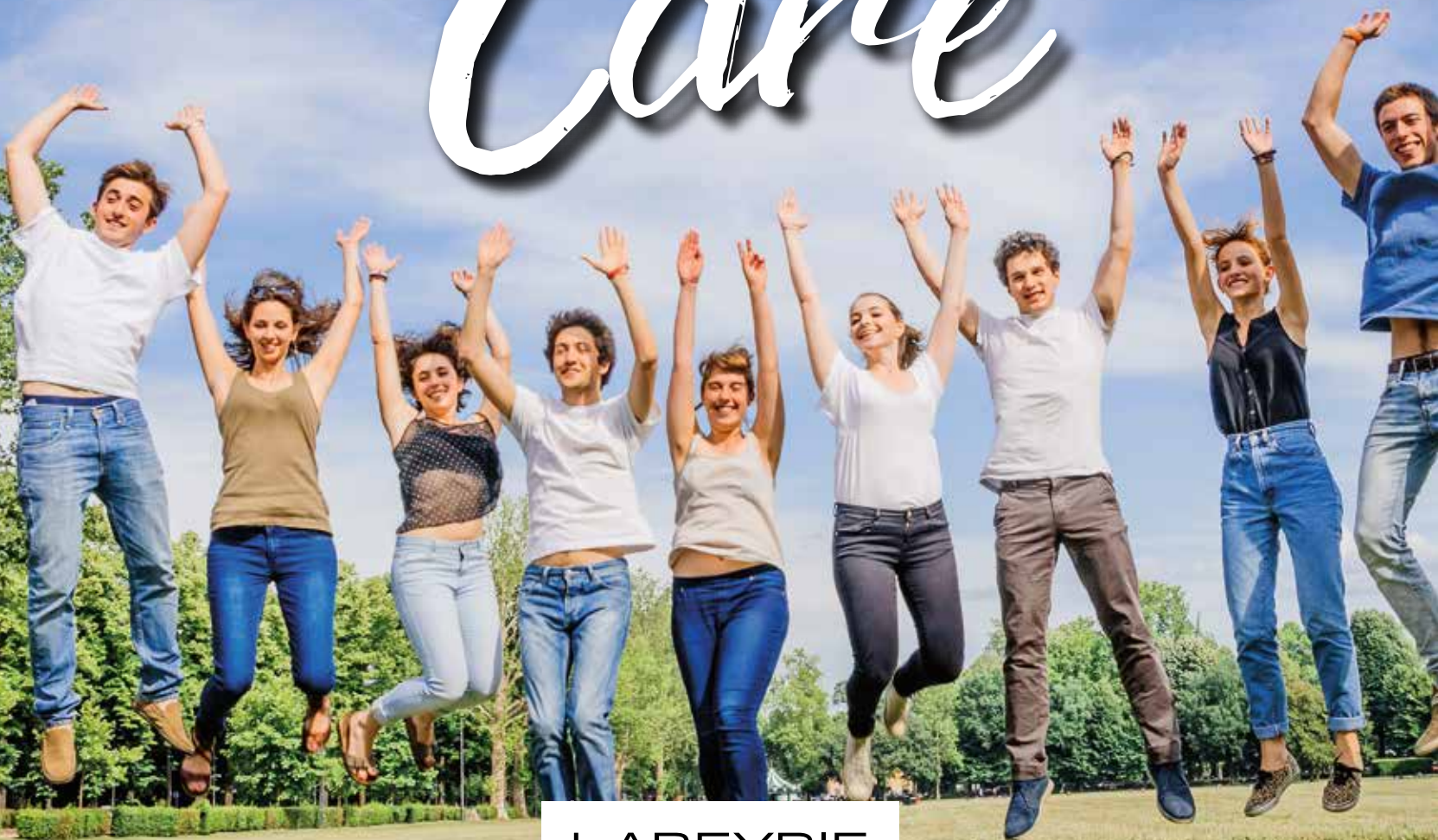


# Yes We Care



LABEYRIE  
FINE FOODS





# CSR, A STRONG Commitment...



We have recently given a new driving force to the improvement of Labeyrie Fine Foods' sustainable performance, around our values linked to high standards, winning spirit, integrity and strength of teamwork.

These values animate each of our actions in a desire for permanent progress and apply to all areas of Corporate Social Responsibility.

This involves going from the priority of placing people at the heart of our organization to advancing our employees with both care and attention, to reducing the Group's environmental footprint, in particular through responsible sourcing in all our sectors, and also the fight against energy and food waste or eco-design packaging.

We have always been attentive to the new challenges of our society and our markets: this is what has led us to place the Corporate Social Responsibility of our Company and our Brands at the heart of our Foodamour transformation program.

