

# CSR REPORT 2023

FOR A SUSTAINABLE COMPANY



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# TABLE OF CONTENTS

<b>I. EDITORIAL .....</b>	<b>1</b>
<b>II. OUR VALUES .....</b>	<b>2</b>
<b>III. OUR VISION .....</b>	<b>3</b>
<b>IV. OUR MISSION .....</b>	<b>4</b>
<b>V. OUR CSR APPROACH .....</b>	<b>5</b>
V.1. ABOUT US .....	6
V.2. OUR COMMITMENTS .....	7
V.3. A GOOD CORPORATE GOVERNANCE .....	8
V.4. OUR CERTIFICATION STANDARDS .....	9
V.5. OUR APPLIED STANDARDS .....	10
<b>VI. ECONOMIC IMPACT .....</b>	<b>11</b>
VI.1. A STRONG ECONOMIC COMMITMENT .....	12
<b>VII. ENVIRONMENTAL IMPACTS .....</b>	<b>13</b>
VII.1. OUR ENVIRONMENTAL INITIATIVES .....	14
VII.2. WASTE RECYCLING .....	15
VII.3. RECYCLING FABRIC OFFCUTS .....	16
VII.4. RECYCLING PAPER AND CARDBOARD .....	17
VII.5. PLASTICS RECYCLING .....	18
VII.6. RECYCLING ORGANIC WASTE .....	18
VII.7. WATER MANAGEMENT .....	19
VII.8. ENERGY TRANSITION .....	20
VII.9. COMPENSATORY MEASURES .....	21
<b>VIII. SOCIAL IMPACTS ..</b>	<b>22</b>
VIII.1. OUR CORPORATE CHARTER .....	23
VIII.2. OUR INTERNAL SOCIAL INITIATIVES .....	24
VIII.3. TALENTS DEVELOPMENT .....	25
VIII.4. HEALTH, SAFETY AND WELL-BEING AT WORK .....	26
<b>IX. LOCAL DEVELOPMENT .....</b>	<b>27</b>
IX.1. OUR LOCAL DEVELOPMENT INITIATIVES .....	28
IX.2. ACTING FOR EMPLOYABILITY .....	29
IX.3. SPONSORSHIP .....	30





# EDITORIAL

EPSILON specialises in the development and manufacture of professional technical clothing, sportswear and children's clothing for the European and American markets.

A strong commitment to social responsibility and respect for the environment have been at the heart of our development strategy since the company was founded.

We are particularly vigilant in the face of accelerating technological change, growing competition and increasing customer demands.

To meet this challenge, we always put people at the heart of the company's development.

Every employee benefits from our policy of ongoing improvement and skills development, in addition to the various social benefits we offer, such as free meals and personal transport, and monthly production bonuses.

In this way, our employees contribute to Epsilon's growth and to our progress in LEAN management.

Despite the difficulties faced by the textile sector since the COVID crisis, Epsilon has always maintained its commitment to the economy, society and the environment.

We have not waited for the current sustainability trend to assume our responsibilities, and we are not about to give up now.

**OLIVIER CUA**  
CEO OF EPSILON

# OUR VALUES



Technicity, Responsiveness, Respect, Ongoing Improvement and Sustainable Development are the values of Epsilon. Paying particular attention to these values actively contributes to the prosperity of the company's business. As a result, the company always manages to grow even during the most difficult periods, such as the COVID crisis.



## TECHNICITY

Continuous development of our competencies and investment in modern machinery are a priority for Epsilon.

Its ability to adapt to any situation sets Epsilon apart from the rest. It puts all its resources into satisfying the requirements of its stakeholders.

## RESPONSIVENESS



## RESPECT

Epsilon always feels responsible for the impact of its activities on its stakeholders. Consideration of the expectations of these others is therefore one of our concerns.

The creation of added value is the cornerstone of our organisation. Therefore, Epsilon focuses on actions that reinforce the assets that generate value.

## ONGOING IMPROVEMENT



## SUSTAINABLE DEVELOPMENT

The adoption of sustainable and responsible practices is in all of Epsilon's activities. Therefore, we are aligned with the Sustainable Development Goals.

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# OUR VISION

*As a leading manufacturer of technical workwear, we are continuing to develop ever more complex, top-of-the-range products. We are particularly attentive to our customers' needs, focusing on 3 key areas: quality, service and responsiveness.*

*We are always committed to an eco-responsible approach, both in our investments and in all our processes.*

*To meet these challenges, people are at the heart of the company's development.*

The well-being and professional and personal fulfilment of our employees is therefore an absolute priority for the company. Epsilon is convinced that its human capital is its most important key factor in performance. With this in mind, it is concerned about all the parameters that could undermine the fulfilment of its staff, such as the environment and the economy.





