



**“WELL  
LIVING”**



**THROUGH  
VEGE-  
TABLE  
PRODUCTS**

**Corporate social  
responsibility**  
2013-2014



**Bonduelle**



# 2

# Corporate Social Responsibility

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## 2.1 Introduction

### 2.1.1 “We must resolutely continue our CSR initiative!”

Message from Jean-Bernard Bonduelle,  
Group Head of external relations  
and sustainable development.

*“The IPCC – Intergovernmental Panel on Climate Change – in its last report in April 2014, noted ten points that are key to the future of our planet. One of these was the increase in global surface temperatures – set to rise by as much as 4.8°C by 2100. Global warming is, mainly, caused by human activity. This has a number of impacts: rise in sea levels of up to one meter, more extreme and more numerous weather events, depletion of agricultural land. What’s more, these impacts are combined with health issues such as malnutrition and diseases related to water contamination.*

*These upheavals also generate acute food insecurity. According to the IPCC, agriculture is the sector hit hardest by the impacts of climate change. Yields could fall by an average of 2% per decade. This means that production would have to be increased by 14% every ten years in order to meet populations’ needs. Keep in mind that, according to the United Nations, the world’s population is projected to grow from 7.2 billion today to 8.1 billion in 2025 and climb to 9.6 billion by 2050.*

*Agriculture worldwide also has new challenges to face in order to meet the needs of increasingly urbanized populations and growing societal concerns, notably in terms of public health, food safety, traceability and accessibility of vegetables.*

*Finally, a range of measures is being considered by the European Commission to reduce the volume of food waste by 30% by 2025,*

*whilst energy transition legislation aims to massively reduce CO<sub>2</sub> emissions and promote the development of circular economies.*

*Bonduelle is fully aware of these challenges and places them at the core of its Corporate Social Responsibility (CSR) policy which consists of striking a harmonious balance between economic performance and respect for the environment, People and society.*

*Bonduelle’s employees are passionately committed to this CSR initiative. Their work in committees and exchange networks, experts’ groups, VegeGo! projects and many other initiatives, contributes to CSR on a daily basis!*

*Our work is far from complete. We can, however, be proud of the enormous progress that we are making, with CSR steering groups appearing within business units. This year the frequency of work-related accidents fell by 22%, we reduced energy consumption by 9% and consumption of water per tonne of manufactured product by 10.2%. Simultaneously, best practices and suggestions are being exchanged internally as part of the Green Attitude community, pilot farms are being developed and more than 400 Managers have already followed the ManageGo! program. An Ethics Committee has also been set up and an Ethics Charter is being deployed throughout the group:*

*Corporate Social Responsibility is a formidable lever for creating shared value between the Company and its stakeholders. Bonduelle’s ambition is to be the global industry benchmark. This position means that we never lose sight of our responsibility to lead the way and to play our part in the sustainable construction of a better world.”*

### 2.1.2 The Bonduelle Group and sustainable development

Bonduelle, a family-run group established in 1853, aims to become the global market leader in prepared vegetables. With a commercial presence in 100 countries and owning 57 agro-industrial or own agricultural production sites, the Company has built its success on two fundamental pillars: respect for the natural environment, which is essential for a group whose business is directly linked with the earth on a daily basis, and placing People at the heart of its long-term corporate plan. As part of our commitment, we aim to offer the best that nature can provide, guided by ethical principles formulated over six generations of involvement in agricultural production.

Bonduelle has been a pioneer in sustainable development, in line with the objectives defined by the group’s family Shareholders: sustainability, independence and the individual development of our employees. We take our responsibilities to sustainable development very seriously and in 2002-2003 formed a dedicated Sustainable Development Steering Committee to formulate policy and further strengthen the group’s actions in this area.

2012 saw Bonduelle initiate a new phase in its development to define how the group will develop over the years to 2025. A process involving the family Shareholders, plus members of the Executive Committee, 300 Managers and external experts, culminated in the launch of VegeGo! at the end of 2012.

A visionary and collaborative program, the aim of VegeGo! is to position the Bonduelle Group as “the world reference in ‘well living’ through vegetable products”, wholeheartedly embracing its responsibilities to Shareholders, employees, partners, customers and the environment.

**VegeGo! is structured around four pillars:**

**1. We respect the planet and our commitments to civil society**

Backed by our unique agro-industrial expertise, particularly in agricultural upstream, Bonduelle’s proactive policy over the past 10 years demonstrates its determination to implement the very best business practices.

**2. We promote the development of the men and women**

People matter most to Bonduelle and are placed at the heart of its corporate plan. This pillar demonstrates the group’s intention of furthering its actions in the area of equal opportunity, diversity, internal mobility and safety, setting a target of zero accident.

**3. We are developing our brands and vegetables in all their forms**

Bonduelle’s brand portfolio enjoys international recognition. The group defined its international positioning in 2013 to create strong unity: “Bonduelle, your inspiration to enjoy vegetables everyday”. This positioning focuses on how our products contribute to healthy living (health, environment, nutrition, pleasure and taste) and demonstrates the group’s intention of developing all its brands, across all channels and in all technologies.

**4. Our organization serves our customers**

Bonduelle offers national brands and private label products, in line with the specific requirements of consumers in different markets. The group has a global presence in all distribution channels and prides itself on innovative products and services delivering differentiating value added.

**The Bonduelle Group is now organized into two geographic regions and four business units:**

**1. Bonduelle Europe Long Life (BELL)** covers all of the group’s canned and frozen vegetable activities in Europe for the Bonduelle and Cassegrain national brands, and for private label brands, mass-market retailing, food service, and B to B sectors;

**2. Bonduelle Fresh Europe (FRESH)** covers all the group’s prepared fresh vegetables: fresh-cut bagged salad and prepared salad in Europe, for the Bonduelle brand and private label brands, in the mass-market retailing and food service sectors;

**3. Bonduelle Americas (BAM)** covers all canned and frozen vegetable activities in North and South America for the Bonduelle and Arctic Gardens brands, and private label brands, mass-market retailing, food service, and B to B sectors;

**4. Bonduelle Development (BDV)** covers the group’s activities and development in the rest of the world, particularly in Eastern Europe for the Bonduelle and Globus brands, and for private label brands, for all technologies and all distribution channels.

**Of the 22 VegeGo! initiatives, eight are linked with the group’s sustainable development policy:**

**1. Defining what ecologically intensive agriculture means for Bonduelle**

For Bonduelle, the soil and the earth are a habitat for living organisms which must be protected. Ecologically intensive agriculture (EIA) combines respect for the land and intensive cultivation using sustainable methods with the aim of reducing the use of phytosanitary products and employing alternative methods: direct drilling, strip-till, etc. These methods are being developed at various pilot farms and gradually introduced by Bonduelle’s producer partners. The objective of EIA is to provide greater accessibility to a larger number of foods.

**2. Developing the eco-design of products**

The eco-design process launched in 2011-2012 was incorporated into the VegeGo! Program. This initiative was launched by producing, with all Company stakeholders, a guide and a scoring tool to help teams include environmental and social criteria at all stages of a product’s life cycle. The principles of the Environmental responsibility guide were approved in April 2014 and circulated in September 2014.

**3. Improving safety at work with a target of zero work-related accident by 2025**

The safety initiative was rolled out across all the group’s sites, in particular, using the STOP™ method.

**4. Participating in local community life**

Nine projects were rolled out at the Doué-la-Fontaine \* (France), Rosporden (France), Labenne (France), Villeneuve-d’Ascq (France), Sainte-Martine (Quebec, Canada), Strathroy (Ontario, Canada), Cristalina (Brazil), Timashevsk (Russia) and Nagyköros (Hungary) sites.

**5. Developing networking**

The VegeGo! Networking project is in the rollout phase. It is based on four priorities: the development of spin-off communities, incorporation of Google applications in workflows, launch of a test phase with Google ambassadors and identification and sharing of practical uses. Google applications were introduced across all group sites over a period of 15 months.

\* In association with the France Champignon cooperative.

**Introduction****6. Promoting communication in the farming community**

In partnership with the French market research agency, IPSOS, Bonduelle decided to launch a global survey into the expectations and needs of its 3,440 producer partners and suppliers of agricultural raw materials. The results of this survey are expected to be presented at the next Paris agricultural show in February 2015.

**7. Clearly defining and reporting on the Bonduelle management model**

During the various stages of the joint development of the business plan to 2025, Managers expressed a desire to clarify the group's management model. Bonduelle's Executive Committee decided

to entrust this task to a multi-country team as part of the VegeGo! project. The ManageGo! management model was rolled out for over 400 Managers.

**8. Initiating the on-site manufacture of empty cans**

Following the example of the Novotitarovskaya (Russia) and Békéscsaba (Hungary) sites, the group is developing its know-how in the manufacture of empty cans. This will limit CO<sub>2</sub> emissions linked to transporting empty cans.

## 2.2 Commitments to Corporate Social Responsibility

### 2.2.1 Results and outlook

#### ■ Challenges and outlook for 2013-2017

##### AGRONOMY

**Produce vegetables and promote responsible and sustainable cultivation methods, in partnership with farmers**

##### Encourage farmers to adopt environmentally-friendly practices

- Reduce the use of phytosanitary products
- Increase the number of signatories of the sourcing charter version 5 to 100% within five years
- Develop pilot farms implementing alternative cultivation methods in countries where Bonduelle is established
- Launch a plan to reduce waste upstream

##### Maintain and develop sustainable relations with producers

- Develop partner loyalty
- Support our partners in the use of innovative vegetable-growing techniques

##### NATURAL RESOURCES

**Optimize product design and production to achieve greater efficiency in resource use and recovery**

##### Optimize the use of non-renewable resources

- Continue to reduce water consumption, without compromising on product quality
- Continue to reduce energy consumption
- Have at least five projects using renewable energy in five years

##### Avoid, sort and recover waste

- Recover 80% of ordinary industrial waste in the period 2012-2015
- Achieve 100% recovery from green waste
- Launch a plan to reduce waste

##### Minimize packaging impacts

##### TRANSPORT – SUPPLY CHAIN

**Control and optimize the supply chain (transport and logistics) and purchasing**

##### Reduce CO<sub>2</sub> emissions by 5,000 tonnes for the group's transport and logistics

**Implement a transport plan using methods other than road, and trial it by business unit**

**Roll out the purchasing charter to all suppliers**

##### PEOPLE AND SAFETY

**Be an efficient company that listens to and ensures the development of its People in countries where Bonduelle is established**

##### Target zero workplace accident

Promote personnel training and development

- Target individual career development interviews for all personnel (100%)
- Give priority to internal promotion and encourage a policy of local recruitment

##### Distribute the Ethics Charter to all employees

**Share Corporate Social Responsibility principles in management and in the group's corporate culture**

**Promote diversity and comply with the principles of equality**

##### STAKEHOLDERS

**Be a company that is engaged with all its stakeholders across countries**

**Implement a community project at every site and in countries where Bonduelle is established**

**Engage with stakeholders in countries where Bonduelle is established**

**Undertake a group community development project**

##### QUALITY – NUTRITION

**Offer safe products to our consumers and support them in developing a healthy, balanced and natural diet, based on vegetables**

##### Ensure maximum product quality and safety

- Target quality process certification for 100% of sites
- Reduce the complaints rate

##### Promote healthy and natural eating through our products

- Continue the action plan to develop and update recipes to optimize their nutritional value
- Reduce additives in products by 2017

##### Promote healthy and natural eating for all through our support and advisory actions

- Raise consumer awareness in countries where Bonduelle is established on the importance of a balanced diet and the inclusion of vegetables
- Support the initiatives of the Louis Bonduelle Foundation and research projects

**Commitments to Corporate Social Responsibility**

## 2.2.2 CSR governance

In line with the new Bonduelle Group organization, the composition and operation of the Sustainable Development Steering Committee have been reviewed and responsibility for steering sustainable development policy now lies with each business unit. The Steering Committee therefore includes a representative from each of the Executive Committees of the four new business units, in addition to committee members from across the group's disciplines. The work of the Steering Committee is focused in six main areas: agricultural upstream; quality and nutrition; natural resources; supply chain and transport; People and safety and stakeholders.

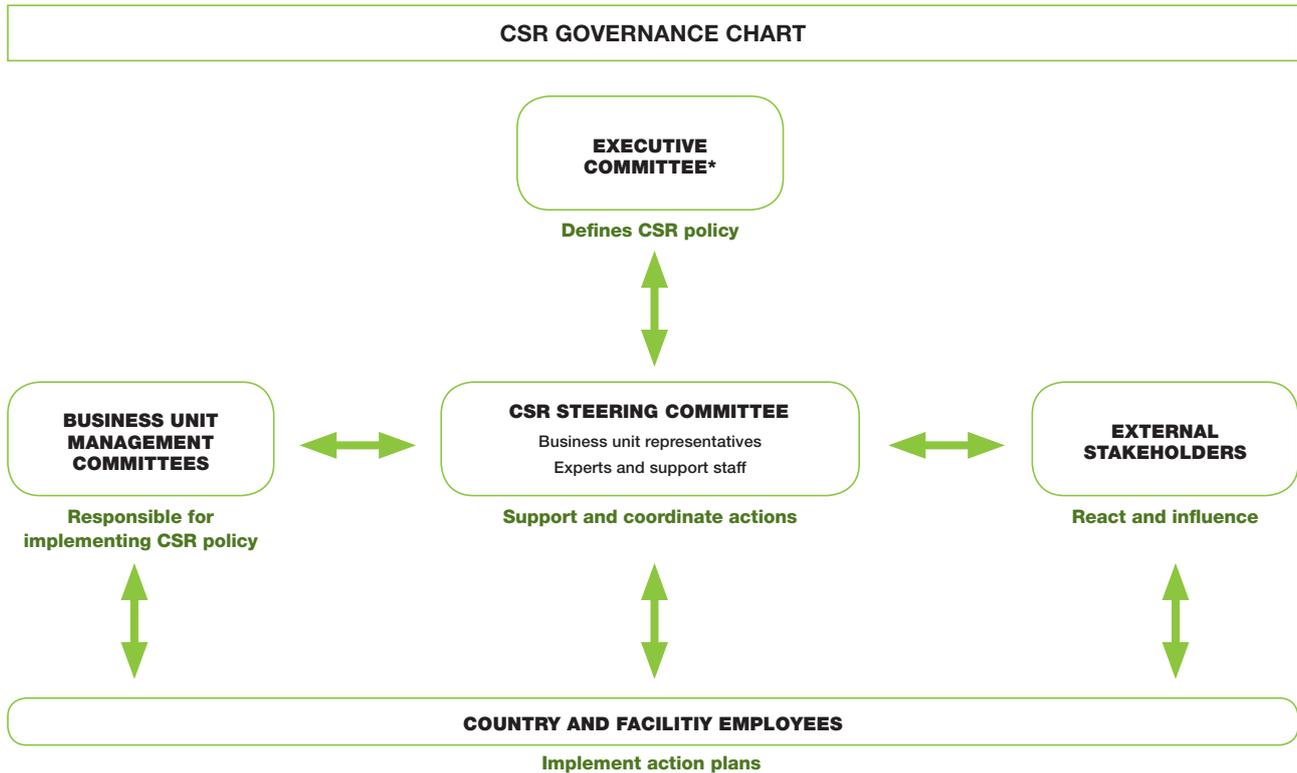
The Steering Committee, which comprises the heads of these areas and representatives of the business units, ensures the flow of information between all parts of the Company, from functions and operations to management and Executive Management.

The heads of the business units serving on the Corporate Social Responsibility (CSR) Steering Committee are responsible for

promoting the initiative within their own units. Members of business unit Management Committees have a direct link with operating segments. Area Managers coordinate field initiatives, lead networks of experts, suggest new ideas, encourage the sharing of best practices and ensure consistency with the group's objectives and the reliability of information.

This key change helps to ensure that aspects specific to the business units are taken into consideration in the definition of group-wide targets. Targets and challenges may vary between technologies and geographical regions, depending on the local context. In this way, targets become more realistic and are more in line with the concerns and ambitions of the business units. This is why the initiatives implemented, as well as their rollout status, may differ from one business unit to another.

Annual group-wide CSR data gathering serves as the basis for defining improvement actions. Bonduelle also extends its initiative by reporting on its work to stakeholders during formal meetings.



\* The Executive Committee is presented in Section 3.1.3 of the registration document on page 119.

Since 2014, data (natural resources, human resources, quality, transport) has been reported using Metrio an Internet tool introduced across all group sites, thereby enabling data sharing with monthly performance monitoring. Metrio has two main assets: it converts figures into graphs, thereby providing an accurate picture of trends and improves data consistency monitoring.

# METRIO

## 2.2.3 History

Bonduelle's approach to sustainable development has moved forward over the years since our policy was formulated and launched:

### 2002-2003

- Definition of four areas on which to focus: agricultural production; people, nutrition and quality and natural resources;
- Definition of the priorities for progress;
- Improvement metrics;
- Publication of initial results;
- Awareness-building within the Company;
- Membership of the *Global Compact*.

### 2003-2004

- Unified indicators;
- Development of self-assessment tools;
- Implementation of action plans;
- Continued internal deployment of action plans;
- Response to the *Carbon Disclosure Project* (CDP).

### 2004-2007

- Sustainable development embedded in all subsidiaries' growth plans;
- Internal mobilization;
- Evaluation of the first phase;
- Launch of the Louis Bonduelle Foundation.

### 2007-2011

- Definition of a fifth focus: transport;
- Launch of pilot farms focused on reducing the use of phytosanitary products and integrated production and signature of the French Institute for sustainable agriculture charter;
- Further actions to promote the inclusion of disabled workers and safety in the workplace;
- Support for the launch of the World Responsible Economy Forum in Lille, France;
- Listing on the Gaia index, a listing of the best midcaps in terms of sustainable development.

### 2011-2012

- Increased involvement with stakeholders;
- Preparation of an Ethics Charter, an environmental responsibility charter, and the fourth version of the sourcing charter for growers;
- Adoption of the Global reporting initiative (GRI) guidelines and verification of CSR data.

### 2012-2013

- Launch of the VegeGo! program, the group's vision to 2025;
- Launch of the Bonduelle Sustainable Development website;
- Extension of the international reach of stakeholder dialog;
- The group responds to Article 225 of the Grenelle environment law on CSR reporting;
- Creation of the Bonduelle chair within the Edhec Group, to contribute to research in and teaching of marketing.

### 2013-2014

- First meeting of the Ethics Committee in December 2013;
- New sourcing charter launched with producer partners;
- Bonduelle Group sustainable development reporting using a single tool: Metrio;
- Initial commitments to sustainable food with Louis Bonduelle Foundation work on food waste;
- Introduction of new CSR governance with incorporation of the four business units;
- ISO 50001 energy management certification at the Estrées-Mons and Renescure sites (France);
- Introduction, training and rollout of Google applications for all co-workers connected with the group;
- Formalization and rollout of the group's management model, ManageGo!.

## 2.2.4 Internal requirements

### A. ETHICS CHARTER

In 2012, the Bonduelle Group produced its Ethics Charter conveying the values it has long been committed to and has worked to promote: people-minded approach, confidence, openness, simplicity, integrity, fairness and excellence. This charter demonstrates the group's intention to pursue continuous improvement. It supplements the Company's existing rules and regulations for employees, while encouraging individual ethical behavior in accordance with Bonduelle's values.

The Ethics Charter will reiterate the group's commitment to Corporate Social Responsibility, particularly through its long-standing membership of the Global Compact (since 2003). This United Nations initiative requires signatories to apply ten basic principles in the areas of human rights, anti-corruption, environment and labor standards. The group's Ethics Charter defines the core principles of Bonduelle's stance as a corporate citizen, responsible, equitable and integrated company.

Following on from this Ethics Charter, the purchasing charter was published in January 2014.

**An Ethics Committee was officially appointed** to support the group's efforts in this area and to act in an advisory capacity. It started its work in December 2013 and has four members:

#### **Philippe Vasseur (Chairman)**

He is currently Chairman of Réseau Alliances and the World Forum Lille and former Minister for Agriculture, Fisheries and Food and a former Member of the French Parliament. Philippe Vasseur is now Chairman of the Crédit Mutuel Nord-Europe Group and Chairman of the Chamber of Commerce and Industry for the Nord Region of France. He is also a member of the Bonduelle Board of Directors.

#### **Jean-Bernard Bonduelle**

Director of External Relations and Sustainable Development for the Bonduelle Group. He is also the President of Unilet (National Processed Vegetable Trade Association) and Profel (European Vegetable and Fruit Processing Industry Federation), and a member of the Bonduelle Board of Directors.

#### **Arno Van Dongen**

Having worked within the Bonduelle Group as director of Benelux Sales in the canned products subsidiary, he was subsequently appointed as Benelux Sales and Marketing director and has been director of the Northern European Zone of the Bonduelle Europe Long Life subsidiary since 2013.

#### **Marie-France Tisseau**

From 1970 to 2008, she worked as a Legal Advisor and then Legal Counsel, specializing in company and tax law for family-owned companies and French subsidiaries of foreign groups. She is a member of the Bonduelle Supervisory Board.

## THE BONDUELLE GROUP'S ETHICS CHARTER

### - Why have an Ethics Charter?

In 2012 Bonduelle decided to write a charter, drawing inspiration from our history, epitomizing our values and committing us to a process of continuous improvement. We are fully aware that while ethics cannot be regarded as absolute, they must inspire each and every one of us as stakeholders, both inside and outside the Company. Our Ethics Charter must lead us to do more in the Bonduelle spirit of corporate responsibility.

### - Bonduelle's spirit and values

In this Ethics Charter, Bonduelle sets out to expand on the core values it intends to defend and promote: people-minded approach, confidence, openness, simplicity, integrity, fairness and excellence. Bonduelle is convinced that its success stems from its corporate culture and is intent on continuing to grow, underpinned by these values. The group is committed to living the "Bonduelle spirit" through ethical behavior that promotes sound practices. By acting with integrity, our Company engages with its stakeholders in a relationship built on trust. The challenge we face is to consolidate this connection, sharing and nurturing it in the long term.

### - Ethics, how does it work?

This Ethics Charter supplements our existing rules and regulations for all employees. It defines the framework for the group's policies and helps to explain their rationale and intentions. The Ethics Charter is a tool. It can be used to challenge existing practices and aid in decision-making. The charter is inclusive, promoting individual ethical behavior in line with our corporate values. Ethical dilemmas can be complex and rarely have clear solutions. For this reason, and in the spirit of openness and trust synonymous with our Company, the group encourages dialog and discussion on ethical issues.

### - Ethics Committee

An Ethics Committee has been formed and may be consulted on issues of general interest when no solution is proposed by general management, or the group's experts in Human Resources, Health and Safety or Purchasing. The role of the Committee is to support the Company on ethical issues, and to issue opinions in an advisory capacity. The Committee has four members; two appointed from within the Company and two external members, selected based on their experience, profiles and expertise. The Ethics Committee reserves the right to invite outside experts or submissions from employees on specific subjects. The Committee will meet at least twice a year, and a secretary will be appointed.

### - Responsible corporate citizenship

Backed by a strong history and a commitment to the long term, the Bonduelle Group's undertakings in respect of Corporate Social Responsibility are clearly shown by our membership of the *Global Compact*.

### - People first

Bonduelle complies with the regulations of a number of international organizations. The group complies with the conventions of the International Labour Organization and is particularly stringent about ensuring respect for basic human rights in the workplace, namely freedom of association, the right to collective bargaining, the elimination of all forms of forced and compulsory labor, and the effective abolition of child labor.

### - Building the community

Bonduelle's international reach means that it respects communities and local cultures and seeks to add value and develop local areas wherever it operates. Reflecting this commitment, the Louis Bonduelle Foundation works with local authorities in areas where the Company operates, developing communities and supporting local associations. Bonduelle encourages its employees to play an active role in this type of project.

### RESPECT FOR THE ENVIRONMENT

Bonduelle respects the environment and endeavors to reduce the carbon footprint of its activities. The group is a major and committed sustainable development player. It takes responsibility for the impact of its activities, products and services on the rural and urban environment, as well as their broader environmental impact. We encourage all our employees to embody this commitment in their day-to-day lives. Bonduelle emphasizes this environmental responsibility to all its stakeholders and in particular, to agricultural producers and suppliers.

### COMPLIANCE WITH REGULATIONS, CONVENTIONS AND INTERNATIONAL TREATIES

Bonduelle complies with all laws and regulations in its relationships with partners. In addition to its commitment to comply with International Labour Organization (ILO) conventions, the Company is committed to respecting the European charter of fundamental rights in the organization. Bonduelle is meticulous in its attention to compliance with health regulations, quality control, food legislation and food packaging legislation. The group also respects communities and seeks to add value and develop local areas wherever it operates.

**Commitments to Corporate Social Responsibility****- A fair company – Dialog in the Company**

Dialog and openness in internal Company relations are important for Bonduelle. The group respects the right of its employees to form or join the representative organization of their choice, including trade unions and workers' organizations, and to be able to participate in collective bargaining negotiations. Bonduelle respects the role and responsibilities of the social partners and is committed to negotiating issues of collective interest with them. Bonduelle listens to its employees and engages an independent body to conduct international surveys to assess personnel satisfaction with working conditions.

**- Health and safety**

Each and every person working for or with Bonduelle has the right to a healthy and safe working environment, ensuring their physical, mental and social wellbeing. Bonduelle is committed to maintaining working conditions at the highest standards by developing policies to prevent negative impacts on health and working conditions. All employees must comply with Bonduelle's rules on health, safety and security in the workplace.

**- Work-life balance**

Bonduelle strives to offer conditions that ensure a healthy work-life balance. It promotes dialog between employees and management to optimize work organization in order to take individual obligations and requirements into account. The group aims to create a working environment where individual wellbeing is valued and nurtured.

**DISCRIMINATION**

Employee diversity is important for Bonduelle. We are committed to eliminating all forms of discrimination, either direct or indirect, in the workplace and in employee relations, including that based on age, color, civil status, disability, nationality, sexual orientation, ethnic or social origin, race, religion or gender. This anti-discrimination policy applies to all stages of employment, from hiring through an entire career. All employees are free to take part, in a personal capacity, in activities or organizations of a political or religious nature.

**HARASSMENT**

Placing People first is a key value for Bonduelle. Its policies protect employees from all forms of harassment, intimidation or victimization, be it physical, psychological or sexual. Any form of moral or sexual harassment is resolutely condemned. All employees have the right to be respected, and to a positive,

pleasant and professional working environment in which each person's ideas and contributions are valued. All employees must foster and respect this commitment by being open and clear in their relations with their fellow workers to maintain a culture founded on loyalty, trust and solidarity.

**TRAINING**

Excellence is the cornerstone of the group's success and competitiveness. Bonduelle aims to develop employees' skills at all stages of their career through a voluntary training and coaching policy. The Institut Pierre et Benoit Bonduelle was created to deliver training to all group personnel, validated by recognized professional qualifications.

**SUPPLIERS AND SUBCONTRACTORS**

Suppliers and subcontractors are key to ensuring the value of Bonduelle's products and play an important role in customer satisfaction. They are required to adopt behavior in keeping with Bonduelle's values, especially when making purchasing decisions. Bonduelle's suppliers and subcontractors must adhere strictly to all legislation regarding their activities and working environment. Moreover, the group encourages its suppliers and subcontractors to engage in ethical conduct and requests that they sign this charter. Purchasing decisions must be made based on all the values advocated by Bonduelle, and primarily, the values of excellence, open-mindedness and fairness. Relations with suppliers must take place in a climate of mutual trust, placing People first and simplicity. Purchasing decisions are based on an objective assessment of the reliability and integrity of the supplier or subcontractor, as well as the overall value of their offer relative to both short- and long-term considerations and objectives. Purchasers must also take into account their important role in the local ecosystem.

**- A trustworthy company****QUALITY PRODUCTS AND SERVICES**

For Bonduelle, providing high-quality and efficient products and services bears testimony to its commitment to and respect for consumers. The group is meticulous in its attention to compliance with health regulations, quality control, food legislation and food packaging legislation. The trust thus created is essential for the Company's reputation and long-term presence. The highest levels of food safety are guaranteed through advanced technologies and constant adaptation to new regulatory requirements.

**CONFIDENTIALITY**

Respect for confidentiality is a measure of Bonduelle's integrity and safeguards the relations of trust built up with our partners. Therefore, it is vital that each employee pays the strictest attention to safeguarding the confidentiality of Bonduelle's information. Information obtained by employees of the Bonduelle Group may not be used, either directly or indirectly, for the purposes of personal investment. The confidentiality of all information relating to the activities of the Company or its partners must be guaranteed in all roles and areas in which employees work. In particular, the level of information available to different employees is restricted and data is secured.

**SAFEGUARDING THE COMPANY'S ASSETS**

The purpose of Bonduelle's funds or assets is to ensure the group achieves its targeted results and safeguard its financial independence. Misuse or waste of these resources is potentially damaging; personnel must guard against any illicit use or use unrelated to the group's business. We each have a responsibility to safeguard Bonduelle's tangible and intangible resources, to protect against diversion of assets or their use other than for their original purpose by providing them to a third party. For example, information systems provided may not be used inappropriately. All Company assets remain the property of Bonduelle.

**TRANSPARENCY**

Bonduelle ensures that it treats its customers honestly, notably by providing all the necessary information on its products and services and by demonstrating openness on all related issues. The quality of the information we provide to the different parties is an integral part of the relationship of trust and transparency that Bonduelle wishes to establish and maintain. It is our responsibility to ensure that Shareholders receive reliable, transparent, honest and timely information, with regard to the Stock Market Code of Conduct.

**CONFLICTS OF INTEREST**

We each have a responsibility to avoid situations where personal interests conflict or may conflict with those of Bonduelle or

harm the group. Objectivity must be our guide in relations with the group's partners. Relations with partners may not involve or be influenced by personal factors. It is up to each one of us to ensure such objectivity is maintained at all times and in all long-term relations. All potential conflicts of interests must be disclosed so that the appropriate action can be taken to prevent or resolve the situation. Moreover, Bonduelle does all in its power to prevent corruption, reflected in its responsibility policy, defined in accordance with the rule of law.

**GIFTS AND INVITATIONS**

Bonduelle's marketing activities do not exclude the possibility of exchanging gifts and invitations, provided that these do not result in a conflict between personal gain and professional obligations. It is therefore our policy to ensure transparency when accepting gifts or invitations, which must not exceed a nominal or insignificant value. For example, such gifts may be accepted in line with the normal rules of courtesy or hospitality, but under no circumstances may they appear, be considered or interpreted to be complaisance or favoritism.

**POLITICAL SPHERE**

All employees are entitled to engage in political activities in a personal capacity, provided that they take place outside of working hours and do not involve any of Bonduelle's assets, and provided that it is clear that such activities are in no way representative of the Company. Bonduelle and its employees comply with all applicable laws and regulations governing contributions to political parties, regardless of the location of the Company's activities.

**REPRESENTING THE COMPANY**

Each and every employee is an ambassador for Bonduelle. It is therefore important to exercise good judgment in accordance with Bonduelle's values and interests and to ensure an explicit distinction between personal opinions and interests and those of the Company. All of our conduct may have an impact on the group's reputation and we must therefore ensure never to say or do anything that could damage Bonduelle's image.

## **RULES OF PROCEDURE FOR THE BONDUELLE GROUP ETHICS COMMITTEE**

### **Article I. Purpose**

The purpose of these rules of procedure is to define the composition, competence and operating rules of the Bonduelle Group Ethics Committee (hereafter the Ethics Committee).

### **Article II. Composition**

The Ethics Committee has four members: two from within the group, namely the CSR director and an employee; and two non-employees from outside, one a member of Bonduelle SAS's Board of Directors, and one a member of Bonduelle SCA's Supervisory Board.

### **Article III. Appointment of Ethics Committee members**

The Committee's members are appointed by the Chairman of the Bonduelle Group.

### **Article IV. Terms of office and attendance at meetings**

Members are appointed for a three-year period, renewable by a decision of the group's Chairman. Members may not be represented during Ethics Committee meetings.

### **Article V. Operating**

**Chair:** the Chairman is appointed by the group Chairman for a three-year renewable term of office.

The agenda, set by the Chairman of the Ethics Committee, must be sent to the members called to the meeting, together with any preparatory documents and the minutes of the previous meeting, at least three days before the date of the meeting. The Ethics Committee makes decisions on a majority vote of the members present.

**Working groups:** the Ethics Committee may decide to form working groups on particular topics to carry out research in preparation for plenary sessions.

The Ethics Committee meets as often as required to ensure the performance of its duties and at least twice a year. Its Chairman may decide to call meetings without notice.

The Ethics Committee may request the Bonduelle Group's Chairman to provide it with the assistance of any Executive Manager in the group, or any external person (who would then be bound by confidentiality) whose expertise might facilitate discussion of an item on the agenda. It may also have access to all documents deemed useful for its deliberations and may hear submissions from any group employee.

The members of the Ethics Committee may validly deliberate by video conference, telephone conference or in writing, including by mail or fax, provided that all the members agree to this expedient.

The Ethics Committee Chairman has the casting vote in the event of a tie.

Should a member of the Ethics Committee (including its Chairman) find themselves in a situation of conflict of interest regarding an issue handled by the Committee, they must abstain from participating in the discussion and be available to provide any information deemed necessary.

### **Article VI. Missions and competence**

The Ethics Committee is a multidisciplinary, pluralist, advisory and independent body, with a mandate from the group Chairman. It is a forum for discussion and is bound by confidentiality rules. It is tasked with dealing with all issues arising regarding compliance with the Bonduelle Group's Ethics Charter.

Its mission includes:

1. presenting recommendations on the Ethics Charter, issues taken up by the Committee independently, or issues submitted to it;
2. promoting discussion of ethical questions related to the group's business;
3. promoting compliance with the charter across the Bonduelle Group;
4. ensuring the dissemination and understanding of the Ethics Charter by all employees, according to the local context;
5. proposing modifications to the Ethics Charter, where required;
6. issuing recommendations or guidelines based on case studies, specific questions or general topics;
7. distributing its opinions and recommendations inside the Company;
8. participating in preparing communications on the Ethics Charter with outside entities, as required;
9. the Ethics Committee reports to the group Chairman on its work and agenda.

The Ethics Committee may not be substituted for other Bonduelle decision-making and dialog structures, or for specific regulations. It is not competent to decide or examine disputes between individuals. It is bound by the rules of professional secrecy and confidentiality.

**Article VII. Submission of matters**

The Ethics Committee may initiate debate on the issues of its choice within the scope of its mission and competence, by a majority decision of the members. Matters may also be submitted to the Committee in writing to: the Chairman of the Ethics Committee, rue Nicolas Appert, BP 30173, 59653 Villeneuve-d'Ascq Cedex, France, by:

1. the decision-making bodies in the Bonduelle Group;
2. any Bonduelle Group employee who encounters difficulties related to application of the Ethics Charter, when no resolution is proposed by hierarchical management and acting in good faith;
3. any employee receiving correspondence from a third party or from an employee that calls the business unit or the group into question;
4. any stakeholder concerned by the Ethics Charter who becomes aware of a breach of the charter.

**Article VIII. Recipients and scope of the Ethics Committee's opinions and work**

The Ethics Committee answers all questions according to the principle of hierarchical organization, with a focus on dialog with the employee and having examined the case.

