



Corporate Social Responsibility

- Fiscal year 2013 -



Tipiak, it's all in the recipe

The information presented in the following sections is published in accordance with Article 225 of the Act known as Grenelle 2 and its implementing decree. This information is the subject of an audit examination carried out by the Environment and Sustainable Development Department of Ernst & Young. The indicators have been calculated in line with the Group's reporting procedures, which are available on request at the following address: tipiak@tipiak.fr.

The information provided below covers the activities of all divisions of Tipiak SA, except for Tipiak Inc, a two-person business unit located in Stamford near New York, USA, the impact of which is not considered significant in terms of Corporate Social Responsibility.

1- The Social Agenda

The Tipiak Group is committed to creating a social environment that is conducive to developing long-lasting professional relationships with its employees. The Group prioritises ongoing dialogue and collaborative and transverse management methods aimed at motivating and empowering as well as upholding our common values. It also actively promotes diversity and the development of talent, which are the best guarantees of the Group's long-term success.

1.1- Workforce Numbers and Organisation of Labour

In 2013, the Group employed a total of 1,090 people (*average number based on full-time equivalents, excluding those employed on a temporary basis*).

The organisation of labour in working hours agreements (into 1, 2 or 3 shifts) varies depending on the production site, workshop and time of year (quieter or busier period). Employees can work in shifts (mornings or afternoons) or at nights.

In 2013, the company recorded an absence rate of 7%, including maternity and paternity leave (8.8% in 2012). As with the previous year, the most prevalent reasons for absence were illness (53% of the overall figure) and work-related accidents or work-related illnesses (26% of the total). This overall decrease may be caused by those returning from or going on long-term sick leave, or by the attribution of fewer days of absence to maternity leave or work-related accidents.

Average Annual Workforce Numbers in Full-Time Equivalents

Contract Type	Central Services	"Dry" Division	"Cold" Division	2013 Workforce	Summary 2012	Summary 2011
Permanent Contracts	38	209	548	795	802	794
Fixed-Term Contracts	2	20	273	295	235	263
Total Tipiak Workforce	40	229	821	1090	1037	1057
Temporary Employees	2	29	81	112	112	114
Total Workforce	42	258	902	1202	1149	1171

The average size of the Tipiak workforce (excluding temporary employees) increased by 53 full-time equivalents, or 5.1%, from 2012 to 2013. The increase is primarily due to the recruitment of fixed-term contract employees for year-end periods, notably at Tipiak Traiteur Pâtissier [catering/pastry] sites.

The average number of temporary workers remains stable at 112 full-time equivalents (9.3% of the average total).

The company does indeed employ seasonal and temporary staff due to the highly seasonal variability of its business, notably in the “Cold” Division.

Average Annual Workforce with Full-Time Equivalent Status

Contract Type	Central Services	“Dry” Division	“Cold” Division	2013 Workforce	M 2013	F 2013	Summary 2012	Summary 2011
Managers	15	59	76	150	62%	38%	147	143
Supervisors and Technicians	11	44	56	111	43%	57%	108	108
Employees/Workers	14	126	689	829	37%	63%	782	806
Total Tipiak Workforce	40	229	821	1090	41%	59%	1037	1057

Location of Workforce in Relation to Gender and Age Group

The Group’s 1090* employees are spread across 8 industrial and administrative sites concentrated in western France from Pont l’Evêque (Calvados) to Marans (Charente Maritime). Three quarters of the workforce are situated in the Nantes area (in the Loire Atlantique region).

* Size of average annual workforce in FTE not including temporary workers

The total workforce (excluding temporary employees) is made up of 41% men and 59% women (no change compared to 2012).

As of 31 December 2013, the workforce consisted of 4% of salaried workers in the 18-24 age range, 70% in the 25-49 range and 26% above the age of 49 (compared to 3%, 72% and 25%, respectively, at the end of 2012).