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# OUR MISSION

Epsilon's core business is the manufacture of professional technical clothing, sportswear and children's clothing.

With its 66 production lines and 2,200 employees, the factory manufactures an average of 2.5 million pieces of high added-value, quality products.

Epsilon adopts an eco-responsible approach to all its activities in order to produce top-of-the-range garments on time.

Our Lean department is developing the 5S tool at the level of all the other departments in order to reduce time, material and financial wastage.

At the same time, the QHSE department ensures that all processes are in place to maintain total quality management. It also implements the company's environmental and social policies.

In this way, we invest fully in the skills development and well-being of our employees, with the aim of satisfying our customers' most demanding requirements. To this end, we have drawn up a social charter, which we follow rigorously and share with our stakeholders.





# OUR CSR APPROACH

CSR has always been part of Epsilon's DNA and essential to the company's survival. As a socially responsible company, it began its approach just a few years after its creation in 1992.

Its rigorous compliance with social requirements and various initiatives to meet the country's social, environmental and economic challenges have earned it several certifications. In 2015 and again in 2018, it was awarded ISO 9001 and ISO 14001 certification respectively. One of the company's distinctive features is the labelling of specific products, also known as CSR products: Fairtrade, GOTS, GRS, OCS and Oeko-tex.

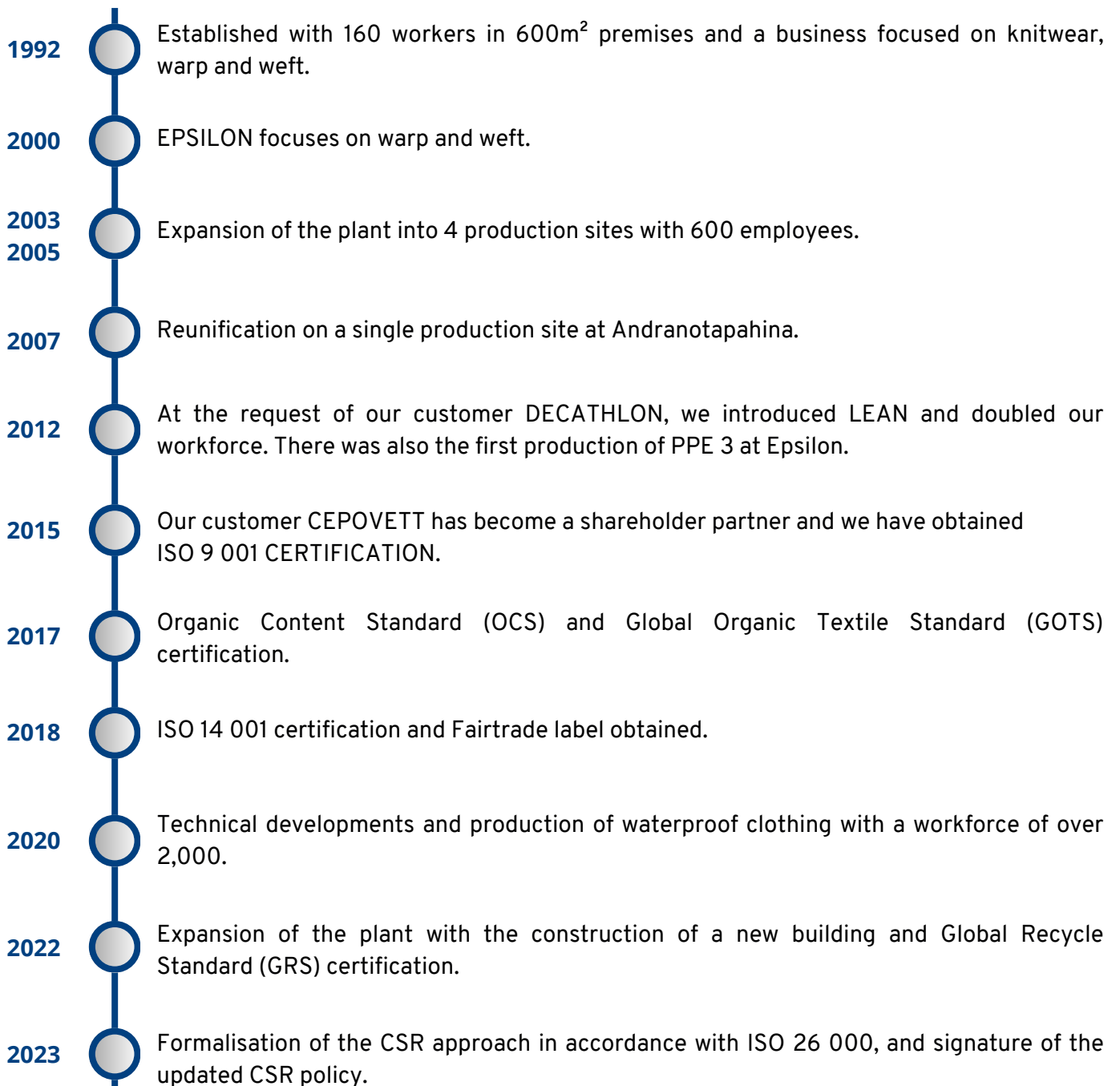
# ABOUT US



Epsilon was created in 1992 thanks to the determination and temerity of its founder, Jean Pierre CUA. He is currently the Managing Director. The company remains a family business. Its current Chairman and CEO is Olivier CUA, the son.

Specialising in the development and manufacture of professional technical clothing, sportswear and children's clothing for the European and American markets, EPSILON is one of the major players in the industry.

Employing more than 2,200 people, it has an estimated annual production capacity of between 2,500,000 and 3,000,000 items.

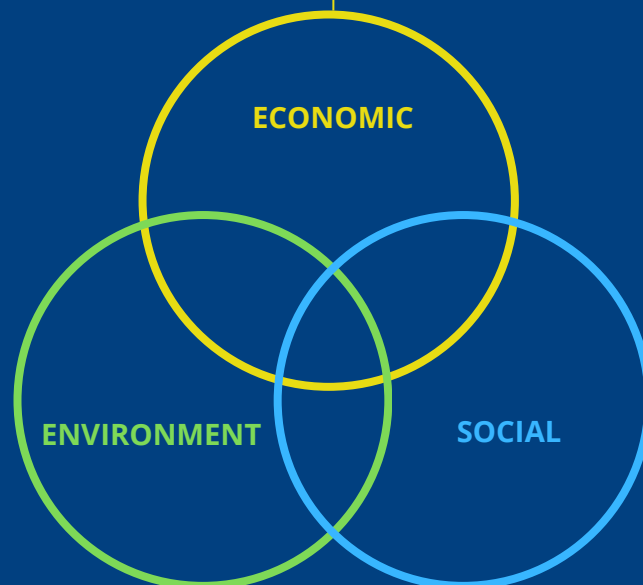


# OUR COMMITMENTS

EPSILON's CSR approach, reformulated in 2023, is based on a roadmap and objectives guiding it towards 2025. These have been defined on the basis of dialogue with internal and external stakeholders and an analysis of the context in which the company is evolving.

