



INTERVIEW

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What are your views on the InVivo group?

As it continues to transform and develop, InVivo has become a key player in the agricultural world, particularly in the cooperative sector. The group bears the vocation and responsibility of representing and defending the interests of the French farm and spearheading its member cooperatives. Which I believe must be concretely manifested by the creation of value for member farmers of these cooperatives and more globally by the promotion of innovative agricultural solutions involving digital, robotization, decarbonization, genetics... In order to achieve these goals, the group is building efficient, profitable and sustainable agro-industrial chains and is determined to be among the world leaders in some of its business units.

How does the governance of an organization such as InVivo support its strategic project?

The board members play a decisive role in defining the group's strategic orientations. As such they are committed to supporting these directions. They are therefore the driving force behind the strategic plan. Within the organization, this means building a solid, trusting and reciprocal relationship with the operational teams, which are the backbone of InVivo's

strategy, and with whom the board members share the group's vision. In the field, they are the link with the member cooperatives ensuring strategic alignment between them and their union. It is an important responsibility to be part of the governance of such a group, which is more prominent today. Besides providing support for an economic project, they also have a duty to set an example for all InVivo's stakeholders.

as the structuring of bodies, the role and involvement of administrators, the prevention of conflicts of interest and coordination risks, and the renewal of generations. The aim is to draw up substantiated proposals and recommendations that are presented to the Board of Directors, which of course remains the sole arbiter.

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How is the transformation of the InVivo group's governance being carried out?

The Ethics and Governance Committee, which I have the pleasure of chairing, is the forum for reflection and analysis of the functioning of the Board of Directors. In line with the main issues of governance transformation, the committee examines and discusses subjects such

InVivo's visibility and size as an agricultural cooperative group make it a pioneer in a way, opening the door to a wide range of issues, including governance.

As InVivo has taken an important, even historic turn, it was essential to rethink its governance, to ensure that its organization was adapted to the group's recent evolutions, reflecting this dynamic while deeply embodying its cooperative values.