Size of Registered Workforce as of 31 December 2013 (excluding temporary staff)

Contract Type	Central Services	“Dry” Division	“Cold” Division	Total Workforce as of 31/12/2013	Summary 2012	Summary 2011
Permanent Contracts	38	216	608	862	869	886
Fixed-Term Contracts	3	29	38	70	50	41
Total	41	245	646	932	919	927
Part-Time	5	8	93	106	105	96

Employees with fixed-term contracts make up 7.5% of the total workforce of the Group as of 31 December 2013 (5.4% in 2012). These people are mainly appointed to replace absent employees and in response to temporary increases in business activity.

As in 2012, part-time employees make up 11% of the total registered Group workforce as of 31 December 2013. They work largely in production.

1.2-Employee Recruitment, Induction and Turnover

Tipiak's recruitment policy is designed to retain employees by providing them with a motivating and empowering career. It is founded on principles of diversity and aims to ensure that anti-discrimination regulations are upheld. The candidate selection criteria are based on competency as well as suitability for the post. The Group is using this policy to develop a culture and identity founded on shared values to motivate and empower the teams. The company's three core values – Anticipation, Differentiation and Professionalism – are explained in our company brochure and are shared values right across the workforce.

In 2013, 38 employees were hired on a permanent basis, including 3 new posts (29 permanent appointments were made in 2012, 10 of which were new posts). Turnover has remained at 4.8%, all reasons for leaving included. 41% of former employees left voluntarily (two thirds in 2012). A total of 11 employees were dismissed (8 in 2012).

New employees are given an official welcome to the company as well as an individual and team induction programme. For those sites welcoming seasonal or temporary employees on a regular basis, specific programmes have been designed to familiarise these new employees with issues of health, safety and their environment (using short films, quizzes, etc.). All seasonal staff members participate in these activities as part of their induction.

For many years, Tipiak has organised an induction programme for its newly appointed "managerial staff". Named "PIRAT" (*Pour une Intégration Réussie Au sein de Tipiak [A successful start at Tipiak]*), this seminar aims to provide new or recently promoted employees with an understanding of Tipiak's culture and values, its working methods, as well as skills needed in communication and in the management of human resources. This mix of welcome and exchange also includes apprenticeships in "project management", which is very much embedded in the corporate culture. On average, two sessions with around twelve employees are organised every year. A new starter's manual is also given to each new employee to provide information on the Group's social environment.

Finally, the Group encourages employee mobility between different sites and divisions. A well organised communication system keeps everyone updated about the different jobs available within the Group, thereby promoting in-house professional development without discrimination.

1.3-Remuneration

The Tipiak Group strives to ensure that remuneration is fair, empowering, competitive and non-discriminatory at all levels of the company. Pay structures are specific to each unit. Pay is subject to an annual increase following negotiations with staff representatives from each company.

For management teams, remuneration is partly fixed according to the pay grade for each post, and partly variable, depending on individual and collective results. A yearly performance appraisal system

helps to determine both the qualitative and quantitative objectives that form the basis for performance-related pay. In addition, certain managers, depending on individual performance and level of seniority, can benefit from free shares or free share options. Payment in shares amounted to EUR 198,000 in 2013 (EUR 246,000 in 2012).

A collective part based on profit-sharing agreements comes in addition to the individual part of the remuneration. The different divisions of the Group have signed profit-sharing agreements related to their economic performance. Profit-sharing totalled EUR 538,000 in 2013 (EUR 1, 273,000 in 2012).

“Salaries and wages” (gross pay excluding social security contributions, remuneration-based taxes, temping fees, profit-sharing, provisions for employee benefits, and remuneration in shares) totalled EUR 34,275 in 2013, an increase of +6.8% from 2012 (to be compared to a +5.1% increase in the average size of the workforce).

Since 1993 the company has provided a Group Savings Scheme for its employees. The scheme includes six mutual funds, one of which is invested in shares in Tipiak. By 31 December 2013, the amount invested by our employees in mutual funds provided by the Group Savings Scheme totalled EUR 2.8 million (EUR 2.4 million in 2012), EUR 1.9 million of which was invested in Tipiak shares (up from EUR 1.54 million in 2012). As of 31 December 2013, mutual employee funds owned 23,278 shares in Tipiak, or 2.6% of the company's capital.