This approach is based on 3 major pillars: the economy, the environment and social/societal issues. Epsilon has therefore defined its responsibilities in these 3 areas.

Work in accordance with customer and stakeholder requirements;  
Maintain a win-win commercial relationship, based on listening to and understanding the needs of customers and stakeholders;  
Respect ethical and legal rules;  
Ensuring that human and material resources are available to carry out all processes;  
Maintain and develop our management system by applying the requirements of all certifications;  
Pursue development in our key areas of expertise and activities.



Reduce and sort our waste for better recovery and recycling;  
Minimise pollution and nuisance (noise, vibration, etc.) for our neighbours;  
Implement energy-saving measures by encouraging changes in behaviour and the purchase of energy-efficient equipment;  
Control our consumption of water, energy and raw materials;  
Adopting measures to offset environmental impacts.

Investing in the skills development and employability of our employees;  
Improving the quality of life at work;  
Help our employees achieve a balance between their professional and personal lives;  
Scrupulously respect Epsilon's social charter;  
Supporting and participating in the economic, social and environmental development of our local area.

Les ODD priorisés à travers ces engagements :





# A GOOD CORPORATE GOVERNANCE

EPSILON integrates the expectations and needs of all its stakeholders into its corporate strategy. It justifies this commitment by rigorously following the requirements of international behavioural standards. Epsilon currently complies with 13 standards, 8 of which are certified/labelled.



"Good governance is the surest way to end poverty and support development".

Kofi ANNAN

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# OUR CERTIFICATION STANDARDS

## **MANAGEMENT SYSTEM STANDARDS**

### **ISO 9001** QUALITY

Epsilon is ISO 9001 certified. This means that the company has efficient processes that facilitate the production of quality products and services. This certification is valid for 3 years. A recertification audit is planned for the company in 2024.

### **ISO 14 001** ENVIRONMENT

The company is also ISO 14 001 certified. This means that the company has rational management of its environmental impact. This certification is also valid for 3 years. Epsilon will undergo its recertification audit in 2024.