This commitment is consistent with our goal of becoming a world leader responsible in premium and trendy foods made for sharing.

Frédéric Bouisset  
CEO of Labeyrie Fine Foods



Corporate social responsibility at the heart of our ambition

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## High standards

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- Security & traceability, prevent and anticipate
- Constant attention for exceptional products
- Own procedures for Delpierre and Labeyrie

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## Winning spirit

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- Widen access to new horizons in food
- Promote food diversity with flavors from the sea

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## Integrity

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- Think about the environmental impact in terms of performance
- Consume less to preserve better
- Valorize our waste
- Optimize our packaging, a very strong ambition

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## Strength of teamwork

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- Health, safety and well-being of employees: our priority
- Develop skills and Group spirit
- Measure our internal actions and together commit to the heart of the company

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1 Group  
since 1947

CLOSE TO 5000  
PEOPLE\*

ON 19 SITES\*\*

PRESENT  
IN MORE THAN 40 COUNTRIES

4 BUSINESS  
UNITS



3 SUPPORT  
DEPARTMENTS



7 MAJOR  
BRANDS



\*In full-time equivalents. \*\* (France, England, Scotland, Belgium, the Netherlands, Canada, Spain).

# Corporate Social Responsibility...

yes  
we are all  
Food  
amour

The global corporate project “YES We Are All Foodamour” aims to federate all our employees to achieve our ambition: to become the RESPONSIBLE world leader in premium and trendy foods made for sharing.

At the heart of this strategic project, an entire pillar is dedicated to Corporate Social Responsibility (CSR): **YES WE CARE.**

This pillar is energized by a team dedicated to Corporate Social Responsibility which is totally transversal but whose mission is to put this responsible dimension at the heart of every action, every decision of the Group.

## A PROGRESS AND GOVERNANCE APPROACH

Since 2017, we have strengthened our sustainable development approach, initiated in 2006 in which members of the Comex and the CSR strategic committee are either leaders or significantly involved, through the establishment of specific work groups (Yes We Care). The challenge is to align our strategy by taking into account the new expectations of our society and adopting a long-term vision.

We are also accompanied by a Scientific and Strategic Committee uniting various recognized experts in their field. Under the leadership of its President, Jacques Estienne, the last Committees have been organized to serve and nourish our projects as a priority. Its network of Emeritus Professors, Research Centers and Technical Centers have enlightened us on our action priorities. They are then implemented within the framework of the Scientific Implementation Committee.



# ...AT heart OF OUR AMBITION

## ETHICAL GOVERNANCE: REAFFIRMED AND BALANCED POSITIONS

In 2018, Comex members signed the new Code of Ethics and Labeyrie Fine Foods Good Business Practices.

This was clearly stated: Zero tolerance in terms of corruption and influence trafficking, respect for fair trade relations and personal data, the fight against fraud, malfeasance, theft, the principles of responsible management and employee relations, respect for laws, human rights and local cultures no matter where we intervene.

Failure to comply with the principles set out in this code provides for the application of sanctions. This is why the Group's vulnerable employees have been set up:

- e-learning training on anti-corruption and influence trafficking,
- an anonymous reporting platform for “whistleblowers”.



## ETHICS AND HUMAN RIGHTS

Like ethical governance, human rights are a non-negotiable and fundamental basis of our CSR vision. We have therefore formalized an ethical component in our new Labeyrie Fine Foods responsible sourcing policy. For our shrimp supplies to the English market, we use an **ethical risk management platform called SEDEX<sup>1</sup>** where our suppliers are self-assessed, accompanied and audited by a third party if necessary. With our acquired experience, we made the choice to generalize the SEDEX approach to all our suppliers.

In the UK, thanks to our partnership with **the Issara Institute**, we have put in place a robust process to protect the well-being of Thai workers and fight against forced labor. In collaboration with Seafish, we have developed and chair today the “Ethics Common Language Group”. We are also proud to participate in initiatives responding to growing industry concerns about the mistreatment of workers in the world of seafood such as:

- the **Food Network for Ethical Trade (FNET)**: improving human rights in global food supply chains,
- the **“Seafood Taskforce”**: fighting against illegal work and illegal fishing.

