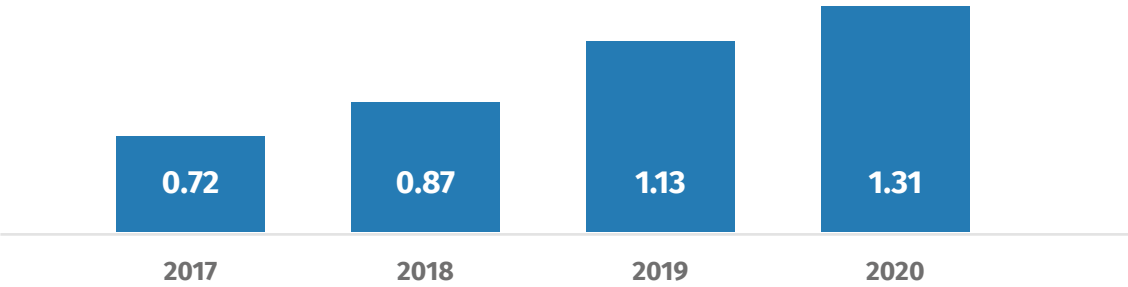


BIOSTIMULANTS



FOLIAR ACTIVATORS

INVESTMENT IN R&D&i OVER TIME (EUR mn)

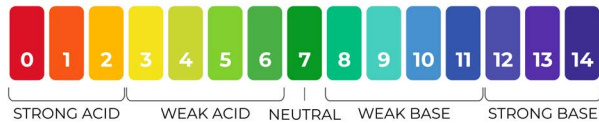


R&D&i LABORATORY

For some years now, DF Group's strategic vision has focused on the development of fertilisers towards specialised quality fertilisers that make better use of resources in every respect. This journey began with the creation of DF INNOVA, followed by DF BLUE AGRO, and is focused on finding new alternatives and more efficient fertilisers, without losing the quality that characterises the products marketed by DF Group.

The COVID hiatus has meant that this project has had to be postponed for a year, but we are definitely aiming to complete it by 2022.

pH SCALE



+22

SOIL ANALYSES

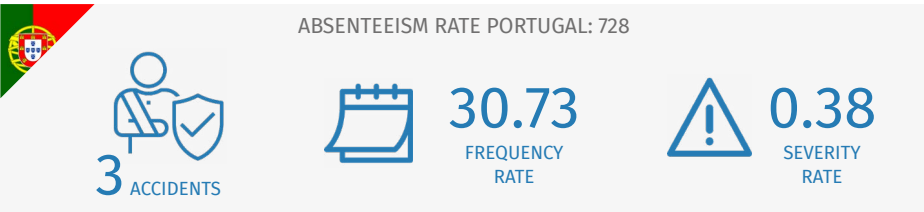
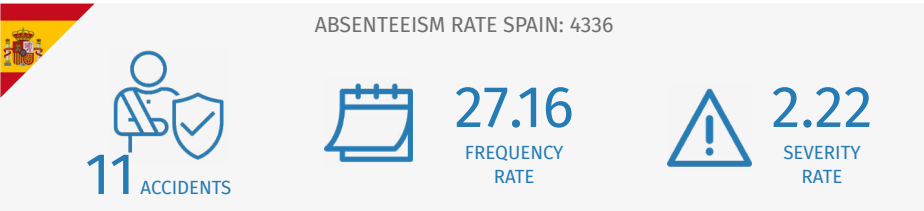
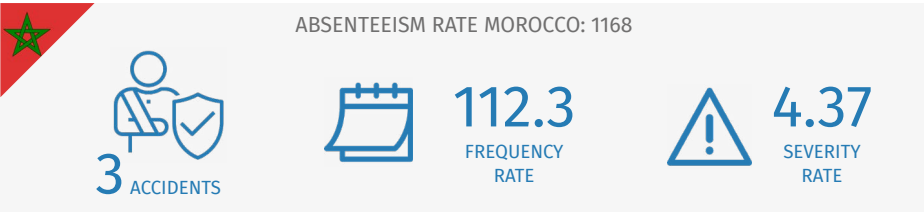
MAIN OBJECTIVE

The fertiliser production and consumption sector is well aware of the environmental impact that certain practises can have on the sustainability of our planet. Thus, through internationally renowned suppliers (members of the IFA) and the development of new products, DF Group is committed to promoting the production, distribution and efficient and responsible use of fertilisers, with the aim of improving the efficiency and effectiveness of nutrient use in order to optimise uptake by plants and minimise losses that can affect the environment.



Health and Safety

At DF Group we aim to be a leader in health and safety and strive to conduct our business under maximum health and safety criteria. We recognise our leadership position and recognise the need for combining the work of our Occupational Risk Prevention and Social Responsibility Departments.