## **SPECIFIC PRODUCT STANDARDS**

Some Epsilon products follow and are certified by specific standards, such as :

### **GOTS**

#### **GLOBAL ORGANIC TEXTILE STANDARD**

This is an inspection of organically produced fibres, as defined in the standards of this certification system (for the secondary scope).

### **OCS**

#### **ORGANIC CONTANT STANDARD**

This is an inspection of organically produced fibres, as defined in the standards of this certification system (for the primary scope).

### **OEKO - TEX** STANDARD 100

It is a certification of the health and ecological qualities of textiles, guaranteeing the absence of toxic products for the body and the environment.

### **GORE TEX** GUARANTEED TO KEEP YOU DRY

This standard certifies that the company is able to handle Gore fabrics, i.e. fabrics that are waterproof but allow water vapour to pass through. They are patented by W.L. Gore & Associates.

### **GRS**

#### **GLOBAL RECYLED STANDARD**

This label guarantees that products are made with at least 20% recycled raw materials.

### **FAIRTRADE**

A label which certifies that the product has been produced and sold fairly. In other words, it is produced and sold in accordance with ethical, social and environmental standards.

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# OUR APPLIED STANDARDS

(non-certified but monitored)

Epsilon applies other social and environmental standards, but is not certified to them. However, the company is regularly audited on the requirements of these standards. There are five (5) of them:

## ICS

### INITIATIVE FOR COMPLIANCE AND SUSTAINABILITY ENVIRONNEMENTALE ET SOCIALE

A label certifying that the product has been produced and sold fairly. In other words, it is produced and sold in accordance with ethical, social and environmental standards.

## BSCI

### BUSINESS SOCIAL COMPLIANCE INITIATIVE

is a standard that seeks to improve working conditions in supply chains.

## SMETA

### SEDEX MEMBERS ETHICAL TRADE AUDIT

It is an ethical audit methodology that covers all aspects of responsible business practices.

## EPI 3

### ÉQUIPEMENT DE PROTECTION INDIVIDUELLE DE CATÉGORIE 3

Epsilon is the only company in Madagascar to meet this standard. It is therefore the only company in Madagascar capable of producing all-risk clothing.



The background of the slide features a close-up, slightly blurred image of Euro currency. A 10 Euro banknote is prominent in the center, with its large blue '10' and the word 'EURO' in Greek and English. Below it, a 20 Euro banknote is partially visible, showing the number '20' and 'EURO'. In the top right corner, a 2 Euro coin is visible. The overall image has a blue tint. On the left side, there is a dark blue vertical bar containing the text 'ECONOMIC IMPACTS' in white, uppercase letters. The bar is flanked by two short red horizontal lines.

# ECONOMIC IMPACTS

"A company must make a profit, otherwise it will die. But if you try to run a business on profit alone, then it will also die because it will no longer have a reason to exist."

Henry Ford

# A STRONG ECONOMIC COMMITMENT



**18,8 M €**

With production of 2,872,779 pieces in 2023, Epsilon generated sales of € 18,821,651.38.

**2,61 M €**

The company also makes certified responsible products. In other words, they are either GOTS, GRS, OCS, Oekotex and Fairtrade certified. In 2023, sales of these products totalled €2,261,066.23. This represents a 9.5% increase in production compared with last year (2022).

Indicateurs	2021	2022	2023
Sales in euros	18 821 651,38	25 715 706,59	19 809 614,37
Total parts produced	2 872 779	3 088 952	2 233 725
Ratio of certified responsible products to total production	-	1,16 %	10,58 %



# ENVIRONMENTAL IMPACTS



"Our destiny is inseparable from that of the environment. Let's stop thinking we are above it or outside it".

Pierre Rabhi



# OUR ENVIRONMENTAL INITIATIVES

Epsilon is ISO 14 001 certified. It is constantly improving its environmental performance through more rational use of resources and waste reduction. To this end, it has set up a system for monitoring all its environmental actions, in particular the recording of waste production and the products obtained following their recovery, the monitoring of water and energy consumption with the aim of optimising use, and the counting of plant and animal species on the site in order to contribute to the restoration of the ecosystem.

## WASTE RECYCLING

90% of fabric off-cuts, wadding and coupons are reworked in-house to make mattresses.

The rest of the off-cuts are recovered by external service providers and recycled into other decorative products and feminine accessories.

Waste ash from the boiler, sludge from the water treatment basin, paper and coal powder are processed and mixed to produce briquettes. These briquettes are used as fuel for the boiler and the canteen.