## 12 YEARS OF CONCRETE AND PIONEERING ACTIONS

2006

- Initiation of the CSR policy

2008

- 1<sup>st</sup> carbon balance within the Group

2009

- Creation of a Sustainable Development & Corporate CSR Committee

2011

- Creation of 3 life cycle analyzes (wild and farmed salmon)
- Lyons Seafoods and Farne submitted to SEDEX<sup>1</sup> ethics review

2012

- Assessment of greenhouse gas emissions at all of our production plants in France

2013

- Lyons Seafoods obtains the ISO 14001 environmental management standard
- CSR assessment of Labeyrie according to the 3D (Sustainable Development Destination) of FRCA<sup>2</sup> and AFNOR<sup>3</sup>

2015

- Farne wins Silver Award for Healthy Working Lives

2016

- Lyons Seafoods Reaches Zero Waste Goals
- The St Georges de Marenne site obtains ISO 50001 certification
- Launch of the Aquaculture Raisonnée approach for Delpierre farmed salmon

2017

- Lyons Seafoods receives COOP Sustainable Seafood Award
- Farne wins 2017 National Best Employer Award
- Aqualande<sup>4</sup> obtains the highest level “Exemplary” of the AFNQ Model AFAQ 26000 CSR Commitment Label from AFNOR

2018

- Participation in the ADEME<sup>5</sup> project on the fight against food waste as a Agri-Food Industry witness
- CSR Silver Medal Evaluation (on Distributor Platforms)

1. Supplier Ethical Data Exchange.  
2. Regional Federation of Agricultural Cooperatives.  
3. French Association of Normalization.  
4. 50/50 joint venture with Labeyrie Fine Foods.  
5. Agency for the Environment and Energy Management



# High standards

The requirements we have always cultivated are accompanied by a constant search for excellence which we apply upstream as well as downstream.

## Safety & Traceability PREVENT ET ANTICIPATE

Anticipating the evolution of regulations and proposing new practices today that will become tomorrow's safety standards are two essential requirements of the Group.

### THESE REQUIREMENTS ARE CONCERNED BY:

1. **a quality team** trained on the best available techniques;
2. **a proactive role** in interprofessional groups aimed at guaranteeing product categories beyond our own productions (GBPH<sup>1</sup>);
3. **a high-level scientific and technical watch** to anticipate and face tomorrow's challenges;
4. **maintaining a permanent dynamic** through the regular monitoring of performance indicators and the control of third-party organizations via recognized certifications of our structures (GFSI<sup>2</sup> or equivalent).

We have implemented a policy to prevent and anticipate new risks in our supply chains.

Internally, control plans are drawn up by quality engineers who set up traceability tests and food crisis simulation exercises.

Accompanied by **a Scientific Committee** composed of recognized experts to reinforce this policy, we have **a Group Food Safety Manager** to test our strengths and anticipate our weaknesses, by building progress plans, all in the unique spirit of continuous improvement. Consequently, all our workshops have identified areas requiring high attentiveness and have implemented appropriate monitoring and investment actions.

In the same way, **a collaboration of more than 15 years with the ANSES<sup>3</sup>**, has made it possible to elaborate **a guide of good practices for cooked crustaceans, smoked and / or salted fish, and / or marinated, just like a relative guide with tarama and caviar.**





High standards



CAUTIOUS *Attention*  
AT EVERY INSTANT...

## PERMANENT CONTROL OF OUR STRATEGIC INGREDIENTS, A GUARANTEE OF THE QUALITY OF OUR PRODUCTS

The Labeyrie Fine Foods Group selects and evaluates its suppliers according to strict criteria in order to reach a high standard of quality, taste and freshness. Partnership relationships are built and maintained with our suppliers over the long term to implement continuous improvement projects and hence ensure the satisfaction of our customers and consumers.

- **SELECTION OF OUR SUPPLIER SECTORS:** choice of the best origins and raw materials via requirements on practices, bacteriological and organoleptic criteria;
- **MONITORING AND CONTROLLING OUR SUPPLIERS:** control plans developed by our quality experts, audits carried out to ensure the quality and integrity of the purchased materials.

## OUR QUALITY COMMITMENTS

In order to meet our ambition to become a Responsible Group in our strategic sectors, we have launched a major responsible procurement project with the following commitments:

- **evolution of specifications** with the integration of new requirements such as antibiotic-free breeding for salmon from Norway or Scotland within the Delpierre Aquaculture Raisonnée approach;
- **construction of a responsible purchasing policy** signed by all our suppliers;
- **progress plans** on feeding our raw material from livestock to ensure the sustainability of the supply chain;
- **strive for full transparency and traceability** in all our sectors.

## ...FOR *Exceptional* PRODUCTS

To achieve this commitment to responsible sourcing and meet the requirements of our customers and consumers, we rely on recognized international standards but we also develop our own approaches to cover all the issues identified in our sectors.

## CHOOSING SUSTAINABLE CERTIFICATIONS

We continue to privilege sustainable resource management programs such as the MSC<sup>1</sup> certification for our fish-related raw materials such as salmon, herring and cod, as well as the ASC<sup>2</sup> or BAP<sup>3</sup> certifications for our shrimp farms.