The Committee's opinions are purely advisory and for information. Opinions must respect the principle of anonymity and must comply with the rules of professional secrecy. The Ethics Committee guarantees that an opinion will be issued to the applicant.

An annual report on the Ethics Committee presents the issues referred to it, their nature and a summary of its non-confidential work and general opinions, based on an analysis of actual case studies. The report is included in the group's CSR report.

The Committee's opinions are collective opinions based on consensus.

**Article IX. Changes and amendments to the Ethics Committee's Rules of Procedure**

The Ethics Committee may change its operating methods, composition and missions, according to the terms and conditions specified by the Committee in its rules of procedure. All such changes are presented to the Bonduelle Group Chairman for approval.

**B. ENVIRONMENTAL RESPONSIBILITY GUIDE**

Since 2012, a team with representatives from across the organization (agro-industry services, R&D in relation to the environment and packaging, marketing, purchasing and communications) has been working on preparing a guide to assist teams to include environmental and social criteria at all stages of a product's life cycle. Its purpose will be to provide direction for the teams responsible for design, production and marketing. It will set out the core objectives for all branded products sold throughout the world (Bonduelle, Cassegrain, Arctic Gardens and Globus) and provide guidelines for improving responsibility, without compromising on aspects such as pleasure, taste and accessibility. Hand-in-hand with this guide, Bonduelle is developing a tool to help teams to plan and quantify improvement actions based on their objectives and the requirements of consumers in their markets. The inventory and test phase is currently under way, prior to publication of the guide and roll-out of the tool to all teams. This phase will make it possible to plan a rollout and training timetable up to 2016.

This guide, to be finalized in 2014, is informed by 10 basic principles:

1. measure the environmental footprint of our products and be transparent about their impacts;
2. ensure responsible purchasing according to our agricultural sourcing charter or sourcing contracts (covering vegetables, ingredients and packaging);
3. monitor cultivation methods to guarantee the safety of our products by controlling and minimizing the use of inputs for vegetable crops, anticipating regulatory changes and seeking alternative solutions;
4. limit distances traveled by our vegetables and other ingredients;
5. reduce environmental impacts, ensure socially responsible management and guarantee food safety during production;
6. devise nutritious recipes for our consumers;
7. reduce the use of additives;
8. optimize and develop low-impact packaging, while guaranteeing the quality and safety of our products;
9. limit the impact of transport by optimizing the loading rate and routes for road transport and by developing alternative transport solutions;
10. provide consumers with recommendations for use, factoring in environmental and nutritional impacts and raise awareness of food waste.

## Commitments to Corporate Social Responsibility

**C. NEW SOURCING CHARTER**

The fifth version of Bonduelle's agricultural sourcing charter is in the test phase in the Nord-Picardie region of France, with a view to being rolled out throughout the group, once it has been certified by Bureau Veritas: It sets out the group's requirements from our producer partners and its main objective is to limit agronomy-related risks in order to preserve the quality of the vegetables. This latest version reflects new environmental and social challenges for the sector (health and safety). It supports the group in expanding its international reach by defining a single reference base, which may be supplemented by any business unit, to reflect our sustainable development policy.

This new charter is in three main parts:

1. Bonduelle and the new sourcing charter:
  - Bonduelle's ambition:
    - to be the world reference in "well living" through vegetable products,
    - the earth, an asset to be protected,
    - improving the group's links with the farming community;
  - the mainstay of agricultural research;
  - the purpose of the sourcing charter;
  - growth plans and development programs.
2. the sourcing process:
  - growing contracts;
  - suppliers of finished goods;
  - one-off adjustment purchases.
3. our commitments with our partners in terms of quality, environment and health and safety of people:
  - quality:
    - product quality,
    - product safety,
    - traceability,
    - genetically modified organisms,
    - foreign bodies,
    - chemical and microbiological contaminants;
  - environment:
    - soil conservation,
    - protection of water resources,
    - waste management and emergency situations;
  - health and safety of people:
    - on plots of land,
    - on harvesting sites and in relation to logistics.

**2.2.5 External commitments****A. TRANSPARENCY REQUIREMENTS**

In 2012, the Bonduelle Group submitted certain of its CSR reporting indicators for verification by an independent third party, in this instance, Deloitte. The initiative anticipated the entry into force of Article 225 of the French law of July 12, 2010, known as Grenelle II. This new law is effective for fiscal years ended on or after January 1, 2013 and applies to all companies with a balance sheet total of more than 100 million euros, or with total revenue of more than 100 million euros and with more than 500 employees. This law requires that reporting on social, environmental and sustainable development indicators must be included in the management report and must be verified. In 2014, Deloitte was reappointed to carry out this work in respect of the 2013-2014 fiscal year.

Bonduelle obtained Global Reporting Initiative (GRI) *application* level B+ in 2012, and again in 2013 and 2014. Bonduelle is one of the very few companies outside the CAC 40 index to have committed to applying the GRI reporting framework, and its B+ rating places it among the best French companies using this frame of reference. This assessment reflects the group's commitment to developing a standardized and credible approach to Corporate Social Responsibility. This result also reflects both the excellent work achieved by all of its teams (all the sites and business units are included, both in this *GRI* reporting framework and the sustainable development reporting) and Bonduelle's intention to meet its stakeholders' expectations in terms of non-financial reporting. The success is testimony to its policy of continuous improvement since 2003, based on the GRI's main guidelines.



## Statement GRI Application Level Check

GRI hereby states that the **Bonduelle Group** has presented its report "2013-2014 Registration Document" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 17 October 2014

Ásthildur Hjaltadóttir  
Director Services  
Global Reporting Initiative



The "+" has been added to this Application Level because the Bonduelle Group has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 06 October 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

## Commitments to Corporate Social Responsibility

**B. DIALOG WITH STAKEHOLDERS**

The Bonduelle Group has long engaged in active dialog with its stakeholders, both internally (employees and social partners) and outside the Company (farmers, suppliers, and national and local public bodies). Bonduelle employees participate in the work of trade organizations, as committee members, directors or Chairpersons, to ensure the Company's active and responsible engagement in the sector and to defend its interests through the communications of these joint trade groups and federations with government bodies in France and in Europe, the USA and Canada. Areas of work notably include protection of the environment and agricultural production. The Bonduelle Group, in France and in the rest of the world, did not make any contributions to funding any political parties in 2013-2014.

In addition, the Company has a history of forging partnerships and initiating actions to share best practices, with an emphasis on pilot programs run in conjunction with public or private institutions and organizations. The Director of External Relations and Sustainable Development is tasked with developing relations with a diverse range of stakeholders: trade federations, institutions, national, European and international regulatory bodies and agencies, NGOs, ratings agencies, local communities, the media and teaching and research institutions. Moreover, the Louis Bonduelle Foundation is particularly proactive in promoting lasting changes in eating habits against the backdrop of growing public health concerns related to poor diet, working in collaboration with its scientific and public partners and associations.

The Bonduelle Group also improved in dialog with its stakeholders. It expanded the scope of this dialog with the establishment of its CSR approach: extending dialog to new stakeholders (ratings agencies, and solidarity associations), and incorporating new focus areas (to meet the demands of mass market retailing, partnership on disability, and environmental projects such as the "frugal factory" project), which continue to enrich Bonduelle's corporate policy.

Bonduelle regularly responds to questionnaires from its distributors who also audit the group's sites, sometimes several times a year. In total, the group responded to 63 "customer" questionnaires in fiscal year 2013-2014. The 2013-2014 fiscal year was marked by discussions with the Carrefour Group, with which Bonduelle worked on the "sustainable development" priority area. This work led to Bonduelle being awarded the Carrefour Sustainable Development self-assessment "Gold" prize, rewarding the self-assessment of all of the Bonduelle Group's agro-industrial sites in France. Carrefour also inspected the Renescure (France) site in May 2014. This meeting, conducted with France Nature Environment, enabled various areas of work to reduce food waste and share best practices to be identified. Finally, Carrefour awarded Bonduelle second prize (Consumer Goods category) for its Group Policy on the inclusion of disabled workers at the Renescure (France) site.

**Bonduelle engages in dialog with its customers across Europe.** Bonduelle took part in a meeting of members of the Ahold marketing service (AMS) European buying group to advance exchanges of best practice on sustainable development. The group also engages in frequent dialog with its food service customers. Discussions with McDonald's are indicative of the group's desire to take sustainable development to another level. This was reflected, in particular, by McDonald's approval of Thomas Goedelmann's farm in the Southern Palatinate of Germany as a "Flagship Farm". This farm produces salads for Bonduelle.

Dialog with investors is another means of progressing Bonduelle's sustainable development strategy. The group answers questionnaires from SRI (Socially Responsible Investment) funds and, twice a year, organizes one-to-one meetings with representatives of these types of funds.

**Global survey into the expectations of the group's partner farmers.** What are the current concerns of Bonduelle's 3,440 partner vegetable producers, how do they perceive their relationship with the group, how can dialog and communications be improved? These three questions are at the heart of the global survey project decided by the group's Executive Committee in February 2014, as part of the VegeGo! initiative which promotes communication in the farming community. The questionnaire, compiled jointly with producers' associations, was addressed to 15 agricultural production area farmers in August 2014. Bonduelle hopes to present the results of this survey, conducted by the IPSOS Institute, at the International Agricultural Show to be held in Paris in February 2015.

Bonduelle has also created a Tool Box for its business units with the goal of fostering greater dialog with stakeholders in all countries in which the group operates.

This Tool Box provides each business unit and country with the general principles concerning:

- the identification of local challenges and targets;
- the content of corporate information and dialog;
- resources and tools for media relations;
- resources and tools for dialog with stakeholders;
- communication rules.

The *Tool Box* was formally introduced in 2013-2014 in numerous meetings with different organizations, during which participants were able to learn about Bonduelle Group's sustainable development policy and voice their comments and expectations.

## GERMANY

On the tenth anniversary of the Straelen plant which specializes in the production of fresh-cut salads, in May 2014, Bonduelle invited local stakeholders to visit the plant. This event also enabled the group to present its main areas of development and the VegeGo! initiative.

## CANADA

Following this same logic of dialog, Bonduelle Americas (BAM) launched a consultation process with its stakeholders in Quebec. The initiative involved internal stakeholders (employees and members of Executive Management and totaled 143 respondents, or a 42% participation rate) and external stakeholders: government bodies, citizens/consumers, customers, local communities, CSR experts, trade federations, suppliers, academic institutions, NGOs and social partners (56 respondents or a 54% participation rate). The objective of the consultation was to establish, by means of a 36-points questionnaire, the perceptions of these two groups in terms of sustainable development and to construct a relevance matrix to guide BAM's actions in the future. The priorities that emerged include:

- employee health and safety;
- product quality and safety;
- water consumption;
- corporate governance and operations management;
- effluent management;
- food traceability;
- employee wellbeing;
- customer service;
- human rights and working conditions;
- employment and the labor force;
- locally sourced vegetables;
- the environmental impact of agricultural upstream.

An identical questionnaire will be launched in France in the second half of 2014, with the aim of extending the initiative to include the group's other countries.

**Stakeholders mobilized at the Tecumseh site.** A fire was reported during the night of July 17/18 at Bonduelle's Tecumseh plant (Ontario – Canada). Fortunately no-one was injured. According to the investigation's initial findings, this incident is likely to have been an accident. Although the damage was significant, the rapid and effective response of firefighters and teams of plant workers saved a large percentage of the production equipment and so vegetable processing was able to resume the week after the fire. Government bodies, local firms and other Bonduelle plants in Ontario rallied round, thus ensuring a rapid solution to storage and packaging issues and demonstrating stakeholders' commitment to the group. This rapid response should limit the financial impact of this incident for the Company, partner suppliers and growers, all Bonduelle Group plants being fully insured against material damage and operating losses.

## FRANCE

On December 19, 2013, the Bonduelle Group organized a meeting with its stakeholders in Paris. These stakeholders included general CSR professionals, experts specializing in Bonduelle's priority areas and associations. The objective was to challenge the group's sustainable development policy and its presentation in the CSR report and on [www.bonduelle.com](http://www.bonduelle.com). Stakeholders were able to put forward ideas for topics to be discussed in greater depth and to ask for clarification on published information. This event followed on from meetings organized in 2011 and 2012 which, due to the quality of the dialog, made it possible to improve the group's CSR reporting and to obtain the GRI B+ level in 2012 and 2013.

**Bonduelle takes part in the "Big brands committed to the future" campaign.** The objective is simple: to highlight the commitments made by large brands to their consumers. This new collective action is the perfect opportunity for these brands to explain how they work towards improving nutrition, environment, local jobs, selection of raw materials and sustainable agricultural practices. As part of its CSR policy, the Bonduelle Group has chosen, in particular, to progress its commitments to agricultural upstream, packaging and food waste. A dedicated website was set up: [www.lesgrandesmarquessengagent.com](http://www.lesgrandesmarquessengagent.com)

**At the last World Forum held in Lille between October 23 and 25, 2013,** the Fresh business unit's Human Resources Manager took part in the Performance and Diversity workshop. The aim of this session was to bring together corporate best practice on the recruitment and retention of disabled workers. He was able to present Bonduelle's policy in this area which consists of integrating disabled employees by asking them, wherever possible, to perform the same tasks as other employees.

## Commitments to Corporate Social Responsibility

## ITALY

- Meeting with Rossela Muroni, General Manager of Legambiente, the main Italian association involved in environmental education and the fight against pollution.
- Meeting with Antonio Longo, Head of the *Movimento Difesa del Cittadino* (Citizens' rights movement).
- Meeting with Michele Fina, Secretary General of the Department for the Environment.
- Meeting with Mauro Tonello and Stefano Masini, respectively Vice-Chairman and Head of Environmental Affairs at Coldiretti, the largest farmers' association in the European Union with 1.6 million members.
- Meeting with Managers from the *Fondazione per lo sviluppo sostenibile* (Sustainable development foundation).

- Meeting with Mario Guidi, Chairman of Confagricoltura, an organization dedicated to the protection of farmers.
- Meeting with Guisepe Politi, Chairman of the ICA (Italian Confederation of farmers), one of the largest trade associations in the Italian agricultural sector, mainly to discuss food safety and environmental protection issues.
- Meeting with Maurizio Martina, Minister for agriculture, food and forestry.

## POLAND

The Management Committee has implemented a mechanism for identifying stakeholders, the first stage in various dialogs scheduled for 2014-2015

The table below shows Bonduelle's stakeholders by type and outlines the methods used to provide them with information and engage in dialog with them.

Stakeholders	Information and Communication	Dialog Consultation	Agreements-Partnerships-Collaboration
<b>Employees/social partners</b>	<ul style="list-style-type: none"> <li>• Web-based communication tools (Intranet, Internet)</li> <li>• Brochures and reports</li> <li>• Displays (including dynamic displays on some sites)</li> <li>• Specific events</li> </ul>	<ul style="list-style-type: none"> <li>• Dialog with employees, employee representatives and trade unions</li> <li>• European Works Council – at least one meeting per year</li> </ul>	<ul style="list-style-type: none"> <li>• In France, two agreements (High risk providence and Strategic and intergenerational workforce planning) and 2 riders (Mutual fund and incentive plan) were signed in 2013-2014</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Corporate Social Responsibility report in the registration document</li> <li>• Specific questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>• Response to questionnaires and customer CSR audit – yearly</li> </ul>	<ul style="list-style-type: none"> <li>• In 2014, Bonduelle's French plants won the Carrefour Group gold medal for their commitment to social responsibility</li> </ul>
<b>Citizens/Consumers</b>	<ul style="list-style-type: none"> <li>• Country-specific websites</li> <li>• Websites: • www.developpementdurable.bonduelle.com and • www.sustainability.bonduelle.com</li> <li>• Brochures and reports</li> <li>• Specific events, e.g. awareness-raising initiatives by the Louis Bonduelle Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation with consumer panels: attitude and behavior survey and specific surveys – an average of one survey per month is carried out within the group</li> <li>• Louis Bonduelle Foundation in Belgium, France, Italy, the Netherlands and Canada. The Foundation's three objectives are: <ul style="list-style-type: none"> <li>• information and awareness building;</li> <li>• field initiatives;</li> <li>• support for research.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Bonduelle was the public's favorite in the 2014 Aressy Awards in the digital marketing category and was awarded the public choice award for its new dedicated sustainable development website</li> <li>• The survey conducted on 140 companies and 4,000 consumers by the French market research agency, IFOP, in January 2014 put Bonduelle in 12<sup>th</sup> place in terms of its "Sustainable Development" image in France and in the lead in the Consumer Goods category</li> </ul>

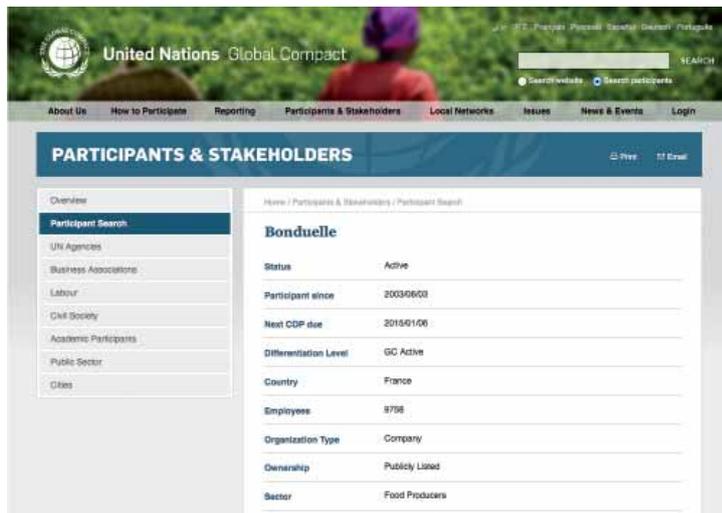
Stakeholders	Information and Communication	Dialog Consultation	Agreements-Partnerships- Collaboration
<b>Institutions/ National, European and international regulatory bodies and agencies</b>	<ul style="list-style-type: none"> <li>• Websites: www.developpementdurable. bonduelle.com and www.sustainability.bonduelle.com</li> <li>• Corporate Social Responsibility report in the registration document</li> </ul>	<ul style="list-style-type: none"> <li>• Participation of national and international institutions in the stakeholders' session in December 2013 in France, yearly</li> <li>• Participation in the Global Compact * – yearly</li> </ul>	
<b>Farmers under contract with Bonduelle</b>	<ul style="list-style-type: none"> <li>• Brochures and reports</li> <li>• Specific events, such as plant visits</li> <li>• Websites: www.developpementdurable. bonduelle.com and www.sustainability.bonduelle.com</li> </ul>	<ul style="list-style-type: none"> <li>• Dialog and consultation – yearly, and permanent contact during the harvest period. The group's field supervisors and cultivation Managers perform these tasks</li> </ul>	<ul style="list-style-type: none"> <li>• 5<sup>th</sup> sourcing charter test phase rolled out in Nord-Picardie</li> <li>• Global survey into the expectations of the group's partner farmers launched in August 2014</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Brochures and reports</li> <li>• Websites: www.developpementdurable. bonduelle.com and www.sustainability.bonduelle.com</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness campaigns focusing on Human rights, working conditions and the environment – yearly</li> <li>• Evaluations and questionnaires – yearly</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable development clause included in purchasing contracts (reminder of the ten principles of the Global Compact)</li> </ul>
<b>NGOs</b>	<ul style="list-style-type: none"> <li>• Websites: www.developpementdurable. bonduelle.com and www.sustainability.bonduelle.com</li> <li>• Corporate Social Responsibility report in the registration document</li> </ul>	<ul style="list-style-type: none"> <li>• Replies to queries</li> <li>• Meeting with NGOs – yearly</li> <li>• Participation of environmental and social associations in the stakeholder sessions held in France and Italy – yearly</li> </ul>	
<b>Ratings agencies</b>	<ul style="list-style-type: none"> <li>• Websites: www.developpementdurable. bonduelle.com and www.sustainability.bonduelle.com</li> <li>• Corporate Social Responsibility report in the registration document</li> <li>• Specific questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>• Response to questionnaires/ queries – yearly</li> </ul>	

**Commitments to Corporate Social Responsibility**

<b>Stakeholders</b>	<b>Information and Communication</b>	<b>Dialog Consultation</b>	<b>Agreements-Partnerships- Collaboration</b>
<b>Investors</b>	<ul style="list-style-type: none"> <li>• Quarterly financial information</li> <li>• Annual and interim results</li> <li>• Annual and interim reports</li> <li>• Corporate Social Responsibility report in the registration document</li> <li>• Letter to Shareholders</li> <li>• Specific events, including the Shareholders' Meeting and plant visits</li> </ul>	<ul style="list-style-type: none"> <li>• Financial calendar/analysts' meetings – at least twice a year</li> <li>• Specific meetings (Socially Responsible Investment funds) – at least twice a year and individual meetings upon request</li> <li>• Response to questionnaires/queries – yearly (for the CDP), e.g.: Bonduelle has answered the Carbon Disclosure Project (CDP) questionnaire since it was first introduced in 2003. Its responses are available on the CDP website (<a href="http://www.cdproject.net">www.cdproject.net</a>)</li> </ul>	<ul style="list-style-type: none"> <li>• The Bonduelle Group is listed on the Gaia index, a listing of the best midcaps in terms of sustainable development</li> </ul>
<b>Local communities</b>	<ul style="list-style-type: none"> <li>• Brochures and reports</li> <li>• Website</li> <li>• Specific events</li> <li>• Country-specific websites</li> </ul>	<ul style="list-style-type: none"> <li>• Dialog with local communities – upon request</li> </ul>	<ul style="list-style-type: none"> <li>• Two calls to international projects conducted by the Louis Bonduelle Foundation every year. 21 projects were supported in 2013-2014</li> <li>• Bonduelle prioritized participation in local communities where its plants operate. Nine projects were launched under the VegeGo! Program in 2013-2014</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Press releases – at least once a year</li> <li>• Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> and <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> <li>• Specific events</li> </ul>	<ul style="list-style-type: none"> <li>• Visit by the French press to salad-growing farms in Murcia (Spain) in July 2013</li> <li>• Presentation to the Italian press in May 2013 on Bonduelle's sustainable development initiatives in Italy</li> </ul>	
<b>Trade federations</b>	<ul style="list-style-type: none"> <li>• One or more Bonduelle employees participates in the work of the following trade organizations, as committee members, Board members or chairpersons, to ensure the Company's active and responsible engagement in the sector and to defend its interests: ADEPALE; FIAC; UNILET; ANIFELT; ANIA; UPPIA; CTCPA; PROFEL; ILEC; ECOPAR; SYNAFAP; SFP AE; AETMD; ANICC (details of acronyms appear in Section 2.7 Glossary and acronyms) – meetings during Board and Shareholders' Meetings. Together with 52 other European companies, Bonduelle is a signatory to the European Brands Association (AIM) charter on the "Role of brands for health and wellbeing".</li> </ul>		

Stakeholders	Information and Communication	Dialog Consultation	Agreements-Partnerships-Collaboration
<b>Education and research</b>	<ul style="list-style-type: none"> <li>Initiatives in schools close to headquarters, subsidiaries and sites</li> <li>Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> and <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> </ul>	<ul style="list-style-type: none"> <li>Trainee and apprenticeship programs</li> <li>Partnerships/studies</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships with schools</li> <li>€10,000 international research prize awarded by the Louis Bonduelle Foundation to a PhD student – yearly</li> <li>Participation since 2012 in the Bonduelle chair within the Edhec Group in France. This Teaching and Research Department investigates the impact of technological changes on marketing of food brands.</li> </ul>
<b>CSR experts</b>	<ul style="list-style-type: none"> <li>Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> and <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> <li>Corporate Social Responsibility report in the registration document</li> </ul>	<ul style="list-style-type: none"> <li>Response to questionnaires – yearly</li> <li>Participation in forums – yearly (e.g.: Responsible Economy World Forum in Lille)</li> <li>Satisfaction surveys – yearly</li> </ul>	<ul style="list-style-type: none"> <li>Bonduelle received a carbon emissions reduction certificate on May 3, 2014 at the International Logistics Exhibition held in Barcelona (Spain). This recognizes the group's initiative to introduce combined road/rail transport between Murcia (Spain) and Saint-Mihiel (France). This project saves an average of one tonne of CO<sub>2</sub> per trip</li> </ul>

\* Membership of the Global Compact:



[www.unglobalcompact.org](http://www.unglobalcompact.org)

## 2.3 Environmental commitments

### BONDUELLE'S DEPENDENCE ON ECOSYSTEM SERVICES

Bonduelle's activity is dependent on a number of ecosystem services. The following diagram identifies these along the product life cycle. Ecosystems provide, in particular, important regulation and supply functions known as ecosystem services, on which human activities are dependent. The natural environment, for example, houses fauna which plays an essential role in the reproduction of wild plant species and crops. The natural environment is also a «reservoir» for certain resources such as water, materials and biomass.

#### RAW MATERIAL AGRICULTURAL PRODUCTION

*Bonduelle's dependence on ecosystem services*

- Pollination
- Genetic resources
- Local and global climate regulation
- Regulation of natural risks
- Regulation of harmful organisms carrying infection and illness
- Regulation of water quality
- Detoxification and degradation of waste



#### INDUSTRIAL PROCESSES

*Bonduelle's dependence on ecosystem services*

- Local and global climate regulation
- Regulation of water quality
- Detoxification and degradation of waste
- Food products (ingredient purchase)
- Materials and fibers (packaging)
- Biofuels (renewable energies)



#### CONSUMPTION AND PRODUCT END OF LIFE

*Bonduelle's dependence on ecosystem services*

- Detoxification and degradation of waste



**BONDUELLE'S ENVIRONMENTAL IMPACTS**

Bonduelle's activities generate environmental impacts in various natural environments. The following diagram identifies these along the product life cycle.



**Environmental commitments**

## 2.3.1 Agricultural upstream

The aim of the Bonduelle Group is to produce high-quality vegetables which are accessible to the public and grown according to the values of respect for the land and People and the environment in general. For Bonduelle, the land is not merely a resource, but a habitat for living organisms which must be protected. The group shares these challenges with all of its agricultural producer partners.

### A. REMINDER OF OBJECTIVES

Environmental impact	Objectives 2013-2017	Highlights 2013-2014
<ul style="list-style-type: none"> <li>Protect the soil and biodiversity</li> <li>Reduce the use of non-renewable natural resources</li> </ul>	<ul style="list-style-type: none"> <li>Encourage partner farmers to adopt environmentally-friendly practices</li> <li>Reduce the use of phytosanitary products with targets for each business unit</li> <li>Increase the number of partner farmer signatories of the 5<sup>th</sup> sourcing charter to 100% within five years</li> <li>Develop pilot farms adopting alternative cultivation methods in all countries where the group operates</li> <li>Launch a plan to reduce agricultural upstream waste and optimize harvests</li> </ul>	<ul style="list-style-type: none"> <li>Promote simplified growing techniques to a group of farmers in Picardie (France)</li> <li>Group-wide exchanges between the different agricultural production areas <i>via</i> the Agronomy Research and Development Division</li> <li>Circulation amongst all the group's Agronomy Departments of a leaflet on best practice in plant care product spraying</li> <li>Test natural treatment solutions to replace the use of phytosanitary products</li> <li>Test the 5<sup>th</sup> version of the sourcing charter in the Nord-Picardie (France) agricultural production area with an audit by Bureau Veritas with a view to global rollout</li> <li>McDonald's approval of the Thomas Goedelmann's <i>farm in</i> Germany, one of Bonduelle's salad suppliers, as a "Flagship Farm"</li> <li>Inclusion of Bonduelle's Fresco Agricola de Murcia (Spain) in the Inspia (European index for sustainable productive agriculture) network</li> <li>Continuation of strip-till tests in Russia across 150 ha</li> </ul>
<ul style="list-style-type: none"> <li>Economic and social impacts</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and develop sound relationships with partner farmers</li> <li>Develop partner loyalty within each business unit</li> <li>Support our partners in the use of innovative vegetable-growing techniques</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with producers' organizations to compile the 5th sourcing charter</li> <li>group promotion of communication in the farming community <i>via</i> the VegeGo! initiative (presented in Section 2.2.5 External commitments – part B)</li> <li>Annual contracts with producers and producers' organizations and multi-year contracts with service providers</li> </ul>

**B. RESOURCES IMPLEMENTED TO SUPPLY CONSUMERS WITH HIGH QUALITY VEGETABLES**

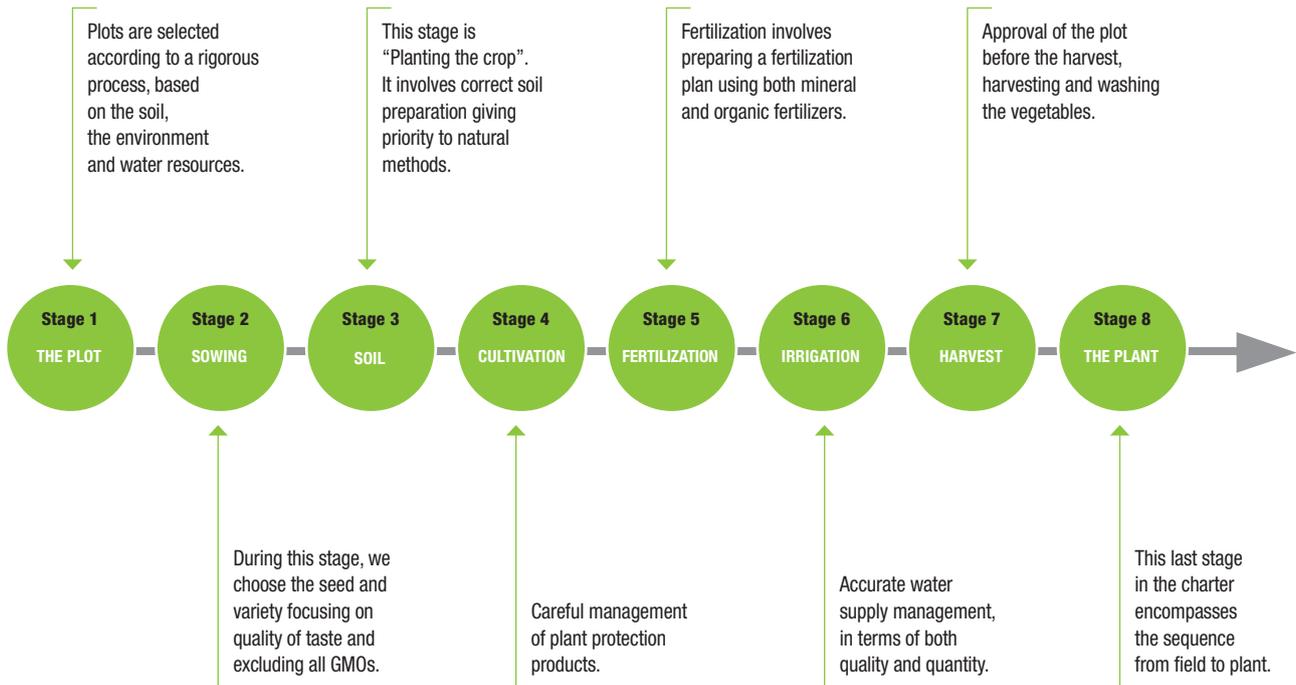
**GROUP'S AGRONOMY ORGANIZATION**

To meet the needs and challenges of our countries and markets, the group's agronomy organization is broken down by business unit, with each being responsible for their own agricultural policy. Their sales forecasts determine the activities of their Agronomy Departments for each business segment. The Agronomy Departments manage a range of issues, including: selection of the areas and amount of land to be sown, signature of contracts and relationships with producers and producers' associations, selection of varieties according to the sowing plan, monitoring of crops and vegetable maturity, harvest date and choice of equipment to be used by specialist providers, and transport logistics to the plant. They are responsible for ensuring compliance with the specifications, before the vegetable preparation process. Our field supervisors are the link between Bonduelle and its producer partners and play a key role in ensuring application of Bonduelle's principles.

In 2013, an Agronomy Research and Development Division was created. As well as research and development, its mission consists of identifying the best agronomy practices observed in the areas where the group operates, circulating them and sharing them. The division also manages the international agronomy network and provides the business units with specialized agronomy advice. In 2013-2014, this division was involved in promoting simplified growing techniques to a group of growers in Picardie and in implementing and monitoring strip-till trials in Russia. It also visited the entire North American agricultural production area in order to identify best practices and to help to promote the group's agronomy network. The division also supported Bonduelle Americas in compiling protocols for agronomic trials and testing.

**EIGHT KEY STAGES IN MONITORING VEGETABLE CULTIVATION**

From seed to harvest, our Sourcing Charter tracks vegetable growing and sourcing in eight stages.



**Environmental commitments****SUPPORTING AGRICULTURAL UPSTREAM**

Bonduelle maintains close relationships with its producer partners (3,440 partners grouped into producers' associations in some countries). These relationships help ensure the quality and yield required for its business and encourage producer partners to limit their impact on the environment.

Our producer partners supply around 90% of the group's vegetables. Bonduelle rarely produces its own vegetables, choosing instead to assign this task to trusted partners under contractual agreements. Those areas where the Company does produce its own vegetables include Russia, where it runs its own agricultural operations, Spain and Canada, where it operates farms producing part of its requirements and France, where it produces mushrooms.

This approach allows the group to concentrate on its core business of vegetable preparation whilst at the same time developing its agronomic know-how. Bonduelle also works with service providers able to take care of transport, planting, harvesting and other cultivation activities. This avoids producers having to invest heavily in special equipment.

For other sources of vegetables, the group requires its suppliers to comply with all laws and regulations in force related to their activity and their professional environment. The rules and standards are set out in our sourcing charter, which all producer partners are required to sign. This charter is an exclusive contractual commitment covering the process from seed to harvest to ensure that Bonduelle's specifications are strictly adhered to, from selection of plots of land and seed selection to cultivation methods, etc.

93% of our producer partners have signed the sourcing charter, which was first launched in 1996. This fifth version, approved in 2014 by the Bureau Veritas certification agency, was tested in Nord-Picardie. It takes into account the group's international expansion and specific factors encountered in the various geographical regions and production chains. It also emphasizes new topics such as water conservation and protection for the people working in the fields. This charter is the result of a participatory process led by Agronomy Managers in various countries and business lines. The charter is testimony to Bonduelle's ongoing commitment to using environmentally-friendly farming techniques.

**C. PROTECT THE SOIL AND BIODIVERSITY**

Soil protection and biodiversity are constant guiding principles of the group's policies. For Bonduelle, the land is not merely a resource, but a habitat for living organisms which must be respected. We also seek to optimize the protection of crops and aim to reduce the use of phytosanitary products.

**PREVENTION**

Monitoring crops and providing support to producers are key aspects of Bonduelle's agricultural policy, with prevention being viewed as key. By selecting the most suitable land for different vegetable varieties and ensuring regular crop rotation, we avoid exhausting the soil of nutrients, while promoting biodiversity and improving yields.

After the introduction of geo-referencing of land in France in 2012, Bonduelle is planning to overhaul its computerized agro-management system, adding a mobile field system. Tablets or smartphones will be used to locate plots of land, to input data in the field and to improve the traceability and reliability of its data inputting.