1.4-Skills Development

In 2013, the Group maintained its policy of providing training for all staff: 637 employees benefitted from training at least once during this period; 14,035 hours were devoted to training, representing a budget totalling EUR 839,000, or 2.5% of total payroll expenditure (compared to EUR 719,000 or 2.4% in 2012).

Our training focuses on the enhancement of professionalism, the development of skills, employability and the ability to adapt, as well as training in and raising awareness of risk prevention, and enhancing management and project management skills.

Several original initiatives were launched, notably a training programme for production staff which aims to facilitate their personal and professional development and to improve not only their written and oral communication skills but also their confidence, and their ability to understand and be understood (10 days of training for 5 people spread out over 2013 and 2014). Additionally, a day was dedicated to the management teams on the subject of business economics in order to foster an economic culture and improve understanding of the issues involved (attended by 50 people). Information on personal development training – which is provided on a voluntary basis – is available on noticeboards and through briefing meetings.

1.5-Health, Safety and Working Conditions

Maintaining the health and safety of all employees is a priority of the Tipiak Group. Providing a secure working environment and safe working conditions is central to our plans for development. Since 2009, project teams have been setting up and piloting action plans in the “Cold Foods” Division on each industrial site with the aim of reducing MSD (musculoskeletal disorders). This is why 2013 saw the launch of a video aimed at promoting the best practices on a manual work station; the washing station was refurbished; and new machines were installed to reduce the need for repetitive movements, which

are a common cause of work-related illnesses. During the installation of new assembly lines, the Engineering Department helped to fully integrate the various issues from the work station design stage. Similarly, work stations in “ Dry Foods ” were refurbished with the purchasing of equipment to reduce the amount of lifting work.

Steering health committees meet several times a year to validate action plans and to monitor the progress of the projects. One division has tracked the health and safety highlights since 2008 on a timeline that is on display on the sites showing employees in this division how action plans are being implemented.

Through these initiatives, the number of cases of work-related illness recorded for 2013 was down (22 compared to 27 in 2012); this fall occurred primarily in the Cold Foods Division; these cases are mainly due to musculoskeletal disorders.

Agreements for the prevention of especially difficult working conditions were put in place at the end of 2011 (2012 for the Cold Foods Division). These agreements are intended to outline measures for the prevention and improvement of difficult working conditions.

Across all factories, the C.H.S.C.T. (*Comité d'Hygiène de Sécurité et des Conditions de Travail [Committees for Health, Safety and Working Conditions]*) monitor the safety and improvement of conditions in the workshops. All accidents occurring in the workplace are investigated and a corrective action plan is implemented accordingly. The progress of these actions plans is also monitored through special documents that record workplace risk assessments.

As of 31 December 2013, the Group recorded a severity rate of 1.0% (1.4% in 2012) and a frequency rate of 49.1% (46.2% in 2012) for accidents in the workplace (excluding temporary staff), which equates to a higher number of accidents with fewer days of work lost to downtime. There is no particularly notable explanation for these variations.

As in 2012, training sessions led by health professionals (physiotherapists, osteopaths) were offered to employees at several different sites (production staff as well as administrative and temporary sales staff) to ensure greater vigilance in the workplace and prevent risks related to the physical demands of the job (61 people trained in 2013 in 4 different divisions).

The expansion of the Malville site has allowed us to reorganise our workspaces (offices, high-quality Research and Development laboratories) as well as to establish rest areas to improve working conditions. The rest area at our Saint-Herblain site has also been refurbished.

Employee welfare programmes set up at two sites in 2010 are continuing: one features a social worker once a week, while the other is an external helpline offering employees the chance to talk to psychologists. A third location was included in 2013 with regular on-site visits by a social worker.

1.6-Social Dialogue and Internal Communications

Social Dialogue

Regular meetings are organised between unions and management teams from the Group's different companies, during which company agreements are made: annual salary agreements, working time agreements, employment and skills planning agreements, and agreements for the prevention of

especially difficult working conditions, for the employment of the younger and older generations, for professional equality between men and women, and profit-sharing agreements.