Aware of the growing expectations of society on production practices and their environmental impacts, the Labeyrie Fine Foods Group is working on the development of its organic products ranges under the official AB and Organic European labels.

## ACCOMPANYING OUR SECTORS IN PROGRESS MILESTONES

Our historical partnerships along with our suppliers enable us to accompany them in-going initiatives such as the Fishery Improvement Project to support them in consolidating improvement plans aiming to obtain MSC certification.



## FOR FARMED SALMON

The Group now requires **all of its salmon suppliers in Norway and Scotland to be GLOBAL G.A.P<sup>4</sup> or Organic Farming certified.**







## OUR OWN APPROACHES

Labeyrie Fine Foods has developed its own standards for its smoked salmon and foie gras sectors in order to guarantee the quality of its raw materials.



In 2016, the Delpierre brand launched its Aquaculture Raisonnée approach, now verified by Bureau Veritas, an internationally recognized independent body.



Through this approach, the objective is to be able to guarantee to consumers verified commitments in the areas of good farming practices, animal welfare, the environment and social welfare for salmon coming from Norway and Scotland, in a credible, realistic and evolutionary manner.

## SOME KEY COMMITMENTS

### Salmon fed with food adapted to their needs:

- GMO-free (<0.9%)<sup>1</sup>
- Without growth hormones.
- No food composed of land animals or salmon.

**Salmon highly guaranteed without antibiotics throughout its life cycle.**

### Respectful living conditions in a quality environment:

- Respect of the natural cycle of salmon.
- Control impacts on the living environment of salmon incomplete transparency and traceability.



Since 2007, Labeyrie has implemented the Certiconfiance approach, verified by Bureau Veritas. This approach is based around specific specifications for farmed smoked salmon and duck foie gras.



- **Best practices in aquaculture:** rigorous selection of breeders and their sites, controlled traceability to the progenitor.
- **Water quality:** controlled water quality, analyzes to ensure the respect of the marine environment.
- **Protection of the environment:** selection of fish farms compliant with ICPE<sup>2</sup> regulations, analysis of the salmon life cycle, identification of the impact of activities, development of environmental performances.
- **Healthy feeding of salmon:** adapted and controlled feed, guaranteed without growth hormones, without terrestrial animal meal, without OGM<sup>3</sup>.
- **Respect for animal welfare:** growth of 18 to 24 months, including 9 to 12 months in freshwater and 9 to 12 months in the open sea, large areas with a low density (3% of fish for 97% of water), natural life cycle respected.
- **the PGI** (Protected Geographical Indication) reference system: raised ducks and derivative products developed in the southwest of France with free access to an outdoor zone throughout the duration of the rearing period.
- **healthy feeding of ducks:** 100% vegetable feed guaranteed GMO-free, based on corn from South-West France.
- **protection of the environment:** compliance of the farms with the ICPE regulation, impact analysis.
- **respect for animal welfare:** respect for good animal welfare and farming practices.
- **traceability and biosecurity on farms:** permanent improvement of rearing conditions with regard to zoonotic or communicable diseases.



## ANIMAL WELFARE, OUR ACTIONS FOR CONTINUOUS PROGRESS:

- **a continuous search for solutions for the well-being of trout, shrimp, salmon and ducks all along our supply chains:** density, feeding, handling, slaughter methods.

### For our duck industry:

- **the adoption of a well-fare charter:** respect for their vital needs, adoption of good practices during the breeding phase;
- **securing our production methods** with the creation of a unique and innovative human-scale farming model, **Armonia5S**, allowing the shelter of our ducks and dividing by two our animal transport;
- **development of a supply of duck liver** for certain countries such as Switzerland, Belgium or Italy.

1. In accordance with the regulations currently in place.

2. Installations Classified for the Protection of the Environment. 3. Without genetically modified organism, <0.9% in accordance with the regulations in force.



# Winning SPIRIT

We have been expressing our winning spirit for over 70 years through our exceptionally tasting products. This spirit is also synonymous with food diversity and matching the expectations and tastes which are as diverse as our consumers around the world.

## EXPANDING ACCESS TO NEW HORIZONS IN FOOD

We remember: only just a few decades ago, foie gras and smoked salmon were only reserved for a select few. In 1946, the Labeyrie brand launched its first foie gras workshop in the heart of the Landes to allow everyone to enjoy the delicacy of foie gras. In 1963, the Labeyrie brand also contributed to the democratization of smoked salmon by creating the first smoked salmon production workshop in France also in the Landes and offered for the first time this exceptional product in mass distribution.

