



Sharing a responsible  
passion for food

CSR REPORT 2021/2022

LABEYRIE  
FINE FOODS





Our raison d'être - "Sharing a responsible passion for food" guides us and drives us. This raison d'être is first and foremost that of the employees of the Labeyrie Fine Foods Group who are committed and determined to deliver indulgence and responsibility. I would like to both congratulate and thank all our colleagues at the Fine Foods Group - our Responsible Foodies - for their contribution to our corporate project. They are committed to the positive and sustainable impact of our Group's activities on society as well as on the environment. Beyond our employees, our raison d'être also resonates with all our stakeholders with whom we are meeting food transition challenges on a daily basis.

This year, despite the difficult context, we have maintained our CSR strategy, which is structured around three pillars: preservation, master, and respect. It is now reflected in all our activities with the implementation of concrete actions aimed at reducing environmental and social impacts and improving the lives of the men and women in our value chains.

We are conscious that responsibility starts at the origin of our value chain, where our raw materials are produced. We are therefore taking action, with our suppliers, to preserve ecosystems and respect ethics.

We have made some great progress and I am delighted with our achievements and the successful implementation of certifications such as Agriethic (wheat certification) for our blinis and MSC (Marine Stewardship Council) for our wild salmon.

We are relentlessly pursuing the optimisation of our processes and developing our know-how to become ever more responsible. CSR permeates in all the action taken by our marketing, R&D, quality, and operations teams. It is a driving force behind all our innovations. We have also continued to work on the removal of nitrites from our foie gras and have made progress on the recyclability of our packaging in order to reach our objective of 100% recyclable packaging by 2025.

We know that there are still many challenges ahead of us and that we will succeed thanks to the collaborative action of both internal and external players. This year, we have accelerated our dialogue with our stakeholders and have set up a CSR stakeholders Committee, which met for the first time at the end of September. This collaborative approach supports us and helps us grow.

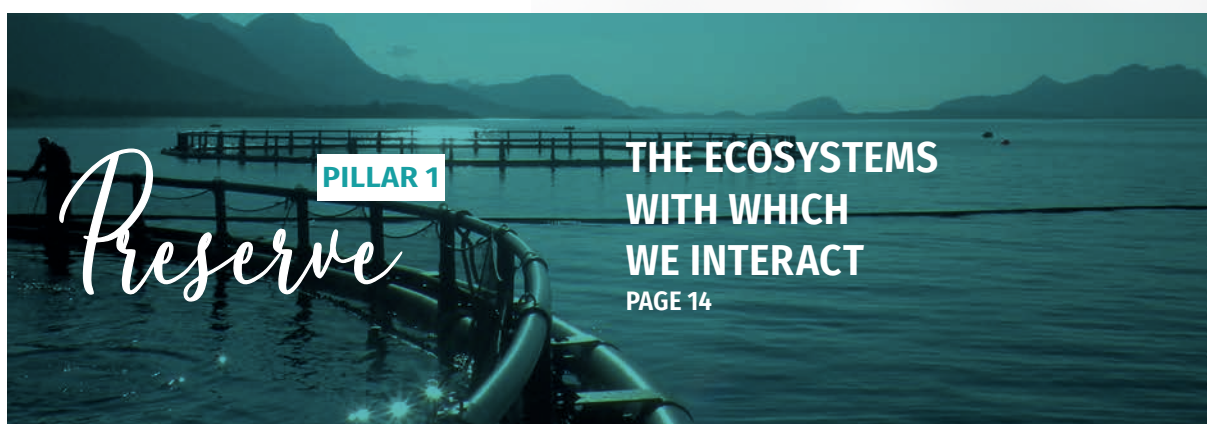
With this report, we are illustrating the progress we have made, and our ambitions; reaffirming with pride and commitment our adherence to the United Nations Global Compact.

**Jacques Trottier**

CEO of Labeyrie Fine Foods Group

# Introduction

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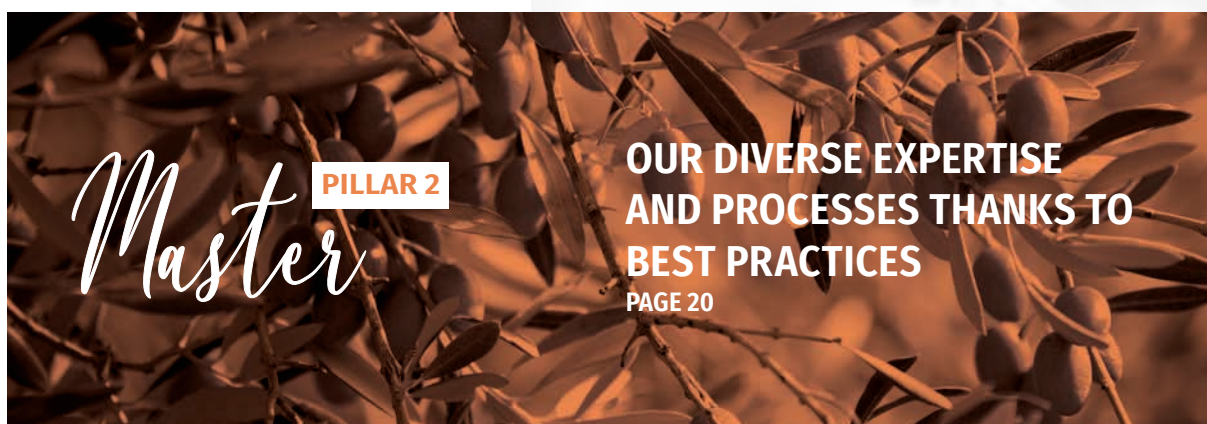


**PILLAR 1**

*Preserve*

**THE ECOSYSTEMS  
WITH WHICH  
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**PILLAR 2**

*Master*

**OUR DIVERSE EXPERTISE  
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**PILLAR 3**

*Respect*

**THE PEOPLE WHO PRODUCE,  
TRANSFORM, SELL, AND  
CONSUME OUR PRODUCTS**

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# OUR VALUE CREATION

*model*

## OUR DNA

Created in 1946, we have always been convinced that indulgence at the dinner table is the spice of life, and that the notion of this satisfaction is now inseparable from that of responsibility.

## OUR raison d'être

*Sharing a responsible passion for food*

## OUR WELL KNOWN

*brands*



## OUR resources



DEDICATED MEN AND WOMEN

**3720** team members



INDUSTRIAL SITES

**14** industrial sites: 10 in France, 2 in Great Britain, 1 in Belgium, 1 in the Netherlands



SECURE SHAREHOLDERS<sup>1</sup>

**92%** PAI Partners and Lur Berri

**8%** Management

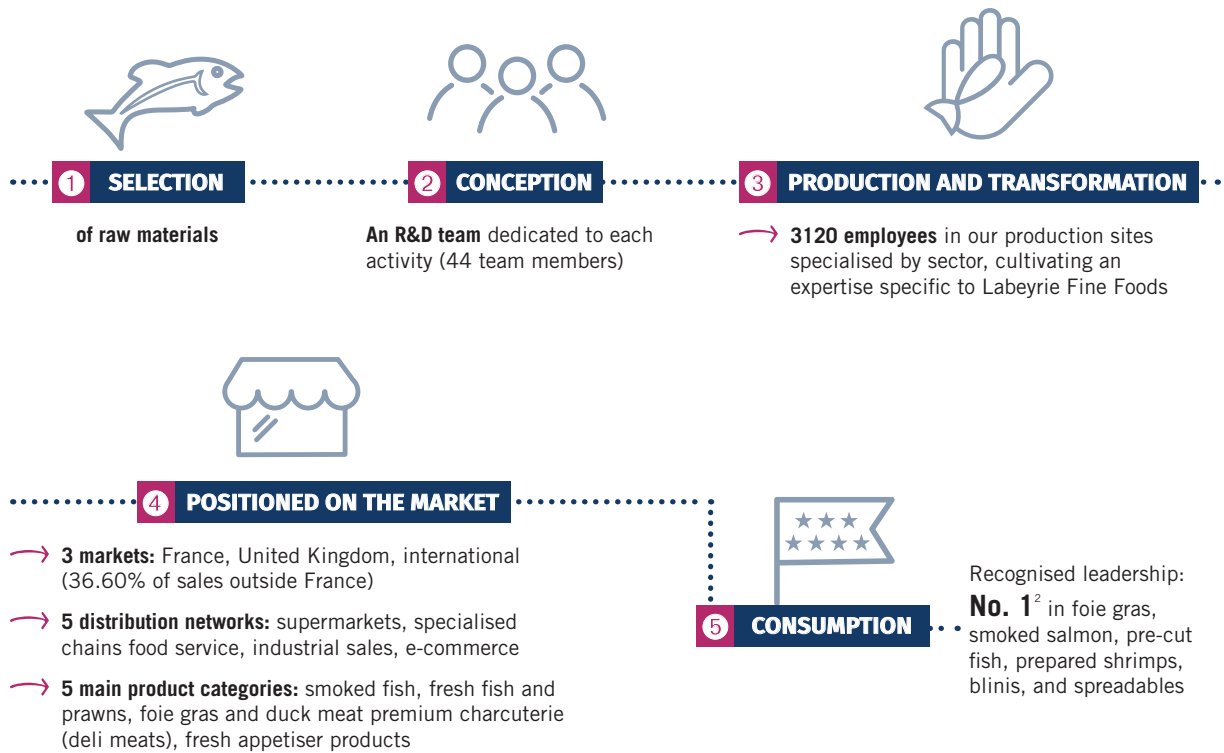


SELECTED RAW MATERIALS FROM QUALITY SUPPLY CHANNELS

- REGIONAL FARM PRODUCTS: duck, goose, pork, ingredients (eggs and dairy products)
- SEAFOODS: fish and shellfish
- VEGETABLE PRODUCTS: olives, chickpeas, avocado, vegetables, vegetable oils, wheat, and other vegetable ingredients