This social dialogue is continued during monthly meetings between members of the Works Council or Staff Representatives elected by employees every four years. The Works Council is informed and consulted on the social and economic activities of all areas of the Group and is responsible for the management of any charitable ventures. The role of Staff Representatives is to communicate employees' questions and expectations to management. The minutes of every Works Council meeting and the responses to any employee questions from the Staff Representatives are systematically displayed at the relevant site.

To allow for the acquisition and exchange of skills, staff representatives are offered training in communication, labour relations, negotiation and/or business economics.

Similarly, training on labour relations is also offered to managers closer to the work floor (team leaders, workshop managers) in order to facilitate communications between their teams and the social partners.

Internal Communication

For some twelve years, all operational management teams have met with employees on a regular basis in order to share information and gather opinions on the course of business. These meetings help to strengthen team morale and give new employees a chance to get to know their colleagues. They focus on past activities, objectives for the year ahead and the strategic development of the division and the Group for the next few years.

In the Cold Foods Division, the packaging of all new "seasonal" products is shown on a temporary display for the staff of each site to inform them about their division's innovative products.

In order to implement this strategy and manage the change, the Group has developed the practice of management by project. The management teams have all been trained in accordance with this methodology, available in the form of a manual, at the induction seminar for new employees. Regular project reviews are carried out by operational management in order to prioritise and allocate the resources needed to achieve the objectives. Around thirty projects are managed simultaneously in this way in each division. In 2013, a special company-wide tool was developed which promotes the sharing of information within project groups and facilitates management at division level. Rollout of this tool began at the end of 2013 and will continue into 2014.

For the last few years, a company-wide intranet communication tool has allowed the instant and regular broadcasting of information to all employees, whatever their position, to help improve knowledge about the different areas of the Group as well as to standardise working methods.

Finally, every two months, an internal newsletter aimed at further strengthening the Tipiak corporate culture is made available to all employees, whether it is displayed publically or sent to them on paper or online. This newsletter contains the latest news about the Group: staff movements, promotions, company turnover, share price, new product launches and progress reports on major projects.

1.7- Actions to Support Equal Treatment and Inclusion of Disabled Employees

Agreements on gender equality in the workplace, drawn up late 2011/early 2012 depending on the company concerned, reaffirm the Groups commitment to upholding the principle of gender equality at work at both the individual and collective level.

The main actions implemented concern promotion, working conditions, pay and qualifications, recruitment, training, and the balance between home life and work life. A review of these action plans is sent to staff representatives in time for annual salary negotiations or Works Council meetings.

Furthermore, agreements in place concerning older members of staff have been replaced by "generation contracts" which have been combined with the G.P.E.C. agreements (*Gestion Prévisionnelle des Emplois et Compétences [employment and skills planning agreements]*) for most of our sites.

These agreements set out the provisions in place for sustaining employment among older workers (e.g. improvement and prevention of poor working conditions, and retirement planning), youth employment (e.g. induction and mentoring) and the transfer of skills and knowledge.

The review of these actions will be communicated to the staff representatives during the Works Council meetings.

In order to promote the employment and inclusion of disabled workers, the Group is committed to recruiting and retaining members of staff with disabilities. In 2013, over half of our sites fulfilled their commitment to ensure that disabled people represented at least 6% of their total workforce; however, the equivalent figure across all of our sites fell to 5.4% (from 6.2% in 2012) partly due to staff departures.

At the same time, initiatives specific to each site were also launched, such as disability training for employees designed to help integrate disabled workers into the company (launched in 2012), or providing support for employees in preparing for their disability recognition statement. "Sheltered Workshops" are also used for various administrative and production tasks.

1.8-Promotion of Core Values

In joining the Global Compact* in 2003, Tipiak committed itself to actively applying the principles of the Compact in its everyday business, especially as regards human rights and working conditions.

The Group is therefore committed to applying the laws, conventions and regulations applicable in France, home of its seven production sites. We adhere to the principles outlined in the Universal Declaration of Human Rights as well as the provisions of ILO conventions regarding freedom of association and the right to collective bargaining, the elimination of employment discrimination and the abolition of both forced labour and child labour.

No rulings, judgements, fines or similar decisions regarding human rights violations have been reported against the company in the past year.