**All BAM business unit vegetables appear in the AgPOD system** (agricultural portal for online data), an online program developed specifically for reporting agronomic data recorded in the field. The system enables crop data to be compared and shared rapidly.

This initiative supplements the predictive testing method already in place to enable prevention of diseases that could endanger seedlings, thereby reducing the risks of crop failure and waste of raw materials (seeds, fertilizer and water.). According to the same principle of early detection, observation networks have been established to operate as early-warning systems if pests are detected.

For example, in France, based on the information gathered, producer partners receive recommendations on the best techniques to use to control these risks. This initiative forms an integral part of the biological monitoring system established by the French Ministry of Agriculture, which has been run by industry professionals since 2010.

**SEED SELECTION**

Optimum seed selection constitutes the genetic lever of Bonduelle's policy of respecting biodiversity and reducing the use of phytosanitary products. The group works with national and international seed producers to identify the varieties with the highest resistance to disease, water stress and climatic variations using traditional cross-cultivation methods. Bonduelle also takes part in testing new varieties to measure their suitability and behavior in different geographies. As a result of varietal selection, the right seed choices mean that biodiversity can be preserved without much use of plant care products, whilst still developing new varieties.

**In 2013-2014, the group launched various soil and biodiversity protection initiatives:**

**France (Nord-Picardie)**

- The BELL business unit set up a multi-year intermediate crop monitoring platform, in partnership with the Chamber of Agriculture of the Somme, the technical benchmark for this project. The

mechanism has been in existence for two years now and the results will be available in four years' time.

- Assistance with introducing intermediate crops in non-vulnerable areas. Most agricultural land North of Paris, as well as in the West and in part of the South-West, has been classed as a "vulnerable zone" following the application of European directive 91/676/CEE, known as the "Nitrates" directive. In these areas, special agricultural practices are required in order to limit the risk of water pollution. Bonduelle, via producers' associations, provides financial aid to growers whose land is located in non-vulnerable zones, so that they can implement the same practices as those required in vulnerable zones.
- Via producers' associations, Bonduelle promotes the purchase of harvesting machinery equipped with caterpillar tracks which are much less damaging to the structure of the soil. In total, 18 machines were equipped with caterpillar tracks in 2013-2014. The number will grow as older vehicles are replaced.

#### France (South-West)

- A platform for testing different varieties of sweet corn was set up in partnership with seed producers. Over 300 hybrids were tested to select the varieties best suited to the local soil and climatic conditions of South-Western France. BELL also conducted related crop tests in this region to combat sandstorms and so protect against soil erosion.
- For two years now, seeds have been planted under cover in sweet corn plots so as to improve seed planting conditions during the corn cycle. Once harvesting is over, the plot is already planted before winter, thus improving soil structure whilst limiting erosion.

In Brazil, Bonduelle signed contracts with independent producers to supply its Cristalina plant with peas and corn. In 2013-2014, over 3,000 hectares were cultivated. Bonduelle teams are working on two priorities in this area where the group has had a presence since 2010 and where the climate allows for up to 3 vegetable harvests per year. The first initiative involves increasing producer loyalty. Such loyalty guarantees compliance with specifications and is a significant asset since, in this region of the world, growing vegetables like peas is largely unknown. 20% of contracts were renewed in 2013-2014 and the target is to improve this figure three-fold in 2014-2015. Initiative two: the expansion of direct drilling, without plowing, only after residues of the previous harvest have been shredded. In 2013-2014, 100% of Bonduelle's corn crops were cultivated using direct drilling methods.

#### Poland

Crops grown near the Gniwkowo plant comply with a number of criteria which prioritize soil protection and biodiversity. The use of intermediate and plant cover makes it possible to achieve the following objectives: to protect the soil against erosion by water and wind, recycle minerals, retain organic matter in the soil, supply the next crop with nitrogen, combat weeds (harmful to crops), produce silage, structure the soil and control biological pests.

## D. REDUCE THE USE OF NON-RENEWABLE NATURAL RESOURCES

Initiatives launched in 2013-2014:

#### North America (Quebec)

In Quebec, Bonduelle Americas (BAM) has launched tests on inoculating peas with a specific bacterium (Rysobium) to encourage the production of nitrogen and so limit soil depletion. Other tests involving mycorrhizas have been conducted on peas with the aim of limiting the use of chemical fertilizers.

#### France (Nord-Picardie)

- Launch of a program to update knowledge of crop requirements in terms of nitrogen fertilizer and readjustment of requirements. The data was updated in line with yield targets and varieties currently in use to obtain optimum agronomic and environmental conditions. This work was performed by Bonduelle and shared across the industry (Unilet – National Processed Vegetable Trade Association).
- Work on nitrogen fertilizer adjustment for haricot beans and root vegetables by determining optimum fertilization techniques. In 2014, Bonduelle developed additional means of improving its knowledge of the nitrogen requirements of cultivated land. The work involves green beans and salsify.
- Help with calculating the soil's nitrogen requirements at the end of winter. This initiative was undertaken with producers' associations for all crops, apart from peas, a legume which naturally captures the nitrogen in the air and does not require any added fertilizer.
- Program for the circulation of know-how regarding fertilization techniques acting on the organic life of the soil, in particular, by stimulating microbial flora, thereby reducing the need for fertilizers. Bonduelle is involved in the rollout of this technique to growers at meetings organized by producers' associations and via its field supervisors.
- Bonduelle, in partnership with the Chamber of Agriculture of the Somme, launched a water budget for green beans and flageolet beans. This project, which is currently in its test phase, will reach completion in 2015. The water budget makes it possible to monitor the status of the water reserves in the soil (RFU or Easily Used Available Water) by taking a crop's water requirements into consideration in addition to natural input from rain or irrigation. It is also a technical management tool which enables requirements and inputs to be analyzed at the end of the season. It means that periods of shortfall and excess can be tracked throughout the season. Its analysis, once yields are known, helps to explain how plots of land function and crops' reactions to various climatic events.

#### France (South-West)

- Initial testing of the Nsensor system aims to regulate the amounts of nitrogen spread depending on biomass and chlorophyll, using an optical reader mounted on the front of the sprayer. In order to reduce its water consumption, BELL South-West also rolled out a program of capacitive probe tests to guide the irrigation of sweet corn crops.

## Environmental commitments

- 37 capacitive probes monitor the green vegetable production network. This device, designed with producers' associations, enables the amount of water needed to grow crops to be adjusted as accurately as possible. An identical project was rolled out on sweet corn crops in 2014 with the installation of two probes.

### Poland

- In this country, Bonduelle prioritizes the use of water-saving irrigation techniques (drip irrigation system), particularly in the cultivation of zucchini and celery. The group is also encouraging partner growers to carry out soil analyses to determine the amount of fertilizer to be used. Finally, organic fertilization is prioritized to reduce the use of chemical-based fertilizers.

## E. REDUCE THE USE OF PHYTOSANITARY PRODUCTS

Bonduelle is facing a two-fold problem in this area: to produce more to meet the growing needs of consumers and to produce better in order to protect the planet. The group shares these two responsibilities with its partner growers. Together they face a fundamental fact: the active ingredients of phytosanitary products disappear more quickly than the diseases being treated.

At group level, Treatment Frequency Indicators (TFI) calculated in Nord-Picardie in just the last six years, are helping to reduce the use of plant care products. Each of the group's business units has also implemented different initiatives in this regard.

Initiatives launched in 2013-2014:

### North America

The BAM business unit launched a project to assess the efficacy of combating Sclerotinia disease by organic means using a non-chemical, environmentally-friendly product. A chemical adjuvant was also replaced by a foliar fertilizer to increase weedkiller efficacy and to reduce dosage.

### Spain

In the Murcia region, Bonduelle launched a program at a pilot farm to reduce chemical input and organize initiatives targeted at a number of partner farmers, in particular concerning automated hoeing machines, netting and trapping systems.

### France (Nord-Picardie)

- Several sessions on recommendations for low-volume spraying techniques were held in 2013-2014 in conjunction with chambers of agriculture.
- As part of the pilot farms trial in Picardie, and in partnership with Agro-Transfert, a practical guide to alternative weeding

methods was published in 2014. It covers the cultivation of peas, green beans, flageolet beans and baby carrots. In addition to participating in the compilation of this guide, Bonduelle circulated this document via producers' associations and field supervisors.

- Spin-off of best practice obtained during years of studying pilot farms with promotion of hoeing: since 2013, Bonduelle has brought together a group of volunteer farmers to start hoeing crops of beans on land in water collection areas. Following this trial, an EEIG (Environmental and Economic Interest Grouping) was created. In addition, Bonduelle's partner farmer association in Picardie (OPL-Vert), in conjunction with the Chamber of Agriculture of the Somme, submitted an application within the context of a call for proposals from the Department of Agriculture.
- Launch of tests on bio-stimulants and bio-control products. Bio-stimulants allow for early harvests, while bio-control products are alternatives to phytosanitary products.
- Bonduelle is also involved in plant health bulletins published by the Department of Agriculture on the basis of observations issued by chambers of agriculture. Data is entered into a national database on a weekly basis.
- The group helps to develop tools to assist decision-making on how to combat Sclerotinia, a disease which affects haricot beans. This initiative was conducted in partnership with Unilet and Syngenta. It aims to motivate producers to limit their use of phytosanitary products and prioritize crop protection practices.
- Bonduelle supports and finances the use of organic control products such as bacterial fermentation products (mushroom spores, for example) which destroy sclerotia present in the soil.

### France (South-West)

Green beans in South-Western France are now hoed using camera-guided hoeing machines. The aim is to remove weeds by mechanical means and thus reduce phytosanitary treatments whilst encouraging the growth of beans throughout the areas being farmed.

### Poland

The program to reduce protective treatments means that the use of phytosanitary products can be reduced by between 10% and 30% for crops of peas, green beans, broccoli and cauliflower. Use of this mechanism is combined with the destruction of weeds using alternative methods (hoeing, hand weeding in spinach, broccoli and cauliflower crops, etc.).

### Russia

Since 2013, the BDV business unit has been using a new insecticide on sweet corn crops. This product has a low-level environmental impact and improves the efficacy of the amounts used to combat heliothis.

## F. PREPARING FOR TOMORROW'S AGRICULTURE

For Bonduelle, agriculture is a vital link in the prepared vegetables value chain. This is why the group has committed, through its VegeGo! program, to promoting sustainable farming with the goal of protecting the environment while maintaining high levels of crop productivity and profitability.

The Ecologically Intensive Agriculture initiative, which forms part of the VegeGo! project is a complete process comprising three stages:

1. defining the scope of the project by carrying out an in-depth review of the agronomy possibilities and customer expectations;
2. establishing clear goals that reconcile customer expectations and agronomy possibilities;
3. drawing up action plans designed to achieve these goals.

The first stage, which is essential for the success of the project, is already underway. It calls for the scope of possibilities to be clearly defined, taking into account the diverse geographical, technological and behavioral factors. Three action areas have been selected: identifying applicable agronomy practices, determining and formalizing customer expectations and formalizing agri-food initiatives that have already been implemented.

This project is consistent with the actions undertaken to promote sustainable development. New seeding techniques, alternative mechanical weeding methods, research on optimizing soil activity, testing the contribution of mushrooms or bacteria to stimulate plant root systems and protect against parasites, controlled irrigation through capacitive probes, etc. are just some of the increasing number of pilot projects run by Bonduelle and its partners to promote sustainable agriculture using natural techniques and control mechanisms that are as close as possible to those occurring naturally in nature.

The group maintains a network of pilot farms in Germany, Canada, Spain, France and Russia.

Initiatives launched in 2013-2014:

### Germany

McDonald's approval of the Thomas Goeldelmann's farm in the Southern Palatinate in Germany, one of Bonduelle's salad suppliers, as a "Flagship Farm". This operation produces salads, in particular, for Bonduelle.

### Spain

- Bonduelle's Fresco Agricola farm in the region of Murcia is one of 50 operations to be included in the Inspia (European index for sustainable productive agriculture) network. The Inspia project aims to define a benchmark for sustainable agriculture. The IAD (Institute for sustainable agriculture), the ECAF (European conservation agriculture) and the ECPA (European crop protection association) are leading this program together. Once it is complete, Inspia will give a measurement indicator of each operation's capacity to operate in a sustainable manner. This will be calculated using a set of indicators that can be verified on the basis of data supplied by the network of 50 farms. This network will enable the validation, demonstration and reporting of best agricultural practice. The aim of this initiative is to create a European benchmark, to promote the

adoption of sustainable agricultural practices throughout Europe and to raise awareness amongst European Union policymakers, technicians and farmers, of sustainable agriculture.

- The Company's commitment is also reflected in the LEAF certification obtained by Bonduelle's Fresco Agricola farm in Spain. The LEAF benchmark certifies that products have been produced as a result of an ecologically responsible initiative.



### France (Nord-Picardie)

- Bonduelle is developing strip-till trials on crops of flageolet beans and carrots and is supporting a group of farmers in this innovative initiative. This method prevents soil erosion and limits the use of tools thus helping to reduce fuel consumption, reduces the need to purchase often costly equipment and, above all, improves soil fertility.
- In 2014, the Chamber of Agriculture of the Somme purchased a drone. This device photographs crops and processes data via a service provider so as to determine fertilization requirements. It is more effective than satellite technology because it is below the clouds. The Chamber of Agriculture offered Bonduelle the chance to use the drone in order to test different vegetable-growing techniques. Studies are under way on peas and green beans.
- Continuation, in Picardie, of the creation of a network of 40 or so farmers already involved in the use of growing techniques which do not involve plowing. The goal is to foster interaction and encourage the implementation of best practices on a much larger scale.

## Environmental commitments

**Bonduelle is a partner in the *Ferme urbaine lyonnaise* (FUL – urban farm) project**

Set up in Genas, in the Lyons region of France, with a plant specializing in bagged salads and ready-to-use fresh vegetables, the Bonduelle Group, via its Bonduelle Fresh business unit, is the technical partner in the Ferme urbaine lyonnaise project. This project responds to several prospective challenges, in line with the Bonduelle Group's CSR objectives: to feed the planet against a backdrop of shrinking areas of arable land, to reduce environmental impact and produce directly at consumption sites, thereby saving on transportation costs. Bonduelle is contributing its agricultural know-how to the project in respect of work on varietal selection and the life cycle of salads. The initiative is also enabling Bonduelle to acquire additional knowledge about the cultivation of salads in closed environments. These new techniques should mean seven production cycles per year and over 280 salads per square meter, ten times more than in an open field. In addition to prospective work on the product itself, the Bonduelle Group is also a partner in the consumer study being carried out as part of the project, so as to increase understanding of consumers' perception of the product and this new method of production.

**France (South-West)**

Alternatives not involving plowing were implemented in this agricultural production area with the aim of respecting the structure and life of the soil as well as its original nature: humus, organic matter, etc. The soil in this area has been prepared using strip-till tools for three years now. Bonduelle is also involved in tests which aim to limit soil compaction and erosion linked to sandstorms which hit the Northern part of Aquitaine (France).

**Russia**

In this country, the group has launched a test protocol for simplified cultivation techniques, avoiding the use of plowing and encouraging the re-use of the plant cover from the previous crop. This method, known as the strip-till method, prevents land erosion, limits the use of tools thus helping to reduce fuel consumption, reduces the need to purchase often costly equipment and, above all, improves soil fertility. This method, known as the strip-till technique, avoids land erosion, limits the use of tools thus helping to reduce fuel consumption, reduces the need to purchase often costly equipment and, above all, improves soil fertility, etc. This trial protocol, launched in 2012-2013, entered its operational phase in 2013-2014. 150 hectares of crops have been cultivated using the strip-till method and 150 others using conventional methods. The results of this trial which started in May 2014, will be available in 2015.

**Canada (Quebec and Ontario)**

Bonduelle is conducting density tests on peas and corn in order to increase yields, implementing tests to detect aphanomyces before peas are grown, comparing irrigation management using a tensiometer and the water budget and is systemizing tests on different varieties so as to have access to the most suitable genus for the agricultural production area in question.

**G. RESULTS AND KEY FIGURES**

Indicator	2012-2013	2013-2014
<b>Biodiversity</b>	500 varieties 199 varietal collections 942 varieties observed	Almost 500 vegetable varieties distributed across the group's various ranges 219 varietal collections enabled 1,355 plant varieties to be observed.
<b>Agricultural headcount</b>	239 people	246 employees (full-time equivalent Agronomy Department employees, including administrative staff, seasonal staff, trainees and those on permanent and fixed-term contracts).
<b>Sourcing charter</b>	91%	93% of farmers ve signed it.
<b>Farmer assessed</b>	54%	74% of farmers ave been assessed by an initiative iming to compile an annual budget.
<b>Soil analysis</b>	98%	94% of nitrogen fertilizing has been calculated using residual method analysis.
<b>Farming intensity</b>	28.7 ha	27.3 hectares of vegetables grown by each producer on average.
<b>Security network</b>	168 networks	245 trapping networks.

## 2.3.2 Natural resources

With its unique agro-industrial expertise, Bonduelle is keen to strike a balance between economic performance and protecting the environment. For more than a decade, the group has implemented a proactive policy to reduce its environmental footprint, in line with current global issues: depletion of natural resources, volatile energy prices, environmental footprinting and global warming.

For Bonduelle, the 2013 growing season turned out to be fairly average on the whole. Except for Northern France, almost all geographical areas where the group operates experienced a late, wet spring which delayed planting, and a short off-season with early frosts. Overall, based on a similar scope to the previous year, the group's industrial activity (production and logistics), in tonnes of manufactured product (TMP), rose by 7.7% compared with 2012-2013.

### A. REMINDER OF OBJECTIVES

Environmental challenges	Objectives 2013-2014	Highlights 2013-2014
<ul style="list-style-type: none"> <li>Reduce the use of non-renewable resources</li> <li>Increase the use of renewable resources</li> <li>Control and minimize discharges into the natural environment</li> <li>Understand and manage the overall impact of the group's activity on the environment and society</li> </ul>	<ul style="list-style-type: none"> <li>Reduce energy consumption by 5% per year between 2011 and 2014</li> <li>Reduce water consumption by 3% per year between 2011 and 2014</li> <li>Launch five alternative energy projects in five years (2012- &gt; 2018)</li> <li>Recover 80% of ordinary industrial waste in the period 2012 to 2015</li> <li>Roll out the Guide to Environmental Responsibility and develop tools to measure environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>Energy consumption reduced by 9% in 2013-2014</li> <li>Water consumption reduced by 10.2% in 2013-2014</li> <li>Removal of heavy fuel oil from the group's energy mix</li> <li><i>In situ</i> biogas recovery from the agro-industrial facilities of Saint-Denis (Quebec) and Békéscsaba (Hungary). This brings the total number of projects implemented since 2012 to three, the first being the Nagykőrös site.</li> <li>Recovery of 78% of ordinary industrial waste</li> <li>Tackling waste: 21.5% reduction in the production ratio of plant by-products at the group's production facilities</li> <li>Environmental responsibility: production of a joint guide and prototype product characterization tool through VegeGo!</li> <li>ISO 50001 certification – energy management at the Estrées-Mons frozen foods and Renescure sites (France)</li> <li>Creation and first meeting of the BAM business unit's Energy and Water Network</li> </ul>

### B. RESPONSIBLE USE OF PACKAGING AND ENERGY

Packaging serves numerous functions:

- to protect products prior to purchase, prolonging their shelf life and preventing damage;
- to be environmentally friendly by being recyclable and smaller and lighter;
- to comply with the relevant legislation;
- to be cost-effective;
- to be user-friendly, *i.e.* easy to open and to empty/remove;
- to enhance the product's visual appeal so that consumers will want to buy it.

Bonduelle thus uses various types of packaging to ensure the best possible quality and experience for its customers:

- steel and aluminum for metal cans;
- glass for jars;
- flexible plastic for bags of frozen and fresh vegetables;
- rigid plastic for trays of prepared products;
- cardboard for some frozen packaging and all bulk and transport packaging.

These materials are chosen according to processes, preservation requirements, market convention and their robustness in relation to the product and their use.

**Environmental commitments**

Energy is essential for Bonduelle.

- Electricity is required to operate production processes, store frozen produce, generate compressed air and drive motors (pumps, turbines, product transfer and collection, packaging and logistics). Electricity also powers handling equipment, lighting and ventilation, chilled water production and temperature control of refrigerated workshops;
- Thermal energy is used to generate steam and hot water. It is also used in heat recovery ventilation and for handling equipment;
- Water is used as an ingredient in the finished product (liquid, sauce) and in processes as a vehicle for the transport and transfer of heat or cold. It is also used to wash vegetables and to clean production lines. The usage ratio of these applications depends on the industrial activity carried out: it varies at each site.

**C. RESOURCES IMPLEMENTED**

The Bonduelle Group approaches the conservation of natural resources with a dynamic long-term vision, ensuring the industrial and environmental sustainability of its activities. The resources implemented are deployed in five complementary phases:

1. metering to set immediate priorities;
2. continually improving performance in the short term;
3. anticipating technological and economic constraints in the medium and long term;
4. galvanizing internal stakeholders and raising awareness throughout the process;
5. investing to improve results.

**1. METERING TO SET IMMEDIATE PRIORITIES**

The metering of all energy consumption (water, steam, electricity, compressed air) and its breakdown into process stages is the basis for effective short-term management. The Information Systems Department at Bonduelle is developing and rolling out a consumption and process monitoring tool, together with an operational data retrieval tool. This system can be used to map the most resource-intensive stations.

It is connected to the main technical facilities to satisfy various requirements:

- provide real-time performance feedback to operator stations to optimize decision-making;
- provide a methodological tool to improve process control – standardization of machine programs, traceability and reproducibility of recipes;
- populate a database for post-analysis and to set benchmark ratios.

Since 2012, several sites have been fitted with the system – Saint-Mihiel (France), Estrées-Mons (France) and Straelen (Germany) – to cover three segments (fresh, canned, frozen). A three-year rollout program has been launched in Europe.

**2. CONTINUALLY IMPROVING PERFORMANCE IN THE SHORT TERM**

Once meter readings have been taken, the management of natural resources consists of making use of the collected data and correcting any divergence from targets as quickly as possible, drawing up specific action plans and fostering topic-based discussions within the group.

The 2013-2014 fiscal year saw two major achievements: obtaining ISO 50001 certification (level 2) for the Estrées-Mons frozen foods and Renescure sites in France. The international standard ISO 50001 guides businesses through the implementation of an energy management system based on continuous performance improvement. This standard defines a framework of requirements so that companies can:

- develop a more efficient energy usage policy;
- set targets and objectives;
- rely on accurate data to pinpoint energy usage and consumption;
- make the best optimization decisions;
- measure results.

To obtain this certification, sites have adopted the following approach:

- Creating a project group consisting of plant management, Environmental and Energy Managers, Quality, Technical,

Production and Human Resources Departments, and management control, each one contributing their expertise to ensure that the project is a success;

- commissioning a site energy audit from a specialist external organization and identifying high usage through a comprehensive energy review;
- introducing an energy policy for the site with commitments and objectives;
- drawing up a prioritized action plan;
- organizing an annual management review and regular Steering Committee meetings to drive progress;
- raising awareness of all staff through “energy charter” fact sheets summarizing basic energy best practice to be applied on the job.

**Impact of the ISO 50001 energy management approach on changes in energy performance ratios at the Renescure site (in % relative to 2011-2012)**

Renescure site	2011-2012	2012-2013 *	2013-2014 *
Water ratio	1	-13%	-31%
Thermal ratio	1	-9%	-22%
Total electricity ratio	1	-4%	-15%
Cold room electricity ratio	1	30%	-22%

\* Initiative launched in 2013.



**Environmental commitments**

In the same spirit of continuous performance improvement, the Russey-Béront and Bordères plants have adopted a similar internal approach for managing energy consumption. In Canada, the Tecumseh facility launched a program to monitor and manage its energy consumption (electricity, heating and water). In 2014-2015 this site will act as a pilot for the deployment of the program within the BAM business unit's.

### 3. ANTICIPATING TECHNOLOGICAL AND ECONOMIC CONSTRAINTS IN THE MEDIUM AND LONG TERM

The development of new, frugal practices and technologies is an essential part of the group's natural resources preservation strategy. Bonduelle has always engaged in ambitious research programs to develop breakthrough technologies aimed at bringing to market innovative products or driving its strategy of protecting natural resources.

For example, the tri-generation system at the Reutlingen plant in Germany was implemented in 2013-2014 after a technical and economic study. It combines an absorption chiller with electricity cogeneration and positive refrigeration. The environmental benefit derives from the configuration of national electricity generation in Germany, with an aging grid and energy mix. *In situ* production improves energy efficiency by 40% to 90% over the process cycle.

**In 2009, the "Frugal Factory"** research program was launched in partnership with the group's R&D Department, the French Environment and Energy Management Agency (ADEME), investor partners and private and public-sector research bodies. The aim of the "Frugal Factory" program is to look at the energy challenges of the group's product range (canned, frozen, bagged salads and ready-to-use fresh vegetables). The program entered its second phase in 2012, with two key research projects supported by the ADEME Total program on the efficiency of our processing:

- concept of a self-powered machine: the pilot phase in 2013-2014 confirmed that energy consumption was 60% below the standard, with no negative impact on the processed food item;
- concept of a heat engine with a threefold reduction in energy consumption: the modeling phase in 2013-2014 confirmed the industrial feasibility and potential quality associated with the product.

The group's involvement in European projects such as FRISBEE (Food Refrigeration Innovations for Safety, consumers' Benefit, Environmental impact and Energy optimization along the cold chain in Europe) demonstrates its commitment to environmental issues. The FRISBEE program brings together 26 partners from 12 countries (13 companies, six SMEs, five research centers and two NGOs) and ended in August 2014 with a demonstration/presentation day in Paris.

Similarly, in 2013-2014 Bonduelle helped develop the QEEAT (Quality, energy & environmental assessment tool) software for assessing the impact of variations in the cold chain on product quality (changes in texture or vitamin degradation) and on the energy consumption of equipment.

### 4. GALVANIZING INTERNAL STAKEHOLDERS

Galvanizing all internal stakeholders is a key factor in the success of Bonduelle's strategy for conserving natural resources. This is achieved through networks of internal and external experts in energy, environment, purchasing and packaging. It is supported by the use of Google applications established by the Networking project for the entire group in 2013-2014 (see page 75).

This approach adds value internally and horizontally across the four business units to the initiatives and skills developed by employees group-wide. It is coordinated in different ways:

- structured technical networks (environment, energy, packaging): these working groups bring together Operational Managers from multiple business units or countries and corporate experts at periodic meetings organized by an internal facilitator. The aim of the networks is to foster the exchange of best practice in terms of control, management, technology choices or investments. Its mission is also to raise awareness of global issues in the medium term (regulatory and technological intelligence) and elements of the group's sustainable development policy. In addition to general meetings and whenever the need arises, the networks are divided into sub-working groups during "targeted technical sessions" and tasked with examining outstanding issues and drafting fact sheets or guides to best practice for operational use. Thus, in 2013-2014, fact sheets for the blanching and freezing processes and technical water management were published;
- in 2013, the Fresh Europe Packaging network was set up with representatives of all stakeholders in the agro-industrial process: buyers, packaging developers from different countries, Corporate, Industry and Logistics, and Marketing Managers;
- in North America, a new network was set up in 2013-2014. The first energy and water technical meeting of Bonduelle Americas was held in February 2014. Bringing together all Energy and Environment Managers from the business unit and the 11 agro-industrial facilities in Canada and the United States, this was an opportunity to discuss the characteristics of each entity, to present work strategies at the business unit level and at the group level, and to draw up an action plan;
- communities of specialized employees (Best Environmental & Economic Practices; Energy Efficiency Group; Fresh Pack) use Google applications set up by the Networking project to share operational or forward-looking information quickly;

### Offering the best packaging

In Europe, the group's Packaging Managers and Operational Managers work with suppliers, Marketing Departments and sites to identify the most suitable product packaging. Its approach using purchasing pairs, consisting of technical specialists and salespeople, allows the best initiatives to be shared and ensures compliance with the regulatory framework. In order to offer the best packaging, the group relies on its R&D Department to identify and work on breakthrough technologies and initiate optimization projects (e.g. on packaging thickness, cost-effectiveness, etc.). In each business unit and country, a Packaging Department develops projects in the short and medium term and conducts practical tests in association with the R&D Department.

- appraisal visits and grassroots discussions are organized across the entire group scope by the Energy and environment and Packaging Managers or a specialist service provider. The visits are scheduled according to current issues and the requests made by the group's agro-industrial facilities. The aim is to construct and follow up on prioritized action plans, disseminate group recommendations in the field, identify and share best practices and provide support and corporate culture standards for recently integrated sites. Overall, around 30 visits were organized in 2013-2014;
- technical training: organized by the group's internal university – the Institut Pierre et Benoît Bonduelle – in 2013-2014 training courses covered various fields such as optimization of commercial freezing and refrigeration.

## D. REDUCING THE USE OF NON-RENEWABLE RESOURCES

### ENERGY EFFICIENCY OF AGRO-INDUSTRIAL FACILITIES

The energy policy implemented for electricity, gas and steam achieved the following results:

Group CSR	Total energy kWh of electricity per TMP	Electricity kWh of electricity per TMP	Thermal (fossil + renewable) kWh GCV per TMP
2013-2014 scope	806	316	489
2012-2013 scope	885	355	530
Change in ratios in 2013-2014 versus 2012-2013	-9%	-11%	-7.7%
Target	-5%	-5%	-5%

## 5. INVESTING TO IMPROVE RESULTS

In 2013-2014, the amount of investment spent on protecting the environment came to 7.239 million euros, or 13.6% of the group's total investment. Of this, 72% (5.242 million euros) was spent on energy and atmospheric emissions management, 25% on water management (1.816 million euros), and 3% on waste management (0.181 million euros).

Bonduelle is closely involved in the mandatory European energy saving mechanism. For example, the group's agro-industrial facilities have investment programs comprising technological and organizational improvements eligible under certified energy saving schemes.

The value of energy savings certificates (ESCs), obtained or being obtained for work carried out in fiscal 2013-2014 on energy-efficient systems and technology, is equivalent to more than 1,101,000,000 kWh cumac\*.

The ESCs break down as follows:

- 45% thermal energy saving (heat exchanger, insulation, boiler);
- 38% management practices (ISO 50001);
- 17% saving on electricity consumption (variable speed control, regulators).

\* The kWh cumac is the unit of measurement of French energy savings certificates. It corresponds to the cumulative final energy consumption in kWh discounted over the life of the product (kWh of cumulative discounted final energy) and represents the amount of energy saved by the actions implemented.

## Environmental commitments

The optimization of energy consumption at agro-industrial facilities is based on a dual approach: management and guidance through the exchange of best practices, and technical optimization. This approach was formalized in 2013-2014 in different areas:

- cold rooms: in Europe, the overall energy consumption ratio of deep-freezing chambers was reduced by 7.8% compared with the previous year. Over the last five years, the efforts taken have saved 13 GWh of electricity (equivalent to the annual consumption of 1,700 French people) and have avoided 133 tCO<sub>2</sub>e being released into the atmosphere;
- lighting: continuation of the replacement program for traditional lighting with low energy systems such as light-emitting diode (LED) in all of the group's plants;
- mushroom production: by improving processes and renovating buildings, the ratio of natural gas consumption has been reduced by more than 36%, which enabled the emission of 400 tCO<sub>2</sub>e to be avoided in fiscal year 2013-2014;

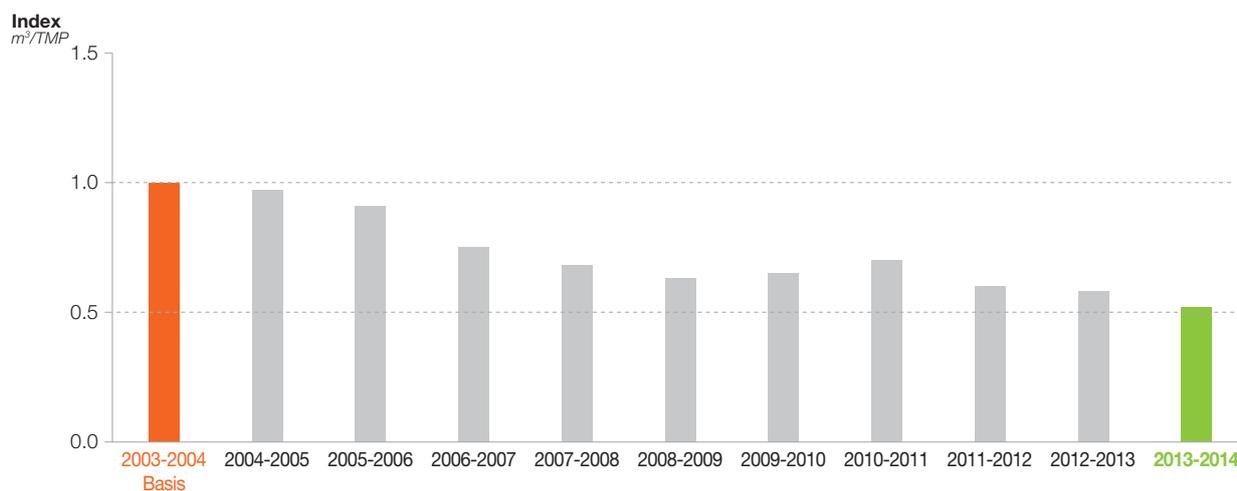
- performance of energy diagnostics by specialized external companies at eight facilities in Europe. Studies have enabled a hierarchical consumption map to be drawn up, specific technical and economic reviews to be carried out on the consumption of certain production lines or equipment, and a list of areas where technological improvements can be made to be drafted.

## WATER CONSUMPTION EFFICIENCY

Water consumption in 2013-2014 amounted to 12,032,822 m<sup>3</sup>, which represented a ratio per tonne of manufactured product of 10.6 m<sup>3</sup>/TMP and a 10.2% reduction from the level observed in 2012-2013.

Group CSR	Water Ratio m <sup>3</sup> /TMP
2013-2014	10.6
2012-2013	11.8
Change in ratios in 2013-2014 versus 2012-2013	-10.2%
Target	-3%

### Change in the ratio of water consumption by Bonduelle (m<sup>3</sup>/TMP) over 10 years (baseline 2003-2004)



Over the past decade, the group's water consumption ratio has been reduced by half.

Over the past three years (2010-2011 baseline), the ratio has improved by 26%. This represents a saving of almost 8.7 million m<sup>3</sup> of water, equivalent to the annual consumption of 158,000 French people.

Significant improvements have been made at various facilities, including the Timashevsk plant (Russia) following the removal of

hydraulic conveyor belts (consumption ratio reduced by 30%), and in the Canada-Ontario area through improvement and management plans (consumption ratio reduced by 12%). These actions have resulted in a saving of more than 150,000 m<sup>3</sup> of water.

## EFFECTIVENESS OF THE PACKAGING POLICY

The prevention of waste generated by packaging products for sale is a regulatory requirement in packaging design. The essential requirements stipulate that packaging “*shall be so manufactured that the packaging volume and weight be limited to the minimum adequate amount to maintain the necessary level of safety, hygiene and acceptance*” (2/Article R. 543-44 of the Environmental Code and European Directive 94/62/EC).