# OUR *business* MODEL



## OUR *value* CREATION

Data from 2021 / 2022

### FOR OUR EMPLOYEES

- Barometer score for well-being at work: **7.7 / 10**
- **49.7%** of employees received at least one training qualification in 21/22
- Gender equality index: **93/100\***
- **31%** of women in top management

### FOR OUR SUPPLIERS

- A formalised responsible purchasing policy
- A cooperative shareholder for the Group: Lur Berri
- **304** duck breeders and producers
- Investments for sector progression

### FOR THE PLANET

- Commitment to to the NGO **Planète Mer**
- **19t** less packaging than the previous year
- **85%** of our waste is recycled
- **87%** of our raw materials are already labelled or in a labelling process

### FOR OUR CONSUMERS

- Products that combine indulgence & responsibility
- Brands present in more than **60%** of households in France

### FOR OUR CIVIL COMMUNITY

- **1 113K€** in annual donations

### CREATION OF FINANCIAL VALUE

- A turnover of **994 million €**

\*Labeyrie SAS. 1. Pourcentage exprimé en droits de vote au 30 juin 2022. - 2. IRI CAM P6 2022. - 3. Kantar, étude réalisée fin mars 2021. 4. Saumon, canard, cabillaud, hareng, maquereau, truite, crevette, pois chiche, avocat, olive.



# OUR COMPANY

*project*

## OUR VISION

*Sharing a responsible passion for food* ●

## OUR VISION

Convinced that the dining table can and should be a place that brings people together, we want to offer products that are a pleasure to share and that respond to all tastes, desires, and moments that count.

Products that centre around two strong notions that we defend: indulgence and responsibility.

It is through this alliance that we will redefine the very notion of pleasure for food: conscious, chosen, respectful, shared, and sustainable.

## OUR AMBITION

Our strategic ambition is based on 2 key concepts that are inseparable

### INDULGENCE...



- sharing moments of conviviality;
- offering the best products adapted to the consumer trends of today and tomorrow;
- making our products accessible to everyone, everywhere, and all the time.

### ... & RESPONSIBILITY



- preserve the ecosystems with which we interact ;
- master our know-how and processes through responsible practices;
- respect people who produce, transform, sell, and consume.





## OUR BUSINESS *strategy*



Our goal is to ensure that our products combine indulgence and responsibility.

To provide consumers with this indulgence, we aim for excellence in taste. We are committed to measuring this on all our CORE BUSINESS products through external organoleptic tests.

At the same time, we have defined our strategy to become:



**MORE INTERNATIONAL:** To meet the expectations of consumers within international markets, we are giving ourselves the means to **increase our sales turnover by +50% internationally by 2025.**



**MORE VEGETAL:** to offer products expected by consumers and diversify our product ranges, we are aiming to **increase the proportion of our sales on vegetable products from 15% to 25% by 2025.**



**MORE OMNICHANNEL:** to remain up to date with new purchasing processes and make our products accessible to as many people as possible, we need to be present in the purchasing channels of tomorrow's consumers. As such, we want to **increase our omnichannel from 10% of our revenues to 20% by 2025.**

The 3 factors of our success:



→ **EMPLOYEES:** active and responsible foodies



→ a clear response to the expectations of **CONSUMERS**



→ strong partnerships with **CLIENT DISTRIBUTORS**





# OUR CSR

# strategy

OUR MISSION:

Give the keys to responsible and satisfying food consumption to as many people as possible.

OUR CSR STRATEGY IS STRUCTURED AROUND

3  
PILLARS

12  
PRIORITY  
PROJECTS

10  
COMMITMENTS  
TARGETING 2025

## Preserve

PILLAR ONE

THE ECOSYSTEMS WITH WHICH WE INTERACT

4 WORKSTREAMS

1. Responsible procurement
2. Animal welfare
3. Animal feed
4. Reducing the environmental impact of the upstream supply chain

## Master

PILLAR TWO

OUR KNOW-HOW AND PROCESSES THROUGH VIRTUOUS PRACTICES

4 WORKSTREAMS

5. Clean label
6. Ecodesign of packaging
7. Environmental impact of our sites
8. Responsible logistics, transport and business travel

## Respect

PILLAR THREE

THE WOMEN AND MEN WHO PRODUCE, TRANSFORM, SELL, AND CONSUME OUR PRODUCTS

4 WORKSTREAMS

9. Ethics
10. The well-being and fulfillment of our employees
11. Responsible communication
12. Community engagement

## 10 KEY COMMITMENTS BY 2025

### → LABELING :

100% of our volumes of strategic animal raw materials to be certified and 100% of our volumes of strategic plant raw materials working towards certification process by 2025

### → ANIMAL WELFARE:

100% of our volumes of strategic animal raw materials from suppliers who are committed to animal welfare (= policy signature) by 2025

### → ANIMAL FEED:

100% of soy volumes in the feed of our strategic animal raw materials will guarantee zero deforestation by 2025

### → CLEAN LABEL :

100% of our core business products to be without additives as advised by our scientific committee by 2025

### → ECO-DESIGN :

100% of our packaging will be recyclable, 2/3 of our packaging from recycled material, and a 20% reduction in our use of plastic by 2025

### → ENERGY CONSUMPTION :

10% reduction in our water consumption and 8% reduction in our electricity and gas consumption by 2025

### → ETHICS :

100% of our volumes of strategic raw materials from suppliers who have signed our LFF code of conduct by 2025

### → WELFARE OF EMPLOYEES :

achieve a score equal to or higher than achieve a score of at least 80% and a participation rate of 75% or more on our Bloom at Work barometer by 2025

### → SAFETY:

achieve a frequency rate 1 equal to 10 by 2025



### THE FIGHT AGAINST GLOBAL WARMING

SCOPES 1&2: 55% reduction of absolute greenhouse gas emissions by 2030 (compared to 2019).

SCOPE 3: 22% reduction in the physical intensity of indirect emissions (compared to 2019) by 2030



**OUR COMMITMENTS ARE FORMALISED THROUGH VARIOUS POLICIES**

Supplier code of conduct  
.....

Animal feed  
.....

Animal welfare  
.....

Clean Label  
.....

Ecodesign of packaging  
.....

Environmental impact control  
.....

Responsible communication

*All of these documents are available on our website and are shared with our partners*

**OUR CSR STRATEGY IS IMPLEMENTED IN EACH OF OUR SECTORS**



**REGIONAL LAND PRODUCTS:** to always remain at the forefront of progress in our sectors.



**SEAFOOD :**

→ **FARMING:** contributing to the development of a virtuous aquaculture by reducing the environmental and carbon footprint within the fish sector while ensuring that farming practices respect animal welfare;



→ **WILDLIFE:** to participate in the reduction of the environmental footprint of the fishing industry to ensure the renewal of stocks and to reduce the pollution linked to its activities and its carbon footprint.



**VEGETABLE INGREDIENTS:** accompanying and supporting producers in our plant-based industries in their agricultural transition.

**RISK IDENTIFICATION AT LFF**

- For several years now, the Group has defined a methodology for identifying major risks, enabling it to manage its approach to dealing with these risks.
- In 2021-2022, we have focused our risk mapping on climate risks across our entire value chain.
- In 2022-2023, we will extend the process to update the mapping of other major risks.

The CSR team reports to the CSR Director, communication & brand strategy, and is made up of a CSR coordinator and five CSR managers from the different sectors. **All Group employees are involved in the implementation of the CSR strategy. Managers are incentivised against CSR criteria, in accordance with the road-maps put in place as part of the Group's CSR strategy.**

**AS PART OF OUR CSR STRATEGY, we are committed to contributing to the Sustainable Development Goals defined by the United Nations and in priority to the following SDGs (in line with our 12 priority areas):**



# OUR CLIMATE

# strategy

## WHY HAVE A CLIMATE STRATEGY?

We are aware that food accounts for 1/4 of the carbon footprint of European households. Faced with the urgency of climate change, the Labeyrie Fine Foods Group is committed to making the fight against global warming one of its priorities.

Since 2019, we have been updating our carbon footprint annually, calculating our carbon footprint which takes into account all emissions from upstream (production of raw materials) to downstream (end of life of the product). This calculation allows us to measure the impact of our activities and to steer an ambitious and appropriate strategy to meet the Paris Agreement and to keep global warming below 1.5°C.