Through training of its employees in occupational health, safety and well-being, DF Group aims to meet the needs for knowledge in this area, and to enhance the ability and capacity of employees to detect risks in the workplace. Training is therefore focused on the job or duties of each employee, and training is adapted to the evolution of risks and the emergence of new ones.

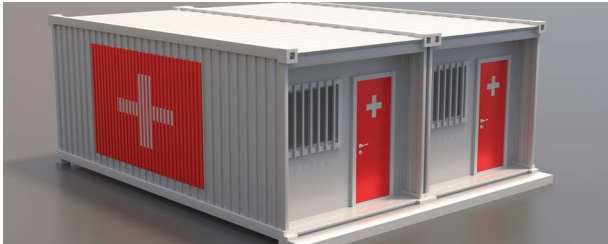
MANAGING COVID

The year 2020 was a real challenge for DF Group in terms of maintaining the health of its employees. The ORP and HR departments worked together as part of a COVID management team with a clear objective and firm commitment to maintain the physical and mental health of our employees, as our business is considered to be an essential activity and our facilities have remained open at all times.

We have invested over €30,985 in PPE for our employees and have conducted more than 246 Elisa tests upon return to site. We have hired a team of psychologists through our mutual insurance company to maintain the mental health of our employees in these difficult and uncertain times.



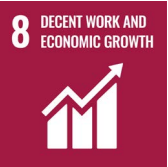
€3,000 DONATION OF SANITARY MATERIAL CALATAYUD CITY COUNCIL



€395,000 FIELD HOSPITAL BUILT BY SISMHOA IN VALENCIA

MAIN OBJECTIVE

Reduce severity rates in those countries or territories where they are above level 2; maintain this figure as the overall maximum for 2023.



Protect workers' rights and promote a safe working environment for all workers.



Upgrade infrastructure and transforming industries to make them sustainable, safer and more efficient.

Digital Transformation

A clear goal of DF Group was the digital transformation of processes and tasks. The pandemic marked a turning point in accelerating this goal. The strategic vision of the IT and Systems department made it possible to convert all staff in central services as well as branches to teleworking in less than a day, with all the necessary systems and connections in place so that work and the service itself would not be interrupted.

Our next steps are to improve the logistical process systems and to improve our own information processing and retrieval systems.



Laptop computers:
35% increase compared to 2019 with an investment of 21,500 euros.



Digitisation of warehouses:
Project halted due to the COVID-19 pandemic, which will be completed in 2022 with an investment of more than 200,000 euros.



ERP implementation:
Implementation in 2020 of two additional companies from the Group into SAP ERP. Another five companies are planned for 2021.



Paper saving:
Savings in paper consumption due to improvements in programme operations.



Implementation of ERP in North Africa:
ERP implementation in our logistics facilities in Morocco.

PROCESSING OF INFORMATION

The development of processes and technologies that allow us to work more and more efficiently, and where technology helps us develop new skills that prepare the company for the near future; where new employers and employees are part of a generation that is already fully engaged with data processing and the use of multi-devices.

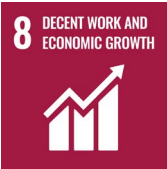
It is important to obtain high quality data on the basis of which business and development strategies can be defined that will enable the company to grow in a stable, sustainable and resilient manner in all respects. Furthermore, as part of this information strategy, DF Group provided 873 hours of training to its employees in 2020.

	MEN	WOMEN	TOTAL
Directors	186		186
Senior Management	42	21	63
Area Managers	3	50	53
Technicians	197	93	290
Administration	51	103	154
Other	127		127
Total	606	267	873

DFGRUPO 2020 employee training hours

MAIN OBJECTIVE

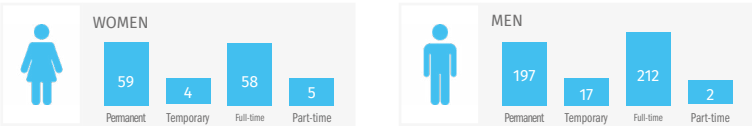
COVID meant a drastic halt to our progress in continuous on-the-job training. We have focused our efforts on prevention and health and safety training. We will resume investment as soon as the pandemic allows, with the clear goal of increasing our staff training hours by at least 15% as soon as possible.



People and talent

SOCIAL VALUE CREATION

Every one of the 277 professionals employed by DF Group plays a vital role in the company’s success. Attracting and retaining talented employees is critical to maintaining our leading position in the industry.