The introduction of a composting system on the Company's site in 2020 means that our organic waste can be recycled in an environmentally-friendly way. The products of this technique are used to maintain our orchard.

## WATER RECYCLING

Our wastewater from dyeing and washing production is treated daily in 3 stages: physico-chemical, biological and phytological. It treats 30 cubic metres of water a day, which is reused for washing our vehicles, flushing our toilets and gardening.

There is also a new water treatment plant that treats water from the canteen and toilets. It recycles 200 cubic metres a day. The treated water from this new plant is used as a reserve to prevent dry periods.

## LAND ECOSYSTEM RESTORATION

EPSILON has a tree nursery and orchard with 115 plant species and 23 animal species.

We participate in the reforestation of several Madagascan areas with various partners.

A team of 11 tree nurserymen and field agents monitor each reforestation campaign.

## GREEN ENERGY

In terms of energy, we are in the midst of a transition to clean sources. 2012 solar panels providing around 800 kWp of electrical power meet 40-50% of the plant's energy needs.

EPSILON is also reducing its energy consumption by using only LED lamps and by converting its machine motors to more energy-efficient models.

To optimise internal logistics, we have also invested in electric mopeds and cars.





# WASTE RECYCLING

Epsilon aims to reduce and recycle its waste at source. A number of initiatives have already been implemented to this end, including investment in investment optimisation software - a saving of between 2% and 3% has been achieved in the use of fabrics; the installation of an incinerator boiler; and a partnership with a recycling company.

Fabric off-cuts are the company's main waste, which is why we are investing heavily in recycling them. We also aim to recycle all our waste internally.

**66 %** of all waste produced, in 2023 are recycled, of which 39% internally and 27% externally.

Metric	unit	2021	2022	2023
Total waste produced	Tonnes	657	563	745
Waste recycled internally	%	19	12	39
Waste recycled externally	%	30	42	27
Waste sent to landfill (Sotherly)	%	51	46	34





# RECYCLING FABRIC OFFCUTS

## MATTRESSES MADE FROM OFFCUTS

Fabric off-cuts are sent to our mattress production line. Large scraps and coupons are reworked and transformed into Bemiray covers, while small scraps are shredded. The fluff obtained from this shredding is used to stuff the Bemiray covers. This is how mattresses are made.



## USING OFFCUTS AS FUEL

In July 2023, the company invested in an incinerator boiler where waste fabrics, paper, plastic and cardboard are used as additional fuels to produce steam. This steam is then used to power our appliances.





# RECYCLING PAPER AND CARDBOARD

## COMBUSTIBLE BRICKS FROM WASTE PAPER

The paper is shredded and mixed with sewage sludge to produce combustibles bricks that will be used to supplement the fuel for our boiler and canteen.



In 2023, 15,669.50 kg of paper will be shredded and mixed with 16,253 kg of sludge to produce 33,162 briquettes.

## CARDBOARD AS A FUEL

Cardboard is used as fuel for our boiler.





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# PLASTICS RECYCLING

## A RESPONSIBLE PARTNERSHIP

Epsilon's plastic waste is recycled by MADABIN. MADABIN is a committed company that offers fair recovery of plastic waste, with better traceability of each shipment.



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## RECYCLING ORGANIC WASTE

The waste from our canteens is sorted and composted to obtain fertilising materials that are used to maintain our orchard and nursery. It will account for 90.44% of organic waste in 2023.



Some of the organic waste is donated to one of the company's partner associations to supplement the feed for its farm animals. A total of 5,461.3 kg of organic waste was donated in 2023.