## OUR APPROACH

1

**A MITIGATION PLAN**  
(reducing emissions linked to our activities)



Measure our carbon footprint



Set our objectives



Steer our approach

2

**AN ADAPTATION PLAN**  
(increasing our resilience to the effects of climate change)



Identify major risks



Define an adaptation plan

## 1 A MITIGATION PLAN



MEASURE OUR CARBON FOOTPRINT

67%

purchasing of raw materials

6%

Upstream freight

9%

Factories\*

7%

Packaging purchases

1%

Internal freight

2%

Support function\*\*

4%

Downstream freight

2%

Supermarket and consumer travel

<1%

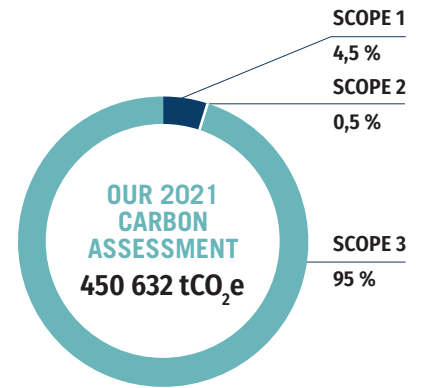
Consumer cooking and cold storage

<1%

Consumer food waste

1%

End of life consumer packaging



UPSTREAM

DOWNSTREAM

\* Plants: energy, non-energy, waste, industrial fixed assets.

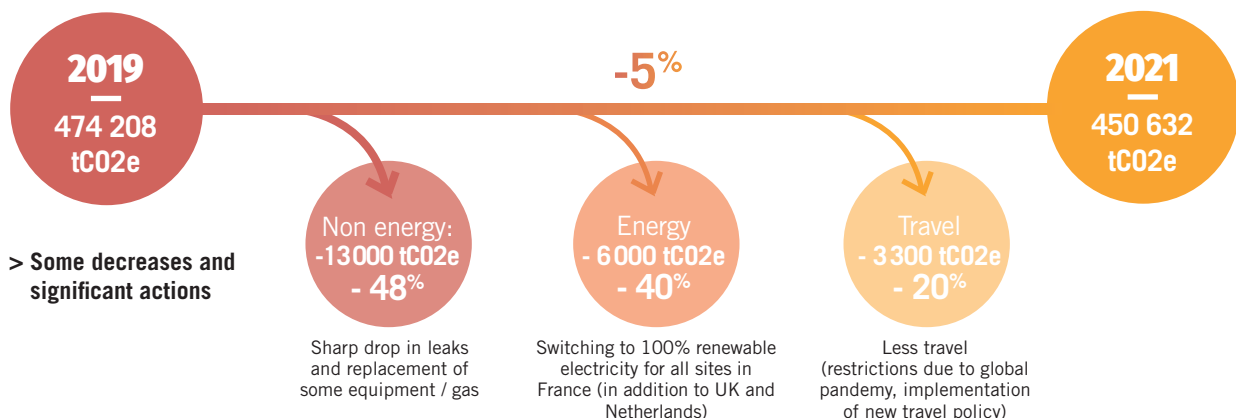
\*\* Support functions: commuting and business travel, other purchases, other fixed assets.

Scope 1: direct emissions generated by sources owned or controlled by the Group.

Scope 2: indirect emissions generated by the production of energy for the organisation's activities.

Scope 3: indirect emissions related to the life cycle of our products and activities.

## Initial results: Our carbon footprint decreased by 5% between 2019 and 2021





## ..... SET OUR OBJECTIVES

### Our climate trajectory

The Group has developed a concrete action plan to optimise its carbon footprint and has set a target of reducing its absolute greenhouse gas (GHG) emissions by 55% by 2030 compared to the baseline year of 2019. Labeyrie Fine Foods also intends to reduce its indirect emissions, scope 3, by 22% in the physical intensity of its emissions, as well as a collective commitment by its suppliers in a trajectory of greenhouse gas reduction in order to maintain global warming at 1.5°C.



## ..... STEER OUR APPROACH AND MOBILISE OUR STAKEHOLDERS

A few concrete examples currently under consideration or already in place:

### FACTORIES Scope 1&2

- Replacement of refrigerant gases = -22,000 tCO2e
- Moving to 100% renewable electricity supply by 2030 : **-7500 tCO2e**
- Energy efficiency of our industrial sites, reduction of gas consumption, installation of heat pumps...

### PACKAGING Scope 3

- Reduction of packaging weight, increase of the recycled material in packaging materials
- > **Objectives:** 100% recyclable packaging, 2/3 of our packaging from recycled materials, reduction of packaging from 10% to 20% by 2025 = **- 3000 tCO2e**

### RAW MATERIAL PURCHASING Scope 3

- Supporting our suppliers in reducing their carbon footprint = **-10,000 to -50,000 tCO2e**

### FREIGHT Scope 3

- Actions to reduce the upstream - internal – downstream transport footprint
- Internal objective to reduce FREIGHT emissions by 30% by 2030 = **-23,000 tCO2e**
- Consideration being given to switching to bioNGV for inter-site flows between LFF sites = > **-1000 tCO2e**

We are convinced that we will achieve our objectives if we succeed in mobilising all our stakeholders in the fight against global warming: employees (raising awareness and moving from education to action) suppliers (supporting their decarbonization processes), customers, consumers, financial partners, etc. We also participate in external communities of interest on climate issues:

**ACT** ASSESSING LOW CARBON TRANSITION



**FORUM** Carbone

**Casino**

## 2 ADAPTATION PLAN ..... WHY CARRY OUT A CLIMATE RISK ANALYSIS?

Global warming is already having a significant impact on biodiversity, the weather, climatic events (both in frequency and intensity), extreme heat waves, agricultural droughts in some regions, heavy precipitation, and ocean acidification. In addition to the essential reduction of greenhouse gas emissions from our activities (mitigation plan), it is important for the Labeyrie Fine Foods Group to take into account the effects of climate change in order to reduce the vulnerability of our activities and industries to these risks.

In 2022, we carried out a climate risk analysis on our supply chains and manufacturing facilities in order to work on an adaptation plan aimed at increasing our resilience to ensure the sustainability of the Group's activities in the medium/long term.

Analysis carried out for our strategic raw materials and key supplies: fattened duck, salmon, trout, shrimp, cod, herring, avocado, olive, chickpeas, flour, rapeseed oil, soy, cardboard.

# CSR INDICATOR

# dashboard

## PRESERVE

Group Objectives Labeyrie Fine Foods	KPIs	Year 20/21	21/22	25/26	30/31
Responsible purchasing:	% of our volumes of strategic raw materials labelled or under a progress initiative with a view to certification	86%	87%	100%	Deployment to other raw materials purchased by the Group
	Animal welfare:	ND	97%	100%	
	Animal Feed:	ND	79%	100%	
	% of volumes of strategic raw materials purchased from strategic suppliers who have signed the animal feed policy	ND	95%	100%	

## MASTER

Clean label:	% of core business products without additives identified by the scientific committee	59%	65%	100%	Deployment to other products of the Group
	Eco-design Packaging:	75%	78%	100%	
Controlling the environmental environmental impact of our sites:	% of packaging from recycled material	62%	58%	66%	80%
	L of water consumed per kg of finished product manufactured	13,9	13,7	12,5 (-10% vs 20/21)	11,2 (-10% vs 25/26)
	kwh consumed per kg of finished products manufactured (gas + electricity)	1,46	1,48	1,34 (-8% vs. 20/21)	1,27 (-5% vs 25/26)
	% of waste recovered	89%	85%	95%	100%
	% of co-products recovered in food	43%	38%	50%	70%
	Destruction of packaging	797	521	677 (-15% vs 20/21)	576 (-15% vs 25/26)
	Food destruction	1349	2558	1147 (-15% vs 20/21)	975 (-15% vs 25/26)
Logistics and Responsible travel	Carbon footprint of freight (upstream + downstream + internal) in internal	ND	47336	ND	40 568 (-14% vs 21/22)
	% of plug-in hybrids or electric vehicles in the renewal of the fleet	3%	18%	25%	50%

ND : donnée non disponible

## RESPECT

Group Objectives Labeyrie Fine Foods	KPIs	Year 20/21	21/22	25/26	30/31
Ethics throughout the upstream value chain	% of our volumes of strategic raw materials from suppliers with low or controlled risk on ethics (based on FNET)	91%	93%	100%	Deployment to other raw materials
	% of our volumes of strategic raw materials from suppliers who have signed the code of good conduct (ex SR Policy)	85%	96%	100%	Deployment to other suppliers
Resources	Frequency rate	25,7	23,5	10	5
	Severity rate	2	1,6	1,5	1
	Absenteeism rate	7,6	8,1	6	5
	Unwanted turnover (resignation)	NA	11,9	<8	<5
	Index bloom at work /	7,5/10	7,7/10	8/10	8/10
	Participation rate Bloom at work	56,1%	70%	75%	75%
	Ratio of promotions to external recruitments (executives and managers managers only)	21%	36%	40%	50%
	% of employees who have received at least one training session in the year	53%	49,7%	75%	90%
	% of women in top management	31%	31%	40%	50%
	Gender equality index women (score / 100) (in France)	93	93	95	98
Contribution economic and social contribution	% of disabled workers (in France)	3,3%	5,4%	7%	8%
	% of employees alternating workers (in France)	1%	1,2%	5%	5%
	Industrial action	ND	4	0	0
	Number of agreements signed per year	ND	7	ND	ND
Responsible Communication	Amount donated to to the food bank	869	1 113	ND	ND
	% of employees participating in the rounding on salary	ND	4,6%	10%	15%
Responsible Communication	Average score /3 in FAIRE program program of the UDM (Union of brands)	0,7	1,9	2,5	3
	No. of complaints / million units sold (ppm)	10,7	8,6	7	6