Today, this desire to provide the widest range of gourmet products to the world, with noble ingredients, remains at the heart of the Labeyrie Fine Foods Group mission.

- **Lyons Seafoods, Delpierre and Comptoir Sushi** are committed to making good seafood products accessible to all by facilitating their consumption in all their diverse forms.
- **Ovive\*** reveals the subtle and authentic flavors of the best trout.
- **Labeyrie** continues to pursue its mission of democratizing exceptional products: from foie gras to smoked salmon, but also from caviar to fine cured meats.
- **Blini** pushes geographical boundaries by offering appetizer products and recipes from around the globe coming from Russia to the Mediterranean and even from Mexico.
- **The atelier Blini** brand offers an appetizer range inspired by quality artisans with simple and delicious products, for appetizer epicureans.
- With their unique know-how in the selection and preparation of unpasteurized fresh olives, **Père Olive** invites you to rediscover the true taste of olives and Mediterranean spreadables.

MAKING  
FOOD  
*Pleasures*  
ACCESSIBLE



## LISTENING TO CONSUMER TRENDS

We strive to offer new Premium and Trendy offers in line with consumer expectations and the growing rise of flexitarianism: a premium sushi offer for millennials for the Comptoir Sushi brand, a rich vegetal offering driven by the Blini or Père Olive brands and a wide range from Bio atelier Blini.

In France, 50% of the organic smoked salmon offer is offered by Labeyrie.

\*Brand of Groupe Aqualande, a 50/50 joint venture with Labeyrie Fine Foods.



## PROMOTING FOOD diversity...

### PRODUCTS THAT ARE PARTNERS IN A BALANCED DIET

Fish and crustaceans are full of nutrients whose health benefits are well proven. Offering multiple and diverse ranges of fish and shellfish, by focusing on taste and flavors, it also contributes to a better balanced diet. For example, **herring and mackerel** are, like all fatty fish, **the best sources of DHA<sup>1</sup> and EPA, omega 3 fatty acids essential to good health** and which are often lacking in the French diet.

**Shrimp and cod** are an excellent **source of protein** while being low in fat.

In addition, our teams regularly work on **the nutritional optimization of our products, without ever giving up the pleasure they provide**. We have developed herring lines at Delpierre and smoked salmon at Labeyrie, which show a reduced salt content of 25%. Blini has also been gradually reducing salt levels in its products for several years. Our Blini appetizer offers, the atelier Blini and Père Olive brands represent a real interest in terms of nutritional intake compared to classic appetizer products (our hummus and Blini guacamole display an A note nutriscore).

### DELPIERRE HERRING, A NUTRITIONAL ASSET



A high protein  
source, rich in  
omega 3, selenium,  
vitamin D and B12.



A lower salt dosage  
compared to the  
market average.



Individual portion  
packaging for some  
products.

## ...WITH THE *flavors* OF THE SEA

### A TASTE PRIORITY

Motivated by the desire to make people discover and appreciate the good taste of fish, even by the youngest consumers, **our Research & Development teams constantly propose new innovations**.

#### Examples?

- **The new Delpierre cold pasteurization system** awarded in 2016 by **the European trophy Seafood exhibition**. This ingenious system preserves the organoleptic and nutritional qualities of fish without resorting to the addition of preservatives.
- **Slices of Delpierre smoked salmon from Norway and Scotland without preservatives or antibiotics**: an innovative way to eat fish, quick, practical and adapted to regular consumption.

- **Cooked seafood dishes worked in partnership with Meilleur Ouvrier de France chefs**, to share the good taste of fish and French know-how, by enhancing the contents (fish fillet or shelled shrimps that do not bathe in the sauce).
- A new key to experiencing Delpierre herring products, focused on an intense taste scale.
- Similar educational work is underway on Labeyrie products, centered around a taste wheel to help consumers break down and decipher taste sensations.
- **Numerous quality tests**: nearly 106 carried out in 2018/2019 to measure the overall consumer assessment on all Labeyrie Fine Foods Group products.



1. Docosahexaenoic acid: one of the necessary omega-3 polyunsaturates.



# Integrity

We are a conscious company around the world. As such, we are strongly committed to our sectors and our local and regional products; developing them while preserving them.

Our determination: to progress each day to transmit a better world to future generations.

## THINKING ABOUT THE *environmental impact* IN TERMS OF PERFORMANCE

### EVALUATING THE IMPACT OF OUR ACTIVITY

Audits, controls, monitoring, gathering information... The tools we use to evaluate our environmental footprint serve as a basis for our strategy and actions.