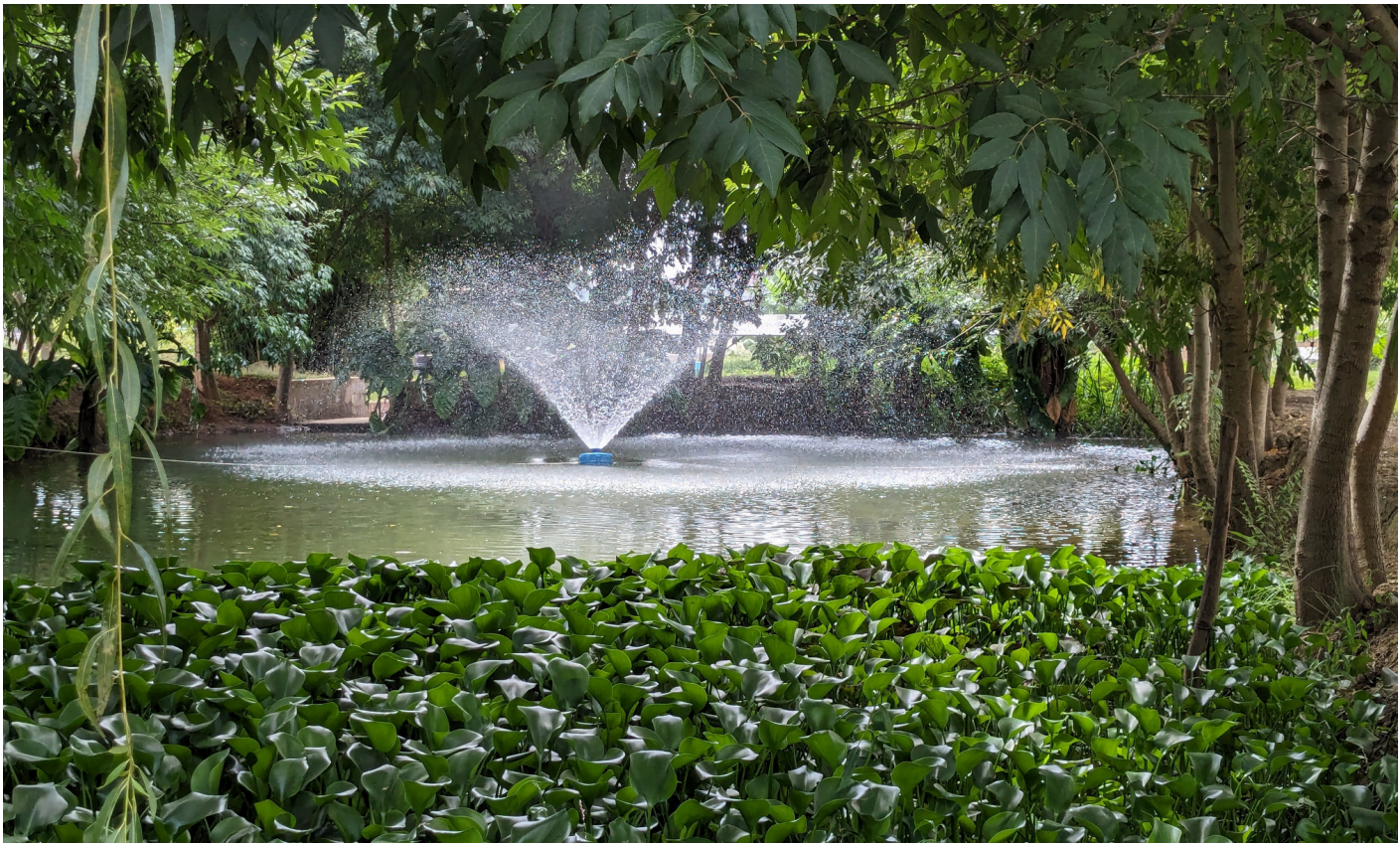


# WATER MANAGEMENT

Concerned about the scarcity of natural resources, Epsilon is constantly innovating its environmental practices. In addition to regular awareness-raising campaigns on good water use practices, the company has set up a water recycling system which means that there is ZERO off-site discharge.

**17 %** of our absolute consumption are from treated water from the old water treatment plant (STEP). It is mainly used for washing cars and watering our orchard and tree nursery.

Metrics	Unit	2021	2022	2023
Absolute consumption	m3	32 518	32 581	33 794
Old ETP recycled water	m3	3 859	8 125	5 840





# ENERGY TRANSITION

In terms of energy, Epsilon is in the midst of a transition to clean sources. 2,112 solar panels providing around 800 kWp of power have been installed. Average production is 61% for site 2 and 42% for site 1.

Métrics	Unit	2021	2022	2023
Absolute consumption	KWh	1 057 568	1 188 555	1 538 432
Solar production	%	29,6	25,5	45,83





# COMPENSATORY MEASURES

## SUSTAINABLE REFORESTATION

Every year since 2014, Epsilon has carried out sustainable and responsible reforestation. This is in line with the government's policy on the greening of Madagascar. Through this practice, the company aims to create a new source of income for locals, educate the community on the importance of conservation and protection as well as restoration of the environment.

An annual target of planting 50,000 trees has been set for 2023. This is a major challenge for the company, as this is not its core business. However, every effort is being made to meet this challenge.

It should be noted that the company has a nursery on its site. So 80% of our reforested plants come from this nursery. The rest comes from our long-standing partner Bondy International.

**85 %** of the plants planted since 2014 are still alive today.

The progress of the trees is monitored by the in-house gardening team and partners Bondy International, Association Akamasoa Antolojanahary and EPP Antanety.