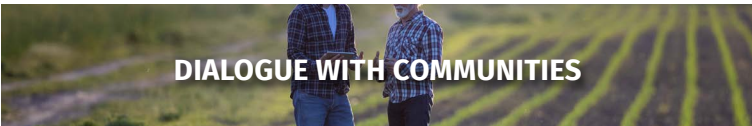
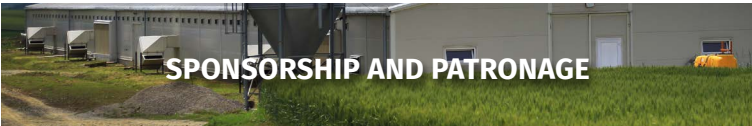
To achieve this goal, DF Group strives to provide a motivating work environment, guarantee training and promotion opportunities, and facilitate the conditions necessary for a good work-life balance.

Through its Ethical Code, DF Group prohibits harassment, abuse and discriminatory treatment on the basis of race, colour, nationality, religion, political opinion, parentage, age, sex, sexual orientation, status including pregnancy, social and family status, disability, or any other condition or circumstance.

In the 2020 financial year, DF Group did not receive any case of human rights violations either through the communication channels established for this purpose or through the HR department.

DF Group has a policy of continuous employee training, mainly based on its variable remuneration system, which allows it to identify the best areas for improving skills. These trainings are not only technical in nature, but also aim to improve the soft skills of our employees.

In this way, all the talents of the DF Group team are engaged in the following ways.



HR AS AN ALLY OF BUSINESS STRATEGY

As it is a basic principle of the Group to take care of its employees, the Management and HR department strives to provide 360º care (mental health, digital disconnection and financial health). DF Group provides its employees with a series of different benefits, a number of which are available through its Flexible Remuneration Scheme, the purpose of which is to pass onto employees the advantages of arranging these products as a Group.



Our staff is broken down as follows:

GROUP	DIRECTORS	SENIOR MAN-AGEMENT	AREA MANAGERS	TECHNICIANS	ADMINISTRATION	OTHERS	TOTAL
<30	0	0	0	3	9	15	27
>50	4	3	6	11	9	27	60
30-50	5	4	10	52	43	76	190

GROUP	DIRECTORS	SENIOR MAN-AGEMENT	AREA MANAGERS	TECHNICIANS	ADMINISTRATION	OTHERS	TOTAL
Men	8	5	12	48	32	109	214
Women	1	2	4	18	29	9	63

MAIN OBJECTIVE

The pandemic has brought out the worst and the best in people. It has also led us into extreme situations that have sometimes not been easy to deal with. DF Group is committed to caring for the emotions of its employees and addressing their professional and personal concerns. Our leadership model must not only be able to lead and motivate, but also to serve as a role model and reference, to promote the quality of humility and to deal with uncertainty and pressure.

8

DECENT WORK AND ECONOMIC GROWTH

Decent work for all women and men and equal pay for work of equal value.

11

SUSTAINABLE CITIES AND COMMUNITIES

By increasing national and regional development planning, we can foster good economic, social, and environmental ties between urban, peri-urban, and rural communities.

Sustainable Feeding Systems

FARM TO FORK

Having 5 plants connected to the main ports and 250,000 metres of facilities throughout the territory, fertilisers are close to consumption and also close to the area where the crops are sold, facilitating and supporting one of the sector's sustainability-oriented policies.

TEAM

Our sales staff, which is made up of expert technicians that have proven expertise, gives customers solutions that, depending on the crop, soil, and roots, allow for higher nutrient absorption by the plants, allowing for more efficient fertiliser use.

AGRICULTURE

Our production capacities for compacted fertilisers, our specialisation in nitrogenous fertilisers with lower CO2 emissions to the atmosphere and our investments in R&D&I for efficient products enable the Group to offer its customers a wide range of products and solutions.

PACKAGING RECOVERY

The Group has entered into an agreement to join a collective extended producer responsibility system/an integrated system for the management of packaging waste and used packaging of plant protection products and non-phytosanitary products for agricultural use. (AEVAE)