- **Classification and regular inspections** for all our industrial facilities.
- **Creation in 2015 of the environmental profile of each of the French sites**, taking into account the local ecosystems and the implementation specificities.
- **Equipment for each factory workshop, either of its own effluent treatment station before discharge into the natural environment, or of a pre-treatment station for effluents** subsequently taken over by the local municipality according to the evacuation convention agreed upon with the municipality.

### CARBON BALANCE AND REPORTING: CREATION OF MEASURING TOOLS

The environment is a strong collective concern that leads to exchanges with our stakeholders (municipalities, customers, suppliers, shareholders...) and with the authorities, in order to optimize and better control the impacts of our activities.

**A “greenhouse gas” assessment is updated every year** thanks to an integrated information system set up for each of our product development plants. **The global Bilan Carbone® of all the industrial sites has also been carried out annually since 2016**, in collaboration with an expert consulting firm on climate issues.

### CREATING VALUE IN THE TERRITORIES WHERE WE ARE ANCHORED

We also strive to preserve the territories in which our activities are developing by making sure to promote local know-how and the specificities of our regional products.

We have strongly contributed to **a research project around life cycle analysis applied to our foie gras from the southwest** aimed to enhance our regional products and the social impact of the foie gras activity on its territory beyond the environmental impacts.

Also, Aqualande, southwest Cooperative Group European leader in trout farming, decided to join the Labeyrie Fine Foods Group in a 50/50 joint venture in 2016. **Aqualande, is working on the realization of a closed circuit fish farm, operating according to the requirements of organic fish farming.**

## EFFORTS REWARDED



• In 2016, Farne received the **VIBES<sup>1</sup>** award attributed to Scottish companies for their good environmental practices.

• In 2017, Aqualande<sup>2</sup> achieved the “Exemplary” level of the CSR Engaged Label of the AFAQ 26000.

• The Labeyrie site of St-Geours de Maremne obtained the ISO 50001 certification in 2016.

• Lyons Seafoods has been certified ISO 14001 for its environmental management since 2013.

1. Vision in business for the environment of Scotland. 2. 50/50 joint venture with Labeyrie Fine Foods.



CONSUME *Less...*

...TO *Better*  
PRESERVE

## OPTIMIZING WATER USE

The proper control of our water and energy resources in our production facilities is an important part of our approach. In addition, we encourage best practice recommendations and improvement initiatives to save on the volumes of water consumed on a daily basis. Action plans have been drawn up and monitored in each of our plants in order to meet the ambitious commitments set at Group level: **20% water savings by 2021.**

**Our challenge?**  
**Increased monitoring of the various water consumption stations as well as ensuring that reduction action plans are carried out by all the Group's plants.**

Consumption tracking thanks to efficient monitoring systems, actions on production lines, action plans with the cleaning teams of plants, training and awareness programs for staff ... several concrete actions are conducted on a daily basis to achieve the objectives. At the Group level, the adoption of best practices **has reduced our water consumption by 4.5% between 2016/2017 and 2017/2018.**

These best practices for controlling water consumption are deployed each time a new plant is integrated into the Labeyrie Fine Foods Group.

## BETTER EFFLUENT MANAGEMENT OF OUR SITES



In order to reduce the environmental footprint, substantial structural investments are made for the treatment of effluents.



Awareness operations took place at our sites, notably the initiative launched in early 2019 with Water Days in the Salmon Workshops Labeyrie site in St Geours de Maremne.

## EFFICIENT CONTROL OF OUR ENERGY

Reducing our energy consumption by improving the energy efficiency of our equipment and machinery and choosing, as often as possible, alternative energies is another part of our sustainable development strategy. Therefore, it is **30GWh which in 2018 and 2019 are using green energy.**



**Objective: reduce by 20% the total energy consumption of our activities by 2022.**

Following our first carbon footprint assessment in 2008, we have chosen to focus on the substitution of refrigerants, potentially having a high carbon impact, on the installation of new generation boilers that consume less energy or on energy recovery.

At the **St Geours de Maremne site**, cold production is completely centralized and computerized, for a better management of start-ups and load shedding. In addition, a gas-fired boiler has been installed on the production site.

Our **Jonzac industrial site** benefits from a source of geothermal energy resulting from the exploitation of thermal phenomena naturally generated by the earth.

Finally, the **company Farne** tests renewable energies via the installation of photovoltaic panels. The use of these panels is planned for other industrial sites of the Group.

On the **Tilburg site**, charging stations for the company's electric vehicle fleet have been made available to users (stakeholders, employees and visitors).