# DIALOGUE AND RELATIONS

*with our stakeholders*

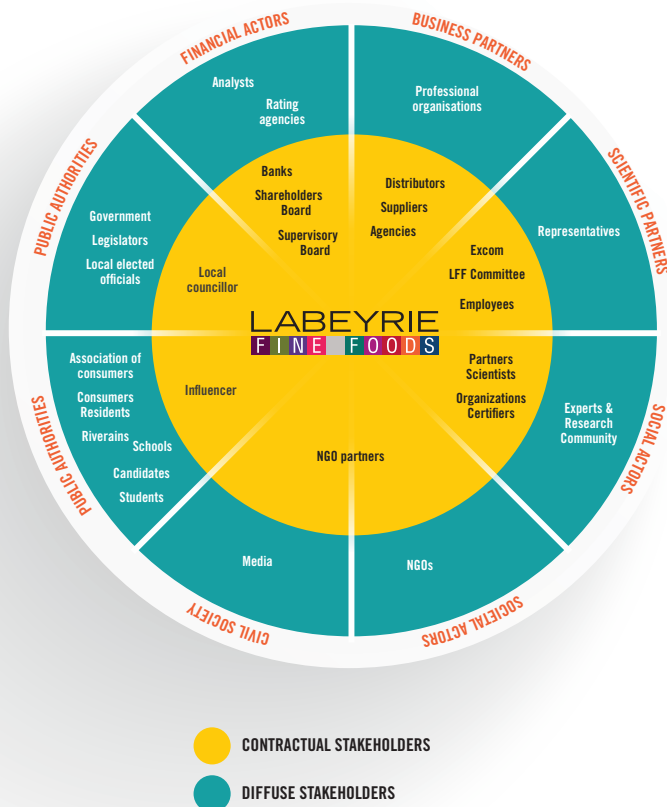


Dialogue with stakeholders consists of establishing and maintaining the conditions for regular, high-quality interaction with the company's key stakeholders. It goes beyond simple information

or communication as it is a genuine consultation process that strengthens the legitimacy of the actions carried out and their operational relevance.

At Labeyrie Fine Foods, we are committed to strengthening the dialogue with our stakeholders. First, we have worked to identify and **map out our stakeholders**:

We then submitted a questionnaire to our internal and external stakeholders to identify the areas they would like the Group to address as a priority. The areas of climate, responsible sourcing, and animal welfare emerged as priorities for all of our stakeholders. Employees also prioritise projects related to our products (clean label and eco-design of packaging) and well-being in the workplace.



We have set up our CSR Stakeholder Committee with members representing our key stakeholders: NGOs, suppliers, customers, employees, labels, charitable associations, financial partners, and scientific partners. We met for the first time at the end of September and were able to discuss our common challenges and co-construct our action plans to meet them. This committee is an innovative way to work collaboratively for a common ambition: building a more sustainable future.

# Preserve

## “ OUR VISION

**Our responsibility begins at the origin of our value chain where our raw materials are produced. That is why we are committed, together with our partners, preserving the ecosystems with which we interact via our procurement systems.**



The diversity of the products we offer (local products, seafood and vegetable products) leads us to interact with a large number of agricultural and aquacultural sectors. Although these sectors have different levels of complexity and maturity, we are willing to progress on each of them with the same high standards. For each of them, we have worked on precise roadmaps that address the priority areas we have defined for ourselves for both 2025 and even 2030.



# 4 Priority WORKSTREAMS



**RESPONSIBLE  
PROCUREMENT**

WORKSTREAM N°1



**ANIMAL  
WELFARE**

WORKSTREAM N°2



**ANIMAL  
FEED**

WORKSTREAM N°3



**DOWNSTREAM REDUCTION  
OF ENVIRONMENTAL IMPACT**

WORKSTREAM N°4

## 3 KEY COMMITMENTS

### LABELLING

100% of our volumes of strategic raw materials\* are labelled and 100% of our volumes of plant-based strategic raw materials to be in a labelling process by 2025

### ANIMAL WELFARE

100% of our volumes of strategic animal raw materials from suppliers who are committed to animal welfare (= policy signature) by 2025

### ANIMAL FEED

100% of soy volumes in the feed of our strategic animal raw materials guarantee zero deforestation by 2025

*\*Raw materials that represent a significant volume in our supplies and/or a significant volume of our suppliers (duck, salmon, cod, trout, herring, mackerel, shrimp avocado, chickpea and olive).*



## RESPONSIBLE PROCUREMENT

Considering that there are no responsible finished products without responsible raw materials, the total control of our supply is our first priority. We translate this into the integration of CSR criteria in our purchasing policy, according to three steps:



**1 TRACE** Control our purchases through traceability throughout the value chain

**2 CERTIFY** Select certified raw materials



“ The relationships built up over many years with our suppliers are keys to defining and achieving our responsible procurement objectives. They are “win-win” relationships, with our sometimes high and challenging requirements being seen as a vector for continuous improvement of our partners’ practices on strategic and innovative issues (salmon feed, adaptation to the effects of climate change to ensure the sustainability of the sectors ...). ”







*Manon DURBEC,  
Responsable RSE filière poissons*

### CURRENT STATUS AND OBJECTIVES

Currently **87%** of our strategic raw materials are already certified or are in the process of certification

2025 objective: **100%**

#### SOME EXAMPLES

 <p>100% of the duck industry in the Southwest is CertiConfiance* certified, PalmiGConfiance**, and IGP Sud-Ouest**. The Western duck industry is certified PalmiGConfiance** and certified Origin France**.</p>	 <p>100% of our supply of farmed salmon is certified Certiconfiance* or or Aquaculture Aquaculture*.</p>
 <p>100% of our supply of wild salmon and cod is MSC** certified.</p>	 <p>100% of our shrimp supply for the Delpierre brand is ASC** certified.</p>
 <p>100% of our wheat for the Blini brand is labelled Agri-Ethics.</p>	 <p>100% of our avocado supply is certified Global Gap</p>

\*Private labeling initiated by the LFF Group \*\*OTI certification (Independent Third Party Organization)

### Zoom on FISHERY IMPROVEMENT PROJECTS

For several years, Labeyrie Fine Foods has actively participated in fishery improvement projects (FIP = Fishery Improvement Project), for example the FIP sardines of Morocco, the FIP North Atlantic Pelagic Advocay (mackerel and herring), or the FIP curly tail ray fish in the English Channel.

This allows us to collectively advance practices in favor of sustainable fishing practices, to respond to the expectations of the market (distributors and consumers), and to get involved in the research and implementation of solutions.

### Zoom on RESPONSIBLE PROCUREMENT OF PRAWNS

We are aware of the environmental and social issues related to the prawn industry, which is precisely why we are extremely mobilised on this sector. We have set up a three-step supplier approval system to ensure the best possible respect for the environment and the protection of workers' rights in our value chains:

1. Systematic transparency of each link in our value chains
2. Assessment of environmental and farming conditions
3. Assessment of workers' welfare through a combination of FNET - SEDEX tools and Third Party Audits

### EXAMPLE FROM OUR VEGETABLE SECTOR

We have set up a partnership between the Agri-Ethics label (the first French fair trade label) and Blini brand in order to reinforce the quality of our wheat chain.



- ✓ Fair and remunerative prices guaranteed for the farmers
- ✓ Preserve local employment
- ✓ Controlled environmental impact





At Labeyrie Fine Foods, we are convinced that it is our responsibility to ensure, along with our partners, that we respect animal welfare. To this end, we have developed an animal welfare policy that details the requirements of the Labeyrie Fine Foods Group at all stages of the farming process and in all the agricultural and aquaculture sectors in which we operate. By signing this animal welfare policy, our suppliers commit to ensuring their entire value chain meets our requirements, in a process of regular evaluation and continuous progress.

### Our animal welfare policy in 5 main steps

- 1 Regularly check the conditions of breeding and slaughter to ensure breeding management by trained staff
- 2 Guarantee the application of our animal welfare standards in our strategic sectors
- 3 Adapt the environment to the natural behaviours of the animal
- 4 Ensure the implementation of good care practices for the health of the animals
- 5 Ensure optimal transport and slaughter conditions



#### TO LEARN MORE

The animal welfare policy is available on our website [labeyrie-fine-foods.com](http://labeyrie-fine-foods.com) under the tab "Our Commitments"



“As an independent consulting firm specialised in the well-being of farm animals, we have been supporting Labeyrie Fine Foods for several years with a dual approach: transversal and specific. The transversal approach consists of accompanying the Labeyrie Fine Foods Group on the subject of animal welfare in a global way, in particular through employee awareness and dialogue with the various stakeholders involved in this subject. This approach allows us to dive deeper into the welfare issues related to each sector to better understand them and to implement the most effective and relevant levers for significant improvement on the field.”