Waste prevention through the reduction at source of the packaging materials used is therefore an integral part of the group’s approach to designing, optimizing and upgrading its packaging.

In 2013-2014, Bonduelle launched various initiatives to reduce the use of raw materials needed to make packaging:

- the work carried out at the Saint-Benoist-sur-Vanne site (France) in conjunction with the Purchasing Department and cardboard supplier saved three tonnes of raw materials, or 0.5% of the total cardboard mass;
- optimization through analysis of the value of canned packaging (AVEC), a project that was first launched in 2012, continued in 2013-2014 and will be completed in 2014-2015. This initiative relates to secondary packaging and seeks to optimize shrink-wrapping systems (shrink-wrap film, boxes, machinery) through various improvements: optimizing the thickness of the shrink-wrap film for batches and individual units, reducing the size of boxes (trays and pots), improving the wrapping machines so as to reduce the film thickness more easily and cut energy consumption;
- the scheme to optimize the wall thickness of canned packaging has been running for several years. This aims to reduce at source the quantities of raw materials (iron or aluminum) used, while taking into account the specific constraints of the various processes and industrial plant. In Europe, an optimization program has been developed around a targeted metal saving of around 500 tonnes per year compared with the quantity used in 2013. A multi-year test plan (2013-2016) has been developed to qualify assumptions.

## E. INCREASING THE USE OF ALTERNATIVE RESOURCES

In 2013-2014, alternative energy represented 3.7% of Bonduelle’s fossil energy mix.

The introduction of alternative process solutions (dry transport, cooling technology) and improved sourcing of energy and packaging materials are two areas of improvement in terms of sustainable development.

The 2013-2014 fiscal year saw the launch of two projects for energy recovery from biogas produced by biological anaerobic wastewater treatment plants:

- since 2013-2014, the Saint-Denis site (Quebec) has been equipped with a biogas-fired steam boiler;

- for the first time in 2013-2014, the Békéscsaba site (Hungary) recovered biogas from its wastewater treatment plant for use in its new boiler.

Other projects are also under way:

- purchase of biomass-based steam for the Estrées-Mons site (France). This project, which is due to become operational in the first quarter of 2015, involves the construction by a partner of a biomass cogeneration boiler with a capacity of 62 MW (thermal) and 13 MW (electrical). “CBEM” (Cogénération Biomasse d’Estrée-Mons) will supply nearly 60% of the steam requirements of the agro-industrial facility while avoiding 15,000 tCO<sub>2</sub>e per year. Aside from its environmental credentials, the project is providing a boost to the local biomass industry in Picardie;
- construction by a specialist company of a process for the methanation of agricultural by-products near the Bordères-et-Lamensans plant (France). This project, named EGISOL, is part of a consortium of local agricultural partners created in 2011 with the goal of increasing the production of non-fossil based electricity and meeting the objectives of France’s national energy policy, as well as supporting an industry for by-product recovery. The Bordères-and-Lamesans plant will cover 75% of the biomass requirement using by-products from its vegetable processing. The project is due to come onstream during 2016;
- the methane plant at the “Agri-Flandre-Energie” farm near the Renescure site (France) will be operational in late 2014. The plant was designed to process 10,000 tonnes of inputs per year (cow manure, grass cuttings, sprouted seeds, vegetable peelings, vegetable waste from the plant, etc.). The heat generated will be used for heating industrial premises near the WOSTIN agri-food business;
- intelligence and monitoring in relation to packaging materials are carried out by the purchasing and R&D Departments. The Eco-Friendly project identifies market opportunities and assesses their technical and economic potential.

As part of its sustainable development policy, the group has set itself the target of supporting five innovative projects promoting the use of alternative energy in five years (2012-2018). To date, three projects have been completed: biogas recovery at Nagyköros (Hungary) in 2012-2013; biogas recovery at Saint-Denis (Quebec) and Békéscsaba (Hungary) in 2013-2014.

## Environmental commitments

**F. CONTROLLING AND MINIMIZING DISCHARGES INTO THE NATURAL ENVIRONMENT****MANAGING TREATMENT PLANTS**

The industrial effluent generated by the plants is treated in the following facilities:

- 24 independent ventilated biological treatment plants managed by Bonduelle. 6 sites have a treatment stage using an anaerobic biological reactor (production of biogas);
- 12 sites use urban infrastructures for the full or finishing treatment of their effluent;
- 11 Bonduelle sites have an agricultural wastewater recycling system after physical or biological treatment.

The group's Environment Department rigorously control and monitor the quality of plant effluent before it is discharged into the natural environment. 86% is released into rivers, groundwater or agricultural fertigation depending on local requirements, having been fully treated in biological treatment plants. 14% is treated and recycled agronomically (spreading).

In 2013-2014, industrial effluent contained an organic load of approximately 44,392 tonnes of chemical oxygen demand (COD). 96% of this load was treated through operating processes controlled directly by Bonduelle (treatment plants and agricultural spreading). Bonduelle uses external resources for 2% of the load to be processed. At group level, discharge into the natural environment represents 1,092 tonnes of COD, or 2% of the initial load.

Wastewater treatment generated around 2,180 tonnes of biological sludge dry matter (DM) in 2013-2014. Sludge is recycled in controlled agricultural processes, mainly through agricultural spreading.

Bonduelle's agro-industrial facilities experience significant changes in activity over time. The composition of the effluent produced during the manufacturing process changes as a result. Treatment plants, constructed based on an initial situation, may therefore have insufficient capacity or aging equipment that affects their performance. Bonduelle, which manages the vast majority of its waste treatment processes, is committed to having the right equipment to fulfill its obligations and invests to maintain maximum waste treatment efficiency.

In addition to technical investments, the group also arranges special training. For example, a refresher course on the principles of nitrogen and phosphorus treatment was held in March 2014, fostering the exchange of best practice in view of the seasonal nature of the group's activities. This initiative, intended for field operators, was launched under the aegis of the group's Environment network and was led by an external facilitator.

**CONTROLLING THE USE OF CHEMICALS IN WATER TREATMENT**

Control of the physical, chemical and bacteriological characteristics of the water used in the process is subject to close scrutiny. Together with equipment cleaning operations, the associated treatments are the only activities involving chemical product consumption at the sites.

Introduced in 2011, the rationalization process continued in 2013-2014 with the transfer of a comprehensive benchmark procedure from service providers within the Environment network. The best practices adopted in Europe were put forward. This approach was extended to the Bonduelle Americas business unit.

**TACKLING WASTE OF AGRICULTURAL RESOURCES BY REDUCING LOSSES IN PRODUCTION FACILITIES AND RECOVERING PLANT BY-PRODUCTS**

Bonduelle's activities generated 487,318 gross tonnes of green waste (GW) or mushroom by-products in 2013-2014, equivalent to a ratio of 428 kg of GW per TMP, a fall of 21.5% compared with 2012-2013. In addition to the variability in the vegetable mix used, this fall reflects the efforts made by the group's plants to reduce losses from agricultural raw materials and to improve the efficiency of their processes.

During this fiscal year, 97% of this tonnage was reused for animal feed, methanation or standardized composting products (NF 44-051). Other agricultural uses accounted for the remaining 3%.

**RECYCLING INDUSTRIAL WASTE**

In 2013-2014, the group produced 45,001 tonnes of ordinary industrial waste, equivalent to a ratio of 39.6 kg per TMP, a fall of 4.6% compared with 2012-2013.

Recycling industrial waste is another priority for the group, which has targeted an 80% recycling rate in 2015. The initiatives taken relate to employee awareness, improved sorting, actively seeking local channels for material or energy recovery, and the supplier purchasing policy. In 2013-2014, the Quebec-Canada region (Saint-Césaire, Bedford and Saint-Denis sites) introduced materials recovery processes for the treatment of their non-compliant products.

Thanks to the efforts of all plants, the group's overall performance in terms of energy recovery or recycling improved in 2013-2014, with a rate of 78% compared with 76% in 2012-2013. Six years ago, in 2008-2009, this was 71%.

In 2013-2014, the group generated 182 tonnes of special industrial waste (SIW) (*i.e.* 0.216 kg/TMP), which was disposed of through a specialized waste management provider. Annual variations in the tonnage disposed of through specialized companies are due to variations in the timing of individual disposal operations and investment programs.

## RECYCLING PACKAGING

Publishing waste sorting guidelines is another way for the Bonduelle Group to affirm its commitment to sustainable development. New product packaging now includes information on the sorting and recycling systems of the country of sale, with – in France – the label *Info-tri – Point vert*, accompanied by custom instructions.

### Renescure joins the circular economy

According to the French Environment and Energy Management Agency (ADEME), the circular economy is designed to increase the efficient use of resources and to reduce the impact on the environment at all stages of the product life cycle. Supported by the regional association Ecopal, the Renescure site (France) has launched a circular economy project. Several initiatives have been planned for 2014: intra-company initiatives to raise awareness of waste sorting among site employees – 120 of whom attended the first session – and inter-company initiatives to produce an inventory of material flows to identify all inflows and outflows in terms of water, energy and raw materials. The end goal is to identify industrial synergies with other local actors.

## G. INTEGRATING ACTIVITIES INTO THE ENVIRONMENT

### INTEGRATING INTO THE LOCAL ENVIRONMENT

Sensitivity to odors, road transport and noise is one of the key issues facing Bonduelle's efforts to integrate its agro-industrial facilities into their environment. The group addresses this issue in three ways, with each plant director managing his or her own action plan to suit local needs as closely as possible:

- investing in technical solutions: improving equipment, optimizing management, implementing additional treatments, applying specific solutions;
- opening up to residents: organizing public debates, creating odor monitoring panels composed of independent volunteer residents, organizing public open days, impact studies and surveys to assess complaints objectively;
- raising awareness among all employees and funding local initiatives through the VegeGo! project described in the Section on "Community commitments and participation in local life" (Section 2.4.3 Societal commitments, Part B. Local communities).

Dialogue with local communities is generally constructive, as reflected in the low number of disputes. It should be noted, however, that in France, legal proceedings for noise and odor pollution were brought against the SOLEAL plant in Bordères-et-Lamensans in February 2014

by the local residents' association of SOLEAL Bordères and the Landes branch of the regional federation of nature conservation associations for the Aquitaine region (SEPANSO). After the hearing on May 15, 2014 before the district court (*Tribunal de Grande Instance*) in Mont-de-Marsan, the presiding judge appointed a legal expert to conduct a joint technical assessment. The management of the Bordères plant is continuing the improvements begun several years ago, acting transparently with State departments, and is providing the necessary means to allow a proper assessment to be carried out.

### PROTECTING BIODIVERSITY

In 2012-2013, Bonduelle launched an initiative to identify all of its local issues relating to sustainable development. Its implementation at group level will allow it to review the current situation and draw up suitable action plans to respect biodiversity in the areas where Bonduelle operates. This Tool box is presented in Section 2.2.5 – B of this report.

The following sites, all of which belong to Bonduelle, are located in areas deemed to be biodiversity hotspots:

- Mediterranean basin: Santarém (Portugal), Torre-Pacheco (Spain);
- Caucasus: Timashevsk (Russia), Novotitarovskaya (Russia);
- Cerrado: Cristalina (Brazil).

To qualify as a hotspot (*source*: conservation.org), a region must meet two strict criteria:

- it must contain at least 1,500 species of vascular plants (with vessels through which the water drawn up by their roots is circulated) and endemics (plants that only exist spontaneously in that area), *i.e.* more than 0.5% of the world's total;
- it has to have lost at least 70% of its original habitat.

### COMBATING CLIMATE CHANGE

In 2011-2012, Bonduelle began the voluntary measurement of its carbon and water footprint. Data collection is based on life cycle analysis (LCA), as described by ISO 14040. Net greenhouse gas emissions for 2011-2012 were estimated at approximately 1,800,000 tCO<sub>2</sub>e, equivalent to the average annual emissions of about 235,000 Europeans (ADEME – 8.8 tCO<sub>2</sub>e/Western European/year).

The stages in the life cycle analysis are as follows:

- cultivated and purchased food raw materials: emissions for production, growing and supplying production facilities: 42%;
- non-food materials, such as packaging: emissions for production, supply, end-of-life and emissions avoided through recycling: 34%;
- industrial processing: direct and indirect energy emissions relating to scope 1 and 2 GHG Protocol emissions, and emissions from the treatment of ordinary industrial waste: 10%;

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- transport of intermediate and finished products: emissions generated by inter-site flows and customer deliveries to the distributor's warehouse: 13%;
- transport of employees and work-related travel: 1%.

Direct and indirect water consumption calculated in 2011-2012 for the manufacture of input materials is estimated at 87,500,000 m3 per year, broken down as follows:

- agricultural production (for food crops): 62%;
- manufacture of non-food materials, such as packaging: 23%;
- industrial processing: 15%.

These results were shared with contributors, section Managers and employees.

**The group's industrial greenhouse gas (GHG) emissions** (from the purchase of fossil fuels and steam, refrigerant leaks and electricity consumption) totaled 187,914 tCO<sub>2</sub>e in 2013-2014, of which 0.25% related to ozone-depleting refrigerants. 42% relate to indirect emissions from electricity and the purchase of steam, while 58% relate to direct emissions from fossil fuels.

Directive 2003/87/EC establishing a scheme for greenhouse gas emission allowance trading within the European Community applies to the Bonduelle Group for its European sites equipped with a boiler with a capacity of more than 20 MW. Since January 1, 2013, the new emissions trading scheme (ETS) covers the period 2013-2020 and concerns three of Bonduelle's sites: Estrées-Mons, Vaulx-Vraucourt and Renescure (France). For 2013, the allocation of free quotas equates to 32,371 tCO<sub>2</sub>e. Certified and transferred emissions totaled 43,269 tCO<sub>2</sub>e. Through energy savings made at its sites since 2008, Bonduelle has surplus allowances available in its account; as such it did not have to make purchases in the carbon allowance market in 2013.

**CONTINUING ENERGY SUBSTITUTION**

In 2013-2014, the share of thermal energy supplied by liquid fossil fuels (very low sulfur heavy fuel oil and domestic fuel oil) accounted for only 1.8% of the group's thermal energy mix. In 2013-2014, the group ceased using heavy fuel oil as a fuel: five years ago, in 2008-2009, this represented almost 9% of the thermal energy consumption and an extra 1,600 tCO<sub>2</sub>e in emissions compared with 100% use of natural gas.

The share of renewable energy in the thermal energy mix is comprised of two sources: biomass and biogas. It represents 3.7% of the group's thermal energy mix.

**Since 2006, Bonduelle has responded to the international questionnaire issued by the Carbon Disclosure Project (CDP), specifying the main principles by which it seeks to combat climate change:**

- diversifying its agricultural sourcing regions and its production locations;
- implementing an industrial process that reduces its consumption of fossil fuels;
- offering the consumer product ranges that produce lower greenhouse gas emissions;
- developing expertise in quantifying the greenhouse gas emissions generated by its processes and products;
- working in partnership with external process operators.

**ENSURING ENVIRONMENTALLY RESPONSIBLE  
CONDUCT TOWARDS CONSUMERS****Eco-responsibility charter**

The eco-responsibility initiative launched in 2011-2012 has been integrated into the VegeGo! program in 2013. This project was designed with all Company stakeholders. It culminated in the production of a guide and a prototype scoring tool which factor in the environmental and social criteria throughout the entire product life cycle (agricultural production, recipes and processes, logistics and procurement, packaging) and which will cover the entire new product development process. Part of this approach is designing a tool for calculating the carbon footprint of each product. After defining the requirement and method in 2013-2014, the project will get under way in 2014-2015 with an active awareness-raising phase for the teams involved on the issues of sustainable development and environmental responsibility and a pilot phase to validate the proposed method.

### Ban on the use of bisphenol A

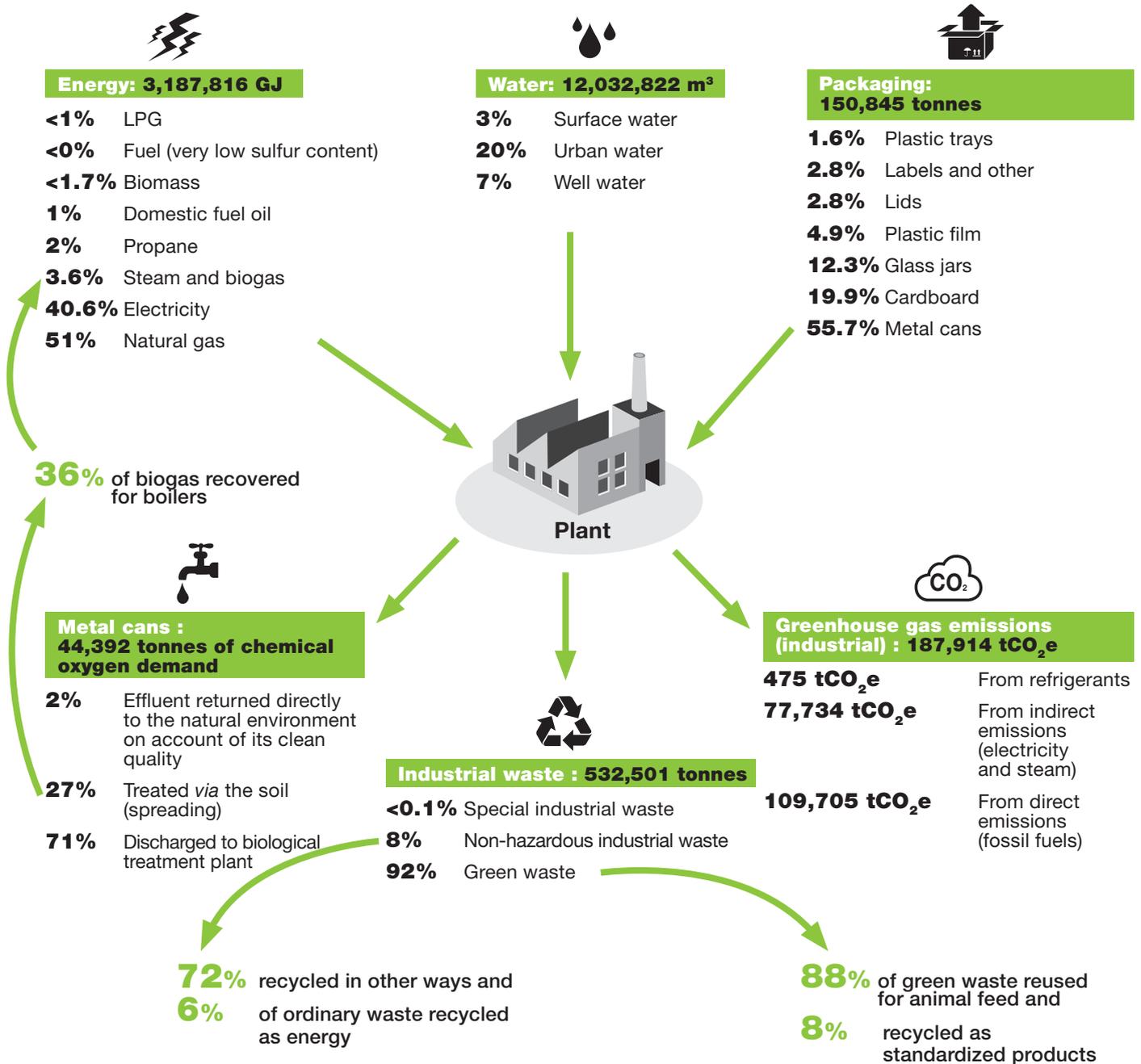
Since 2009, Bonduelle has been working alongside all industry stakeholders on a solution that avoids using bisphenol A (BPA) on the inside of its packaging. Widely used since the 1960s, BPA is the main component of polycarbonate plastics. The varnish that coats the inside of cans contains very small amounts in order to give them the necessary flexibility to preserve products and ensure food safety and taste. On December 13, 2012, France unilaterally banned the use of BPA in food containers, with effect from 2013 for the packaging of products intended for infants; it will apply to all packaging from January 1, 2015. Naturally the Bonduelle Group complies with the regulations in force in the countries where it operates and strives to

meet the demands of its customers. Thus, despite the enormous complexity of this technology transfer (large number of products, different acidity levels, seasonal nature of production, etc.), an alternative solution is now in place. From the 2014 season, French plants have packaged all of their products in BPA NI packaging (BPA Non-Intent or BPA-free packaging). European plants use BPA NI packaging for products destined for the French market, as well as for the majority of those destined for European markets. Outside Europe, the use of BPA is still permitted. Bonduelle keeps abreast of developments and the results of ongoing studies as well as the positions expressed by the various food safety agencies in countries where the group operates.

Environmental commitments

**CONSUMPTION, EMISSIONS AND RECYCLING IN BONDUELLE'S PLANTS**

The following diagram shows consumption of natural resources and emissions into the natural environment generated by all of the Bonduelle Group's industrial facilities. The main emissions recoveries are also shown. For more details, see page 65.



**H. RESULTS AND KEY FIGURES**

The indicators below were prepared in accordance with our reporting framework, whose main components are summarized in the methodology note in Section 2.6 of this report.

Indicator	2012-2013	2013-2014
<b>TMP</b>	1,055,837 TMP	1,137,305 TMP (tonnes of manufactured product)
<b>Water consumption</b>	12,434,274 m <sup>3</sup> 11.8 m <sup>3</sup>	12,032,822 m <sup>3</sup> consumed Equivalent to 10.6 m <sup>3</sup> per tonne of manufactured product
<b>Water sourcing</b>	9,281,434 m <sup>3</sup> 2,802,329 m <sup>3</sup> 350,510 m <sup>3</sup>	9,275,455 m <sup>3</sup> of drilling water 2,391,002 m <sup>3</sup> of urban water 366,365 m <sup>3</sup> of surface water
<b>Energy consumption</b>	3,247,707 GJ (gigajoules) 1,350,776 GJ 1,663,950 GJ 2,082 GJ 48,744 GJ 6,275 GJ 39,749 GJ 29,943 GJ 95,213 GJ 10,975 GJ	3,187,816 GJ of total consumption of which electricity: 1,294,188 GJ of which natural gas: 1,626,199 GJ of which fuel oil (very low sulfur content): 0 GJ of which propane: 60,863 GJ of which LPG: 3,351 GJ of which domestic fuel oil: 34,036 GJ of which biomass: 54,953 GJ of which purchase of steam: 98,447 GJ of which biogas: 15,779 GJ
	<b>Electricity consumption by country:</b>	
	50%	51% France
	24%	22% Canada
	13%	13% United States
	4%	4% Portugal
	3%	4% Poland
	2%	3% Hungary
	2%	2% Germany
	1%	2% Russia
	0.5%	0.6% Brazil
<b>Production of ordinary waste</b>	43,802 tonnes 41.5 kg	45,001 tonnes <i>i.e.</i> 39.6 kg/TMP
	<b>Treatment:</b>	
	24%	Industrial landfill: 22%
	4%	Energy recovery: 6%
	72%	Recycling: 72%
<b>Production of special waste</b>	262 tonnes 0.25 kg	182 tonnes <i>i.e.</i> 0.16 kg/TMP

## Environmental commitments

Indicator	2012-2013	2013-2014
<b>Production of green waste</b>	576,361 tonnes	487,318 tonnes
	546 kg	<i>i.e.</i> 428 kg/TMP
	<b>Use:</b>	
	3%	Agricultural spreading: 2.7%
	77%	Animal feed: 88%
	1%	Energy recovery: 0.7%
	19%	Marketable product: 8%
	1%	Other (compost): 0.6%
<b>Pollution discharge</b>	<b>Breakdown of treatment in m3:</b>	
	85%	86% m <sup>3</sup> discharged to treatment plant
	10%	11% m <sup>3</sup> discharged for spreading after pretreatment
	2%	3% m <sup>3</sup> discharged directly for spreading on crops
	3%	0% m <sup>3</sup> discharged as clean effluent
	<b>Discharge of pollutants and proportion treated:</b>	
	24,591 tonnes of BOD	44,392 tonnes of COD* produced at production facilities
	84%	69% of COD treated at Bonduelle treatment plants
	13%	27% of COD treated by the soil and plant cover (controlled agricultural spreading)
	2%	2% of COD treated at external treatment plants
0.6%	2% of COD discharged into the natural environment in compliance with regulations	
<b>Biosolids</b>	1,936 tonnes	Production of 2,180 tonnes of dry biological sludge
	1,591,006 Nm <sup>3</sup>	Production of 1,576,263 Nm <sup>3</sup> of biogas
<b>Packaging</b>	146,140 tonnes	150,845 tonnes
	<b>Breakdown by type of material:</b>	
	57.6%	Metal cans: 55.7%
	20.3%	Cardboard: 19.9%
	9.8%	Glass jars: 12.3%
	5.1%	Plastic film: 4.9%
	3.6%	Lids: 2.8%
	1.6%	Plastic trays: 1.6%
2.1%	Labels and other: 2.8%	

\* Change in the unit of measurement from biological oxygen demand (BOD) in 2012-2013 to chemical oxygen demand (COD) in 2013-2014.

Indicator	2012-2013	2013-2014
<b>Expenditure for minimizing the impact of activities on the environment</b>	€3,777,825	Wastewater and sludge treatment: €1,816,014
	€241,403	Industrial and green waste: €181,172
	€3,253,175	Air and energy: €5,242,105
<b>Greenhouse gas emissions (expressed in tonnes of carbon dioxide equivalent – tCO<sub>2</sub>e)</b>	68,383 tCO <sub>2</sub> e	77,734 tCO <sub>2</sub> e from indirect emissions (purchase of electricity and steam)
	121,205 tCO <sub>2</sub> e	110,180 tCO <sub>2</sub> e from direct emissions (purchase of fossil energy, refrigerant fluid leaks)
<b>Emissions of ozone depleting gas</b>	2,446 tCO <sub>2</sub> e	475 tCO <sub>2</sub> e for R22, R134A, R404A and R422A

### 2.3.3 Transport

Transporting vegetables to production facilities and finished products to distribution points is central to Bonduelle's product distribution activities. The group is implementing a wide range of projects to optimize flows and reduce the environmental impacts of transport and minimize greenhouse gas emissions.

#### A. REMINDER OF OBJECTIVES

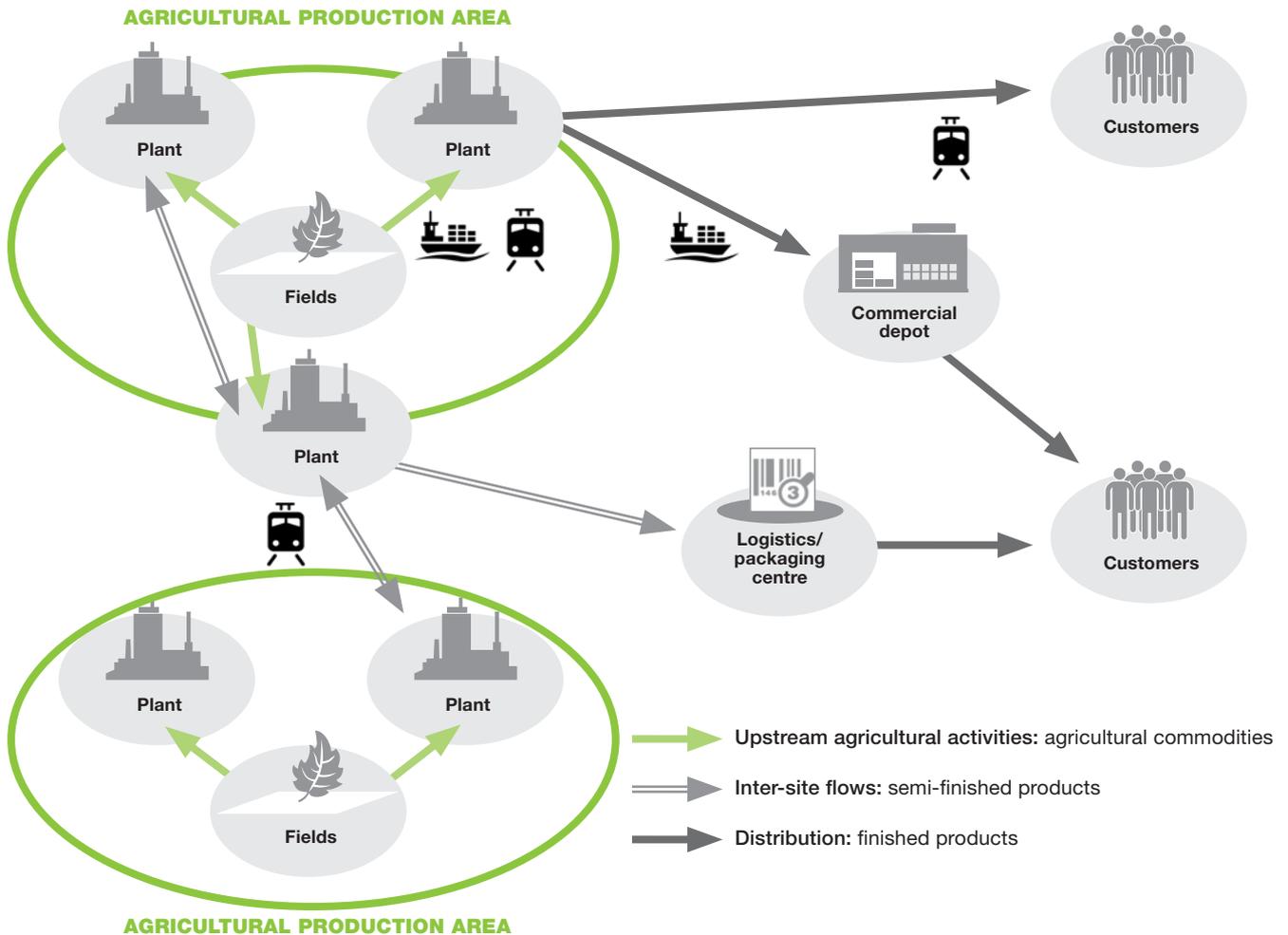
Environmental impact	Objectives 2013-2014	Highlights 2013-2014
<ul style="list-style-type: none"> <li>Understand and control the impact on climate change</li> </ul>	<ul style="list-style-type: none"> <li>Reduce CO<sub>2</sub> emissions by 5,000 tonnes</li> <li>Extend CO<sub>2</sub> emissions metrics to include all business units</li> <li>Identify and share pilot actions</li> <li>Optimize logistics and increase the use of alternatives to road transport</li> </ul>	<ul style="list-style-type: none"> <li>Working together in France with the ADEME (the French Environment and Energy Management Agency) on developing a method of metering CO<sub>2</sub> emissions from road transport approved by the Agency</li> <li>Bonduelle's participation in the shipper's voluntary commitment (Engagement volontaire chargeur) scheme launched by the ADEME and AUTF (French association of freight transport users)</li> <li>Development of combined rail-road transport</li> <li>4,600 tonnes of CO<sub>2</sub> saved in 2013-2014 through combined rail-road and maritime transport</li> </ul>

Environmental commitments

**B. RESOURCES IMPLEMENTED**

**PRODUCT TRANSPORT FLOWS AND ALTERNATIVES TO ROAD HAULAGE**

Bonduelle is developing alternatives to road haulage for part of its transport flows from harvesting to finished products.



Since transport is a particular focus for Bonduelle, it has formed a Transport and Sustainable Development Committee to monitor strategy in this area. The Committee members include representatives from the logistics divisions of agro-industrial facilities, members of the Supply Chain Departments of the Business Units and Purchasing Departments, as well as Sustainable Development Officers.

The Committee is responsible for legislative intelligence in the sector, monitoring legislative developments in the sector and researching long-term solutions to minimize the environmental impact of transport flows.

It has always been Bonduelle's policy to locate production facilities close to agricultural production areas to optimize product quality, allowing crops to be harvested at maturity and reducing the time between harvest and processing. This reduces transport requirements and boosts the local economy. Bonduelle is also committed to the creation of large-scale storage infrastructures. Logistics sites are thus organized by geographical area and are responsible for selecting carriers for distribution to customers according to the most appropriate transport options.

### Working in partnership with the ADEME and AUTF

The French Environment and Energy Management Agency (ADEME), part of the French Ministry of the Environment, devised a method for calculating CO<sub>2</sub> emissions from transport in 2005. Bonduelle adopted this metering method in 2008. Following the enactment of Decree 2011-1336 on October 24, 2011 establishing the calculation principles common to all modes of transport and the publication of the new European standard for the calculation and declaration of energy and greenhouse gas emissions from transport services (NF EN 16 258), Bonduelle has undertaken

to comply with these new provisions. The group had several meetings in 2013-2014 with the ADEME, which was involved in developing the standard. Aside from calculating greenhouse gas (GHG) emissions, Bonduelle has signed up to the shipper's voluntary commitment (*Engagement volontaire chargeur*) scheme launched by the ADEME and AUTF (French association of freight transport users). The aim is to provide guidance on how shippers can reduce their GHG emissions, mainly by optimizing flows, palletization or using new modes of transport.

2

Initially set up for product flows between French plants and logistics centers for canned goods, the emissions measurement program was subsequently extended to all countries in Europe to which finished products are delivered. The group is constantly on the lookout for alternative solutions to road transport in each of its regions.

This measurement program is ongoing under the group's new organizational structure, which is now comprised of four business units for separate geographical areas. In 2013-2014, the scope covers almost all BELL, BDV and FRESH business units. In order to stimulate the process, the CO<sub>2</sub> performance of the BELL business unit is regularly reported on the group's collaborative platform. In addition to measuring the progress made, the purpose of this savings metric is to allow the results obtained to be shared with other business units and encourage them to develop their own specific, measurable actions that can be integrated into the overall program.

**On May 3, 2014, Bonduelle received a carbon emissions reduction certificate** at the International Logistics Exhibition held in Barcelona (Spain). This award was given in recognition of the scheme set up by the FRESH business unit to introduce combined road/rail transport between Murcia (Spain) and Saint-Mihiel (France). On average this project saves one tonne of CO<sub>2</sub> per journey, or 29 tonnes of CO<sub>2</sub> in the first year of the scheme. The certificate was presented by rail operator VIIA to Bonduelle, as a user, as well as to the carrier Campillo.

**From Zeebrugge to Bilbao via the sea highway.** Since April 2013, Bonduelle has been using this innovative solution for one load per week. A tractor and trailer depart from the group's heritage Renescure site. The trailer is loaded onto a ship. After a three-day journey, the cargo arrives in Bilbao, where the trailer is hooked up to a Spanish tractor and towed to the Bonduelle distribution center in Sesena, near Madrid, which serves the whole of Spain.

In addition to combined rail-road transport, Bonduelle has teamed up with two of its long-standing service providers to deploy 44-ton loads for all inter-site road transport flows in France. This new system follows the official authorization given in France in 2011 permitting this type of trailer to be transported, with the goal of drastically reducing the number of trucks on the road.