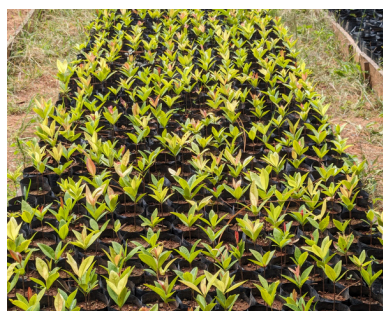
In 2023, the company carried out two reforestation days. One was organised by the in-house QHSE team and the other by Bondy Int. These sessions were part of a drive to raise awareness and involve employees in the fight against deforestation, and to encourage them to become environmentalists.



Metrics	Unit	2021	2022	2023
Reforested plants	Nombre	44 037	46 644	41 972
Plants offered to partners and employees	Nombre	11 393	5 639	18 003
Species planted	Nombre	8	13	17
Survival rate	%	89	90	76

## BIODIVERSITY

Epsilon is particularly sensitive to the need to restore biodiversity. Since 2016, the company has been responding to this challenge by setting up a bee farm on its site. A large orchard is also maintained on the same site. It is home to 23 animal species and 115 plant species.





# S O C I A L I M P A C T S



"Pleasure in profession brings perfection in work".

Aristotle



# OUR CORPORATE CHARTER

At EPSILON, we believe that people are at the heart of the company's development. Our core values are shared with our employees, customers, partners, suppliers and local authorities.

To this end, EPSILON and its stakeholders are committed to scrupulously respecting customer requirements, guaranteeing quality products and services for all customers, and respecting current regulations and the environment.

This commitment implies the adoption of ethical behaviour, and it is in the light of these values that we make our decisions.

First and foremost, we undertake to comply with all Malagasy regulations and ILO conventions that apply to our activities.

To guarantee everyone's well-being and compliance with all the requirements to which EPSILON is subject, we have drawn up a 14-point social manual:

1. Social management system and cascade effect
2. Involvement and protection of workers
3. Freedom of association
4. Non-discrimination
5. Fair pay and regular employment
6. Decent working hours
7. Health and safety at work
8. No use of child labour
9. Special protection for young workers
10. Precarious employment
11. Forced labour
12. Protection of the environment
13. Ethical behaviour
14. Harassment and violence

For each point, we follow a specific policy. Each of these is described in the Social Charter, which can be viewed at the following link:

<https://www.epsilon-mada.com/entreprise/charte/>

This charter provides the fundamental requirements of the social compliance standards applied by EPSILON, in particular: BSCI, ICS, WCA.

It is intended to help all stakeholders understand the fundamental concepts of these standards so that they can apply and comply with the company's social management system effectively and efficiently.



# OUR INTERNAL SOCIAL INITIATIVES

To guarantee everyone's well-being and compliance with all the requirements to which EPSILON is subject, we have drawn up a social charter. This charter provides the fundamental requirements of the social compliance standards followed by the company, in particular: BSCI, ICS, WCA.

## FORMATIONS

All our employees receive training tailored to their needs. Epsilon provides many hours of training every year.

## Our LEAN culture

In the spirit of continuous improvement, a LEAN production system has been set up at Epsilon. This has helped to develop employees' skills and achieve efficiency.

All non-value-added tasks have been reduced to a minimum. As a result of this optimisation, the working environment has evolved, enabling employees to learn quickly.

## A FITNESS CENTRE

Epsilon also offers sports sessions on its premises during working days to help its employees better manage their stress.

## A HEALTHY DIET

Epsilon employees have two (2) meals a day (morning break and lunch).

## EASIER MOBILITY

All employees who live far from the site are provided with free personal transport to facilitate their mobility and control our carbon emissions. With this in mind, the vehicles undergo a monthly technical inspection.

## HEALTH AND SAFETY AT WORK

All employees are affiliated to OSTIE.

At the same time, the company provides them with an ergonomic work surface to limit the risk of accidents in the workplace. They are also provided with PPE appropriate to their respective workstations.

10% of employees are trained in first aid and fire safety to prevent incidents and accidents.

A number of cleaning staff are on hand at all times to ensure the cleanliness of the environment, both inside and out.





# TALENTS DEVELOPMENT

Epsilon's motto is to offer its customers the best possible quality of service. This promise goes hand in hand with developing the skills and fulfilment of our in-house staff. A professional career management policy has been put in place to achieve both our social and economic objectives.

## Our social indicators

We closely monitor the progress and development of all our talent using indicators.

This practice has been put in place to demonstrate our desire to act responsibly and to mobilise all our stakeholders to do the same.