*Aurélia WARIN, ethologist and expert in animal welfare (Bankiva office)*

## ..... Zoom on ..... SALMON

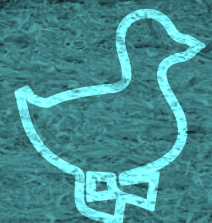
### CURRENT STATUS AND OBJECTIVES

**97 %** of our strategic animal raw material volumes are from suppliers who are committed to animal welfare (= policy signature)  
Objectif 2025 : **100 %**

The salmon sector is a highly strategic sector for the Labeyrie Fine Foods Group. Aware of the animal welfare issues at stake in the industry and with the desire to be a contributing player, the Group is working with ethologist experts from Bankiva for the realisation of a stakes diagnosis of animal welfare in our salmon industry. The objective is to ensure best practices in the farms of our partner producers throughout the rearing cycle of our salmon.

### EXAMPLE FROM OUR DUCK SECTOR

With our partner Lur Berri (agricultural cooperative of the southwest of France), we have signed the Duck Animal Welfare Charter. This commitment is co-constructed around the principle 'ARMONIA ONE WELFARE' or "Well-being for all", because. Specific to our industry, this charter is based on 10 concrete commitments such as training and the awareness of all of the actors in our sector of ethology, the development of agroforestry and winter gardens on all of our farms, or the improvement of our breeding and fattening practices that are becoming ever-more respectful. To measure our progress on these 10 commitments, we have set up the first animal welfare barometer with Lur Berri, which regularly highlights our progress in the field in a completely transparent manner. This barometer will be communicated regularly from the end of 2022.





Animal feed is essential to the quality of our raw materials of animal origin and to animal welfare (the protection of their health and development). It is composed of animal and vegetable products which require great vigilance with regard to the associated environmental and social impacts. It is therefore a priority issue for the Labeyrie Fine Foods Group. Our policy details our requirements for the production of responsible animal feed, taking into account the characteristics and specificities of each agricultural and aquacultural sector concerned.



“ Since 2020, Labeyrie Fine Foods has been a member of a multi-disciplinary team involving UK and European retailers, our salmon suppliers, and feed manufacturers in the Aquaculture Dialogue project for a sustainable supply of soy from Brazil. As part of this, we have worked with all soy producers from Brazil (CJ Selecta, Caramuru and Imcopa) to achieve zero deforestation and conversion. This is a major achievement, as the soy producers set a deadline of August 2020 for their soy business in the Cerrado. In addition, in collaboration with ProTerra, owner of the sustainability standard, and WWF Brazil, the soy suppliers have agreed to a robust monitoring, reporting and verification system to implement and enforce their commitment to produce with zero deforestation. According to WWF Brazil, this has been "the largest sustainability initiative in Brazil in 2020." ”

*Dale Hill  
Head of Aquaculture*

### Our animal feed policy in five points

- 1 Guarantee a high level of safety of the ingredients to ensure the good growth of the animal without causing any health risks for it or the consumer
- 2 Ensure a diet in accordance with the animal's needs
- 3 Control the origin of the ingredients used in animal feed
- 4 Control risks throughout the value chain
- 5 Guarantee the sustainability of supply sources and work to reduce the environmental impact of animal feed In our strategic supply chains



#### TO LEARN MORE

The animal feed policy is available on our website [www.labeyrie-fine-foods.com](http://www.labeyrie-fine-foods.com) in the "our commitments" tab

## Zoom on THE DUCK SECTOR

The feed of our Southwest ducks is guaranteed :

- 100% GMO-free (<0.9%)
- 100% corn from the Southwest
- 100% cereals grown in France
- Since the summer of 2021, 100% soy grown in France, guaranteed without deforestation.

We are working simultaneously on concrete action plans to make our Western Sector achieve the same level of commitment to the environment.

#### CURRENT STATUS AND OBJECTIVES:

**95%** of strategic raw material volumes from suppliers who have signed the animal feed policy

**Objective for 2025: 100%**

**79%** of soybean volumes in our strategic animal feed materials guaranteed zero deforestation

**Target for 2025: 100%.**

### EXAMPLE LABEYRIE FINE FOODS HAS SIGNED THE MANIFESTO FOR MOBILISATION TO FIGHT AGAINST IMPORTED DEFORESTATION

Soy is a key ingredient in the diet of our animal species. We are committed to collectively fighting against imported deforestation related to soy. Labeyrie Fine Foods is affirming its position by signing this manifesto and its equivalent in the United Kingdom. We already participate in the soy working group coordinated by the Earthworm Foundation (an association working to implement concrete solutions to environmental challenges). This signature reinforces our position and our demands on our suppliers that the soy used in animal feed must not come from deforestation zones, or from those ecosystems that have been converted after January 1, 2020.





## UPSTREAM REDUCTION OF OUR ENVIRONMENTAL IMPACT

Upstream represents a very large part of our overall environmental footprint, and in particular 80% of our carbon footprint raw material purchases, packaging, and upstream freight). We are defining roadmaps for each sector in order to reduce their carbon impact, preserve biodiversity, control and reduce pollution, and rationalize resource consumption.

### WE INTEGRATE ENVIRONMENTAL IMPACTS INTO OUR BUSINESS CONDUCT

We expect our suppliers to comply with relevant environmental laws and regulations, but also to apply the precautionary principle and implement a system for the identification and evaluation of potential environmental risks related to their activity.

This is a key element of our Code of Conduct and involves the implementation of an environmental management system, a process for improving the environmental performance of the breeding or agricultural sites, and taking into account the impact of our activities on biodiversity and the risks of deforestation.

### ..... Zoom on ..... THE SALMON SECTOR

The control and reduction of the environmental impact of salmon farming represents a major issue when it comes to the sustainability of the industry such as controlling impacts on the seabed, the preservation of local water resources and ecosystems, water quality, etc. A rigorous selection is therefore necessary to ensure that the best practices are in place.

This is why we have set up a system to monitor the environmental performance of the farms that supply us based on official government inspections. By 2021, 88% of our Norwegian and Scottish supplies came from farms with the best environmental ratings, an increase of 10 points compared to 2020.

#### EXAMPLE ON SHRIMP



##### Contribution to the Ecuador project

In order to guarantee a shrimp industry in Ecuador that respects the environment, the well-being of the workers, and the surrounding communities, we have been collaborating for 3 years in a work group coordinated by the Earthworm Foundation in partnership with Mr Good Fish.



#### EXAMPLE ON DUCK



##### Progress that sets the tone for years to come in a voluntary progress approach

Through our CertiConfiance standard, our producers, by signing an environmental charter, commit to deploying agroforestry on their farms, controlling water waste and electricity consumption, and deploying collection systems and the use of renewable energy. This may include the installation of composting or methanisation stations. To encourage our farmers in these initiatives, our customer distributors have joined us this year in a solidarity operation on our "New Earth Breeders" range, for which the brand has committed to donating 3 euros per product purchased to farmers of the cooperative in favor of CSR projects. This operation will be renewed next season.

#### EXAMPLE ON OLIVES



In partnership with ELGO-DIMITRIA\*, a Greek institute of research and expertise on the growing of olive trees, we have created an ambitious program for a sustainable table olive. This program aims at accompanying the farmers of our sector towards more responsible practices through training, field experimentation, the deployment of positive impact practices, and the monitoring of biodiversity indicators. The Père Olive brand is fully involved in this approach by financing the technical support and investments associated with these new practices.

\*the leading Greek agricultural research organization and the Institute of Olive Subtropical Crops and Viticulture (<https://elgo.iosv.gr/en/>) specialized in olive production systems.

# Master

## “ OUR VISION

The complete mastery of our savoir-faire must go hand in hand with virtuous practices on a daily basis”

.....

This is why we are committed to optimising our processes and to reinventing our savoir-faire in order to consistently make them more responsible and transform them in to progress in the long term.



# 4 *priority* WORKSTREAMS



**CLEAN LABEL**

WORKSTREAM N°5



**ECO-DESIGN  
PACKAGING**

WORKSTREAM N°6



**ENVIRONMENTAL  
IMPACT OF OUR SITES**

WORKSTREAM N°7



**RESPONSIBLE  
LOGISTICS, TRANSPORT  
AND TRAVEL**

WORKSTREAM N°8

## 3 KEY COMMITMENTS

### CLEAN LABEL

100% of our core business products without additives identified by our scientific committee by 2025

### ECO-DESIGN

100% of our recyclable packaging, 2/3 from recycled material, and reduction of our plastic by 20% by 2025.

### CONSUMPTION

Reduction by 10% of our water consumption and by 8% in our electricity and gas consumption by 2025



As a food manufacturer, our first responsibility is to ensure that our products are safe and healthy. As a developer of products with high quality taste, for years we have also been committed to improving our recipes towards being as natural as possible.