In accordance with Bonduelle's sustainable development policy, each of the group's four business units has undertaken various actions to reduce CO<sub>2</sub> emissions from transport:

#### ● Europe – Mediterranean basin:

- Introduction four years ago of alternatives to road transport by the FRESH business unit. 4% of flows are by sea freight (Valencia-Naples, Agadir-Port-Vendres, Agadir-Dunkerque and Tunis-Marseille) and 3% by train: Rennes-Macon, Straelen (Germany)-Northern Italy, the Netherlands-Italy. The FRESH business unit has also set up a working group with McDonald's France and its logistics partner Martin Brower to optimize flows and reduce its CO<sub>2</sub> footprint. Also in Europe, the BELL business unit has stepped up its use of road-rail transport in Hungary and maritime transport between Northern France and Spain;

#### ● Eastern Europe:

- the production of 6,000 tonnes of corn and 2,000 tons of peas was transferred from the Nagykörös plant (Hungary) to Timashevsk (Russia). This reorganization reduces transport between Hungary and Russia, ultimately reducing traffic by 300 trucks per year, or 223 tonnes of avoided CO<sub>2</sub>,
- the introduction of a scheme to optimize deliveries to customers in Southern and Eastern Russia with a direct Nagykörös-Novotitarovskaya link is generating an annual saving of 79 tonnes of CO<sub>2</sub> emissions,
- Hungary is Russia's leading "external" supplier, with approximately 20% of the tonnage sold. Given the distance between the Nagykörös plant in Hungary and Moscow (1,800 km), Bonduelle prefers road-rail (300 km by road, 1,500 km by rail) to transport its goods. This solution is helping to save 2,097 kg of CO<sub>2</sub> per tonne delivered compared with road transport alone.

## Environmental commitments

**A new manufacturing unit for the wall-to-wall production of cans at the Novotitarovskaya plant** (Russia), in partnership with a group supplier – Crown Cork – represents a saving of 1,500 trucks per year, or the equivalent of 140 tonnes of CO<sub>2</sub> emitted when the site used to be supplied with packaging containers. A similar initiative was launched at the Békéscsaba site (Hungary), where Bonduelle manufactures its own cans.

**Road-rail transport is also used for transporting frozen produce** destined for the Italian food service market. The produce is loaded onto trains at Valenton station (France) bound for Novara (Italy) and then transported by road to the Bonduelle depot in Calcinatè, near the San Paolo d'Argon agro-industrial facility. In total 2,845 tonnes of goods were transported this way during fiscal 2013-2014.

**C. RESULTS AND KEY FIGURES (EXCL. CANADA AND THE UNITED STATES)**

Indicator	2012-2013	2013-2014
<b>CO<sub>2</sub> emissions (tonnes)</b>	15,657 tonnes of CO <sub>2</sub>	Upstream agricultural transport, 15,698 tonnes of CO <sub>2</sub>
	16,716 tonnes of CO <sub>2</sub>	Inter-site, 14,645 tonnes of CO <sub>2</sub>
	72,941 tonnes of CO <sub>2</sub>	Distribution, 76,568 tonnes of CO <sub>2</sub>
	105,314 tonnes of CO <sub>2</sub>	<i>i.e.</i> 106,911 tonnes of CO <sub>2</sub> (excl. Canada and the United States)
<b>Ratio of kg of CO<sub>2</sub>/tonnes</b>	18 kg CO <sub>2</sub>	Upstream agricultural transport, 19 kg CO <sub>2</sub> emitted/ tonne transported
	20 kg CO <sub>2</sub>	Inter-site, 19 kg CO <sub>2</sub> emitted/tonne transported
	75 kg CO <sub>2</sub>	Distribution, 74 kg CO <sub>2</sub> emitted/tonne transported

Although the geographic scope of transportation remains unchanged, analysis of the results against the previous year is made difficult by the change in the method used to calculate CO<sub>2</sub> emissions.

## 2.4 Commitments to social responsibility and civil society

Bonduelle's aim is to be seen as a benchmark, not only for our performance, but also for our responsible approach to our employees, partners, customers and our societal environment. We view our commitments to social responsibility and civil society as essential to the group's vision and its growth in the long term.

### BONDUELLE'S IMPACT ON SOCIETY

Bonduelle's activities have social and community impacts on its stakeholders.

#### **RESPECT FOR STANDARDS OF BEHAVIOR: ETHICS**

*Workers / Economic partners / Local communities / Company / Consumers*

- Ensure fair marketing and communication
- Comply with the International Labour Organization's conventions
- Commit to the principles of the Global Compact

#### **SAFETY AND WELL-BEING**

*Workers / Economic partners / Local communities / Company / Consumers*

- Control food safety throughout the product life cycle
- Commit to quality from end to end of the value chain
- Promote good nutritional practices
- Offer new recipes to encourage diversity
- Ensure workers' safety and protection against illness
- Promote diversity in the workplace

#### **WEALTH CREATION**

*Workers / Economic partners / Local communities / Company / Consumers*

- Develop local employment
- Develop economic relations with local suppliers
- Strive to ensure economic sustainability for partners
- Ensure customer satisfaction
- Make products accessible

#### **DEVELOP SKILLS AND KNOWLEDGE**

*Workers / Economic partners / Local communities / Company / Consumers*

- Develop employees' skills
- Disseminate best practices along the value chain
- Inform consumers and raise awareness
- Establish research programs

## Commitments to social responsibility and civil society

## 2.4.1 Social commitments

VegeGo!, the group's vision to 2025, was effectively deployed in 2013-2014. The objective in terms of human resources is to support the future growth of the business by focusing on three complementary priorities: our international growth model, the creation of economic value, and the development of human capital. ManageGo!, the group's skills development tool, is directly derived from VegeGo! and was rolled out in 2013-2014 to more than 400 Managers. These developments are consistent with our original corporate values: people-minded approach, integrity, confidence, excellence, fairness, open-mindedness and simplicity.

### A. REMINDER OF OBJECTIVES

Social impacts	Objectives 2013-2014	Highlights 2013-2014
<ul style="list-style-type: none"> <li>• Safety of people</li> <li>• Develop potential</li> <li>• Diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure safety at work, with a target of zero work-related accident by 2025</li> <li>• Promote our employees' personal development and training, conduct career development interviews with all personnel</li> <li>• Pursue initiatives aimed at ensuring equality, diversity and the inclusion of people with disabilities</li> <li>• Roll out new performance review tools as part of the ManageGo! HR project</li> <li>• Distribute the Ethics Charter to all employees</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in the work-related accident frequency rate to 9.22 in 2013-2014, compared with 11.75 in 2012-2013</li> <li>• Continued deployment of the STOP™ safety procedure</li> <li>• The <i>Trophée des Chênes en Or</i> award for family-owned businesses</li> <li>• Adoption of the Ethics Charter and first meeting of the Ethics Committee</li> <li>• Dissemination and training on ManageGo!, the group's new management model</li> </ul>

### B. RESOURCES IMPLEMENTED

Social dialog, working conditions, training, diversity, and health and safety are all central concerns of the Bonduelle Group's human resources policy, which is founded on seven corporate values. The policy revolves around three core priorities:

- **the international growth model**, integrating skills development, increasing the internationalization of management and anticipating needs;
- **the creation of economic value**, through hiring high-potential employees, knowledge and skills transfer, and the management of value-creation with quantified targets;
- **the development of human capital**, including talent development, cohesion and a shared corporate culture, and embracing Bonduelle's corporate goals.

Bonduelle employs 9,569 people (full-time equivalent), 6,983 of them in permanent positions. 30% of our workforce is outside Europe, 22% in Europe (excl. France) and 48% in France.

#### ORGANIZATION

To implement its human resources policy successfully, Bonduelle has a group Human Resources director. The HR director participates in

and contributes to all of the group's strategic decisions. He has a team of four people, with responsibility for:

- defining group-wide policies and processes for Personnel development;
- developing and steering programs to enhance key competencies and management;
- designing and implementing international communication initiatives, in line with the challenges facing the group and designed to promote sharing and networking;
- steering the Bonduelle Group's compensation and benefits policy, and supporting the business units.

The HR teams from the business units (BAM, BDV, BELL and FRESH) and the group meet at a twice-yearly international seminar. Bonduelle's global human resources strategy is presented at each seminar and the action priorities are identified for and within the scope of each business unit. Monthly coordination meetings between the HR directors of the business units and the group discuss vacant positions and available resources. The policy is then approved by the Executive Committee and applied in each business unit, where the human resources contact leads a network of dedicated human resources correspondents.

## SAFETY AND WORKING CONDITIONS

Each and every person working for or with Bonduelle has the right to a healthy and safe working environment, ensuring their physical and mental well-being and preventing occupational disease. Bonduelle is committed to maintaining excellent working conditions by developing prevention policies to ensure the highest standards of health and the best working conditions.

Safety is a mandatory point on the agenda for Executive Committee meetings, weekly plant Management Committee meetings, monthly meetings between the Industrial directors of each subsidiary and Plant directors, and quarterly meetings between subsidiaries' general management and Country Managers. To intensify employees' commitment to safety, the group's policy is designed to encourage Managers to include safety performance in the criteria determining variable compensation bonuses for operating personnel. In addition, a safety network was created in May 2012 with site representatives. The network's purpose is to discuss best practices and priorities for action programs and investment. The work also includes a monthly reporting.

**Creating a safety network** has enabled the group to achieve significant progress. The accident frequency rate fell from 24.4 in 2010-2011 to 18.76 in 2011-2012, 11.75 in 2012-2013 and 9.22 in 2013-2014. These results reflect the close care and attention by Bonduelle to safety issues at all sites around the world, such as in Strathroy (Canada), which has recorded zero accident for the past six years. They also serve as a reminder that safety is everyone's responsibility and day-to-day concern, and that constant vigilance is essential to avoid accidents, such as the one that cost the life of a group employee at the Bordères site (France) in August 2013.

In addition to the measures undertaken in the business units, BELL and FRESH have rolled out the STOP™ (Safety Training Observation Program) program developed by DuPont de Nemours. Deploying STOP is one of the 22 VegeGo! initiatives targeting zero accident with lost time by 2025. The program draws on the experience of DuPont de Nemours, which implemented solutions to achieve an accident-free workplace. Employees of Bonduelle Fresh Europe have been trained to manage and deploy the method at their sites. BELL has begun rolling out STOP at its Renescure, Estrées-Mons (frozen products division), Bordères and Labenne facilities. The feedback from these plants will then guide implementation at the business unit's other French and European sites.

**The STOP™ method (Safety Training Observation Program), developed by DuPont de Nemours,** is based on a preventive behavior observation approach. It enables employees to integrate the safest working practices into their work culture, to optimize safety performance and reduce or eliminate injury and occupational illness. Participants are trained in methods to provide them with the skills, tools and motivation to work more safely. They then return to their workplace and pass on these skills to their co-workers to ensure that safety is the responsibility of everybody, every day.

The various initiatives deployed in 2013-2014 have considerably improved results in terms of safety.

- North America:

Introduction of a reward program for sites with zero accident during each fiscal year. The amount – between 5,000 and 10,000 dollars per year without accident – is invested in facilities that help improve the quality of life at the sites or employees' work environment.

- Brazil:

No work-related accident with lost time was recorded during fiscal year 2013-2014.

- Europe:

Launch of the STOP™ method by the business units FRESH and BELL. This business unit has managed to halve the number of work-related accidents with lost time over the past two years.

- Russia:

Thanks to the initiatives put in place, only two work-related accidents with lost time were reported in the country in 2013-2014.

## SALARY AND OVERTIME

Bonduelle's wage policy in all its four business units is based on offering wages in line with those in the industry, above and beyond the minimum levels in force in each activity sector.

## SOCIAL DIALOG

Bonduelle promotes an open culture and dialog with people inside the Company, in accordance with its Ethics Charter, communicated to directors and officers in 2012-2013 and rolled out in all group countries in 2013-2014. The group respects the right of its employees to form or join the representative organization of their choice, including trade unions and workers' organizations, and to be able to participate in collective bargaining negotiations. Bonduelle respects the role and responsibilities of the social partners and is committed to negotiating issues of collective interest with them. The group had no labor disputes during the 2013-2014 fiscal year. During this period, it signed a total of 45 collective agreements with employee representative bodies in the countries in which it is present.

## Commitments to social responsibility and civil society

The European Works Council (EWC) meets at least once a year for a presentation on the group's strategic direction and a report on the fiscal year just ended in Europe. The French group Works Council is the representative body for Bonduelle's four product segments in France (canned, frozen and fresh products and prepared foods).

The group Works Council provides French employee representative bodies (48% of the workforce) with additional information, above and beyond its legal obligations, on Bonduelle's activities in Europe and outside of Europe.

The strength of social dialog within the Bonduelle Group was illustrated in 2013-2014 when various agreements and addenda were signed in France, in addition to the mandatory annual negotiations on pay and working conditions:

- agreement on significant risks cover, signed in August 2013. This is a collective agreement implementing changes in supplementary disability and death cover. The agreement standardizes how benefits are handled within the Company;
- agreement on intergenerational workforce planning, which meets the obligations of France's "generation contract" (an initiative to encourage job creation for young people while increasing the employment rate of older workers), the agreement on strategic workforce planning, and the agreement on older workers (to develop late-stage careers). It also makes reference to agreements on physical strain and the promotion of professional equality;
- addendum to the agreement on mutual health insurance;
- addendum to the profit-sharing agreement.

### LOCAL EMPLOYMENT

These agreements signed by Bonduelle continue its long tradition of initiatives in this area, including specific actions aimed at seasonal workers. The very nature of its business and the rhythm dictated by the harvests mean that the Bonduelle Group employs a large number of seasonal workers. Seasonal employment accounts for 18% of all Bonduelle Group's contracts (full-time equivalent). We develop loyalty through an attractive remuneration policy and employment contracts by type of harvest, affording them work that is compatible with other seasonal employment. At some sites, Bonduelle works with employer groupings to pool skills, provide regular seasonal work and offer specific training, such as a fork-lift truck operator qualification. Another aspect of this policy, in the United States and Canada, is the provision of good quality accommodation for seasonal workers. The group also offers specific video-based training courses for seasonal workers with little or no English. In Italy, for example, dedicated programs are run for seasonal workers with limited knowledge of the local language, and in Hungary, Bonduelle runs a bus service for workers so that they save on the cost of travel to their place of work. All of these measures help to ensure the loyalty of our seasonal workers.

Depending on the employment areas in which its sites are located, Bonduelle focuses on local employment or opportunities for people from areas with few economic prospects. Hiring procedures focus on recruiting local employees and Managers, following the example of Hungary where the majority of employees and management staff are Hungarian (with only two French expatriates).

**The Bonduelle Group is a co-founder of – and since early 2014 a financial contributor to – the endowment fund *Agir avec la jeunesse du Nord-Pas de Calais*. This fund helps pay for various initiatives, including the *École de la deuxième chance* Foundation. The Villeneuve-d'Ascq head office decided to become involved with this organization under the aegis of the *VegeGo!* project – *S'impliquer dans la vie locale de nos implantations* (Participating in local community life).**

### MANAGEGO! A NEW SKILLS DEVELOPMENT INITIATIVE

Throughout its history, Bonduelle has applied a specific management model, influenced by its business, its mode of governance and its values. This model is central to the group's success. It is also one of the keys to building its future and long-term survival. With *VegeGo!* Bonduelle has set itself ambitious goals for growth, value creation, international expansion and safety. *ManageGo!* today serves as a common benchmark for all group Managers. This program, designed jointly by Bonduelle Managers and the Company's human resources experts, is in the process of being rolled out. More than 400 employees have already been trained and the process will continue in 2014-2015.

*ManageGo!* rallies and encourages Managers to find the right balance between setting high standards and compassion, in line with our values and ambitions. *ManageGo!* establishes the three aspects of Bonduelle management:

- nurturing performance: Managers are ambitious, demanding and performance-driven and create sustainable value;
- developing people: Managers are committed to supporting, developing and helping all their staff to progress;
- being nimble: Managers are open-minded, have good listening skills and can plan ahead. They tailor their management style to the situation and individual concerned.

This management model must further the group's ambition: "to be the world reference in 'well living' through vegetable products".

*ManageGo!* also seeks to offer people support and opportunities to develop their potential. These two elements are central to the group's HR policy. For the group to continue its international expansion and seize opportunities for growth, it must be able to rely on the best

skills in each country in which it operates. This international vision underpins the group's HR policy as a whole.

Training is all the more essential as our headcount continues to grow: 6,983 permanent employees in 2013-2014 compared with 6,736 in 2012-2013. Bonduelle's training policy gives priority to providing support, enhancing safety in all our activities, developing skills, learning about the Bonduelle culture, integration within the group and developing new talents. The training rate stands at 1.60% (training expenditure as a percentage of payroll) and the average length of training is 27 hours.

**« Networking, connecting people and growing together »**

In February 2013, Bonduelle launched its group-wide plan to acquire and deploy a new collaborative tool: "Networking, connecting people and growing together". The tool has been developed around the Google platform and its applications: e-mail/chat, diaries, social networking, real-time simultaneous document editing and a virtual meeting room. As well as training, a support program has also been set up for users. Today, the 3,500 connected employees of the Bonduelle Group are all users of the Networking platform.

## DIVERSITY

Employee diversity is important for Bonduelle. It is committed to eliminating all forms of discrimination in the workplace and in employee relations, both direct and indirect. This anti-discrimination policy applies to all stages of employment, from hiring through an entire career. It is underpinned by programs to promote diversity.

The number of women in management continued to rise in 2013-2014 with the appointment of a female Marketing director in the FRESH business unit and a female Marketing Manager in Brazil. In the United States and Quebec, two women now each hold the post of Human Resources director. In addition, a woman was appointed Group Management Contoller.

Employing people with disabilities is another pillar of the group's diversity policy. In France, numerous disability initiatives already exist:

- creation of the Disability Mission in the HR Department in France, with a pilot unit in each facility and a group-wide Joint Monitoring Committee;
- organization of information and awareness-building campaigns for employees with a disability rating of 10% or more;
- regular communication on actions through the Company newsletter and the Intranet;
- opening up of all accessible positions to people with disabilities;
- possible tutoring with the agreement of the disabled employee;

- training and raising awareness amongst those directly involved in disability policy on the specific needs of employing people with disabilities;
- developing a program for trainees from the sheltered employment sector.

### Bonduelle won the Responsible Economy Gold Trophy

*(Trophée de l'Économie Responsable Mention Or)* in July 2013, in recognition of its policy to integrate workers with disabilities. Organized by the Réseau Alliances (Northern France) every year, the Responsible Economy Trophies reward the efforts of companies that integrate Corporate Social Responsibility into the core of their strategy. This trophy, which is awarded in the category of companies with over 500 employees, was presented by Pierre De Saintignon, Vice-President of the Conseil Régional du Nord-Pas de Calais to Christophe Bonduelle, the group's Chairman, and to Héléne D'Huyveter, director of the Renescure plant, the pilot for the group's integration policy. Since 2008, the historic site and cradle of the Bonduelle Group has employed three workers with intellectual disabilities on permanent contracts. After extensive preparatory work in collaboration with the *Papillons Blancs* Hazebrouck ESAT (French disability employment and support agency), a selection procedure was established by the plant's Human Resources Department, together with training for three Bonduelle liaison employees tasked with facilitating and supporting their integration. This initiative strengthens ties between the Bonduelle factory at Renescure and its environment.

To supplement its diversity policy, Bonduelle has reached an agreement with the French unions on intergenerational workforce planning. It meets the obligations of the generation contract, the agreement on strategic workforce planning and the agreement on older workers. It also makes reference to agreements on physical strain and the promotion of professional equality. Signing this agreement is set to further embed existing diversity schemes in place for a number of years with new internal corporate awareness actions and the involvement of all employees.

### Bonduelle receives the jury's prize during the Chênes en'Or awards

The Chênes en'Or, or "Golden Oaks", awards, now in their second year, are organized by French Bank Société Générale and were held in May 2014. The awards are designed to reward family-owned businesses in the Nord-Pas de Calais, Haute Normandie and Picardie regions that have reported sustainable growth and that have been more than 50% owned by the same family for at least two generations.

**Commitments to social responsibility and civil society****HUMAN RIGHTS**

Bonduelle complies with international labor laws. It is committed to respecting the European charter of fundamental rights in the organization. The group also lays particular emphasis on respecting and promoting the fundamental conventions of the International Labor Organization (ILO): the elimination of discrimination in respect of employment and occupation, freedom of association and the recognition of the right to collective bargaining, the effective abolition of child labor, and the elimination of forced or compulsory labor. The majority of countries in which Bonduelle operates as an employer are signatories to these conventions. Bonduelle's internal commitments ensure compliance with these conventions, over and above countries' commitments. The countries that are not signatories are:

- convention No. 135 on workers' representatives: Belgium, Canada and the United States;
- convention No. 98 on the right to organize and collective bargaining: Canada and the United States;
- convention No. 87 on freedom of association and protection of the right to organize: Brazil and the United States;
- convention No. 138 on the minimum working age: Canada and the United States;

- convention No. 111 on discrimination in employment and occupation: the United States.

All countries in which Bonduelle operates have ratified the following conventions:

- convention No. 182 on the worst forms of child labor;
- convention No. 105 on the abolition of forced labor.

Under its Ethics Charter, Bonduelle requires all employees, suppliers and subcontractors to adhere strictly to all laws regulating their activities and working environment. We encourage our subcontractors and suppliers to commit to ethical conduct.

Bonduelle has been a member of the *Global Compact* since 2003. This United Nations initiative launched in 2000 encourages companies to adopt fundamental values according to ten universal principles derived from the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on the Environment and Development, and the United Nations Convention Against Corruption.

**C. RESULTS AND KEY FIGURES**

Indicator	2012-2013	2013-2014
Workforce	6,736 permanent	6,983 permanent
	9,758 full-time equivalent	9,569 on permanent, fixed-term, seasonal and other contracts (FTE)

**■ Total employees by type of employment contract and geographical area (full-time equivalent)**

	Europe			Total
	France	excl. France	Non-Europe	
Permanent	3,343	1,422	2,058	6,824
Non-Permanent	300	137	95	532
Seasonal	628	441	637	1,706
Other	217	167	123	507

## ■ Total employees by gender, age, status and geographical area (permanent staff)

	France	Europe excl. France	Non-Europe	Total
Women	1,390	625	760	2,775
Men	1,986	875	1,347	4,208
Executive	693	316	223	1,232
Non-Executive	2,683	1,184	1,884	5,751
Permanent employees aged under 26 ans	122	36	177	335
Permanent employees aged 26 - 35 ans	678	356	490	1 524
Permanent employees aged 36 - 45 ans	993	518	514	2 025
Permanent employees aged 46 - 49 ans	371	180	193	744
Permanent employees aged 50 - 55 ans	661	230	345	1 236
Permanent employees aged over 55 ans	551	180	388	1 119

Indicator	2012-2013	2013-2014
Seniority (permanent staff)	0 to 3 years: 1,530 4 to 9 years: 1,571 >9 years: 3,635 Average seniority: 13.29	0 to 3 years: 1,910 4 to 9 years: 1,476 >9 years: 3,597 Average seniority: 12.81
New hires, in number of contracts	Permanent contract: 589 Fixed-term contract: 1,095 Seasonal: 4,986	Permanent contract: 784 Fixed-term contract: 1,187 Seasonal: 6,473
Workers with a disability	232 (full-time equivalent).	268 (full-time equivalent).
Total group turnover	11.64% *	12.84% *

## ■ Departures by type of contract

	France	Europe excl. France	Non-Europe	Total	
Executive	Due to layoff	9	9	3	21
	Due to a death, retirement, agreed departure.	15	1	5	21
	Due to the employee (resignation, end of probationary period)	17	12	6	35
	Due to transfer	20	0	0	20
Non-Executive	Due to layoff	76	65	198	339
	Due to a death, retirement, agreed departure	70	94	78	242
	Due to the employee (resignation, end of probationary period)	172	92	667	931
	Due to transfer	13	1	6	20

**Commitments to social responsibility and civil society****■ Turnover by gender \***

	France	Europe excl. France	Non-Europe	Total
Turnover – Women	5.0%	8.3%	24.3%	11.24%
Turnover – Men	6.9%	9.8%	27.0%	13.96%
Departures – Women	94	78	269	441
Departures – Men	180	121	487	788

**■ Turnover by age \***

	France	Europe excl. France	Non-Europe	Total
Turnover of employees aged under 26	1.5%	2.6%	8.9%	3.99%
Turnover of employees between 26-35	1.7%	2.7%	6.9%	3.51%
Turnover of employees between 36-45	0.8%	1.6%	3.7%	1.86%
Turnover of employees between 46-49	0.3%	0.6%	1.6%	0.77%
Turnover of employees between 50-55	0.3%	0.6%	1.8%	0.83%
Turnover of employees aged 55+	1.5%	1.1%	3.1%	1.88%
Departures of employees under 26	67	57	258	382
Departures of employees between 26-35	76	59	201	336
Departures of employees between 36-45	34	35	109	178
Departures of employees between 46-49	14	12	48	74
Departures of employees between 50-55	15	13	51	79
Departures of employees aged 55+	68	23	89	180

Indicator	2012-2013	2013-2014
Training	1.57%	% of gross payroll: 1.6%
	123,795	Number of training hours: 168,293
	23 hours	Average training duration per individual: 27 hours
	39.08% women 60.92% men	Breakdown of training hours by gender: 29.48% women and 70.52% men
Safety conditions	11.75	Frequency of work-related accidents: 9.22
	0.61	Work-related accidents severity rate: 0.42
	1.39	Severity rate of occupational diseases for France: 1.00

\* Scope: departures at the request of the employee, due to death, retirement or agreed departure.

## ■ Breakdown of work-related accidents

	France	Europe excl. France	Non-Europe	Total
Women – Frequency rate	14.56	6.75	6.21	10.16
Men – Frequency rate	12.26	8.53	4.30	8.61
<b>Frequency rate</b>	<b>13.20</b>	<b>7.80</b>	<b>4.98</b>	<b>9.22</b>
Women – Number of work-related accidents with lost time	42	10	12	64
Men – Number of work-related accidents with lost time	51	18	15	84
<b>Number of work-related accidents with lost time</b>	<b>93</b>	<b>28</b>	<b>27</b>	<b>148</b>
Women – Severity rate	1.04	0.16	0.38	0.63
Men – Severity rate	0.41	0.31	0.13	0.29
<b>Severity rate</b>	<b>0.67</b>	<b>0.25</b>	<b>0.22</b>	<b>0.42</b>
Women – Number of lost days due to work-related accidents	3,005	231	727	3,963
Men – Number of lost days due to work-related accidents	1,713	655	458	2,826
<b>Lost days due to work-related accidents</b>	<b>4,718</b>	<b>886</b>	<b>1,185</b>	<b>6,789</b>

	France	Europe excl. France	Non-Europe	Total
Women – Occupational disease severity rate	1.95	NA	NA	1.95
Men – Occupational disease severity rate	0.33	NA	NA	0.33
Occupational disease severity rate	1.00	NA	NA	1.00
Women – Number of lost days for work-related accidents and occupational disease	5,632	NA	NA	5,632
Men – Number of lost days for work-related accidents and occupational disease	1,382	NA	NA	1,382
Number of lost days for work-related accidents and occupational disease	7,014	NA	NA	7,014

Data not available

Indicator	2012-2013	2013-2014
Industrial restructuring	454	Staff affected by industrial restructuring plans who have received outplacement support: 0
Work time organization	15,914,984 4.46%	Number of hours worked: 16,058,864 Absenteeism rate: 3.42%
Remuneration and development	€241,900,106 80.45% 87.13% women and 78.70% men	Amount of remuneration (permanent + fixed-term + seasonal contracts): €246,789,278 Percentage of employees receiving regular performance and career development reviews: 78.05% Breakdown by gender of employees receiving regular performance and career development reviews: 77.71% women and 78.28% men

## Commitments to social responsibility and civil society

## 2.4.2 Commitments to economic partners

Integrity, confidence, simplicity, excellence, open-mindedness, fairness and people-minded approach: these seven fundamental values form the core of the group's corporate plan. Bonduelle is focused on developing equitable and innovative collaboration with its economic partners, particularly through the purchasing charter launched in 2013-2014 on all continents where the group is present.

### A. REMINDER OF OBJECTIVES

Social impacts	Objectives 2013-2014	Highlights 2013-2014
<ul style="list-style-type: none"> <li>Respect for standards of behavior: Ethics</li> <li>Consumer food safety</li> </ul>	<ul style="list-style-type: none"> <li>Extend the scope of suppliers who have joined the Global Compact</li> <li>Extend the scope of suppliers satisfying the 23 Corporate Social Responsibility (CSR) criteria</li> </ul>	<ul style="list-style-type: none"> <li>Extension of the scope of monitoring of Global Compact commitments in Canada</li> <li>Extension of the monitoring of supplier CSR risks to three more countries: Germany, Hungary and Poland</li> <li>Inclusion of the CSR questionnaire during the pre-selection stage for new tenders</li> <li>Finalization of the purchasing charter</li> </ul>

### B. RESOURCES IMPLEMENTED

#### BONDUELLE GROUP'S PURCHASING POLICY

The Bonduelle Group's commitment to society is illustrated by its involvement in the value chain: sourcing policy, training and awareness-building incorporating environmental and social criteria.

The aim of Bonduelle's Purchasing Department is to contribute to the group's long-term growth and development by implementing a purchasing policy according to a defined and consistent quality and a balanced price/quality ratio, by ensuring the resources required to control product safety and security, financial risks, technical requirements and risks of malicious acts. These purchasing principles notably include constant research by the sector and competitive intelligence to ensure appropriate market prices.

Purchasing quality policy reflects the group's overall quality policy according to three key priorities:

- listen to and meet the needs and requirements of internal customers;
- ensure the quality of products and services purchased, in accordance with specifications and regulations, and guarantee food safety;
- implement a dynamic continuous improvement process.

Bonduelle places strong emphasis on its founding values of excellence, open-mindedness and fairness during its purchases of supplies (metal cans, cardboard boxes and packing wrap, vegetables and ingredients used in its recipes and not grown or produced by the group, energy, animal products, advertising and communication or seeds), as well as for vegetables grown by our producer partners (3,440, grouped into producer organizations), who are signatories of a particularly rigorous sourcing charter reviewed in 2013-2014.

Bonduelle's suppliers and subcontractors must adhere strictly to all legislation regulating their activities and working environment.

Moreover, this purchasing policy is reflected in the inclusion of CSR criteria in tenders (either at group level or locally). These criteria, applied to contracts, take into account the principles of the Global Compact and the sourcing charter for purchasing agricultural raw materials.

For foodstuffs, Bonduelle has specific procedures to evaluate and control the relevant health risks and risks of malicious acts. For packaging, it constantly seeks to optimize consumption of raw materials.

#### ENCOURAGE SUPPLIERS AND SUBCONTRACTORS TO COMMIT TO A SOCIALLY RESPONSIBLE APPROACH

As part of the contractual relation, suppliers undertake to respect the principles of the Global Compact (Bonduelle has been a member since 2003). This approach is currently being extended across the group. In 2013-2014, Russia, Italy and Canada joined the scheme. For example, in 2013-2014, more than 95% of purchase agreements for food cans embraced the principles of the *Global Compact*. Metal cans represent the main purchase item.

Purchasing decisions are based on an objective assessment of the reliability and integrity of the supplier or subcontractor, as well as the overall value of their offer both economically and in terms of CSR. Buyers from the group's Purchasing Department, with local contacts for some products, must also take the importance of their role in the local ecosystem into account. This is a core part of Bonduelle's activities.

Relations with suppliers are based on mutual trust, placing people first and simplicity. Bonduelle is committed to working with its partners to guarantee the best economic, qualitative and environmental performance in the long term.

Although the group's policy is to source supplies close to centers of consumption, some types of product may have to be sourced from countries further afield, in particular, in Africa. In this event, the Company selects partners to work with small producers, providing them with an additional revenue stream to their food producing activity. Bonduelle's partners are quality-certified. They support their producers to manage and minimize the use of crop treatments. This long-term partnership with recognized partners is one way for Bonduelle to make an effective contribution to the local economy while maintaining traceability. One of its partners, for example, offers its small producers micro-credit solutions to fund such requirements as rental and labor costs, as well as health care for the employees in its production facilities. To ensure compliance with the production criteria specified by Bonduelle and to support its partners as part of a continuous improvement process, the group ensures a permanent or periodic presence by its own employees.

### HIGHLIGHTS 2013-2014

- Extension of the scope of monitoring of Global Compact commitments in Canada.
- Extension of the monitoring of supplier CSR risks to three more countries: Germany, Hungary and Poland.
- Inclusion of the CSR questionnaire during the pre-selection stage for new tenders. This approach focuses our attention on assessing the CSR risk of prospects and is now one of the factors when scoring suppliers.
- Finalization of the purchasing charter. Signed by all of Bonduelle's buyers, this is part of the group's ethical charter and sets out the seven corporate values in the context of the purchasing function and from the perspective of Bonduelle's social responsibility. It seeks to define coherent behavioral guidelines for our prospects and suppliers, irrespective of the buyer and country, thus meeting the expectations of our customers.

## C. RESULTS AND KEY FIGURES

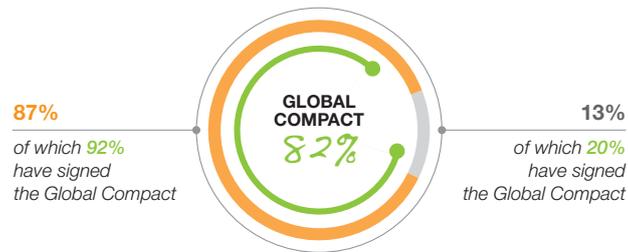
Scope *	Indicator	
	Proportion of the budget accounted for with commitment to respecting the principles of the Global Compact (contract and non-contract)	
	2012-2013	2013-2014
France	77%	85%
Hungary	85%	87%
Poland	70%	78%
Germany	34%	42%
Italy	---	43%
Portugal	---	9%
Russia	---	64%
<b>TOTAL ALL COUNTRIES - 2012-2013 SCOPE</b>	<b>70%</b>	<b>80%</b>
Canada		96%
<b>TOTAL ALL COUNTRIES - 2013-2014 SCOPE</b>		<b>82%</b>

\* Purchases made by the group, including metal cans, cardboard boxes and packing wrap, vegetables and ingredients used in its recipes and not grown or produced by the group, energy, animal products, advertising and communication and seeds. This scope varies by country.

Commitments to social responsibility and civil society

**2013 PURCHASING INDICATORS = PROPORTION OF THE BUDGET ACCOUNTED FOR WITH COMMITMENTS TO RESPECTING THE PRINCIPLES OF THE GLOBAL COMPACT**

■ **ALL COUNTRIES (2013-2014 scope)**



■ **ALL COUNTRIES (2012-2013 scope)**



- Percentage of budget covered by BONDUELLE contracts
- Percentage of budget covered solely by tariff agreements
- Percentage of the budget accounted for with commitments to respecting the principles of the Global Compact

## 2.4.3 Commitments to civil society

Bonduelle intends to play a full role in current issues in society to promote healthy eating habits and confirm its commitment to the communities in which its facilities operate.

### A. SUSTAINABLE FOOD

#### DEVELOPING AND DISSEMINATING KNOWLEDGE

Bonduelle partners with VeggiEAT, a European research program designed to encourage vegetable intake among teenagers and the elderly. Bonduelle has joined forces with three European universities (Bournemouth in the UK, Aalborg in Denmark and Florence in Italy) and with the Research Center at the Paul Bocuse Institute in Lyon. The VeggiEAT project, set up by a consortium of academic and private partners, was granted a budget of 1.6 million euros by the European Commission and will run from October 2013 to October 2017. For four years, Bonduelle's research and development team, as well as the marketing teams from the countries concerned, will work on improving knowledge of the levers behind vegetable consumption. The Bonduelle Group will be closely involved in the project, given its expertise in the fields of sensory science, consumer science, plant physiology and nutrition.