Metrics	Unit	2021	2022	2023
Fixed workforce	Number	2 069	2 296	2 233
Number of trainees	Number	7	12	12
Total workforce	Number	2 283	2 479	2 271
Average age of employees	Année	37	37	37
Average years of service	Year	10	8	9
Turn-over	%	1,48	1,59	1,64
Training volume	Hour	1 049	2 852	13 273
Trainees	Number	150	524	1 302
Promotion rate	%	2	4	6
Feminisation rate	%	69	69	64
Rate of female managers	%	66	64	54
Rate of employees with reduced mobility	%	0,43	0,44	0,44
Average date of salary payment	Day	End of month	27th day of the month	27th day of the month



# HEALTH, SAFETY AND WELL-BEING AT WORK

Epsilon puts people at the heart of its activities. It advocates health and safety at work, which in turn creates a sense of well-being at work. Monitoring OHS indicators is de rigueur within our organisation. This practice enables us to react quickly to problem situations that threaten the OHS of our employees. It also helps us to draw up effective action plans.

Metrics	Unit	2021	2022	2023
Accidents at work with lost time	Number	55	88	122
Accident severity rate	%	0,004	0,037	0,042
Accident frequency rate	%	1,48	3,09	4,86
Sport time in hour worked	Hour	320	480	231



## 10 %

of our total workforce are first aiders trained in fire safety.



## 100 %

of workstations are ergonomic. In 2023, a major investment was made in replacing the machinists' chairs.

## 2

In-house sports tournaments (basketball and football) were organised to promote well-being and health in the workplace.



## 2

participation in external competitions (FOOTBALL TV plus and UTOP Madagascar). A fine record of achievement for Epsilon at these events.



## 231

Working hours devoted to sport in 2023. A partnership with a fitness centre has been set up and employees are entitled to 1 hour's sports session every day.



## 0,04%

Severity rate of accidents at work with lost time.

# LOCAL DEVELOPMENT



"We cannot build our own future without helping others build theirs"

Bill Clinton



# OUR LOCAL DEVELOPMENT INITIATIVES

Epsilon believes that education is the key to Madagascar's long-term economic growth, hence its strong support for this sector. It also helps its compatriots in need. It demonstrates this commitment through various donations.

## Sustainable partnership

Epsilon has a partnership with a training centre. It is involved in the apprenticeship of machinists right through to their recruitment.

## Factory visits

Epsilon accepts requests to visit factories for educational and training purposes.

## Other donations

Epsilon often responds to sponsorship requests from various organisations to show its willingness to support sustainable development activities.

## Environmental Education

Epsilon is also focusing on environmental education to achieve its objectives efficiently.

Awareness is raised among the children of Akamansoa. Epsilon also regularly supplies the association with green plants.

The AKAMASOA students carry out a reforestation session once a week during the reforestation campaign.

Year	Educated students
2021	1 950
2022	1 290
2023	120





# ACTING FOR EMPLOYABILITY

## A SUSTAINABLE PARTNERSHIP

It is difficult to enter the job market without a sufficiently strong background. An agreement has therefore been signed between Epsilon and the CFP Ambohidratrimo vocational training centre. The aim of this partnership is to provide students with a high level of training. Epsilon then draws up a training programme to be followed at the centre and regularly takes on its students for work experience.

Successful students are taken on directly by the company and supported in their efforts to achieve continuous improvement.

## SHARING EXPERIENCE

Epsilon opens its doors to training institutes, companies and NGOs. The aim is to share best practice and enrich inter-organisational relations. This practice has been put in place above all so that we can share and learn from our stakeholders, but also so that they are aware of our vision of social responsibility.

Metrics	Unit	2023
Visitors to educational and training goal	Number	249
Companies	Number	8





# SPONSORSHIPS

## DONATIONS OF OUR MATTRESSES

Produced in-house from fabric scraps, the mattresses are offered free of charge to those who need them most.

The company relies on the cooperation of charities, the state (local authorities, gendarmerie, police, etc.), shelters and orphanages to share the mattresses.

By 2023, 1,159 mattresses will have been donated.

## CLOTHING DONATIONS

As part of the company's activities, Epsilon also donates work clothes, mouthwashes and school gowns to partners such as Akamasa, École de Félix and many others who request them from time to time. In 2023, 19,564 items of clothing were donated.

## DONATIONS OF BASIC NECESSITIES

**NGO Philadelphia receives 100 kg of clean rice every month from EPSILON.**

The company also responds to various sponsorship requests from the community. A number of basic necessities are shared.

With a simple procedure, Epsilon maintains its commitment to getting closer to its local community for sustainable economic, social and environmental development.

**MGA 203 943 367**  
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