“ As an R&D project manager, the Clean Label and the issues related to the elimination of additives are an integral part of my daily work. My missions, concerning the suppression of nitrites (preservatives) in foie gras products, for example, lead me to look for possible alternatives to the suppression of these preservatives; in particular by exploring new manufacturing processes or the use of new technologies to preserve the quality and excellence of the finished products. The elimination of additives requires close product control and monitoring. As an agri-food company, we need to ensure that our products are safe, healthy, and meet our requirements for excellent taste. To do this, products are monitored and analyzed throughout their life cycle. It is essential for us to be able to meet the needs and expectations of consumers by guaranteeing them a responsible food enthusiast's pleasure with each tasting.”

*Rachel Lasausa, R&D Innovation & Technological Project Manager*

### WHY ADDITIVES?

We sometimes use additives so that our finished products meet our organoleptic requirements, our quality and safety requirements, and to ensure that they can be stored easily and preserved well for our consumers. These additives are strictly controlled by enforced regulations.

Carrying out these projects requires research funds which are estimated at around 175,000 euros, or 38.3% of LFF Group's R&D tax credited budget (CIR). (This figure value does not only include research on clean labelling. Research on eco-design and waste recycling are also included).

### SIMPLIFYING OUR RECIPES

For several years now, we have been committed to a program of updating our recipes for even more naturalness.

After having established a list of 100 authorised but potentially non-essential additives with a committee of experts, we have screened all of our product lines. We have now defined a clear roadmap, associated with precise action plans to eliminate all non-essential additives.

Our teams are already working on the withdrawal or replacement of several preservatives and by a natural alternative of several non-essential preservatives, colourants, or acidifiers.

Our Research and Development teams are also committed to:

- the definition of an optimal use-by date to limit the use of preservatives as much as possible ;
- the investigation of innovative technologies to stabilise finished products without preservatives, while maintaining their excellent taste.

### A FEW EXAMPLES

- ✦ Presence of a range of high pressure fish without preservatives at the self-service fish market
- ✦ Withdrawal of cochineal carmine (preservative) in tarama extra l'Atelier Blini
- ✦ Withdrawal of sorbate (preservative) in Delpierre shrimps
- ✦ 60% of our foie gras is now nitrite-free



### CURRENT STATUS AND OBJECTIVES

**65 %** of core business products without additives identified by the scientific committee  
**2025 objective: 100 %**



**ECO-DESIGN  
PACKAGING**

Packaging is at the heart of the world's environmental challenges and one of our primary concerns. It remains essential to protect our products. If we cannot eliminate packaging completely, we seek to minimise its environmental impact by any means. Packaging represents 8% of our carbon footprint - either through the purchase of packaging or packaging reaching its end of life.



“Eco-design is part of my daily life. We are working on many projects, for example on the recyclability of plastic films. We are faced with technical constraints that require the coordination of several internal and external stakeholders (suppliers). We are also facing a complicated market context (shortages of materials and price increases) which impacts our projects. We are constantly on the lookout on our market to capture the innovations of tomorrow.”

*Amélie GEAY,  
Group Packaging Buyer*

**AXIS N°1**

**FACILITATING RECYCLING**

In order to ensure that 100% of our packaging can be integrated into recycling processes by 2025 and contribute to a circular economy, we are making it easier to recycle and limit anything that might disrupt sorting. **We must make particular progress on some of our packaging:**

- the recyclability of flexibles (lids and trays, for example);
- the recyclability of salmon films with an aim to deploy them in 2022-23 depending on the availability of the raw materials.

**CURRENT STATUS AND OBJECTIVES**

**78%** of our packaging is recyclable  
2025 target : **100%**

**58%** of our packaging is recycled  
2025 target : **66%**



**AXIS N°2**

**INTEGRATE MORE RECYCLED MATERIALS**

In the design phase, the use of recycled materials has become a priority in our project specifications because it means that many materials are saved.

**A FEW EXAMPLES**



**Père Olive** : our jars are made of **100% recycled plastic**



**75% of our cardboard**(cases / boxes / plates) **are made of recycled materials**

**AXIS N°3**

**REDUCE THE WEIGHT OF PACKAGING**

Reusing packaging downstream must go hand-in-hand with minimal use of resources upstream. One of our major projects is to limit the amount of material used at the source.

**EXAMPLES**



**Switch to poured sauce instead of using the cup of sauce** on our 130g Delpierre brand shrimp crowns:  
**-19T of plastic / year**



Installation of **two new film wrapping machines** (machine used to maintain the packaging boxes between them during transport) in Troarn, which allowed us to **reduce the consumption of plastic by 14 tons**



**Reduction of the height of the boxes** in Chambly by 16% : **which reduced cardboard usage by 7 tons**



**AXIS N°4**

**PLAYING OUR ROLE IN OUR ECOSYSTEM**

In order to contribute to innovation and initiatives capable of changing behaviour, we are working on eco-design issues with both historical and newer recycling players on the packaging of tomorrow. We are considering deposits, bulk, biomaterials, and other solutions. We also encourage consumers to recycle via the sorting instructions on our packaging in accordance with their local regulations.

**EXAMPLE**



**Labeyrie Fine Foods is a member of the PET 25 working group led by CITEO** in order to think about the recycling channels of tomorrow.





We are committed to reducing the environmental impact of our sites (both headquarters and factories). All sites are working on this, with external experts when necessary. In concrete terms, we are making progress through the rational use of natural resources, controlling our impact on the environment, and reducing our GHG (greenhouse gas) emissions. In addition, Labeyrie Fine Foods is working to reduce food waste across the board at all stages of the value chain.



**Effluent control**

Thanks to regular analyses combined with a continuous improvement approach



**Waste management**

Thanks to the reduction of waste at the source, the sorting of waste, and the improvement of recovery techniques



**Valorization of co-products and the fight against food waste**

- **Management of co-products:**
  - Work on the valorization of all co-products (residual foodstuffs from the manufacture of products)
  - Maximization of the part valorized in human food
- **Fight against food waste throughout the value chain:**
  - Preventive approach to limit unsold products
  - Removal of unsold products from stock
  - Sales to staff
  - Donations to associations



**Reducing the impact of our energy consumption**

- Reducing our energy consumption, by improving the energy efficiency of our sites and processes
- Decarbonisation energy, through the electrification of processes and utilities, the purchasing supply of renewable energies the production of renewable energy on the sites



**Reduction of our water consumption**

- Installation of meters to better control water consumption on the sites
- Reuse short circuit water in processes as soon as possible



**Refrigerant gases: eliminating HFCs\***  
**Our commitment: gradually eliminate installations using HFC refrigerant gases**  
 (\*refrigerant which contributes strongly to global warming)



“ The search for added value sets the daily pace of the Industrial Sales division (Specialty Markets BU). Our business development is logically focused on the circular economy. For example, we are working on a better valorisation of our co-products and we are seeking to increase the proportion of our products that are destined for human consumption to the detriment of the pet-food industry. We are also working on a global process to centralise all finished product destocking, towards committed distribution channels (destocking stores, such as NOZ, ANTIGASPI...).”

*Camille Labourdet  
 Key Account Circular Sales & Co-Products*

**DECARBONISATION PLAN AT 3 LFF SITES AS PART OF OUR CLIMATE STRATEGY**

Our 2 sites in Saint Geours de Maremne and our site in Came have been awarded, in September 2021, the "decarbonation plan" call for projects launched in May 2021. This project consists of:

- The elimination of 19 refrigeration plants for our site in Saint Geours de Maremne (local products and smoked salmon) and 14 refrigeration plants for our Came site using R404a as a refrigerant (a fluid with a high impact on the environment) and their replacement by more efficient cooling plants using NH3 or CO2 (refrigerant gas with less impact).
- Equipping our three plants in the southwest of France with heat pumps to produce hot sanitary water at a temperature of 75°C.

This project, which will be completed in July 2024, will allow for a reduction in our emissions of 7,300 tCO2e/year for the three sites and our consumption of approximately 2,200 MWH/year for each site.

**CURRENT STATUS AND OBJECTIVES**

**Energy consumption:**

**1,48 kWh/Kg**  
 of finished manufactured products  
 2025 target: 1,34  
 representing -8% vs 2020

**38%**  
 of co-products used in food for humans  
 2025 target: 50%

**Water consumption:**  
**13,7 L/Kg**  
 of finished manufactured products  
 2025 target: 12,5  
 Or 10% v 2020

**Destruction of packaging :**  
**521 k€**  
 2025 target: 677 k€  
 or -15% vs 2020

**Food destruction :**  
**2558 k€**  
 2025 target : 1147 k€  
 representing -15% vs 2020

**85%**  
 of recovered waste  
 2025 target: 95%



## RESPONSIBLE LOGISTICS, TRANSPORT, AND TRAVEL

We take into account the entire impact of transport, whether it concerns product distribution or our employees' business-related travel. Freight and travel represent 11% of our carbon footprint.

### CONTROL THE IMPACT OF FREIGHT (TRANSPORT OF GOODS)

As there are many interactions between our sites and our distribution logistics, we carefully analyse these flows in order to determine the priorities to be addressed, define relevant action plans, and set objectives that allow us to progress efficiently.