#### NutriGO, a benchmark for nutrition

Launched in late 2013, the NutriGO platform, accessible internally to the group's employees via the Google Drive application, is a resource center for all nutrition-related topics: products, manufacturing processes, group commitments in this area, information on nutrients, regulations governing communication on nutritional aspects and answers to frequently asked questions. It caters especially for the marketing, sales, communication, quality, R&D and packaging teams. The aim is to share Bonduelle's nutritional know-how and to help employees develop their own projects using objective and reliable information, with a view to communicating transparently with customers in compliance with the regulatory framework. NutriGo is the result of the Mistral Gagnant project launched in 2011-2012.

#### FOSTERING A PERMANENT CHANGE IN EATING HABITS: THE LOUIS BONDUELLE FOUNDATION

Created in 2004, the Louis Bonduelle Foundation was born of the group's desire to contribute to the debate on healthy eating and to demonstrate its commitment to nutrition. The aim of the Foundation is to contribute to long-term change in eating habits by focusing on vegetables and their benefits.

The Company's Louis Bonduelle Foundation has launched a call for projects every six months since 2007, to support local initiatives improving eating habits. These international calls have already resulted in support for 195 projects, with more than 300,000 beneficiaries for a total budget of 452 thousand euros.

Similarly, each year since 2005, the Foundation has awarded a 10 thousand euros research prize for a thesis on a subject related to nutrition, also open to researchers around the world. The Louis Bonduelle Foundation has committed more than 1,180 thousand euros to supporting research. The Foundation's website features theoretical and practical information on changing eating habits. The content is available in English, French, Italian and Dutch. It has also been available in Spanish since April 2014.

The Louis Bonduelle Foundation is administered by a Board of Directors with seven voluntary members:

- three independent experts: Marie-Laure Frelut, Pediatrician and Secretary of the European Childhood Obesity Group, Jean-Charles Fruchart, President, International Atherosclerosis Society, and Béatrice de Reynal, Nutritionist;
- four representatives of the Bonduelle Group: Christophe Bonduelle, Chairman of the Louis Bonduelle Foundation and Chairman of the Bonduelle Group, Jean-Bernard Bonduelle, Director of External Relations and Sustainable Development, Christophe Château, Director of Corporate Communications and Marketing, and Laurence Depezay, Nutrition Manager.

#### The three pillars of the Foundation's work are:

- **inform and raise awareness**, providing practical tools and information on vegetables on its website, [www.fondation-louisbonduelle.org](http://www.fondation-louisbonduelle.org) for teachers, health professionals, journalists and the general public;
- **support research**, with a research prize awarded to fund work on a thesis each year, as well as a partnership with the European Childhood Obesity Group. The Foundation is also the co-founder of the Fondation Coeur et Artères (Healthy Heart and Arteries Foundation), recognized for its work in the public interest;
- **initiatives and practical support to improve eating habits**, carefully targeted at groups most in need, such as children or disadvantaged groups, to help them make vegetables a core part of their diet.

## Commitments to social responsibility and civil society

## HIGHLIGHTS 2013-2014

In 2014, the Louis Bonduelle Foundation celebrated its ten-year anniversary: ten years of raising awareness among the public and health professionals of how to foster a permanent change in eating habits, supporting grassroots actions and research.

**As part of the European Year against Food Waste**, the Foundation's 2014 Conference, which took place on Tuesday, May 20 at the headquarters of the RATP in Paris, was on the theme of "Eating habits and waste: food losses, denial and contradictions". Researchers, nutrition experts and journalists attended a presentation by three speakers, who gave an overview of the current situation and described the areas currently being researched to try to curb this phenomenon. They then listened to a talk on one of the grassroots actions supported by the Foundation: La Brigade des compotes, a project to tackle waste carried out by the association Active. This was followed by a report on the work done by the two winners of the 2012 research prize. Finally, the Louis Bonduelle 2014 Research Prize was presented to the two winners: Géraldine Camilleri from the University of Paris 13, a French student working on the psychological determinants of eating habits and the nutritional status of nutrition research volunteers as part of a major nationwide survey, Nutrinet-Santé; Nùria Rosique Esteban, a Spanish student currently in the first year of her PhD at the University of Maastricht in the Netherlands, who is researching the effect of chronic stress on food preferences.

Another major element this year was the grassroots actions conducted in partnership with elderly care homes in rural areas (Marpa). The Foundation has partnered with the *Fédération Nationale des Marpa*, the French rural care homes federation, to develop workshops for the 162 rural care homes in France. In March 2013, the *Art et saveurs nature* initiative distributed kits approved by the national food program to all rural care homes. Assessments were conducted during the second half of 2013. Results: with an average of 11 participants per workshop, 65% of care home Managers considered the kit fit for purpose and 68% would repeat the workshops.

The Foundation was also present at the Journées Francophones de Nutrition in Bordeaux, a conference on nutrition held on December 11-13, 2013. As well as its information stand, Bonduelle gave a presentation at the plenary session on research work entitled "Impact of the variety of vegetables on offer on the eating habits of the elderly living in care homes".

Finally, Bonduelle's ambition is to develop its societal commitments in each of the countries where it is present, which is why the Foundation regularly opens new offices. In 2014, its activities were extended to Spain.

### Partnership between the Louis Bonduelle Foundation and the European Childhood Obesity Group (ECOG)

The Louis Bonduelle Foundation finances and is involved in developing a knowledge base for child obesity practitioners and researchers. The project will take the form of an e-book available on the ECOG website by the end of 2014.

## HISTORY

## 2004-2005

- Launch of the Foundation in France;
- Launch of Vegetable Day;
- Launch of the Louis Bonduelle Research Prize;
- Launch of the Foundation's website;
- Co-founding of the *Fondation Coeur et Artères* (Healthy Heart and Arteries Foundation), recognized for its work in the public interest.

## 2005-2006

- Launch of the Foundation in Italy;
- First initiatives to raise awareness of healthy eating among Bonduelle employees;
- Launch of Les Robins du potager ("Heads of the Vegetable Garden") scheme for children (aged 9-11) in France;
- Launch of *Amici per la Tavola* for children (aged 6-12) in Italy.

## 2006-2007

- Launch of the Foundation in Belgium and the Netherlands;
- Launch of *Het Groente & Fruit Lab* in the Netherlands for children (aged 4-12);
- Launch of *Légumes 2000* (Vegetables 2000) for young adults in France;
- Nutridor prize awarded to the Foundation for its communication on nutrition.

## 2007-2008

- First international calls for proposals;
- First Louis Bonduelle Foundation Conference organized in Paris;
- Launch in France of initiatives in partnership with the *Secours populaire français*, the *Ronde des légumes* (Vegetable Round) project for vulnerable groups and award of the French National Program for Health and Nutrition logo;
- Launch of *5ive* for children (aged 6-12) in Italy.

**2009-2010**

- Launch of the European Childhood Obesity Group and Louis Bonduelle Research Prize;
- Extension of the Louis Bonduelle Foundation in France for a period of 99 years;
- Lunch-discussion at the European Parliament in Brussels;
- Collaboration with Age Platform Europe;
- Launch of *Orto in Condotta* for children (aged 6-14) in Italy.

**2010-2011**

- Launch of the Foundation in Canada;
- Conclusion of a partnership with the *Fédération Nationale des Maisons d'accueil rurales pour personnes âgées* (Rural retirement homes federation) in France;
- Foundation recognized by health professionals (see insert: Study carried out by the Opinion Way market research institute).

**2011-2012**

- Presentation before the European Parliament in Brussels;
- Signing of a partnership with the French Ministry for Agriculture, Agri-foods and Forests;
- Launch in France of the *Art et saveurs nature* initiative. The workshops won recognition from the French Ministry for Agriculture, Agri-foods and Forests, and the project was awarded the PNA (French National Food Program) logo;
- Launch in Italy of *Il Gioco di in Orto*, designed to introduce children (aged 6-12) to the world of vegetables and teach them how to create a vegetable garden.

**2012-2013**

- Sixth Louis Bonduelle Foundation Conference, under the patronage of the Minister for Agriculture, Agri-foods and Forests;
- Launch of the Gustaterrium project with the Ministry of Agriculture and Agri-foods, for the development of an educational program to create a portable vegetable garden for children or adults;
- Stand at the Sustainable Diet and Food Security Conference organized in May 2013 by French, Belgian and British nutrition companies;
- Three new scientific case studies, available on the Foundation's website:
  - healthy eating for healthy aging,
  - dietary behavior of 11- to 15-year-olds in Europe,
  - dietary magnesium in plants.

**2013-2014**

- 10 years of the Louis Bonduelle Foundation;
- Seventh Foundation Conference on the theme of "Eating habits and waste: food losses, denial and contradictions";

- Launch of the Foundation's website in Spain;
- Launch of two calls for proposals on food waste;
- Opinion Way study on the Foundation (see insert);
- Publication of two new scientific reports available on its website, which now has over 60,000 visitors each month: "How to support and empower adolescents in their food choices?" and "Food waste: issues, causes and reality".

**The study carried out in May 2014 by the Opinion Way market research organization for the Louis Bonduelle Foundation** demonstrates that this is mentioned spontaneously by 18% of health professionals and 23% of specialized journalists. The Foundation also enjoys a good image in general, with 91% of health professionals expressing a positive opinion in 2014 (compared with 81% in 2009), together with 88% of health journalists (74% in 2009) and 86% of the general public. Overall, the Foundation ranks among France's top three organizations and foundations committed to changing long-term eating habits, particularly through increased vegetable consumption.

**B. LOCAL COMMUNITIES**

The Foundation runs its own field initiatives and also provides financial support for local projects. In June 2013 and December 2013, it launched two international calls for proposals, both on the theme of reducing food waste.

**CALLS FOR PROPOSALS ON FOOD WASTE: PROJECTS SELECTED IN 2013-2014****France****ACTIVE – LA BRIGADE DES COMPOTES (71)**

Fruit collection from individual donors by volunteer pickers. The association puts volunteers in touch with individuals who want to donate fruit from their orchards. The project consists of picking fruit for distribution to people in need via the Saône et Loire charity networks. The main aims of the Brigade des compotes are: to avoid fruit waste and tackle food insecurity, to encourage everyone to eat local fruit, and to create opportunities for dialogue and solidarity within the local community. During the 2013 season, two tonnes of fruit were prevented from going to waste and were distributed to the beneficiaries of charity associations via the food bank.

**LA SOUPE AUX CAILLOUX – CUISINER LES RESTES (92)**

This association conducts awareness-raising actions on responsible food consumption and organizes cookery workshops on this theme. In 2013, the association held 13 cookery workshops in Nanterre, near Paris, with young professionals and children aged 9-11. The concept is simple: learn how to cook and reuse leftovers, and get

**Commitments to social responsibility and civil society**

tips on how to keep food for longer. At the end of each workshop, the participants sit down to a communal meal and are given a recipe book to take home.

**LA TENTE DES GLANEURS DE GRENOBLE – UNSOLD FOOD HANDED OUT EVERY SUNDAY (38)**

The association's volunteers collect unsold produce from market traders and redistribute it equitably while forging new social bonds. The initiative was the brainchild of a volunteer working for the *Restos du Cœur* charity restaurant in Lille. The idea came from a simple observation: each week, several tonnes of produce which are too damaged to be sold but still perfectly edible are thrown away at the end of the market (fruit, vegetables and bread donated by local market traders). Since the scheme was launched in December 2010, 84 tonnes of food have been handed out to some 2,500 families.

**ECO ET LOGIQUE (02)**

Awareness-raising, information and cookery workshops on the subject of food waste for families in financial difficulty. The aim of this project is to raise awareness of the financial and social issues of food waste and to adopt new eating habits.

**GROUPE D'APPUI ET DE SOLIDARITÉ (80)**

Various events held in youth centers (*Accueils Collectifs de Mineurs*, or ACM) on the theme of food waste. The aim: to raise awareness among children and young people of the ethical, economic, health and environmental issues of reducing food waste and to encourage them to adopt more responsible eating habits.

**À FLEUR DE PIERRE – LE POTAGER DANS L'ASSIETTE: RIEN NE SE JETTE (04)**

Based in Digne les Bains, the association provides and manages four communal gardens by organizing introductory workshops on food preservation.

**CENTRE COMMUNAL D'ACTION SOCIALE (CCAS) DE BEAUSOLEIL (06)**

The community social welfare center (CCAS) in Beausoleil is developing an outreach program for underprivileged sections of the population on the reduction of food waste. The project combines communal gardening with a community grocery store, offering tips on shopping, arranging workshops on food storage, and providing information on waste treatment.

**CREA, MONDEVILLE – P'TITE PLANÈTE (14)**

The CREA community arts center in Caen hosts events for primary school children in a touring bus. Designed with teachers and waste management experts, the *P'tite planète* projects raises awareness of food waste, composting and recycling of packaging.

**UNITÉ VOISINALE DES 400/ODACE (17)**

For 20 years, this organization, based in an underprivileged area of La Rochelle, has run a cooperative store. Volunteers sell food from short supply chains at cost price. Workshops and social events are held to raise awareness of food preservation techniques and to suggest ideas for leftover recipes.

**VICE ET VERSA (26)**

Practical workshops on food waste and the use of food waste.

**SOLIDARITÉ DOM TOM HÉRAULT (34)**

The project is intended for beneficiaries of the *Solidarité Dom Tom* community grocery store. It consists of cookery workshops and information sessions on the processing and preservation of fruit and vegetables. The topics covered include recipes, sterilization, freezing, reading labels and how to organize the fridge, etc.

**APRÈS (44)**

Developing basic food knowledge and habits through science activities in schools and communities in Nantes. The scheme is offered to 25 secondary school pupils and their families.

**LES SAPROPHYTES – LA CUISINE PUBLIQUE (59)**

The association organizes various food events in public places for local communities. Its mobile kitchen project is aimed at residents of the Fives district in Lille. It is an entertaining and effective way of sharing recipes and tips on food preservation and alternative storage solutions.

**ASSOCIATION LES ANGÉS GARDINS – RESTE ! (62)**

This project seeks to encourage young people aged 15 to 25 to reduce food waste, educating them on the importance of a varied diet and on developing positive eating habits throughout life. The project specifically focuses on new eating disorders and on teaching cooking skills.

**LE PANIER DE LA MER – MANGEONS BIEN ENSEMBLE (62)**

The project launched by the *Le Panier de la Mer 62* association is designed to provide access to a healthy, balanced, affordable diet which is responsible in terms of reducing food waste. Outreach workshops will be held with people in financial difficulty in Boulogne-sur-Mer and nearby towns.

**ASSOCIATION ELLES AUSSI (94)**

The community grocery store in Créteil helps people buy and prepare products with a limited shelf life: it does this through consumer surveys, fact sheets, cookery workshops and tips on how to present food. Every Thursday, a dish based on sorted or repackaged products is created for people to try.

**Italy****SOCIETÀ UMANITARIA – FEEDING THE PLANET IN YOUR KITCHEN - MILAN**

The “Feeding the Planet in your Kitchen” project, run by the Umanitaria association in Milan, Italy, organizes workshops on health, nutrition and the prevention of food waste for primary and secondary school pupils, as well as their teachers. All participants are issued with a special educational resource kit.

**ASSOCIATION FILODRAMMATICA FOR.T.E – STILL (A) LIFE – LERICI**

The “STILL (A) LIFE” project, the brainchild of the Filodrammatica association based in Lerici, Italy, organizes awareness-raising drama-based workshops for 11- to 14-year-olds. The association also plans to develop a food waste app for smartphones and tablets.

**Lebanon****ARC EN CIEL – BEIRUT**

Awareness-raising workshop on the prevention of food waste, held in a mobile tent. These workshops are intended for vulnerable children aged 6 to 16 and are held in Arc en Ciel community centers.

**Canada****CANADA SCIENCE AND TECHNOLOGY MUSEUMS CORPORATION FOUNDATION – HARVEST FESTIVAL – OTTAWA-GATINEAU**

The Canada Science and Technology Museum, in Ottawa, Ontario, holds a two-day “Harvest Festival” on the theme of “Reducing food waste”. As part of this event, the museum hosts an exhibition on food preservation.

**Benin****NGO JEUNESSE SANS FRONTIÈRE – COTONOU**

In the Fidjrossè-Kpota district of Cotonou, the *Jeunesse sans frontière* NGO organizes a series of training courses and events for local residents. The courses are aimed at people responsible for meals in homes and schools. As well as targeting waste, the aim is to improve the management of food waste in the local area and ensure better hygiene.

**Food donations**

Bonduelle donated 2,575 tonnes of food in 2013-2014 in France, Italy, Poland and Hungary, including canned, frozen and prepared foods, and fresh-cut salads.

**COMMUNITY COMMITMENTS AND PARTICIPATION  
IN LOCAL LIFE**

Alongside the Foundation’s work, Bonduelle views local involvement as a priority for its plants. The objectives of the VegeGo! project are complementary: to foster a brand image in harmony with the group’s values, galvanize employees and help make local communities a better place. Depending on its specific characteristics, each production facility plans to develop at least one project in partnership with local stakeholders. In total, nine projects were launched in 2013-2014:

**Doué-la-Fontaine (France) \***

The aim of this project is to create a vegetable garden at the plant and to invite children from the town of Doué-la-Fontaine to get involved in the main stages of its life cycle, from choosing which vegetables to grow to sowing the seeds and harvesting the produce. For the children, the educational goal is to teach them about vegetables “from the seed to the plate”. For the plant employees, the idea is to get involved in a community project and share their knowledge. The project is in line with the policy of the local authority, which, as part of the new school week, must offer children extra-curricular activities on generic themes (e.g. the environment, economy, etc.). For the first time, when the new term starts in September 2014, a class-sized group will take part in the scheme organized by plant employees, with three visits combining theory and practical lessons on the vegetable garden. Ten employees from the plant are involved in the project.

**Rosporden (France)**

As part of this project, employees give talks about their job, qualifications and experience to young people during careers guidance sessions or to the unemployed to help them find the right career path. Employees will be able to showcase their skills, job and training, as well as providing information about the Company. The talks will take place during local careers and training events, e.g. job fairs, industry week, sixth form colleges, etc. Five employees from the plant are involved in the project.

**Labenne (France)**

The aim of this project is to educate children on the importance of healthy eating by providing a tailor-made nutrition program. The project consists of a classroom introduction followed by a second meeting with a tour of the plant during the vegetable growing season. The idea is to teach children the basics of nutrition, and specifically the benefits of vegetables, while simultaneously demonstrating and explaining how vegetables are harvested and then processed at the plant. Six employees from the plant are involved in the project.

\* In association with the France Champignon cooperative

**Commitments to social responsibility and civil society****Villeneuve-d'Ascq (France)**

The Bonduelle Group is a co-founder of – and since early 2014 a financial contributor to – the endowment fund *Agir avec la jeunesse du Nord-Pas de Calais*. This fund helps to pay for various initiatives, including the *École de la deuxième chance* Foundation. The Villeneuve-d'Ascq production facility decided to become involved with this organization under the aegis of the *VegeGo!* project – *S'impliquer dans la vie locale de nos implantations* (Participating in local community life). In 2013-2014, employees at the facility will give presentations about their work and sponsor young people.

**Sainte-Martine (Quebec, Canada)**

Assisting underprivileged families in partnership with a local charity. This is achieved through numerous tailor-made initiatives. For example, at the start of the 2014 school year, plant employees collected the supplies that will be needed for children of four underprivileged families in partnership with the *Actions Familles* charity.

**Strathroy (Ontario, Canada)**

Helping to install amenities in a nature reserve near the plant. Clearing the reserve and trails, constructing tables and benches, laying a trail around the lake, building a wooden kiosk, etc. All this is undertaken in order to protect the environment and increase the enjoyment of local residents. The idea is to participate in local development and create opportunities for people to meet and interact in partnership with the *Saint-Clair Conservation Authority* of Strathroy.

**Cristalina (Brazil)**

Planting a vegetable garden to grow vegetables for the canteens of nearby schools. The aim is to educate children and teenagers on the links between citizens and their environment. Five employees are involved in this project, with the support of local schools.

**Timashevsk (Russia)**

Organizing events with local schools on the theme of canned vegetables: introduction to nutrition, plant tour, drawing competition, cookery competition with prize certificates. This is also an opportunity to show the local community what the plant does and to promote vegetables in general. The project is conducted in partnership with local schools in the city of Novokorsounskaya and involves 15 employees.

**Nagykörös (Hungary)**

The group has been involved in several projects with children from schools near the site: planting flowers and plants in school gardens, designing school gardens to encourage the cultivation of vegetables and protection of the environment, organizing visits to crop production fields and tours of the plant. These initiatives also support orphanages through donations of vegetables, highlighting the benefits of a balanced diet.

## 2.5 Responsibility to consumers

Being a world reference means wholeheartedly embracing responsibilities. Bonduelle has created numerous initiatives to help consumers enjoy cooking and eating vegetables.

### 2.5.1 Quality

The Bonduelle Group's quality policy ensures the Company fulfills its commitment to its customers, individuals and food service companies and is continuously being updated internally as well as with suppliers.

#### A. OBJECTIVES

Product-related impacts	Objectives 2013-2014	Highlights 2013-2014
<ul style="list-style-type: none"> <li>Consumer food safety</li> </ul>	<ul style="list-style-type: none"> <li>Extend the sourcing charter to all fruit and vegetable suppliers</li> <li>Reduce the complaints rate</li> <li>Maintain certifications and recognition by external bodies</li> </ul>	<ul style="list-style-type: none"> <li>48,600 food safety tests on canned goods, 18,100 on frozen and fresh or prepared produce</li> <li>Substitution of bisphenol A in food packaging</li> <li>Review of recipes to reduce or limit the amount of additives</li> <li>Implementation of the international quality management tool, REQUEST project</li> </ul>

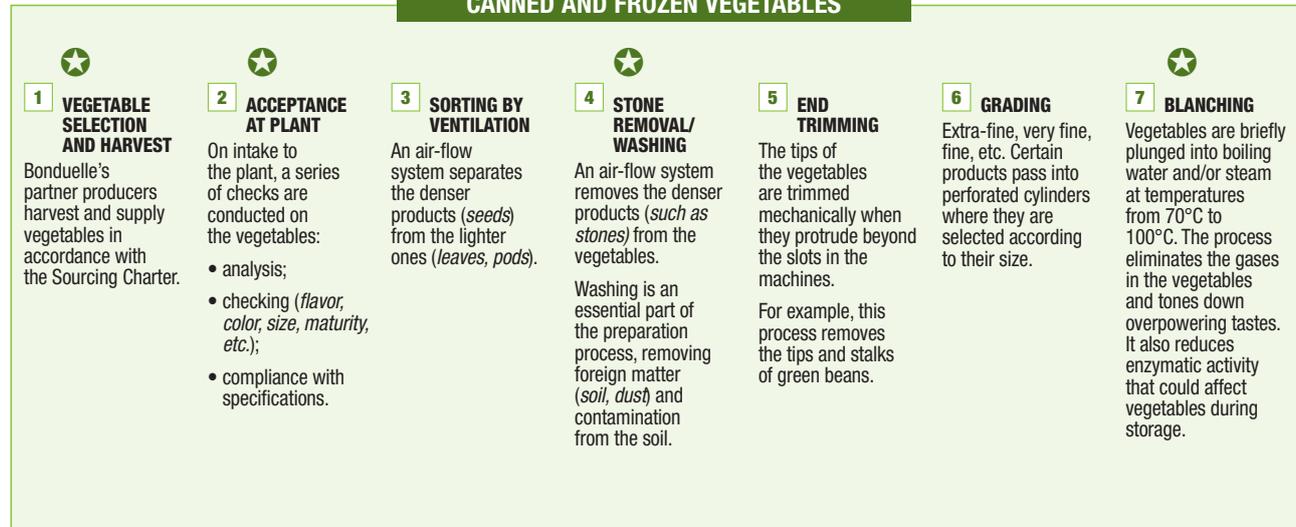
## Responsibility to consumers

## B. RESOURCES IMPLEMENTED

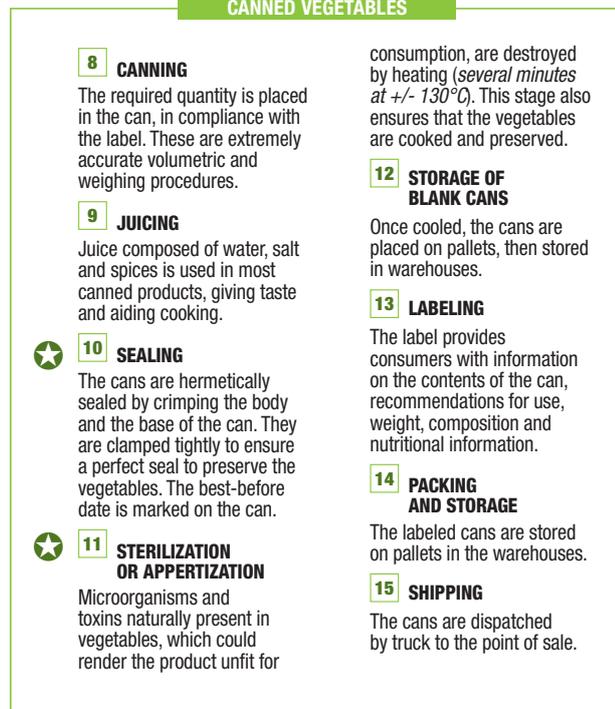
## MANUFACTURING PROCESSES

Dozens of quality control inspections are carried out from initial reception to storage of the products, including temperature, bacteriology and weight. Bonduelle's quality control system provides full traceability from field to dispatch, ensuring we can react swiftly in the event a quality problem is detected. The charts below show the main checks conducted throughout the production process.

## CANNED AND FROZEN VEGETABLES



## CANNED VEGETABLES



## FROZEN VEGETABLES



**★** Quality control checks

**READY-TO-USE FRESH VEGETABLES (BAGGED SALADS)  
AND READY-TO-EAT FRESH VEGETABLES (SEASONED, PREPARED)**

**1** **VEGETABLE SELECTION**  
 Bonduelle's partner producers harvest and supply vegetables in accordance with the Sourcing Charter.  
 Harvesting is a delicate operation for all fragile vegetables, especially salads.

**2** **ACCEPTANCE AT PLANT**  
 From this point, the vegetables are maintained in a controlled temperature environment at +4°C.  
 On intake to the plant, a series of checks are conducted:

- analysis;
- checking (*flavor, color, size, maturity*);
- compliance with specifications.

**FRESH VEGETABLES**

**3** **CUTTING**  
 Salads are cut, sorted and carefully inspected before they are sent for washing.

**4** **WASHING**  
 The salad leaves are thoroughly washed to remove soil and insects, without damaging the leaves.

**5** **SPINNING OR DRYING**  
 Excess water is carefully removed after washing by draining or ventilation.

**6** **WEIGHING AND BAGGING**  
 The salad is weighed and packed in bags or trays. The best-before date is printed on each pack.

**7** **PACKING**  
 The bags and trays are placed in boxes, taking care to avoid shocks or crushing the produce.

**8** **STORAGE**  
 Before shipping, the products are stored for a maximum of several hours, at +4°C.

**9** **SHIPPING**  
 A constant temperature of +4°C is maintained throughout the entire logistics chain and to the point of sale using refrigerated trucks.

**PREPARED VEGETABLES**

**3** **ORDERING AND RECEPTION**  
 Seasoned, prepared salads have a short shelf life; therefore they are only supplied and produced on receipt of the customer order.

**4** **PREPARATION**  
 Vegetables are rinsed, cut, grated and drained.

**5** **ASSEMBLY**  
 Each recipe has its own ingredients, which are prepared before the order is produced.

**6** **MIXING**  
 The ingredients for the recipe are combined. Bonduelle ensures careful measurement of the ingredients in each recipe so that the end product is well-balanced.

**7** **WEIGHING AND BAGGING**  
 The salads are measured out and weighed in the different types of packaging.

**8** **LABELING**  
 The lid is pressured sealed and the label affixed giving the contents, storage and consumption instructions and the best-before date.

**9** **STORAGE**  
 Before shipping, the products are stored for a maximum of several hours, at +4°C.

**10** **SHIPPING**  
 A constant temperature of +4°C is maintained throughout the entire logistics chain and to the point of sale using refrigerated trucks.

## Responsibility to consumers

**CONTROLLING PROCESSES**

The policy implemented by Bonduelle to ensure maximum product quality is based on a process and management system under the control of a Quality director in each business unit. Working in a network, these Quality directors report to a general coordinator and meet twice a year. Each business unit has a quality plan tailored to their specific technological needs (canned, frozen or fresh food., etc.), and the requirements – particularly regulatory – applicable to their locations.

Quality plans are implemented in all of the group's production facilities, based on three main aspects: incoming quality control of vegetable raw materials and all other supplies, production line quality control, and quality control of end products before dispatch. Bonduelle also operates a continuous monitoring system. In 2013-2014, 48,600 analyses were carried out on canned goods and 18,100 on frozen and fresh or prepared produce.

Moreover, the group is continuing its annual policy of renewing and upgrading optical sorters to detect the presence of foreign bodies during the vegetable preparation process. These investments are part of our program to reduce the use of pesticides and to promote greener farming methods, which necessarily entail sorting of vegetables on receipt.

Bonduelle undergoes a thorough and rigorous certification process for its production facilities, requiring each one to be at least ISO 9001 certified or certified under an equivalent system. In addition to such certification, it also complies with other standards (IFS, BRC) related to its industry, operating regions, or at its clients' requests (McDonald's, for example).

97% of Bonduelle production sites have at least one certification. The majority of our quality-certified agro-industrial production facilities are certified by several bodies:

- 16 have obtained ISO 9001 certification.

*(International quality management certification standard delivered by an accredited external body. It sets out the requirements for an effective quality management system ensuring that products comply with the requirements of customers and applicable regulations. The most recent version is ISO 9001 V 2008);*

- 2 sites are ISO 22000-certified.

*(This standard specifies the requirements for food safety management systems and aims to improve customer satisfaction by effectively controlling food safety hazards);*

- 28 units are IFS and/or BRC certified.

*(IFS: Private international food standard, owned by the French Food Retail and Wholesale Federation (FCD – Fédération des entreprises du commerce et de la distribution) and its German counterpart. The IFS evaluates food product suppliers focusing on product quality and safety. The current version is IFS V6. BRC (British Retail Consortium): private standard, owned by the British Retail Consortium, and very similar to the IFS. The current version is BRC V6);*

- 5 are FSSC 22000 accredited and 3 American sites are SQF (Safety Quality Food accredited.).

*(Private international standard owned by the Foundation for Food Safety Certification, based on ISO 22000 and PAS 220 for food producers).*

Regular audits are carried out to keep certification up to date: every three years for ISO certification, and every year for IFS, BRC and FSSC. ISO certification also requires an annual audit.

The Company's quality designations also include other specific areas ("organic"), or client-specific requirements, which are also audited by the appropriate accredited external bodies.

**SOURCING OF RAW MATERIALS**

Sourcing of raw materials is central to the group's quality policy. Our vegetable producer partners sign a specific sourcing charter with the group guaranteeing compliance with the cultivation specifications for each type of vegetable. The fifth version of this charter, being piloted in the Nord-Picardie area, will, after validation by the independent certification agency Bureau Veritas, be rolled out across the group.

As part of our policy of continuous improvement, in 2010 Bonduelle also drew up a dedicated sourcing charter for suppliers of food products used in the composition of its recipes, but not grown directly or indirectly by the group. In addition to signing this charter, the suppliers may be subject to an audit to check their performance and measure compliance with their product quality commitments. This audit does not examine the supplier's societal commitments.

For vegetables, ingredients and products purchased by the group, Bonduelle asks its suppliers for quality guarantees and implements specific monitoring plans based on the types of products and potential risks. These plans mainly consist of tests carried out on samples. In addition, its suppliers in Africa must each have quality process certifications.

**C. RESULTS AND KEY FIGURES**

Indicator	2012-2013	2013-2014
<b>Total quality control personnel</b>	589 employees	598 employees (full-time equivalent), of which:
	8.3%	<ul style="list-style-type: none"> <li>• 8.8% in the subsidiaries' Quality Control Departments and in the Purchasing Department</li> </ul>
	35.9%	<ul style="list-style-type: none"> <li>• 33.7% in the plants' Quality Control Departments</li> </ul>
	40.4%	<ul style="list-style-type: none"> <li>• 44.9% in quality control on the production lines</li> </ul>
	18.1%	<ul style="list-style-type: none"> <li>• 12.7% in controls on receipt</li> </ul>
<b>Certified factories</b>	17 sites	16 sites are ISO 9001 certified
	1 site	2 sites are ISO 22000 certified
	23 sites	22 sites are IFS-certified
	4 sites	5 sites are FSSC 22000-accredited
	17 sites	15 sites are BRC-certified (British Retail Consortium)
	4 sites	3 sites are SQF-accredited
	9 sites	11 produce certified "organic" produce
<b>Customer services</b>	1 Customer Services Department	1 Customer Services Department operates in each country
<b>Purchases of prepared vegetables</b>	78 suppliers	92 suppliers (excluding vegetable producer partners) have signed the simplified charter ( <i>i.e.</i> 32%)
	32%	
	277 analyses	439 phyto and TME analyses carried out, of which 94% were in compliance
	96%	
	44 suppliers	59 suppliers have been audited ( <i>i.e.</i> 21%)
	18%	
	126 suppliers	93 suppliers have been assessed ( <i>i.e.</i> 32%)
	51%	

**Responsibility to consumers**

## 2.5.2 Product composition and nutritional quality

For Bonduelle, respecting nutritional quality, environmental criteria and the principles of sustainable agriculture is essential. Alongside its quality policy, the group has therefore introduced a product development charter in each of its business units which goes beyond the regulatory requirements.

These charters include a list of ingredients and additives that Bonduelle has banned from use in its products. For example, Bonduelle's products do not contain any GMOs in accordance with applicable legislation. Palm oil is no longer used in products manufactured or sold by any Bonduelle Group company.

Nutritional quality is a key priority for the group. 2008 saw the launch of *Visa Santé*, a continuous improvement initiative built around reviewing and optimizing our products.

*Visa Santé* is organized around four essential points:

- classification of products into three "nutrition" groups, according to their levels of certain nutrients:
  - "raw products, that have undergone minimum processing",
  - "lightly cooked vegetables",
  - "prepared and gourmet products";
- the development by the Group's Nutrition Department of a reference framework of nutritional values related to recommendations on the quantity and quality of salt, sugar and fat content in food. 1,158 products – from all segments – were thus analyzed to determine if they were in line with the recommended nutritional values;

- reformulating recipes: The 200 recipes that did not meet the nutritional standards were reviewed by the Development Departments in the respective business units;
- all new vegetable products developed must meet a number of minimum criteria defined by *Visa Santé*.

Depending on the categories defined by *Visa Santé*, Bonduelle is also working on removing or limiting certain additives found in recipes.