**-10,4%** of electricity consumed in 1 year on average for all our sites in France (2017/2018 vs 2016/2017)

**-11,2%** of electricity consumed in 1 year for our Saint Aignan site (2017/2018 vs 2016/2017)

**-17%** average gas consumption in 1 year for our Boulogne sur Mer, Wisches, Troarn, Sarbazan and Warminster sites (2017/2018 vs 2016/2017)







## VALORIZE OUR WASTE

Promoting the circular economy is a genuine challenge for our Group, especially with regard to the noble materials that we work with and the possible reuse of these in other products, and hence limiting or avoiding waste.

In 2016, Lyons Seafoods achieved the goal of



Since 2018, special emphasis has been placed on **the optimization of unused noble materials**. Thus, our co-products, if they can no longer be directly marketed as finished products, will be used as raw materials in other recipes, for example by adding quiches or other prepared dishes to our offer.

### Operation AFI witness of the Ademe\*:

The “Salmon Workshops” of the Labeyrie site were selected to be part of the 20 French food processing industries participating in the operation “**Less Food Waste for More Performance**”.

**OBJECTIVE:** reduce food loss while saving money.

As a result, **we have reduced food waste by more than 22% by reducing losses** associated with salmon processing and developing value chains for human consumption. These actions have also eliminated the annual emissions of 186 tons of CO<sup>2</sup>.

These noble materials will be redirected to recovery channels such as the manufacture of fish oil rich in omega 3 fatty acids or will become, if necessary, animal feed.

## OPTIMIZE OUR PACKAGING, A STRONG AMBITION

Our responsible ambition mobilizes us on the **issues of packaging**, and we are firmly convinced that we have a role to play in the reduction at the source of the plastic problem.

We have set up a detailed action plan by sector, based on the **5Rs (Reduce, Remove, Recycle, Reuse, Reinvent)** which involves:

- **an ambitious Group responsible purchasing policy for all our packaging** based on a supplier charter;
- **a Group policy of eco-design packaging for our products** through research and development, reducing the weight and size of our packaging while providing sustainable alternatives to packaging.

Other ambitious objectives for the Group have been set with deadlines over the next five years:

- cardboard packaging sourced from **recycled cardboard or certified FSC / PEFC<sup>1</sup>**;
- **removal of PVC and EPS**;
- **the gradual integration of recycled materials** into our plastic packaging;
- **the displaying of systematic sorting instructions on all our products** to support our consumers in sorting and support the circular economy.

*Innovating*  
**TO MINIMIZE  
OUR IMPACTS**



**In 2018**, a 10.8% reduction in smoked salmon packaging for the Delpierre brand.

**In 2019**, 60% of our boxes come from recycling channels (made from recycled cardboard).

\*Operation Agro-Food Industries witness of the French Environment & Energy Management Agency.

1. Forest Stewardship Council / Programme for the Endorsement of Forest Certification.



# STRENGTH OF Teamwork

Respecting the men and women who work within the Group means providing them with a safe, serene and evolving environment where they will enjoy expressing their potential. Exchanging our ideas, learning from each other, listening to each other, building the future together. We are convinced that team spirit is essential to collective success.

## HEALTH, SAFETY, EMPLOYEE WELL-BEING: OUR PRIORITY

We strive to constantly improve our equipment in order to reduce difficulties and thus allow our employees to evolve in a more welcoming and pleasant work environment.

And because we know that **the well-being of our employees is a prerequisite condition for success**, we strive to **create the appropriate working conditions** for both professional and personal growth.

Concretely, this means **giving all employees the floor as often as possible** so that they can express themselves on their expectations, as in the context of collaborative brainstorming and focus groups around well-being at work.

It also involves setting up, for those who wish, **teleworking solutions** as some of the companies of the Group have been offering for some years now.

It is also means **offering seniors over the age of 55 the option to adjust their working time**, while maintaining their full pension contributions. It is also showing solidarity, by offering, as for example at Labeyrie, a personalized social support to our employees during difficult periods or transitions in their lives.

## ACT FOR THE SAFETY OF OUR EMPLOYEES

**A strong Health and Safety policy** has been reaffirmed by all Top Management through the claim: **"Safety first, without compromise"**. Adequate governance has emerged with the creation of a central committee chaired by the Group's president.

To make our workplaces safe and secure, the entire top management team has been mobilized and given an **objective of a 10% reduction in the workplace accident frequency rate**.







## ENRICH THE TALENTS OF EACH ONE

When a new employee is welcomed, he / she benefits from a specific integration path including for example a visit of the production workshops. Later, he/she will have access to the **Good to Great training plan** for all of our employees to move from performance to excellence in one's function.

The Group promotes the development of skills and the support of potential, but also the development of the values of responsible managers who favor listening, exchange and dialogue with respect for all.