#### We have identified 4 axes of improvement

- 1 The loading rate for full truckload flows (inter-sites, batches, etc.), particularly with work on the loading rate of inter-site vehicles
- 2 Optimisation of the number of kilometres traveled
- 3 The implementation of more environmentally-friendly modes of transport or alternatives to diesel. We want to work on innovative fuels, such as B100 made from rapeseed, to reduce pollution in a less expensive way.. Some of our service providers have started to convert their fleet to B100
- 4 Prioritisation of our service providers with a strategy to reduce their carbon impact

### CONTROLLING THE IMPACT OF EMPLOYEE TRAVEL

Thanks to the operational launch of our **travel policy**, we ask our employees to systematically opt for the best value for money and lowest environmental impact when travelling. Adding to this, we assess where travel can be avoided thanks to the investments we have made in equipment such as videoconferencing. These measures are complemented by the adaptation of transport means to the duration of the trip. For example, air travel is no longer permitted to destinations accessible by train in less than 2.5 hours.

We have also worked on updating the company car policy to increase the proportion of **green vehicles in our fleet**. We are financing the installation of recharging stations at our sites. Charging stations are already in place at our sites in St. Geours de Maremne (40) and Came (33) and are currently being deployed at the rest of our sites.

Finally, we are considering the implementation of a **green mobility policy** within the group in order to reduce the carbon impact of our employees' home-work commutes. To do this, we have started with a survey to get an overview of employee practices as well as their wishes in terms of mobility. We are working on the implementation of these actions for the next fiscal year 22-23.

#### EXAMPLE:

#### UPSTREAM SALMON TRANSPORTATION

Replacement of a part of the truck journey by train for salmon supplies from Norway. Estimated impact of this action for 2022 for the Group



359 tCO2e

VS



28 tCO2e

representing 331 tons CO2e saved

### CURRENT STATUS AND OBJECTIVES

18% of rechargeable hybrid or electric vehicles in the fleet renewal of 2021/2022

Objectives :

20% in 2024 | 35% in 2027 | 50% in 2030

### CURRENT STATUS AND OBJECTIVES

Carbon footprint of freight (upstream + downstream + internal) :

47,336 tCO2e

2030 target: 40,568 tCO2e, representing -14%.



# Respect

## OUR VISION

We are committed to respecting all of the people who produce, transform, sell, or consume our products.



People are at the heart of our CSR strategy. We are committed to respecting ethics throughout our value chain, to help our employees grow, and to contribute positively to the society around us.



# 4 PRIORITY *work projects*



WORKSTREAM 9

**ETHICS**



WORKSTREAM 10

**EMPLOYEE WELL-BEING  
AND DEVELOPMENT**



WORKSTREAM 11

**RESPONSIBLE  
COMMUNICATION**



WORKSTREAM 12

**SOCIAL  
COMMITMENT**

## 3 KEY COMMITMENTS

### ETHICS

100% of our volumes of strategic raw materials from suppliers who have signed the code of good conduct by 2025

### EMPLOYEE WELL-BEING

achieve a score  $\geq 8/10$  and a participation rate  $\geq 75\%$  in our barometer Bloom at Work by 2025

### SAFETY

achieve a frequency rate 1 of 10 by 2025





At Labeyrie Fine Foods, ethics are a key standard to be applied throughout our value chain, from upstream, to the customer, to the final consumer. We therefore ask our partners and our internal staff to be steadfast on this subject.



“ Beyond a simple compliance issue, business ethics has its place in the risk assessment process of our business partners (upstream and downstream) that we have put in place. We are working to map out risks associated with our potential or existing third parties in order to act and react in real time in the event that a problem is identified (regulatory or ethical) that would run counter to our internal code of conduct or the one which we have our supplier partners sign.”

**Frédéric SCHNEIDER,**  
Head of Internal Audit and Control / Compliance

### WHAT EXACTLY DO WE MEAN WHEN WE TALK ABOUT ETHICS?

Ethics goes beyond the simple respect of laws and regulations. It takes into account values to guide our individual conduct or the Group's collective actions throughout its various value chains.

With this in mind, the Group has a "Code of Ethics and Good Business Conduct" which sets out the principles, values, and rules that the Group intends its stakeholders to respect.

However, when the laws and regulations of a country are more stringent than an ethical rule stipulated in the code, these national regulations prevail.

### CURRENT STATUS AND OBJECTIVES

**96%** of our strategic raw material volumes are from suppliers who have signed the Code of Conduct

Target 2025: **100%** of our strategic raw materials

**93%** of our volumes of strategic raw materials are from suppliers with low or controlled ethical risk

Target 2025: **100%**

## Zoom on ETHICS GOVERNANCE

The Group has set up an Ethics and Compliance Committee responsible for monitoring and deploying compliance policies and a culture of ethics in the daily conduct of business, in line with the company's project and its raison d'être.

A code of ethics and good business conduct forms the basis of this culture, complemented by policies on anti-corruption, respect for fair trade relations, the protection of human rights, employee and consumer protection and respect for the environment.

The Ethics Officer coordinates and implements compliance actions and ensures the integration of ethical practices throughout the value chain.

## Zoom on ZOOM ON REPORTING PLATFORM (WHISTLE BLOWING)

The Labeyrie Fine Foods Group has implemented a procedure for collecting and processing reports from the Group's employees: <https://alerte-groupe-labeyriefinefoods.signalement.net>. These alerts concern serious behaviour that is prohibited by law or which would be contrary to the LFF Group's Code of Ethics and Good Business Conduct.

This procedure is also open to external and casual employees of the Group. It is overseen by the Ethics Officer who ensures that alerts are managed correctly and within legal timeframes.

### EXAMPLE

#### Evaluation of our suppliers in a risk zone

Of those in our supplier portfolio, **89%** are thought to be located in a 'risk zone'. This evaluation includes the analysis of the following risk factors: geographical location, type of industry, integrity and reputation, interaction with political figures, payment terms and flows, scope of services rendered, and the methods of third party actors.

The goal is to achieve **100%** evaluation of these suppliers.



## EMPLOYEE WELL-BEING AND DEVELOPMENT

We want our employees to thrive in a healthy work environment. This is why we are committed to implementing work organisations that are capable of reinforcing collaboration between everyone and supporting them with care and diligence.

Convinced that encouraging responsible food enthusiasm is the key to the success of our projects, we are building the conditions for commitment around three elements: giving meaning to each job, continuously developing know-how, and developing both autonomy and accountability.

### ENSURING A SAFE AND HEALTHY WORK ENVIRONMENT

Our top priority is to ensure the health and safety of our teams. Our "Zero Accident" health and safety policy, created to guarantee safe and healthy work conditions, is based on 3 pillars: technical safety, safety management systems, and human and organisational factors.

It is transcribed into a comprehensive operational action plan, consisting of 10 principles which cover accident prevention, risk control, and the elimination of potential hazards:

- 1 Management affirms its commitment through a Health and Safety policy
- 2 Each site has a Health and Safety Management Committee
- 3 Management is a key player in safety
- 4 Everyone is responsible for their own safety and that of others
- 5 Each site defines and strictly enforces safety golden rules
- 6 Safety training is continuous and starts when the employee starts their position
- 7 The specific, unique document is a management tool for Health and Safety
- 8 All serious accidents and near-accidents are analysed
- 9 Communication is a major element of the program
- 10 Conducting Behavioural Safety Visits (BSV) demonstrates the importance of safety and behaviour



### PROMOTING PRACTICES IN FAVOUR OF EQUALITY AND DIVERSITY

Our gender equality index is 93/100 in France. Women make up 31% of our top management roles. In 2021-2022, we carried out a diversity and inclusion analysis with Mixity which allowed us to identify the priority actions to be taken in this area in the coming year.

### ENABLE PROFESSIONAL DEVELOPMENT AND MOBILITY

As we are convinced that each employee contributes daily to the achievement of the Group's ambition and that everyone has the opportunity to make a difference, we have introduced a career development policy that promotes career changes and/or cross-functional mobility between BUs and sectors. We want every employee to have autonomy in their career within our Group, through the learning of new skills with a consistent focus on developing their know-how. For example, 36% of this year's executive positions were filled... were filled through internal mobility, a figure that is up by 15 points compared to the previous year. To support this career development policy, we also have our People Review tool which allows us to manage our talent and career development. The People Review is an annual snapshot of a given moment of skills and know-how, so that we can support our employees in their development; guiding them to acquire the right skills so that they are ready for their next position, and to broaden their range of future possible career options.

### CURRENT STATUS AND OBJECTIVES

Frequency rate 1\* at end of June 2022: **23.5**

2025 Target: **10**

Number of injuries (bodily or psychological harm occurring during work activity) in continuous decline: -27 in 2020/2021, then -30 in 2021/2022

\*frequency rate of accidents with a sick leave

### DEVELOP A SENSE OF BELONGING AND PRIDE

We want our employees to be strongly invested in the implementation of the raison d'être and the corporate project defined for the Labeyrie Fine Foods Group.

In order for our employees to find meaning in their work and to be proud to belong to the LFF Group, we are focusing on the implementation of the redefined integration path and the development of a better knowledge of the Group, especially its products and businesses, for all employees of our sites in France and abroad.