The *Visa Santé* initiative ensures that Bonduelle offers products whose nutritional quality is carefully controlled, by reducing salt content across all product ranges, eliminating palm oil and reducing the fat content in salad dressings.

The program's objectives also include the development of well-thought out, simple, transparent and objective nutritional communication. The group will therefore not put nutritional claims on the packaging of "prepared and gourmet" foods.

*Visa Santé* was launched by general management and, in addition to the Nutrition Department, now involves engineers in the Quality Department, R&D and Marketing Departments of the various business units. In all, more than 100 employees are involved in this mature, cross-disciplinary project, which constitutes one of the group's ongoing, day-to-day commitments.

Listening to consumers' expectations is key for Bonduelle. Tastes vary from one country to another and from culture to culture. To fulfill its customers' expectations, Bonduelle conducts tests relating to both sensory perception and enjoyment, enabling it to select the most appealing ingredients and to adjust its recipes.

## 2.5.3 Consumer information and satisfaction

This approach goes hand in hand with the actions undertaken to communicate transparently on products and their health benefits. In addition to high food quality, pleasure, taste and Corporate Social Responsibility are fundamental principles for Bonduelle in producing its products.

All Bonduelle products provide the consumer information required under European law. In the interests of transparency, in 2004 Bonduelle voluntarily introduced nutritional labeling for its products, listing the following properties: energy value, amounts of protein, carbohydrate and fat, saturated fatty acids, sugar, dietary fiber and sodium. All of this information is now mandatory under European Food Information Regulation No. 1169/2011, which became effective on December 13, 2011. The general provisions of the regulation will be applicable from December 31, 2014. In the second quarter of 2014, 80% to 90% of the Bonduelle Group's own-brand products had nutritional labeling. In accordance with INCO rules, the 100% target will be reached before the end of 2014. Bonduelle goes even further and presents the RDA (Recommended Daily Allowance) of minerals and vitamins on the majority of its containers (size of container permitting) to encourage a varied diet and a healthy lifestyle.

In each country where Bonduelle has a presence, a dedicated department focuses on customer satisfaction, responds to consumer complaints and feeds information back to Quality Managers. Each label provides a toll free number that customers may call at any time to speak to a customer service representative, whether to make a complaint or request information. Complaints may concern the presence of foreign bodies, unequal distribution of vegetables in mixed packs, packaging defects, etc.

**To further improve its customer service, in 2014 Bonduelle introduced** a new quality management tool *via* the REQUEST project. The software enables the collection of requests and comments from customers in all countries where the group operates and their integration into a special program. Ultimately this will lead to improved response times, a more detailed analysis of potential quality issues and swifter implementation of corrective actions.

Bonduelle is also committed to fighting against food waste. The group offers its consumers different packaging to allow them to make informed decisions based on their household and way of consumption. Practical tips can be found on its sustainable development website, such as regarding the use-by date which applies to all products that could present a health risk after a short time period, and the best-before date which relates, in particular, to canned goods and frozen foods.

**The “summer 2013” and “winter 2013-2014” call for proposals by the Louis Bonduelle Foundation addressed the issue of food waste.** This is a major issue as French people throw away an average of 20% of the food that they buy each year, including 7 kg of unopened and unconsumed food! This problem can be seen across the whole of Europe: in Belgium the equivalent of 174 euros in food is thrown away per inhabitant each year. In the United Kingdom, 25% of food purchased is thrown out. This waste not only impacts household budgets, but is harmful to the environment. This call for proposals aims to support actions to reduce consumer household waste.

In a similar vein, during the second *Veggi'Week*, Bonduelle and the Paul Bocuse Institute organized a challenge based on food waste at school cafeterias. The event – a real vegetable brainstorming session – was an opportunity for students in their second year of the Masters in Culinary Management & Innovation at the Paul Bocuse Institute to pit themselves against an educational challenge: to come up with five innovative ways of reducing vegetable waste during meals taken by children outside the home. Bonduelle also chose this theme of tackling food waste for the seventh conference of the Louis Bonduelle Foundation held on May 20, 2014 in Paris.

## 2.6 CSR Reporting: note on methodology

### 2.6.1 Context and objectives

The analysis of Bonduelle's sustainable development performance is reported annually in this registration document.

Bonduelle set out its commitment to progress in sustainable development in 2002-2003, using a traditional phase-based project management methodology:

- phase 1: set and validate objectives and communicate these throughout the organization;
- phase 2: implement progress plans to achieve these objectives;
- phase 3: measure and monitor the results.

Relevant Managers have drawn up lists of indicators for Bonduelle's sustainable development priority areas, in association with their exchange networks and approved by the operating departments. The indicators were chosen based on a combination of Bonduelle's sustainable development commitments and GRI version three guidelines, as well as the expectations of stakeholders and the regulatory requirements of the Grenelle environment law (France), culminating in the drafting of Bonduelle's own reporting guidelines.

Reporting has taken place every year since 2002-2003. This year the reporting period is from July 1, 2013 to June 30, 2014. The indicators published in the registration document include the results of the past year and those from the 2012-2013 report to allow changes in indicators to be monitored.

The primary aim of reporting is to enable the group to enhance its sustainability management. With this in mind, the findings are analyzed by the Sustainable Development Steering Committee and the Bonduelle Executive Committee to determine the objectives for the following year. The production facilities also have direct access to their indicators so that they can monitor and analyze their performance.

The 2013-2014 registration document was prepared in accordance with the level B+ requirements of the GRI and Article 225 of the French Grenelle II law of July 12, 2010.

The GRI association verified the registration document (version 3.1 of the GRI Food Sector Supplement – its certificate can be found on page 37).

For this fiscal year, the audit firm Deloitte, the Joint Auditors, also verified the Corporate Social Responsibility report, the reporting procedures and a selection of indicators to meet the certification requirement of the Grenelle II law and to provide external verification of the reliability of the reporting to obtain a GRI B+ rating (see the assurance report on page 103).

### 2.6.2 Procedures

The group's director of Sustainable Development is responsible for oversight of reporting, in addition to the Managers of the five areas concerned (transport, quality-nutrition, agriculture, natural resources, People and safety).

The data is collected annually by the correspondents on the sites and in the business units. The group's Management Consolidation Department checks and consolidates this data.

#### June 2014 saw the launch of the new reporting tool, Metrio

Covering the entire Bonduelle Group and all aspects of sustainable development, this tool is used to input the data needed to calculate the indicators. Each user has their own personal access, depending on the plant and his or her area of responsibility in the report. To ensure that everyone fully understands the indicators, definitions (scope, data requested, units and examples) can be found in the data entry interface. The results of the indicators are directly accessible to the report's contributors using tables and graphs. The group's production facilities can also compare their results with each other to encourage the exchange of best practice.

Metrio is currently available in French and English and will soon be translated into all group languages. The 200 contributors have been trained on how to use the tool. Human resources reporting uses the COGNOS HR database tool. The results are then imported into Metrio to consolidate the sustainable development indicators within the same tool. Similarly, CO<sub>2</sub> emissions from transport are not yet calculated using the Metrio reporting tool.

#### CONTROL AND VALIDATION

An automatic consistency check is carried out in all areas: if the value entered deviates by more than 15% from the previous year, this triggers an alert. The member of staff concerned can then modify or confirm the value by adding a note.

Approval is required for each value entered. Plant Managers are responsible for validating their site's "Natural Resources" and "Quality" data. Agricultural Managers must validate the "Upstream Agricultural" data sheets, while country purchasing Managers must validate the "Purchasing" sheets.

For “People and Safety”, the data are reported by the human resources officers at each site. They are then consolidated and validated by Managers for France, Europe excluding France, and the Non-Europe zone, before being consolidated by the People and Safety Manager. Internal audits were conducted throughout the year by HR teams for data control purposes and to improve the reliability of the process.

Supply chain services are responsible for reporting data on transport and CO<sub>2</sub> emissions. Each subsidiary verifies its indicators before they are consolidated by the group (management control + specialist experts).

## DATA CONSOLIDATION

Because this is the first year that the Metrio software has been used, indicators at the business unit and group level are consolidated by group management control using Excel spreadsheets.

A group consistency review is carried out by specialist experts and management control.

The group’s Sustainable Development Steering Committee validates all of the (group-level) indicators in September.

## SUPPLY CHAIN METHODS AND TOOLS

The methods for calculating CO<sub>2</sub> emissions for Bonduelle’s freight transport were devised by supply chain teams working closely with the ADEME (French Environment and Energy Management Agency) in 2009.

Following the enactment of Decree No. 2011-1336 on October 24, 2011, which establishes the calculation principles common to all modes of transport, and following the publication of the new European standard for the calculation and declaration of energy and greenhouse gas emissions from transport services (NF EN 16 258), we have sought to comply with these principles and have reviewed the methods used for calculating emissions as a result.

The calculation covers the carriage of goods (fuel consumption, which is higher in temperature-controlled vehicles due to the refrigeration unit) by road (trucks), rail or maritime freight. Truck manufacture and depreciation is not taken into account. Used only marginally by the group, air transport is not taken into consideration.

The assumptions used are:

- road transport: the maximum truck payload is taken to be 25 tonnes for a 40-tonne road tractor and for a 44-tonne tractor, with the following two exceptions. For upstream agricultural activities, the maximum payload was considered equal to the maximum vegetable tonnage that can be transported, according to the density and crush resistance of the produce. For temperature-controlled trucks (+4°), the maximum payload was considered equal to 24 tonnes;
- emissions generated by road transport for the Fresh and Prepared food businesses are calculated according to the messaging model recommended in the ADEME guidelines, in three segments:

collection, traction and distribution, taking into account the unladen distance in each of the collection and distribution segments. This model may be adjusted according to the actual logistics flows to optimize data monitoring;

- for distribution, the unladen return journey was taken to be 20%, in accordance with ADEME guidelines;
- for the Canned and Frozen businesses, the gross weight transported (including the weight of additional packaging) is used in the emissions calculation, whereas the net product weight is used for the Fresh and Prepared businesses, since there is no method for obtaining reliable data on the gross weight for fiscal 2013-2014;
- for maritime transport to Cameroon, an average container vessel of 1900-3849 TEU was considered, unless otherwise specified. For transport to Kenya and the intercontinental transport of the BDV subsidiary, a container vessel of over 7,500 TEU is used. For transportation *via* the sea highway, which corresponds to a regular high-frequency maritime transport service for road vehicles, two types of vessels are available: RO-PAX and RO-RO. Unless otherwise specified, we use an average emissions factor for these two types of vessel;
- rail transport: for countries in Europe (France, Germany, Belgium, Spain, Italy, Luxembourg, the Netherlands, Portugal, the United Kingdom), it was assumed that rail transport is powered by electricity. For other countries, it is assumed that trains mainly run on diesel.

Some marginal flows are not taken into account:

- returns and sample orders;
- customer orders dispatched by external suppliers;
- purchases of ingredients and raw materials and/or packaging;
- credits due to returned goods;
- inter-site orders that are not transported;
- sales to brokers, gifts, staff sales, sales to colleagues;
- other sales: disposal of end-of-line products or products that are past their BBD (best-before date).

For the transport of fresh produce, it should be noted that when occasional troubleshooting is required (for example, due to a strike at the storage depot), the standard logistics model is used.

This year, the calculation for the FRESH business unit included flows related to customer pick-ups, that is, when customers arrange the transport to pick up the produce at the plant.

## METHODOLOGY AND TOOLS FOR PEOPLE AND SAFETY REPORTING

The in-house tools used for social reporting are:

- database tool: COGNOS (excl. Canada);
- training management tool: FOEDERIS;
- payment platforms: ARCOLE, HOROQUARTZ, CEGID, ADP GSI.

## CSR Reporting: note on methodology

## COORDINATION OF REPORTING

CSR reporting involves approximately 200 correspondents in various roles across the group's production facilities: quality control, environment and supply chain experts. To facilitate communication, a

newsletter has been launched to keep this correspondents' network up to date on reporting issues and current events in sustainable development. As part of the development of collaborative working methods in the VegeGo! Networking project, a Google community was also created to improve sharing of best reporting practices.

### 2.6.3 Scope

Sustainable development reporting extends to all Bonduelle Group sites and business units (see 1.6 Group organization structure on page 16). The reporting scope is specified based on the scope of consolidation (see 5.5 Notes to the consolidated financial statements, Note 31, page 199) and according to the following rules:

- new sites and business units acquired during the fiscal year ended will be included within the scope for the following year;
- sites and business units either disposed of or no longer in operation during the year ended are excluded from the scope for the entire period, to enable comparability of results;
- equity affiliates are excluded from the scope. Their activities are reported as external purchasing; Exceptions are made for the transportation area;

- logistic centers are also excluded from the reporting scope, with the exception of transport, and People and safety;
- the headquarters of fully consolidated companies are excluded from the scope, with the exception of People & Safety.

**No change in scope occurred during fiscal 2013-2014.**

## AGRICULTURAL UPSTREAM

Reporting is based on the agricultural production areas: France Nord-Picardie; France South-West; Fresh Europe; Hungary; Poland; Russia; Portugal; Quebec (Canada); Ontario (Canada); United States.

## TRANSPORTATION

Transportation has been included in Bonduelle's sustainable development strategy since 2007-2008. Data will be added to group-wide data on a gradual basis. Accordingly, the operational scope of reporting for transport in 2013-2014 is defined as:

	Frozen vegetables	Canned vegetables	Mushroom	Fresh	Prepared	Canada
<b>Upstream agricultural activities</b>	France Nord-Picardie France South-West	Hungary France Nord-Picardie France South-West Africa	Mushroom picking Saumur (France) region	France Italy Germany	France	-
<b>Inter-sites</b>	France Poland Portugal	Hungary France Nord-Picardie France South-West	France Poland	France Italy	France	-
<b>Distribution</b>	France Spain Italy Benelux Germany/Austria	France Europe Russia Brazil Export	Poland France Belgium Spain Italy Germany	France Italy Germany	France	-

The geographical scope of transport is unchanged, however the comparison of results with the previous year is difficult owing to the change in calculation method for CO<sub>2</sub> emissions.

## RESPONSIBLE PURCHASING

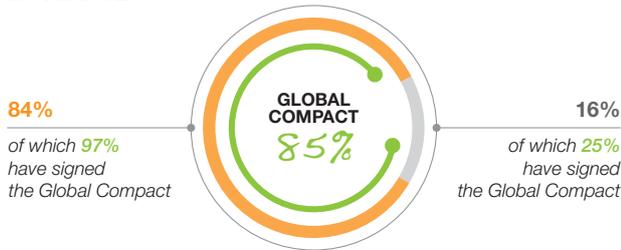
The scope of responsible purchasing is as follows:

- France: including seeds Europe;
- Hungary: excluding transport and general and administrative expenses;

- Italy: packaging, indirect plant;
- Russia: excluding technical purchases, general and administrative expenses and energy;
- Canada: packaging and vegetables, excluding agronomy.

**2013-2014 purchasing indicators= Proportion of the budget accounted for with commitments to respecting the principles of the Global Compact**

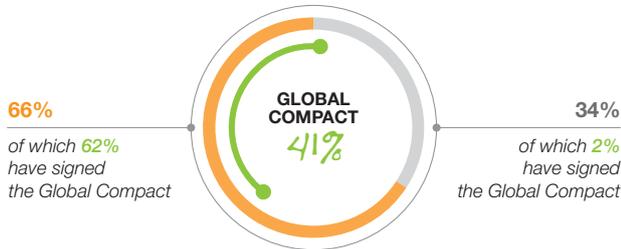
**FRANCE**



**POLAND**



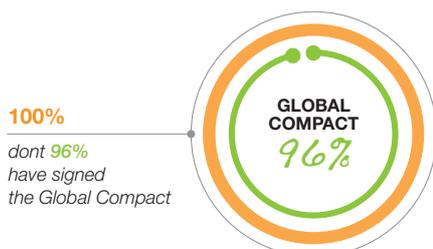
**GERMANY**



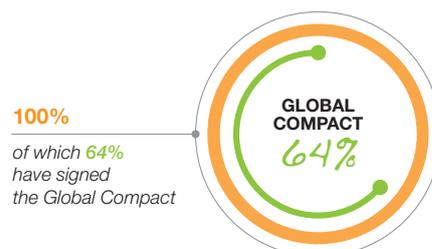
**PORTUGAL**



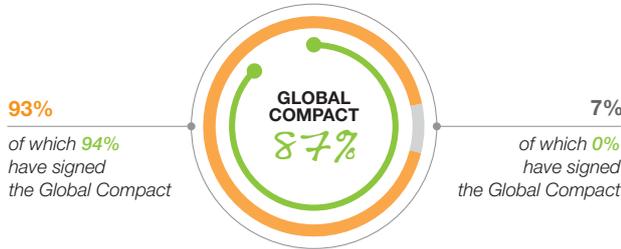
**CANADA (Family of Ingredients, packaging)**



**RUSSIA**



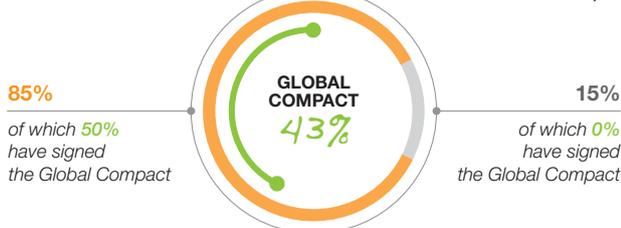
**HUNGARY**



**ALL COUNTRIES (2013-2014 scope)**



**ITALY (Not including family of semi-finished Vegetable Products and Finished Goods)**



**ALL COUNTRIES (2012-2013 scope)**



■ Percentage of budget covered by BONDUELLE contracts ■ Percentage of budget covered solely by tariff agreements  
 ● Percentage of the budget accounted for with commitments to respecting the principles of the Global Compact

## 2.6.4 Indicators

The quantitative reporting indicators are found on page 266 (8.4 Cross-reference tables). In addition, a cross-reference table lists the GRI indicators and their correlation to the Grenelle initiatives.

### DESCRIPTION OF CERTAIN INDICATORS VERIFIED BY DELOITTE

#### HUMAN RESOURCES INDICATORS

##### Total employees by type of employment contract, age and geographical area (full-time equivalent)

###### SCOPE

Includes permanent staff (open-ended contracts), temporary staff (fixed-term contracts) and seasonal and other (trainees and temporary agency workers).

Scope includes France, Europe (excluding France) and Non-Europe.

##### Hiring during the fiscal year

###### SCOPE

Includes permanent staff (open-ended contracts) and temporary staff (fixed-term contracts).

Scope includes France, Europe (excluding France) and Non-Europe.

###### DEFINITION

###### Number of hires

Number of external hires in the reference fiscal year.

The following cases are not included in the indicator:

- employees on fixed-term contracts who have been offered permanent contracts;
- renewal of fixed-term contracts;
- intra-group transfers of employees requiring a new work contract;
- returns after extended leave of absence.

##### Departures and Transfers

###### SCOPE

Includes permanent staff (open-ended contracts), temporary staff (fixed-term contracts) and seasonal and other (trainees and temporary agency workers).

Scope includes France, Europe (excluding France), Non-Europe.

Takes into account departures:

- at the employee's request (resignations);
- at the employer's request (layoffs);
- due to death, retirement or agreed departures;
- due to transfer to another group company.

##### Turnover

###### SCOPE

Includes permanent staff (open-ended contracts), non-permanent staff (fixed-term contracts) and seasonal and other (trainees and temporary workers).

###### DEFINITION

Turnover is calculated by dividing the total workforce by the number of departures (at the request of the employee, due to death, retirement or agreed departure), expressed as full-time equivalents (FTE).

##### Absenteeism rate

###### SCOPE

Includes permanent staff (open-ended contracts), non-permanent staff (fixed-term contracts) and seasonal and other (trainees and temporary workers).

###### DEFINITION

Percentage of the hours of absence for a work accident, a commuting accident, occupational sickness, unjustified or unpaid absence justified at the last minute (authorized or unpaid absence) based on the number of theoretical hours worked during the given period. Absences on maternity and paternity leave are not taken into account.

##### Frequency of work-related accidents

###### SCOPE

Includes permanent staff (open-ended contracts), non-permanent staff (fixed-term contracts) and seasonal and other (trainees and temporary workers).

###### DEFINITION

Number of work-related accidents during the fiscal year leading to at least one full day off work per million hours worked.

##### Severity rate of work-related accidents

###### SCOPE

Includes permanent staff (open-ended contracts), non-permanent staff (fixed-term contracts) and seasonal and other (trainees and temporary workers).

###### DEFINITION

Number of days lost as a result of work-related accidents per million hours worked. Days lost which relate to accidents that occurred prior to the fiscal year (before July 1, 2013) and which continue into the subsequent fiscal year are included in the calculation. Figures concern calendar days. Lost time occurring after the end of a contract is not included.

##### Number of training hours (hours)

###### SCOPE

Includes permanent staff (open-ended contracts), temporary staff (fixed-term contracts) and seasonal workers.

**DEFINITION****Continuing Professional Development**

Gaining and developing knowledge and skills within one's professional activity. Work-study contracts are considered to be continuing professional development.

To be considered as training, the session must be at least four hours long (continuous or not).

**NATURAL RESOURCES INDICATORS**

Indicators are the result of quantitative measurements (invoices, weight, meter readings, etc.). If no direct quantitative measure is available, data may be estimated according to calculation rules duly described and validated by the production facilities.

Subcontractors' energy consumption, such as the boiler operators, is included in the volume of gas consumed by the relevant production sites, and not in the volume of steam consumed by the plant.

Renewable energies (for example, the biogas produced on site or close by) consumed by on-site boilers are included along with fossil fuels.

**Water usage and sourcing (m<sup>3</sup>)****SCOPE**

- Drilling water.
- Surface water.
- Drinking water distribution network.

**DEFINITION**

Total water consumption for plants with three possible sources: well water, surface water or the drinking water distribution network.

**Quantity of pollution generated and treated at the production facility in tonnes of chemical oxygen demand (TCOD) produced and TCOD treated****SCOPE**

- COD treated at Bonduelle's treatment facility.
- COD treated by the soil and plant cover (controlled agricultural spreading).
- COD treated at external treatment facilities: in this case, the assumption of a 90% elimination rate is applied if the actual rate is not known; a residual 10% discharge into the natural environment is also taken into account.
- Discharge into the natural environment in compliance with regulations. This is the discharge after treatment by a Bonduelle or external treatment plant.

**DEFINITION**

This pollution was measured in tonnes of biological oxygen demand (BOD) until last fiscal year. Since BOD is estimated based on COD, we opted to directly report monitoring in COD as of this year in the interests of greater accuracy. Accordingly, given the change in the indicator, the data are not comparable between the two years.

**Generation of green waste and recycling (gross tonnes/year)****SCOPE**

Tonnage weighed upon exiting from plant (gross weight) or where a weighing is not possible, calculated according to a rule to be established by each plant.

**Generation and recovery of ordinary industrial waste (OIW) (gross tonnes/year)****SCOPE**

Gross weight invoiced by the service providers for the fiscal year.

**DEFINITION**

OIW = non-hazardous industrial waster as classified under European waste terminology, with disposal carried out by companies licensed to process waste. For example, paper, cardboard, wood, plastic, glass, food oils, discarded food, factory rejects, etc.

**Generation of special industrial waste (SIW) (kg/year)****SCOPE**

Gross weight invoiced by the service providers removing the special industrial waste during the fiscal year.

**DEFINITION**

Special industrial waste is environmentally hazardous waste under European terminology. Disposal is carried out by companies licensed to process special waste. For example, technical oils and greases, solvents, barrels of chemical products, medical waste, neon and ink cartridges. Local legislation varies, therefore the BAM business unit sites identify the appropriate treatment channels for certain categories of waste (neon, batteries and ink cartridges) to ensure comprehensive monitoring of these data.

**Electricity consumption in Megawatt Hours (MWh)****SCOPE**

Total consumption at production facilities includes: production, storage, treatment, etc. This consumption corresponds to the total invoiced at the facility.

**Natural gas consumption in MWh Gross Calorific Value (GCV)****SCOPE**

The total consumption of natural gas expressed as MWh.

**Tonnes of packaging used and packaging type (T/yr)****SCOPE**

Primary, secondary and tertiary packaging of goods supplied during the fiscal year. Packaging of raw materials used in production is excluded from the scope.

**TYPE OF PACKAGING**

- Primary packaging: packaging in contact with the product (boxes, plastic films, plastic trays, bags, cans, etc.).

**CSR Reporting: note on methodology**

- Secondary packaging: bulk boxes used in palletization.
- Tertiary packaging: plastic films for palletization and transport.

**Greenhouse gas emissions (GHG) directly related to plants (expressed in tonnes of carbon dioxide equivalent – tCO<sub>2</sub>e)****SCOPE**

Emissions related to the consumption of fossil fuels, electricity and steam at the production facilities.

**DEFINITION**

Conversion of total quantities of energy consumed at the facilities using the appropriate Ademe emissions factors (carbon footprint calculator (Bilan Carbone) V7.04), with the exception of Canada for which more detailed emission factors by state have been used where data are available locally.

**CO<sub>2</sub> emissions related to transporting our products (tCO<sub>2</sub>e)****DEFINITION**

Direct emissions during the transport of goods.

Variable scope in relation to the subsidiary.

*As a minimum:*

- inter-site transport: between Bonduelle plants;
- distribution transport: from Bonduelle plants to our customers.

**DEFINITION**

The methodology used was developed in partnership with ADEME according to the methodology guidelines for CO<sub>2</sub> emissions by transport providers, pursuant to Article L. 1431-3 of the French Transport Code.

## 2.6.5 2014 Reporting schedule

Date	Action	Department
January	Update of the reporting matrix incorporating the requirements of GRI and Article 225 of the Grenelle law	Area Managers and reporting coordinator
February	Update of definition guidelines	Area Managers and reporting coordinator
April	Translation of reference frameworks	Reporting coordinator
June	Training of representatives on the new reporting tool	Reporting coordinator and representatives
July	Gathering of information	Subsidiary sites/areas to the subsidiary coordinator
August	Data validation	Persons responsible for approval in the reporting tool
August	Consolidation at group level by area and validation of consolidation	Group management control and Area Managers
September	Reporting audits at the production facilities	Production facilities audited and Deloitte
September	Audit of the group consolidation	Group management control and Deloitte
September	Audit of the sustainable development policy	Area Managers and Deloitte
September	Review of the registration document for GRI check and regulatory compliance with the Grenelle law	GRI & Deloitte
September	Validation of the registration document and detailed management charts	Area Managers, group communications and group management control

For all questions relating to the content of this report, please contact: [developpement\\_durable@bonduelle.com](mailto:developpement_durable@bonduelle.com). The most recent published sustainable development report is included in the Bonduelle Group's registration document, available on [www.bonduelle.com](http://www.bonduelle.com) as of October 2013.

## 2.6.6 Assurance report

**Report of the statutory auditor, designated as an independent third-party entity, on the review of consolidated environmental, social and societal information published in the management report**

*(This is a free translation into English of the original report issued in French and is provided solely for the convenience of English speaking readers)*

Year ended June 30, 2014

### FOR THE ATTENTION OF THE SHAREHOLDERS,

In our capacity as Statutory Auditor of Bonduelle, and designated as an independent third-party entity, of which the admissibility of the application for accreditation has been accepted by the French National Accreditation Body (COFRAC) under the number 3-1048<sup>(1)</sup>, we hereby present you with our report on the social, environmental and societal information presented in the management report prepared for the financial year ended on June 30, 2014 (hereinafter the "CSR Information"), pursuant to Article L.225-102-1 of the French Commercial Code (Code du commerce).

### RESPONSIBILITY OF THE COMPANY

The Management Board is responsible for preparing a management report including the CSR Information provided by Article R. 225-105-1 of the French Commercial Code, prepared in accordance with the reporting criteria used by Bonduelle (the "Reporting Criteria"), some of which are presented throughout the management report.

### INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by regulatory texts, the profession's Code of Ethics as well as by the provisions set forth in Article L. 822-11 of the French Commercial Code. Furthermore, we have set up a quality control system that includes the documented policies and procedures designed to ensure compliance with rules of ethics, professional standards and the applicable legal texts and regulations.

### RESPONSIBILITY OF THE AUDITOR

Based on our work, our responsibility is:

- to attest that the required CSR Information is presented in the management report or, in the event of omission, is explained pursuant to the third paragraph of Article R. 225-105 of the French Commercial Code (Attestation of completeness of the CSR Information)

- to express limited assurance on the fact that, taken as a whole, the CSR Information is presented fairly, in all material aspects, in accordance with the adopted Reporting Criteria (Conclusion on the fair presentation of the CSR Information) ;

Our work was carried out by a team composed of six people between August 2014 and October 2014, *i.e.* a period of around five weeks. To assist us in conducting our work, we referred to our corporate responsibility experts.

We conducted the following procedures in accordance with professional standards applicable in France, the order of May 13, 2013 determining the methodology according to which the independent third party entity conducts its assignment and the ISAE (International Standard on Assurance Engagements) 3000 <sup>(2)</sup>.

### 1. ATTESTATION OF COMPLETENESS OF CSR INFORMATION

Based on interviews with management, we familiarized ourselves with the Group's sustainable development strategy, with regard to the social and environmental impacts of the company's business and its societal commitments and, where appropriate, any resulting actions or programs.

We have compared the CSR Information presented in the management report with the list set forth in Article R. 225-105-1 of the French Commercial Code.

In the event of omission of certain consolidated information, we have verified that explanations were provided in accordance with the third paragraph of the Article R. 225-105 of the French Commercial Code.

We have verified that the CSR Information covered the consolidated scope, *i.e.*, the company and its subsidiaries within the meaning of Article L. 233-1 of the French Commercial Code and the companies that it controls within the meaning of Article L. 233-3 of the French Commercial Code, subject to the limits set forth in the methodological memo paragraph presented in the management report.

Based on our work and considering the aforementioned limits, we attest to the completeness of the required CSR Information in the management report.

### 2. CONCLUSION ON THE FAIR PRESENTATION OF THE CSR INFORMATION

#### Nature and scope of procedures

We held interviews with around ten persons responsible for preparing the CSR Information with the departments in charge of the CSR Information collection process and, when appropriate, those who are responsible for internal control and risk management procedures, in order to :

- assess the appropriateness of the Reporting Criteria with respect to its relevance, completeness, reliability, neutrality and clarity, by taking into consideration, when relevant, the sector's best practices ;

(1) See [www.cofrac.fr](http://www.cofrac.fr)

(2) ISAE 3000 – Assurance engagements other than audits or reviews of historical information.

**CSR Reporting: note on methodology**

- verify the set-up of a process to collect, compile, process, and check the CSR Information with regard to its completeness and consistency and familiarize ourselves with the internal control and risk management procedures relating to the compilation of the CSR Information.

We determined the nature and scope of the tests and controls according to the nature and significance of the CSR Information with regard to the company's characteristics, the social and environmental challenges of its activities, its sustainable development strategies and the sector's best practices.

Concerning the CSR Information that we consider to be most significant <sup>(3)</sup>:

- for the consolidating entity, we consulted the documentary sources and held interviews to corroborate the qualitative information (organization, policies, actions), we implemented analytical procedures on the quantitative information and verified, using sampling techniques, the calculations as well as the data consolidation and we verified their consistency with the other information shown in the management report ;
- for a representative sample of entities <sup>(4)</sup> that we selected according to their activity, their contribution to the consolidated indicators, their location and a risk analysis, we held interviews to verify the correct application of the procedures and implemented substantive

tests on a sampling basis, consisting in verifying the calculations performed and reconciling the data with supporting evidence. The selected sample represented on average 21% of the headcount and 31% of quantitative environmental information.

Regarding the other consolidated CSR Information, we have assessed its consistency in relation to our knowledge of the Group.

Finally, we have assessed the relevance of the explanations relating to, where necessary, the total or partial omission of certain information.

We believe that the sampling methods and sizes of the samples we have used in exercising our professional judgment enable us to express limited assurance; a higher level of assurance would have required more in-depth verifications. Due to the use of sampling techniques and the other limits inherent to the operations of any information and internal control system, the risk that a material anomaly be identified in the CSR Information cannot be totally eliminated.

**CONCLUSION**

Based on our work and subject to the above-mentioned qualification, we did not identify any material anomaly likely to call into question the fact that the CSR Information has been presented fairly, in all material aspects, in accordance with the Reporting Criteria.

Lille, September 26, 2014

The Auditors

**Deloitte & Associés**

Gérard Badin

(3) *Quantitative data: Water consumption; Electricity consumption; Natural gas consumption; Non-hazardous industrial waste produced; Special industrial waste produced; Tons of packaging used and breakdown by type of material; Amount of chemical oxygen demand (COD) treated at external treatment plants; Amount of COD discharged into the natural environment in compliance with regulations; Indirect greenhouse gas emissions; Direct greenhouse gas emissions; Greenhouse gas emissions linked to transportation; Total permanent employees on June 30 by gender, age and geographical area; Total seasonal employees (full-time equivalent); Departures due to layoff, to the employee and to transfer; Permanent and fixed-term new hires; Number of training hours; Number of hours worked; Absenteeism rate; Frequency rate of occupational lost-time accidents; Occupational lost-time accidents severity rate; number of fatal occupational accidents. Qualitative data: Health and safety at work (STOP methodology implementation); Training and development of 'high-potential' employees via the tool ManageGo!, Overview of collective agreements signed during the reporting period; Environmental issues in agricultural upstream operations (Sourcing charter); Implementation of the oversight mechanism for utilities and processes associated with environmental reporting; Odour nuisances management and relationship with affected stakeholders; Roll-out of the Ethics Charter; Purchasing Charter; CSR supplier questionnaire; LEAF certification process; Simplified sourcing charter; Product development charter.*

(4) *Estrées-Mons canned and frozen; Renescure (social information, COD); Saint-Denis; Gniewkowo (COD), Rosporden (COD), Bordères (COD), Cristalina (permanent hires) ; Tecumseh (departures, COD).*

## 2.6.7 Overview of indicators

### ENVIRONMENTAL COMMITMENTS

#### AGRICULTURAL UPSTREAM

Indicator	2012-2013	2013-2014
<b>Biodiversity</b>	500 varieties 199 varietal collections 942 varieties observed	Almost 500 vegetable varieties distributed across the group's various ranges 219 varietal collections enabled 1,355 plant varieties to be observed.
<b>Agricultural headcount</b>	239 people	246 employees (full-time equivalent Agronomy Department employees, including administrative staff, seasonal staff, trainees and those on permanent and fixed-term contracts).
<b>Sourcing charter</b>	91%	93% of farmers ve signed it.
<b>Farmer assessed</b>	54%	74% of farmers ave been assessed by an initiative iming to compile an annual budget.
<b>Soil analysis</b>	98%	94% of nitrogen fertilizing has been calculated using residual method analysis.
<b>Farming intensity</b>	28.7 ha	27.3 hectares of vegetables grown by each producer on average.
<b>Security network</b>	168 networks	245 trapping networks.