A charter of values for all Tipiak Group employees helps to remind the workforce of our commitment to "recognise" and "respect others" throughout the entire company. The charter is introduced by the Chief Executive Officer during induction seminars for all new managers. It is also included in new starter welcome packs at each of our sites.

* The "Global Compact" is an international initiative launched by the United Nations and aimed at bringing together enterprises, civil society and the world of business to promote ten universal principles as regards the environment, ethics and labour law.

2- The Environmental Agenda

2.1-Environmental Policy

Being committed to sustainable development*, the Tipiak Group works with its customers, suppliers, employees and local partners in its efforts to respect and protect the environment and its natural resources.

The Group is therefore committed to promoting an environmental policy in each of its subsidiaries based on the following:

- raising employee awareness through communications and training;
- action plans for controlling emissions and for measured waste management in order to reduce emission levels and promote the recycling of waste;
- reduced water and energy consumption;
- promotion of good environmental practice among the general public.

Action plans implemented so far therefore reflect the environmental principles of the Global Compact of which the Tipiak group has been a member since 2003 (*cf. social agenda*).

<p>* Sustainable Development is intended to be a process of development drawing together a virtuous circle of the ecological, the economical and the social. It is about development that is economically effective, socially fair, and ecologically sustainable.</p>

Environmentally Friendly Development

The Tipiak Group operates in such a way as to have little environmental impact. We nevertheless operate an active policy aimed at minimising pollution from our industrial sites. An environmental self-assessment of our sites was conducted in 2008. This assessment produced a reference report for each site stating its current condition and recommending improvement measures. In 2012, as in previous years, our action plans were followed up by an "Environmental Safety" steering committee, with environmental indicators being included in the reports that are produced.

During 2013, in application of Article 225 of the legislation known as "Grenelle 2", teams were mobilised with regard to a number of environmental aspects: the validation of current indicators; the development of a greenhouse gas-effect indicator across all sites; the strengthening of internal checks through awareness-raising meetings; and the implementation of a data control process by division and Group controllers.

Internal Organisation of Environmental Management

The implementation of the environmental policy and checks is different across the Group's divisions according to the size, activity type and specifications of each industrial site. Each division has organised its own approach to "Environment" and attached its environmental policy either to Industrial Management or Quality Management. Employees (supervisors and environmental leaders) are in constant contact with specialist groups and organisations.

A quarterly technical committee meeting and an annual steering committee meeting allow the sharing of information across the Group and help to implement and monitor this approach.

Employees across all sites are made aware of environmental impact from in-house information (e.g. new starter manuals, displays publicising indicators or instructions at work stations for the management of waste at source) or, in the case of our ISO 14001 certified site, by specially training all staff in emergency procedures and good environmental practice.

A crisis response and management team has been put together for the prevention and management of environmental disasters. A crisis response unit is set up and in-house specialists are mobilised. (cf § crisis management).

Company assessment or certification measures:

In 2012 the Group acquired ISO 14001 certification for one of its two industrial sites in the “Dry Foods” Division; renewal is scheduled for 2014.

2.2-Sustainable Use of Resources

In 2013, the industrial output for the Tipiak Group totalled 43,461 tons, which is a marginal reduction of 0.3%* compared to 2012.

Energy usage :

ITEM/TYPE	2013		2012		2011	
	Total	Per ton produced	Total	Per ton produced*	Total	Per ton produced*
Electricity (in MWh)	25,134	0.58	24,987	0.57	24,788	0.57
Gas (in MWh)	38,033	0.88	39,888	0.91	38,748	0.90
Fuel (in MWh)	176		251		170	
Total Energy (in MWh)	63,344	1.46	65,126	1.49	63,706	1.47

*Figures recalculated in line with the new definition of total product quantity (excluding trade products). Average energy consumption is taken from provider invoices and company records.

Energy resources are needed for the production processes involved in the cooking, chilling and freezing of food (maintaining the continuous “cooling chain”). This energy has a low pollution rate (electricity and natural gas). The slight rise in 2013 in overall electricity consumption per ton produced is largely related to changes in the production mix and the increase in power caused by the 2000m² expansion of a site in the Cold Foods Division. Some sites nevertheless report lower consumption, which is related to the implementation of action plans (compressors using less energy, new site lighting, optimising start-up of machines, temperature guidelines for cold rooms, etc.).