- Lyons Seafoods, for example, showcases its employees on its website through a section dedicated to skills development and support for employees.
- **A majority of Group managers have followed at least one managerial training course since 2012.**
- **1/4 of the Group's executives have completed the HEC<sup>1</sup> certification course** entitled "Managers' Campus". Our goal is to reach 50% of managers trained within three years.

**In 2018, the Group transformation was illustrated by 1 external recruitment for 1 internal promotion.**

*At Labeyrie*  
**90%  
OF WORKSHOP  
SUPERVISION  
COMES FROM  
INTERNAL  
PROMOTION.**

## ...AND THE *Group* SPIRIT

### A POSITIVE COLLABORATIVE DYNAMIC THAT INVOLVES EVERYONE

*yes  
we are all  
Food  
amour*

To make all employees feel part of the Group's strategy, the Yes We Are All Foodamour business project invites all employees to share their ideas, with mutual respect, by contributing to **a common reflection around 4 missions:**

- **YES WE ARE:** put people at the heart of our project and give everyone the means to thrive in a quality work environment;
- **YES WE SHARE:** create value for the Group and our customers;
- **YES WE DARE:** create and maintain the innovation reflex in association with the overall focus to maximize value creation;
- **YES WE CARE:** become an exemplary Group leader in its practices and give meaning to collective and individual actions.

This project comes to life through collaborative projects so that everyone feels fully involved in a collective and successful dynamic.

### RAISING AWARENESS, MOBILIZING, COMMUNICATING

*you  
Enjoy  
&  
Share*

Putting in place awareness campaigns and new communication means is also essential to unite our teams, particularly around the challenges of sustainable development. Whether it is the **Foodamour internal newsletter, the Group intranet or our Linkedin page...** The main idea is to share information and make our employees proud.

And when we mobilize in favor of the sustainable development of REWARDS, such as the CSR approach (Corporate Social Responsibility), it is always with the objective to share our concerns in relation to sustainable development, in a fun and educational way; so that everyone, in his/her own way, "adds a brick to the building".



## EFFORTS REWARDED

The mobilization of staff at **Lyons Seafoods** organized into different teams was rewarded in 2013 by the **CIPD<sup>2</sup> People Management Award.**





Strength of teamwork



Measure  
OUR INTERNAL  
ACTIONS...

## EVALUATE TO GO FURTHER

One of the other missions of our project is to **strengthen our Group's focus on human capital**. Listening to our employees seemed essential to us: to interview and survey them regularly to better understand them and give us the keys to act better.



### How to measure the employees' pulse?

Conduct questionnaire surveys thanks to a new, user-friendly tool Bloom At Work, a tool allowing everyone to express and describe their working conditions.

The results obtained are analyzed as management indicators and contribute to the continuous improvement of our HR and CSR actions.

Trophies also enhance our efforts. In 2015, Farne received the "Silver Award" for the "Healthy Working Lives" prize for their support in areas of personal assistance impacting professional life.

## A GROUP PROMOTING EMPLOYEE SHAREHOLDING



4%  
of employees  
have invested in the  
capital of the Group

# ...AND Engage IN THE HEART OF SOCIETY

## A COMMUNITY VISION WITH ALWAYS MORE SOLIDARITY

We want to extend our CSR commitment beyond the walls of our companies. Hence, **all our companies have close links with food banks**.



1,01 Millions

of product donations to charities  
by the Group in 2018



nearly € 400,000

paid under the apprenticeship tax



140 young

interns or trainees welcomed  
within our Group

## OUR NOBLE CAUSE

We asked ourselves about the solutions to set up to **help and support, within our territory, work trades within the agricultural sector for an accessible and rapid transformation towards best practices**. It appeared to us that a social economic model of solidarity could help us there. We have therefore decided **together with the Lur Berri (Basque Country) cooperative to create a social and solidarity enterprise (SSE) whose aim is to contribute to the sustainable development of agriculture and livestock farming in the southwest of France** by helping young farmers to settle and live long-term in their regions.

## SUPPORT OF LOCAL ASSOCIATIONS

For example, in March 2018, Blini created a **partnership with the association Our Community Has Talent**, which connects young graduates from priority neighborhoods or disadvantaged social backgrounds with executive employees of companies and other sponsors. The sponsor's mission is to accompany the young graduate in his/her professional integration. Several Blini employees have accepted this mentoring role with great enthusiasm!



## COMMITMENT WITHOUT BORDERS



- **Delpierre** is committed to helping rebuild schools following the earthquakes in Ecuador. This country is an important supply site for the company.



- **Lyons Seafoods** is working with NGOs in Thailand to increase access to education.





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