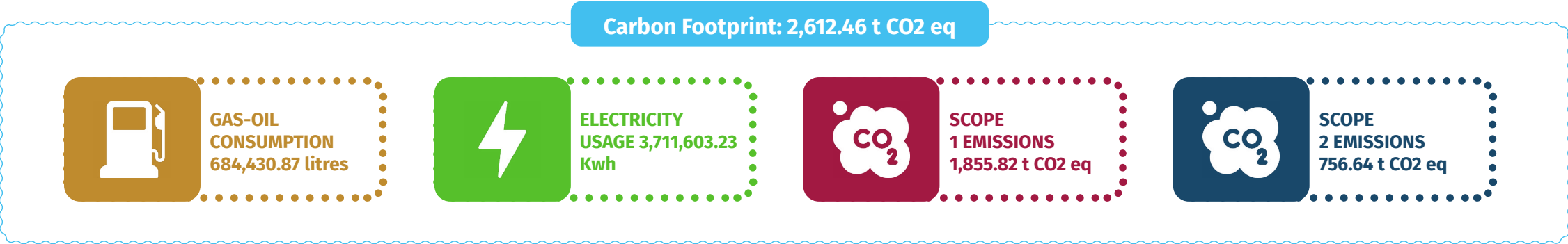
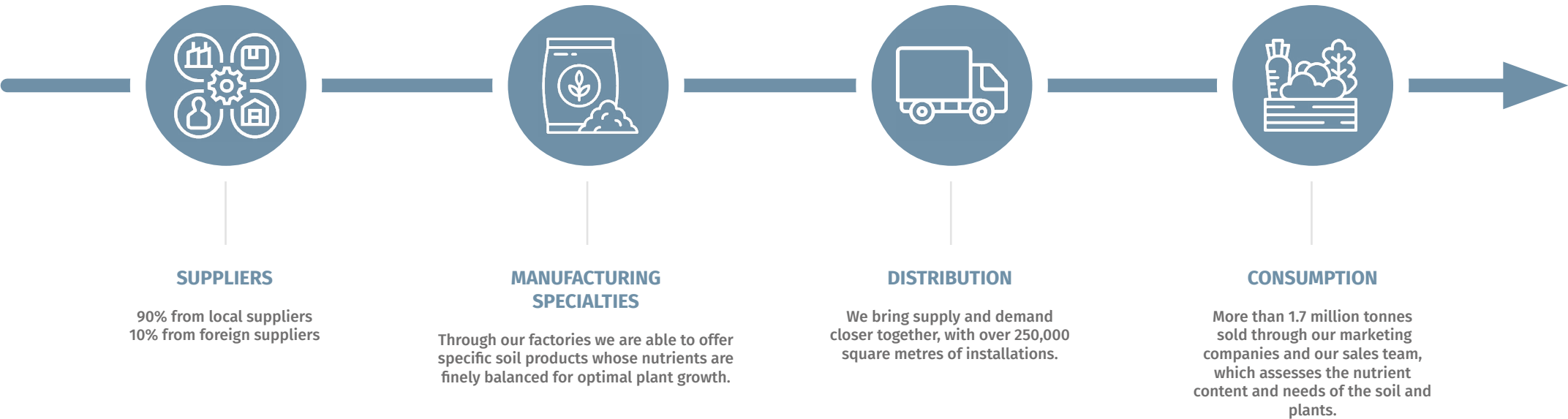
The company also works with waste management companies for all its waste at all its facilities.



Strengthening the Value Chain

The value chain created by DF Group underlines the way to improve food production.

Our compacted fertiliser manufacturing capacity, our R&D&I investment in efficient products, and our industry-recognised team of professionals enable the Group to provide goods to its clients that allow for greater nutrient uptake by plants, depending on the crop, soil, and roots.



Committed to Customers

DF Group regularly conducts a customer satisfaction survey in all its constituent companies through which it evaluates the group’s performance as a whole. The aim of this survey is to enable the company to detect possible areas for improvement, and then to implement such points through action plans. In 2020 the survey was put on hold because it is delivered in person, but it will resume in 2021 in a new communication format. We will be using the 2019 results this year:

	Calidad física de los productos suministrados		4,40/5
	Calidad agronómica de los productos suministrados		4,61/5
	Desempeño del área comercial		4,55/5
	Desempeño del área logística		4,11/5
	Desempeño del área administrativa		4,53/5

In addition, the Group provides its customers with a contact form on its website, through which they can obtain further information about its products and services, in order to clarify any doubts or questions they may have about its activity.

PRODUCT EXCELLENCE

At DF Group, we have the widest range of fertilisers, both conventional and specific and specialised, with 2,563 products, including 566 specific and à la carte products as required.

Our efforts centred on product excellence lead us to buy from manufacturers with high quality standards; we also develop specific products that we distribute through our three business units:



A group of companies that focus on products with high consumption and high profitability in harvests. Their main objective is the constant and regular supply of a wide range of fertilisers, especially imported ones, at competitive prices.



In response to the demand for new products where soil optimisation, efficiency, and sustainability are more than just a necessity, the company specialises in the production and marketing of the latest generation of fertilisers.



Fertiliser and animal health company specialising in technological and innovative products that make it possible to offer a range of effective and efficient solutions to the new challenges facing the agricultural sector.

SCOPE OF THE REPORT

The content of this report addresses the relevant issues identified by DF Group in the 2020 financial year. It has been prepared in accordance with the principles and standards of the Global Reporting Initiative (GRI) under the GRI Standards version, focusing on transparency and reliability of information, and follows the criteria and principles for defining the content and quality of information considered in this guide.

The information corresponding to the following GRI indicators has been audited by an independent expert in accordance with the ISAE 3000 standard. (PricewaterhouseCoopers SL)

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