#### NATURAL RESOURCES

Indicator	2012-2013	2013-2014
<b>TMP</b>	1,055,837 TMP	1,137,305 TMP (tonnes of manufactured product)
<b>Water consumption</b>	12,434,274 m <sup>3</sup> 11.8 m <sup>3</sup>	12,032,822 m <sup>3</sup> consumed Equivalent to 10.6 m <sup>3</sup> per tonne of manufactured product
<b>Water sourcing</b>	9,281,434 m <sup>3</sup> 2,802,329 m <sup>3</sup> 350,510 m <sup>3</sup>	9,275,455 m <sup>3</sup> of drilling water 2,391,002 m <sup>3</sup> of urban water 366,365 m <sup>3</sup> of surface water
<b>Energy consumption</b>	3,247,707 GJ (gigajoules) 1,350,776 GJ 1,663,950 GJ 2,082 GJ 48,744 GJ 6,275 GJ 39,749 GJ 29,943 GJ 95,213 GJ 10,975 GJ	3,187,816 GJ of total consumption of which electricity: 1,294,188 GJ of which natural gas: 1,626,199 GJ of which fuel oil (very low sulfur content): 0 GJ of which propane: 60,863 GJ of which LPG: 3,351 GJ of which domestic fuel oil: 34,036 GJ of which biomass: 54,953 GJ of which purchase of steam: 98,447 GJ of which biogas: 15,779 GJ
	<b>Electricity consumption by country:</b>	
	50%	51% France
	24%	22% Canada
	13%	13% United States
	4%	4% Portugal

## CSR Reporting: note on methodology

Indicator	2012-2013	2013-2014
	3%	4% Poland
	2%	3% Hungary
	2%	2% Germany
	1%	2% Russia
	0.5%	0.6% Brazil
<b>Production of ordinary waste</b>	43,802 tonnes 41.5 kg	45,001 tonnes <i>i.e.</i> 39.6 kg/TMP
	<b>Treatment:</b>	
	24%	Industrial landfill: 22%
	4%	Energy recovery: 6%
	72%	Recycling: 72%
<b>Production of special waste</b>	262 tonnes 0.25 kg	182 tonnes <i>i.e.</i> 0.16 kg/TMP
<b>Production of green waste</b>	576,361 tonnes 546 kg	487,318 tonnes <i>i.e.</i> 428 kg/TMP
	<b>Use:</b>	
	3%	Agricultural spreading: 2.7%
	77%	Animal feed: 88%
	1%	Energy recovery: 0.7%
	19%	Marketable product: 8%
	1%	Other (compost): 0.6%
<b>Pollution discharge</b>	<b>Breakdown of treatment in m<sup>3</sup>:</b>	
	85%	86% m <sup>3</sup> discharged to treatment plant
	10%	11% m <sup>3</sup> discharged for spreading after pretreatment
	2%	3% m <sup>3</sup> discharged directly for spreading on crops
	3%	0% m <sup>3</sup> discharged as clean effluent
	<b>Discharge of pollutants and proportion treated:</b>	
	24,591 tonnes of BOD	44,392 tonnes of COD* produced at production facilities
	84%	69% of COD treated at Bonduelle treatment plants
	13%	27% of COD treated by the soil and plant cover (controlled agricultural spreading)
	2%	2% of COD treated at external treatment plants
	0.6%	2% of COD discharged into the natural environment in compliance with regulations
<b>Biosolids</b>	1,936 tonnes 1,591,006 Nm <sup>3</sup>	Production of 2,180 tonnes of dry biological sludge Production of 1,576,263 Nm <sup>3</sup> of biogas.

\* Change in the unit of measurement from biological oxygen demand (BOD) in 2012-2013 to chemical oxygen demand (COD) in 2013-2014.

Indicator	2012-2013	2013-2014
<b>Packaging</b>	146,140 tonnes	150,845 tonnes
	<b>Breakdown by type of material:</b>	
	57.6%	Metal cans: 55.7%
	20.3%	Cardboard: 19.9%
	9.8%	Glass jars: 12.3%
	5.1%	Plastic film: 4.9%
	3.6%	Lids: 2.8%
	1.6%	Plastic trays: 1.6%
	2.1%	Labels and other: 2.8%
<b>Expenditure for minimizing the impact of activities on the environment</b>	€3,777,825	Wastewater and sludge treatment: €1,816,014
	€241,403	Industrial and green waste: €181,172
	€3,253,175	Air and energy: €5,242,105
<b>Greenhouse gas emissions (expressed in tonnes of carbon dioxide equivalent – tCO<sub>2</sub>e)</b>	68,383 tCO <sub>2</sub> e	77,734 tCO <sub>2</sub> e from indirect emissions (purchase of electricity and steam)
	121,205 tCO <sub>2</sub> e	110,180 tCO <sub>2</sub> e from direct emissions (purchase of fossil energy, refrigerant fluid leaks)
<b>Emissions of ozone depleting gas</b>	2,446 tCO <sub>2</sub> e	475 tCO <sub>2</sub> e for R22, R134A, R404A and R422A

**TRANSPORTATION (EXCL. CANADA AND THE USA)**

Indicator	2012-2013	2013-2014
<b>CO<sub>2</sub> emissions (tonnes)</b>	15,657 tonnes of CO <sub>2</sub> 16,716 tonnes of CO <sub>2</sub> 72,941 tonnes of CO <sub>2</sub> 105,314 tonnes of CO <sub>2</sub>	Upstream agricultural transport, 15,698 tonnes of CO <sub>2</sub> Inter-site, 14,645 tonnes of CO <sub>2</sub> Distribution, 76,568 tonnes of CO <sub>2</sub> <i>i.e.</i> 106,911 tonnes of CO <sub>2</sub> (excl. Canada and the United States)
<b>Ratio of kg of CO<sub>2</sub>/tonnes</b>	18 kg CO <sub>2</sub> 20 kg CO <sub>2</sub> 75 kg CO <sub>2</sub>	Upstream agricultural transport, 19 kg CO <sub>2</sub> emitted/tonne transported Inter-site, 19 kg CO <sub>2</sub> emitted/tonne transported Distribution, 74 kg CO <sub>2</sub> emitted/tonne transported

CSR Reporting: note on methodology

**COMMITMENTS TO SOCIAL RESPONSIBILITY AND CIVIL SOCIETY****COMMITMENTS TO CIVIL SOCIETY**

Indicator	2012-2013	2013-2014
Workforce	6,736 permanent 9,758 full-time equivalent	6,983 permanent 9,569 on permanent, fixed-term, seasonal and other contracts (FTE)

**Total employees by type of employment contract and geographical area (full-time equivalent)**

	France	Europe excl. France	Non-Europe	Total
Permanent	3,343	1,422	2,058	6,824
Non-Permanent	300	137	95	532
Seasonal	628	441	637	1,706
Other	217	167	123	507

**Total employees by gender, age, status and geographical area (permanent staff)**

	France	Europe excl. France	Non-Europe	Total
Women	1,390	625	760	2,775
Men	1,986	875	1,347	4,208
Executive	693	316	223	1,232
Non-Executive	2,683	1,184	1,884	5,751
Permanent employees aged under 26 ans	122	36	177	335
Permanent employees aged 26 - 35 ans	678	356	490	1 524
Permanent employees aged 36 - 45 ans	993	518	514	2 025
Permanent employees aged 46 - 49 ans	371	180	193	744
Permanent employees aged 50 - 55 ans	661	230	345	1 236
Permanent employees aged over 55 ans	551	180	388	1 119

Indicator	2012-2013	2013-2014
Seniority (permanent staff):	0 to 3 years: 1,530 4 to 9 years: 1,571 >9 years: 3,635 Average seniority: 13.29	0 to 3 years: 1,910 4 to 9 years: 1,476 >9 years: 3,597 Average seniority: 12.81
New hires, in number of contracts:	Permanent contract: 589 Fixed-term contract: 1,095 Seasonal: 4,986	Permanent contract: 784 Fixed-term contract: 1,187 Seasonal: 6,473
Workers with a disability	232 (full-time equivalent)	268 (full-time equivalent)
Total group turnover	11.64% *	12.84% *

## ■ Departures by type of contract

		France	Europe excl. France	Non-Europe	Total
Executive	Due to layoff	9	9	3	21
	Due to a death, retirement, agreed departure.	15	1	5	21
	Due to the employee (resignation, end of probationary period)	17	12	6	35
	Due to transfer	20	0	0	20
Non-Executive	Due to layoff	76	65	198	339
	Due to a death, retirement, agreed departure	70	94	78	242
	Due to the employee (resignation, end of probationary period)	172	92	667	931
	Due to transfer	13	1	6	20

## ■ Turnover by gender \*

	France	Europe excl. France	Non-Europe	Total
Turnover – Women	5.0%	8.3%	24.3%	11.24%
Turnover – Men	6.9%	9.8%	27.0%	13.96%
Departures – Women	94	78	269	441
Departures – Men	180	121	487	788

## ■ Turnover by age \*

	France	Europe excl. France	Non-Europe	Total
Turnover of employees aged under 26	1.5%	2.6%	8.9%	3.99%
Turnover of employees between 26-35	1.7%	2.7%	6.9%	3.51%
Turnover of employees between 36-45	0.8%	1.6%	3.7%	1.86%
Turnover of employees between 46-49	0.3%	0.6%	1.6%	0.77%
Turnover of employees between 50-55	0.3%	0.6%	1.8%	0.83%
Turnover of employees aged 55+	1.5%	1.1%	3.1%	1.88%
Departures of employees under 26	67	57	258	382
Departures of employees between 26-35	76	59	201	336
Departures of employees between 36-45	34	35	109	178
Departures of employees between 46-49	14	12	48	74
Departures of employees between 50-55	15	13	51	79
Departures of employees aged 55+	68	23	89	180

Indicator	2012-2013	2013-2014
Training	1.57%	% of gross payroll: 1.6%
	123,795	Number of training hours: 168,293
	23 hours	Average training duration per individual: 27 hours
	39.08% women	Breakdown of training hours by gender: 29.48% women and 70.52% men
	60.92% men	
Safety conditions	11.75	Frequency of work-related accidents: 9.22
	0.61	Work-related accidents severity rate: 0.42
	1.39	Severity rate of occupational diseases for France: 1.00

\* Scope: departures at the request of the employee, due to death, retirement or agreed departure.

## CSR Reporting: note on methodology

## ■ Breakdown of work-related accidents

	France	Europe excl. France	Non-Europe	Total
Women – Frequency rate	14.56	6.75	6.21	10.16
Men – Frequency rate	12.26	8.53	4.30	8.61
<b>Frequency rate</b>	<b>13.20</b>	<b>7.80</b>	<b>4.98</b>	<b>9.22</b>
Women – Number of work-related accidents with lost time	42	10	12	64
Men – Number of work-related accidents with lost time	51	18	15	84
<b>Number of work-related accidents with lost time</b>	<b>93</b>	<b>28</b>	<b>27</b>	<b>148</b>
Women – Severity rate	1.04	0.16	0.38	0.63
Men – Severity rate	0.41	0.31	0.13	0.29
<b>Severity rate</b>	<b>0.67</b>	<b>0.25</b>	<b>0.22</b>	<b>0.42</b>
Women – Number of lost days due to work-related accidents	3,005	231	727	3,963
Men – Number of lost days due to work-related accidents	1,713	655	458	2,826
<b>Lost days due to work-related accidents</b>	<b>4,718</b>	<b>886</b>	<b>1,185</b>	<b>6,789</b>

	France	Europe excl. France	Non-Europe	Total
Women – Occupational disease severity rate	1.95	NA	NA	1.95
Men – Occupational disease severity rate	0.33	NA	NA	0.33
Occupational disease severity rate	1.00	NA	NA	1.00
Women – Number of lost days for work-related accidents and occupational disease	5,632	NA	NA	5,632
Men – Number of lost days for work-related accidents and occupational disease	1,382	NA	NA	1,382
Number of lost days for work-related accidents and occupational disease	7,014	NA	NA	7,014
			Data not available	

Indicator	2012-2013	2013-2014
Industrial restructuring	454	Staff affected by industrial restructuring plans who have received outplacement support: 0
Work time organization	15,914,984 4.46%	Number of hours worked: 16,058,864 Absenteeism rate: 3.42%
Remuneration and development	€241,900,106 80.45% 87.13% women and 78.70% men	Amount of remuneration (permanent + fixed-term + seasonal contracts): €246,789,278 Percentage of employees receiving regular performance and career development reviews: 78.05% Breakdown by gender of employees receiving regular performance and career development reviews: 77.71% women and 78.28% men

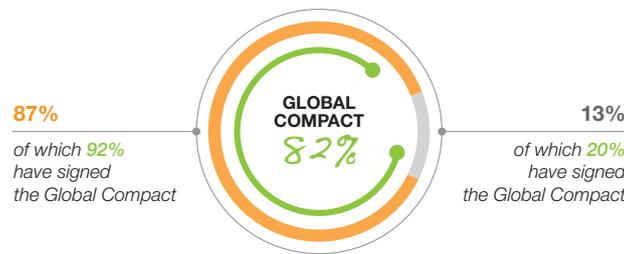
**COMMITMENTS TO ECONOMIC PARTNERS**

Scope *	Indicator	
	Proportion of the budget accounted for with commitment to respecting the principles of the Global Compact (contract and non-contract)	
	2012-2013	2013-2014
France	77%	85%
Hungary	85%	87%
Poland	70%	78%
Germany	34%	42%
Italy	---	43%
Portugal	---	9%
Russia	---	64%
<b>TOTAL ALL COUNTRIES - 2012-2013 SCOPE</b>	<b>70%</b>	<b>80%</b>
Canada		96%
<b>TOTAL ALL COUNTRIES - 2013-2014 SCOPE</b>		<b>82%</b>

\* Purchases made by the group, including metal cans, cardboard boxes and packing wrap, vegetables and ingredients used in its recipes and not grown or produced by the group, energy, animal products, advertising and communication and seeds. This scope varies by country.

**2013 PURCHASING INDICATORS = PROPORTION OF THE BUDGET ACCOUNTED FOR WITH COMMITMENTS TO RESPECTING THE PRINCIPLES OF THE GLOBAL COMPACT**

**ALL COUNTRIES (2013-2014 scope)**



**ALL COUNTRIES (2012-2013 scope)**



- Percentage of budget covered by BONDUELLE contracts
- Percentage of budget covered solely by tariff agreements
- Percentage of the budget accounted for with commitments to respecting the principles of the Global Compact

CSR Reporting: note on methodology

**RESPONSIBILITY TO CONSUMERS**

Indicator	2012-2013	2013-2014
<b>Total quality control personnel</b>	589 employees	598 employees (full-time equivalent), of which:
	8.3%	<ul style="list-style-type: none"> <li>• 8.8% in the subsidiaries' Quality Control Departments and in the Purchasing Department</li> </ul>
	35.9%	<ul style="list-style-type: none"> <li>• 33.7% in the plants' Quality Control Departments</li> </ul>
	40.4%	<ul style="list-style-type: none"> <li>• 44.9% in quality control on the production lines</li> </ul>
	18.1%	<ul style="list-style-type: none"> <li>• 12.7% in controls on receipt</li> </ul>
<b>Certified factories</b>	17 sites	16 sites are ISO 9001 certified
	1 site	2 sites are ISO 22000 certified
	23 sites	22 sites are IFS-certified
	4 sites	5 sites are FSSC 22000-accredited
	17 sites	15 sites are BRC-certified (British Retail Consortium)
	4 sites	3 sites are SQF-accredited
	9 sites	11 produce certified "organic" produce
<b>Customer services</b>	1 Customer Services Department	1 Customer Services Department operates in each country
<b>Purchases of prepared vegetables</b>	78 suppliers	92 suppliers (excluding vegetable producer partners) have signed the simplified charter ( <i>i.e.</i> 32%)
	32%	
	277 analyses	439 phyto and TME analyses carried out, of which 94% were in compliance
	96%	
	44 suppliers	59 suppliers have been audited ( <i>i.e.</i> 21%)
	18%	
	126 suppliers	93 suppliers have been assessed ( <i>i.e.</i> 32%)
	51%	

## 2.7 Glossary and acronyms

### GLOSSARY

#### Agronomy

Science of agriculture.

#### Biodiversity

Biodiversity is a generic term used to refer to the diversity and richness in living species inhabiting the Earth, a region or an ecosystem. It is assessed in terms of the number of different genes, species and ecosystems in a given geographical area.

This notion applies to the different species of plants and animals, from monocellular organisms to the most complex organisms.

#### Biogas

Biogas is the gas resulting from the biodegradation of organic animal or plant matter when no oxygen is present. It is primarily comprised of methane and carbon dioxide. It is produced in waste storage facilities or in methane digesters. It is combustible and can be recycled as energy.

#### Biological oxygen demand (BOD)

Amount of oxygen necessary to break down organic matter (biodegradable) biologically (oxidation of biodegradable organic matter using bacteria). The biological oxygen demand (BOD) is an indicator of the level of pollution of water, which enables assessment of the biodegradable fraction of the carbon pollution load of waste water.

#### Biomass

Biomass is a term used in ecology to refer to the total mass of living organisms in a given biotope at a given moment. It can be measured by surface unit for a land environment or by volume unit for an aquatic environment.

#### Carbon Disclosure Project

The Carbon Disclosure Project (CDP) is an organization whose objective is to enlighten the investment decisions of its members by informing them of how *carbon constraints* and climate change can impact companies. Each year, the CDP sends major global corporations a questionnaire on how they are responding to climate change (strategy, risks and opportunities, etc.) and on their greenhouse gas emissions (GHG: direct, indirect and other indirect emissions, objectives and reduction policy, etc.). The CDP helps improve the quality of the information published by companies, by creating a worldwide database of GHG emissions.

#### Carbon footprint

Measure of the volume of carbon dioxide (CO<sub>2</sub>) emitted by the burning of fossil fuels, by companies or living organisms.

#### Chemical Oxygen Demand (COD)

Oxygen concentration, expressed in mg/l, equivalent to the quantity of oxidant consumed and matter dissolved or in suspension when a sample of water is treated with this oxidant under specified conditions.

#### Cleanlabel

Literally means clear, clean and understandable food labeling, which excludes technical terms as well as certain artificial ingredients.

#### Cogeneration

A simultaneous production method in which two different energy forms are produced in the same process.

#### Ecological footprint

The ecological footprint is a measure of the pressure being placed on nature by Humans. This tool is used to assess the productive surface required by a population to satisfy its consumption of resources and its requirements in terms of waste absorption.

#### Effluents

Usually refers to used domestic and urban waste water (effluents are received by Bonduelle's waste water treatment plants) and, by extension, waste water from industrial processes.

#### Energy performance

The energy performance of an operation or a technology is measured by the ratio of the energy provided to the energy used. In energy techniques, energy performance can be used to ensure that more energy is recovered than has been used.

#### Environmental impact

Environmental impact refers to all qualitative, quantitative and functional environmental modifications (negative and positive) resulting from a project, process, procedure, one or more organisms and one or more products, from its conception to its end-of-life.

#### Enzymes

Molecules naturally present in vegetables, which are involved in chemical reactions and result in loss of color or the appearance of undesirable tastes.

## Glossary and acronyms

**Global Compact**

The Global Compact was launched in January 2000 at the World Economic Forum in Davos by Kofi Annan, the then-Secretary-General of the United Nations. The goal of the Global Compact is to align the power of markets with individual ideals in order to place greater responsibility on businesses.

**GRI Guidelines**

The *Global Reporting Initiative* is an independent organization that brings together stakeholders from different backgrounds: companies, NGOs, universities, researchers, trade unions. The GRI develops the international directives intended to structure and standardize organizations' management reports in terms of sustainable development. The GRI's main contribution has been the definition of guidelines covering almost 80 (extra-financial) indicators used to measure and monitor the performance of organizations' Corporate Social Responsibility policies.

**Inputs**

In agriculture, "inputs" are the various products used on land and crops. This term includes fertilizers and soil enrichment products (elements used to improve the physical and chemical properties of the soil, such as sand, peat and lime, etc.).

**Integrated or Ecologically Intensive Agriculture (EIA)**

Agricultural method that prioritizes agronomy (working the soil, crop rotation, intermediate crops, etc.). The main objective is to optimize the producer's economic results while minimizing the quantities of input materials (particularly chemical substances such as fertilizers or other phytosanitary products) in order to limit their negative impacts on the environment as much as possible.

**Methanation**

Natural treatment of organic waste leading to combined production of a gas which may be converted into energy (biogas), produced from the biological breakdown of organic matter in an environment with very little air (called "anaerobic fermentation" as there is no oxygen), and a digestate ("digested" waste), which is usable in its raw state or after treatment (dehydration and composting, sanitation) as a compost.

**Palm Oil**

Palm oil is an oil extracted from the pulp of oil palm tree fruits using a hot pressure system. Around 100 kg of fruit produces 22 kg of oil.

**Pests**

Living organisms such as viruses, bacteria, fungi and parasites.

**Phytosanitary products**

A phytosanitary product is a product used to treat or prevent diseases in plants.

**Seed company**

A seed company is a business dedicated to the production of seeds for the cultivation of plants through agriculture.

**Strip-till**

Crop planting technique which involves working a strip of land a few centimeters wide around the seed row.

**Tonnes of manufactured product (TMP)**

Tonnes of manufactured product correspond to net drained weight.

**Weed**

Refers to a plant that grows naturally among crops and whose presence is harmful to them to a greater or lesser degree. (The harmfulness of weeds can be seen by the effects of competition with the crop for water, light and mineral elements contained in the soil.)

**ACRONYMS**

- **ADEPALE:** *Association des entreprises de produits alimentaires élaborés* (Association of Food Processing Industries – France).
- **AETMD:** *Association européenne des transformateurs de maïs doux* (European Association of Sweet Corn Producers).
- **Agro-Transfert ressources et territoires:** This organization was created by the *Conseil Régional de Picardie*, the *Institut national de la recherche agronomique* (INRA) and the agricultural chambers of Picardie. It is both an application platform and a network for the transfer of agronomic research.
- **ANIA:** *Association nationale des industries alimentaires* (National Food Industry Association – France).
- **ANICC:** *Association nationale interprofessionnelle du champignon de couche* (National Joint Trade Association of Cultivated Mushrooms Producers – France).
- **ANIFELT:** *Association nationale interprofessionnelle des fruits et légumes transformés* (National Joint Trade Association of Fruit and Vegetable Processors – France).
- **CTCPA:** *Centre technique agro-alimentaire* (Agri-foods Technical Center – France).
- **ECOPAR:** *Compagnie pour la participation éco-emballages* (Eco packaging company – France).
- **EDHEC:** *École des hautes études commerciales*.
- **FIAC:** *Fédération française des industries d'aliments conservés* (French Preserved Food Industry Federation).
- **GHG:** Greenhouse gas.
- **IAD:** *Institut de l'agriculture durable* (Institute for Sustainable Agriculture – France).

- **ILEC:** *Institut de liaisons et d'études des industries de consommation* (Institute for Consumption Industry Liaison and Research – France).
- **IFT:** Frequency indicator of phytosanitary treatments.
- **GMO:** Genetically modified organism. Bonduelle products do not contain GMOs, in accordance with current regulations.
- **ORSE:** *Observatoire de la responsabilité sociétale des entreprises* (Corporate Social Responsibility Observatory – France).
- **CSR:** Corporate Social Responsibility.
- **PROFEL:** *Organisation européenne des industries transformatrices de fruits et légumes* (European Association of Fruit and Vegetable Processing Industries).
- **SFPAE:** *Syndicat des fabricants de fruits et légumes prêts à l'emploi* (Union of Prepared Fruit and Vegetables Producers – France).
- **SYNAFAP:** *Syndicat des fabricants de produits traiteurs frais* (Union of Freshly Prepared Products Producers – France).
- **UNILET:** *Union nationale interprofessionnelle des légumes transformés* (National Processed Vegetable Trade Association).
- **UPPIA:** *Union pour la promotion des industries conserve appertisé* (Union for the Promotion of Canned Foods – France).

## Cross-reference tables

## Cross-reference table between the Corporate Social Responsibility report and GRI and Article 225 of the Grenelle II law

●: full indicator – ◐: partial indicator

GRI 3.1	Art. 225 Grenelle II	Degree of compliance with GRI 3.1	GRI 3.1 reference in the registration document	Page number
<b>PROFILE</b>				
<b>Strategy and analysis</b>				
1.1	Statement from the most senior decision-maker of the organization	●	1.2 Message from the Executive Management 2.1 Introduction	6 24
1.2	Description of key impacts, risks and opportunities	●	1.3 Strategy and Company policies 4.2.4 Industrial and environmental risks	8 146
<b>Organizational profile</b>				
2.1	Name of the organization	●	7.5 General information regarding the Company	248
2.2	Primary brands, products and/or services	●	1.7 Our activities 7.5 General information regarding the Company 1.5 Bonduelle around the world	17 253 14
2.3	Operational structure of the organization	●	1.6 Group organization structure 5.5 Notes to the annual consolidated financial statements – Note 31	16 199
2.4	Location of organization's headquarters	●	7.5 General information regarding the Company	248
2.5	Number of countries in which the organization operates	●	1.6 Group organization structure 1.5 Bonduelle around the world	16 14
2.6	Nature of ownership and legal form	●	7.5 General information regarding the Company	248
2.7	Markets in which the organization operates	●	1.7 Our activities	17
2.8	Scale of the reporting organization	●	1.7 Our activities 5 Consolidated financial statements 5.5 Notes to the consolidated financial statements – Note 7 2.3.2 Natural resources – Section H 2.6.3 Scope 2.4.1 Social commitments - Section C 7.2 Shareholder structure	17 150 166 65 98 76 242
2.9	Significant changes during the reporting period	●	4.1.7 Highlights	140
2.10	Awards received during the reporting period	●	1.7 Our activities 1.7.5 Responsible commitment	17 19
<b>Report parameters</b>				
3.1	Reporting period	●	2.6.1 Context and objectives	96
3.2	Date of most recent previous report (if any)	●	2.6.1 Context and objectives 2.6.5 2014 reporting schedule	96 102
3.3	Reporting cycle	●	2.6.1 Context and objectives	96
3.4	Contact point for questions on the report or its contents	●	2.6.1 Context and objectives 2.6.5 2014 reporting schedule	96 102

GRI 3.1	Art. 225 Grenelle II	Degree of compliance with GRI 3.1	GRI 3.1 reference in the registration document	Page number
3.5	Process for defining report content	●	2.2.5 External commitments – Section B	39
			2.6.1 Context and objectives	96
			2.6.2 Procedures	96
3.6	Scope of the report	●	2.6.3 Scope	98
3.7	Statement of any specific limitations on the scope or boundary of the report	●	2.6 CSR Reporting	96
			2.6.3 Scope	98
3.8	Basis for reporting on joint ventures, subsidiaries, etc.	●	2.6 CSR Reporting	96
			2.6.2 Procedures	96
3.9	Data measurement techniques and the bases of calculations	●	2.6 CSR Reporting	96
			2.6.4 Indicators	100
3.10	Explanation of the effect of any re-statements of information provided in earlier reports	●	2.6 CSR Reporting	96
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	●	2.6 CSR Reporting	96
			2.6.3 Scope	98
3.12	Table identifying the location of the standard disclosures in the report	●	8.4 Cross-reference tables	266
3.13	Policy and current practice with regard to seeking external assurance for the report	●	2.6.6 Assurance report	103

## GOVERNANCE AND COMMITMENTS

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EN6 Initiatives to provide energy-efficient or renewable energy-based products and services	Energy consumption, measures taken to improve energy efficiency and use of renewable energy sources	●	2.3.2 Natural resources – Section D	57
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<b>Water</b>				
EN8 Total water consumption (by source)	Water consumption and supply with respect to local constraints	●	2.3.2 Natural resources – Section H	65
<b>Biodiversity</b>				
EN11 Location and surface area of land owned, rented or managed in or in the vicinity of habitats rich in biodiversity	Measures taken to conserve or develop biodiversity	▶	2.3.2 Natural resources – Section G	61
EN12 Description of significant impacts of activities, products and services on biodiversity	Measures taken to prevent, reduce or repair emissions into the air, water and soil seriously harming the environment	▶	2.3.1 Agricultural upstream – Section C	48
			2.3.2 Natural resources – Section G	61
EN14 Strategies, ongoing actions and future plans for the management of impacts on biodiversity	Measures taken to conserve or develop biodiversity	●	2.3.1 Agricultural upstream – Section C	48
			2.3.2 Natural resources – Section G	61
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EN19 Emissions of ozone-depleting substances	Measures taken to prevent, reduce or repair emissions into the air, water and soil seriously harming the environment	●	2.3.3 Transport	67	
			2.3.2 Natural resources – Section G	61	
			2.3.2 Natural resources – Section H	65	
EN21 Total air emissions by type and destination	Measures taken to prevent, reduce or repair emissions into the air, water and soil seriously harming the environment	●	2.3.2 Natural resources – Section F	60	
			2.3.2 Natural resources – Section H	66	
EN22 Total weight of waste by type and treatment method	Waste prevention, recycling and disposal measures	●	2.3.2 Natural resources – Section F	60	
			2.3.2 Natural resources – Section H	65	
<b>Products and services</b>					
EN26 Initiatives to reduce the environmental impacts of products and services	<ul style="list-style-type: none"> <li>Waste prevention, recycling and disposal measures</li> <li>Adaptation to the consequences of climate change</li> <li>Account taken of the impacts of climate change</li> </ul>	●	2.3.2 Natural resources – Section F	60	
			2.3.2 Natural resources – Section H	65	
<b>Transportation</b>					
EN29 Significant environmental impacts related to the transportation of products, other goods and materials used by the organization for its activity and the transportation of members of its staff	Adaptation to the consequences of climate change	▸	2.3.3 Transport – Section C	70	
<b>Global</b>					
EN30 Total expenditure on and investments in environmental protection, by type	<ul style="list-style-type: none"> <li>Company's arrangements to take environmental issues into account</li> </ul>	●	2.3.2 Natural resources – Section C	56	
	<ul style="list-style-type: none"> <li>Amount of provisions and guarantees for environmental risks</li> </ul>		2.3.2 Natural resources – Section H	67	
			2.3.2 Natural resources – Section G	61	
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GRI 3.1	Art. 225 Grenelle II	Degree of compliance with GRI 3.1	GRI 3.1 reference in the registration document	Page number
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<b>Employment</b>				
LA1	Total workforce by employment type, employment contract, region and gender	Total workforce and breakdown of employees by gender, age and region ▶	2.4.1 Social commitments – Section C	76
LA2	Total staff turnover in number of employees and percentage by age group, gender and region	Recruitments and dismissals ▶	2.4.1 Social commitments – Section C	77-78
LA3	Benefits paid to full-time employees	Remuneration and development ●	5 Consolidated financial statements- Note 2 – Section K	161
<b>Labor relations</b>				
LA4	Percentage of employees covered by collective agreements	Compliance with the provisions of the fundamental conventions of the ILO (Nos. 87 and 98) Summary of collective agreements ▶	2.4.1 Social commitments – Section B – Human rights	76
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<b>Health and safety in the workplace</b>				
LA7	Rate of workplace accidents, occupational illnesses, absenteeism, etc.	Frequency rate and severity of workplace accidents and occupational illnesses ● Absenteeism	2.4.1 Social commitments – Section C	78-79
LA9	Health and safety issues covered by formal agreements with labor unions	Summary of agreements signed with labor unions or employee representatives on workplace health and safety ●	2.4.1 Social commitments – Section B – Social dialog 2.4.1 Social commitments – Section B – Safety and working conditions	73 73
<b>Education and training</b>				
LA10	Average number of training hours by year, employee, gender and employee category	Total number of training hours ▶	2.4.1 Social commitments – Section C	79
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Training policies implemented ●	2.4.1 Social commitments – Section C	79
<b>Diversity and equal opportunities</b>				
LA13	Composition of management bodies and breakdown of employees by gender, age group, minority status and other diversity indicators	<ul style="list-style-type: none"> <li>Measures taken to promote gender equality ●</li> <li>Measures taken to promote the employment and integration of disabled persons</li> <li>Anti-discrimination policy</li> </ul>	3.1 Administrative, management and supervisory bodies 2.4.1 Social commitments – Section B – Diversity 2.4.1 Social commitments – Section C	118 75 77-79

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<b>Investment and sourcing practices</b>				
HR1	Percentage and total number of significant investment agreements and contracts including clauses requiring respect for human rights	Initiatives undertaken to promote human rights ●	2.4.2 Commitments to economic partners – Section B	80
HR2	Percentage of major suppliers, subcontractors and other partners that have undergone screening on human rights; measures taken	Initiatives undertaken to prevent corruption ▸	2.4.2 Commitments to economic partners – Section B	80
<b>Non-discrimination</b>				
HR4	Total number of incidents of discrimination and corrective measures taken	Promotion of and compliance with the stipulations of the fundamental conventions of the International Labor Organization pertaining to the elimination of discrimination in respect of employment and occupation. ▸	2.4.1 Social commitments – Section B – Diversity	75
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<b>Freedom of association and collective bargaining</b>				
HR5	Major operations and suppliers identified for which the right to freedom of association and collective bargaining may be violated	<ul style="list-style-type: none"> <li>Promotion of and compliance with the stipulations of the fundamental conventions of the International Labor Organization pertaining to freedom of association and the right to collective bargaining</li> <li>Incorporation of environmental and social issues into the purchasing policy</li> </ul>	2.4.1 Social commitments – Section B Human rights	76
			2.4.2 Commitments to economic partners – Section B	80
<b>Child labor</b>				
HR6	Major activities and suppliers identified as presenting a significant risk involving child labor, and measures taken to help effectively eliminate child labor	<ul style="list-style-type: none"> <li>Promotion of and compliance with the stipulations of the fundamental conventions of the International Labor Organization pertaining to freedom of association and the right to collective bargaining</li> <li>Incorporation of environmental and social issues into the purchasing policy</li> </ul>	2.4.1 Social commitments – Section B Human rights	76
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GRI 3.1	Art. 225 Grenelle II	Degree of compliance with GRI 3.1	GRI 3.1 reference in the registration document	Page number
<b>Forced and compulsory labor</b>				
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	<ul style="list-style-type: none"> <li>Promotion of and compliance with the stipulations of the fundamental conventions of the International Labor Organization pertaining to freedom of association and the right to collective bargaining</li> <li>Incorporation of environmental and social issues into the purchasing policy</li> </ul>		2.4.2 Commitments to economic partners – Section B	80
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			2.4.3 Commitments to civil society – Section B	85
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FP5	Percentage of production volume produced on sites certified by an independent third party	Fair practices: Measures taken to ensure the health and safety of consumers	● 2.5.1 Quality – Section B 2.5.1 Quality – Section C	92 93
FP6	Percentage of the total sales volume of products for which the quantity of saturated fat, fatty acids, sodium and added sugars has been reduced	Fair practices: Measures taken to ensure the health and safety of consumers	▸ 2.5.3 Consumer information and satisfaction	95
<b>Information on products and services</b>				
PR3	Type of information on products and services required by the procedures and percentage of major products and services subject to these information requirements	●	2.2.4 Internal requirements – Section B 2.5.3 Consumer information and satisfaction	35 95
PR5	Customer satisfaction practices, including customer satisfaction surveys	▸	2.5.3 Consumer information and satisfaction	95
FP8	Policies and practices on communication to consumers with respect to ingredients and nutritional information exceeding regulations	●	2.3.2 Natural resources – Section G 2.5.3 Consumer information and satisfaction	62-63 95

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