### CURRENT STATUS AND OBJECTIVES

Bloom at Work barometer: score of **7.7/10** with a participation rate of 70%.

2025 Objective: score equal to or higher than **8/10** with a participation rate of 75%.

### TO ENSURE A "RESOURCE" MANAGEMENT FOR THE TEAMS

Based on feedback from our employees, we have defined and implemented a new managerial contract that now forms the basis of internal relations to reconcile accountability and professional development, requirement, and benevolence.

This new management DNA must encourage individual and collective practices that allow everyone to learn as well as to pass on their knowledge, the manager being one of the key resources available to employees to grow professionally.

Our new management contract is based on 6 pillars:

- Developing
- Empowering
- Organising work
- Communicating
- Encouraging
- Fairness

In concrete terms, this contract is based on 3 ongoing exchange meetings between each manager and the people in their team throughout the year. In order to support our requirements on the standards of managerial practices, all Group managers are now evaluated by their direct reports on each of the 6 pillars of the managerial contract.





## RESPONSIBLE COMMUNICATION

We work daily to develop responsible communication regarding our various targets: sustainable communication media, transparent communication on our actions, and our progress paths to all our stakeholders.

### MEMBERSHIP TO THE FAIRe PROGRAM & RESPONSIBLE COMMUNICATION CHARTER

Our membership in the FAIRe program of the Union of Brands in 2021 demonstrates our commitment to responsible communication. We have since drafted a Responsible Communication Charter for the LFF Group along 3 fundamental and guiding principles:  
**#1 Control of our Impacts #2 Transparency and Education #3 Respect for all**



#### #1

**Controlling our environmental, social, and societal impacts when designing our communications** in particular through the development of a grid of environmental and social criteria for the communication media we develop (printed materials, point-of-sale advertising, goodies, events, etc.).

#### #2

**Transparency and education** about our commitments, the progress, and the responsible use of our products.

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Strategy & CSR commitments  
 CSR roadmap & action plan  
 Commitment indicators  
 Commitments of our family of brands

##### TOOLS

CSR Webinars  
 Intranet  
 CSR Minute  
 Managerial Com

CSR Report  
 LFF Internet site

Extra financial reporting  
 Social media  
 Conferences & Roundtables

##### TARGETED AUDIENCES

**INTERNAL: employees**  
 training/acculturation  
 • co-construction/animation  
 • communication

**EXTERNAL: future employees, distributors, consumers, opinion leaders**  
 - communication  
 - pedagogy

#### #3

**Respect for all** in our communications and towards our partners by applying principles of caring and responsibility in all our communications (presenting diversity, avoiding stereotypes, etc.) and in our relationships with our partners (sincerity in calls for genuine, transparency, and sustainability of the relationships).

#### EXAMPLE ON #2



#### COMMUNICATE TO RAISE AWARENESS ABOUT SUSTAINABLE CONSUMPTION

- Our brand develops a specific communication around its commitments related to its savoir-faire and supply chains.
- For the past two years, Labeyrie has offered traceability on two references of smoked salmon from Norway, thanks to the IBM Food Trust blockchain solution. By scanning the QR code, the consumer can find out the species of salmon, the location of the fish farm, the duration and dates of farming, information on the conditions of breeding, and preparation conditions.



#### OFFER TOOLS TO UNDERSTAND THE "BEHIND THE SCENES" OF THE BRAND

The brand has launched a new digital platform on the theme of "broadening the horizon of your plate", which details all the information about our products.



As responsible food enthusiasts, we think beyond our company and make sure that our business benefits our environment. We seek to have a positive impact on the local communities hosting our various sites and to contribute to the dynamism of the regions in which we operate. We also encourage our employees to contribute to solidarity and charitable activities.



“ In addition to the progress initiatives in our strategic sectors, we have long been asking ourselves about our local contribution to upstream agriculture, as an actor committed to the transition to sustainable food. By relying on the French fair trade regulations which require the creation of a collective fund and with the support of the AgriEthique label, we have embarked on an unprecedented adventure for our Group. We have created a collective

association that brings together farmers, cooperatives and manufacturers in our French sectors to support, engage and share progress actions for socially and ecologically sustainable agricultural production. We are fortunate to count two organisations recognised for their actions in France among our group of experts: Earthworm Foundation and AgriEthique. We hope our 'A POSITIVE PACT' will create a space of exchange around good agronomic practices that will extend beyond our economic interest sectors.”

Anais GALLENNE,  
CSR Manager for the Plant and Ingredients sector

### EXAMPLE ON CRISIS MANAGEMENT WITHIN THE DUCK SECTOR



#### Management of the avian crisis:

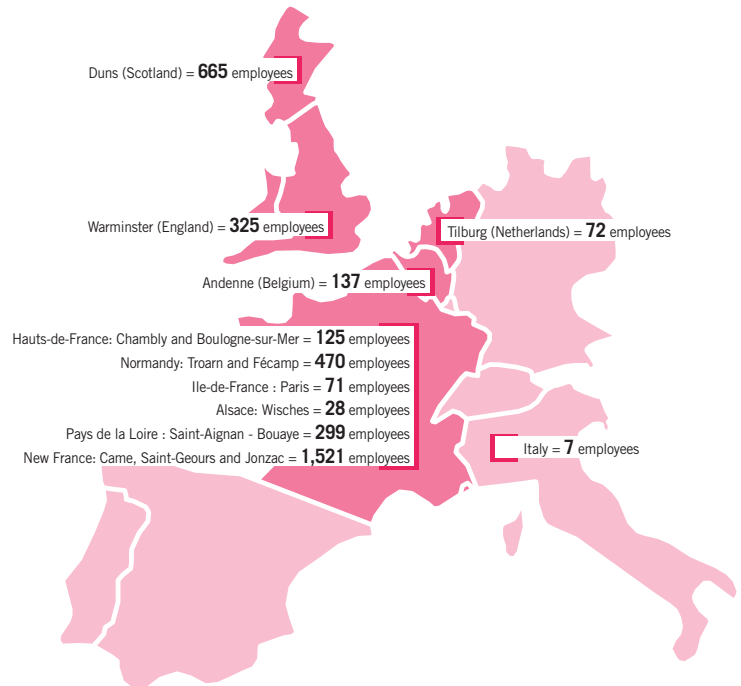
In the context of the avian flu which affected the Southwest and West of France in the winter of 21/22, we stood by our producers and our customers to manage the situation, take the right measures, limit the impact, and accompany the recovery on an economic, technical, and social level.

#### Indexation of feed prices:

The inflation of raw materials aggravated by the Ukrainian crisis is leading to an extremely significant increase in the price of cereals and oilseed crops that we use as feed for our ducks. For many years, Labeyrie Fine Foods has implemented a feed price indexation system to cover the increase in these costs and to protect our breeders, while maintaining the responsibility of our changing market prices. This system could have been challenged by the extent of the current crisis, but we have chosen to support it and it is stronger than ever in accompanying our upstream and downstream partners in this uncertain inflationary period.

### JOBS IN THE HEART OF OUR REGIONS

The Labeyrie Fine Foods Group is a major player and employer at the heart of its regions. For each of our sites, we have the following employees on fixed-term and permanent contracts (FTE staff):



## Zoom on COMMITTED EMPLOYEES

#### “ROUND UP” SOLIDARITY:

In 2017, Labeyrie teams launched a solidarity initiative with the MicroDON platform to "get involved a little, more often". Now open to all employees of the LFF Group based in France (with permanent contracts), this initiative gives each employee on a voluntary basis, the opportunity to make a micro-donation by direct deduction from their paycheck. Whether it is a sum rounded to nearest euro or a more significant amount, the Group matches 100% of any amount donated by an employee and donates the entire amount collected to partner associations: Action Enfance, Vagdespoir, the Fondation de France and Planète Urgence. In 2022, 102 employees of LFF France Group were donors.

#### PRODUCT DONATION:

This year, the Labeyrie Fine Foods Group donated products to charitable associations estimated at around 1,113,000 euros. In addition, as part of the staff sales held during the holiday season and at the Easter period, employees at the Haussmann site were able to order products to donate to a local association that supports people need which was matched by the Labeyrie Group Fine Foods Group. We hope to extend this initiative to other Group sites by the end of 2022.





The Labeyrie Fine Foods CSR team would like to thank all of the contributors who helped us to produce this second CSR report.

We would like to thank each and every employee of Labeyrie Fine Foods, our dedicated Responsible Food Enthusiasts, for their commitment to the company's vision and project.

We also thank the Global Compact, of which we are a member. The discussions and exchanges within this framework allow us to continue to grow on the subjects of sustainable development and CSR.



If you have any questions about the CSR actions or our commitments detailed in this report, or if you would like to discuss these issues, you can contact the CSR coordinator of Labeyrie Fine Foods, Sophie Bourrut Lacouture:  
[sophie.bourrut-lacouture@labeyrie-fine-foods.com](mailto:sophie.bourrut-lacouture@labeyrie-fine-foods.com)

Find all the information about our company on [labeyrie-fine-foods.com](http://labeyrie-fine-foods.com)

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