A fall in gas consumption was also recorded in spite of the site expansion; the fall has been primarily linked to variations in the production mix (manufacture of products using less gas). A 2012 energy audit carried out on a site in the Cold Foods Division helped to identify ways to reduce energy consumption, which are gradually being implemented.

Since 2010, a number of sites have begun using an "Energy Saving Certificate" (C2E), which allows providers to promote energy-efficient investments and businesses to draw more savings from their industrial projects. The certificate is only issued in recognition of concrete measures that exceed standard requirements. Two sites were awarded the certificate during 2013 (for the installation of a variable-speed air compressor in Fouesnant and the replacement of two boiler burners in Saint-Aignan). To date, no site uses renewable energy sources.

Water usage:

ITEM/TYPE	2013		2012		2011	
	Total	Per ton produced	Total	Per ton produced*	Total	Per ton produced*
WATER/DISCHARGE						
<i>Total Consumption (m³)</i>	172,009	3.96	169,812	3.89	166,514	3.85
<i>Wastewater Discharge (m³)</i>		2.46		2.44		2.42
<i>Waste Coefficient</i>	62%		63%		63%	

Average water consumption taken from provider invoices for 2013, and from company records.

* Figures recalculated compared to the 2012 document because of a new definition of total product quantity (not including trade products).

Water is drawn from potable water systems; according to the Global Water Tool, the West of France is not part of a hydric stress zone.

Water is used in the manufacture of products, cleaning of equipment and premises, and in certain chilling processes. In 2013, the Group's different manufacturing processes used an average total of 3.96 m³ of water per ton produced, which was a slight rise compared to 2012 owing to changes in the production mix at certain sites (different cleaning of lines depending on the typology of the products) and to a site expansion. Water consumption varies greatly across industrial sites depending on the manufacturing processes involved. A commitment to energy efficiency across sites means that water consumption is carefully managed; this includes maximising cleaning by organising production accordingly, altering cleaning procedures, inspection of water systems, raising staff awareness (the ECODO project), implementation of a unit counting system to help manage consumption, and the replacement of equipment.

Use of raw materials and packaging:

The main raw materials used (excluding packaging) are seafood (including scallops), semolina and meat and dairy products; these make up 51% of all raw material purchases (54% in 2012).

In 2013, various investments and action plans were devised to optimize recipes, reduce the use of excessive quantities (as well as providing better quantity regulation) and reduce factory wastage, while substituting certain elements saved the Group 0.5% in consumption of materials compared to 2012 (all things being equal in terms of volume, product-mix and purchase prices). Most of these savings were made in the Cold Foods Division.

The amount of money granted to Eco-Emballage (a company promoting eco-friendly packaging) at year-end 2013 was EUR 654,000, which was unchanged from 2012.

Soil usage:

Tipiak is not directly involved with soil usage, nor does it deal directly with farmers (involved in the earlier production stages of certain raw materials).

Emissions are monitored more closely at sites near to areas that are protected under programmes like Natura 2000 (e.g. water flows, lakes, etc.).

2.3-Pollution and Waste Management

Wastewater treatment and chemical oxygen demand (COD):

At most sites (5 out of 7) wastewater is treated before it is washed away by the cleaning water. The composition of the water in terms of organic matter or minerals such as nitrogen and phosphorous is subject to checks either by the company itself or by the appropriate external bodies. While allowing for any abatement related to the effects of municipal treatment plants, the total quantity of COD measured in emissions (calculated as per the variable testing frequencies of different sites) was 8.9 tons in 2013 (11.5 tons in 2012). This reduction is due to company awareness campaigns (e.g. good cleaning practices), which help to limit tonnage flow, and due to more precisely accounting for certain abatements (real, rather than estimated).

Emissions causing serious harm to the environment (Decree dated 30 April 2002): none

Management of waste :

WASTE (in tons)	2013	2012	2011
Total Waste Products (excl. sludge)	3,762	3,557	3,462
<i>Including Non-hazardous Waste</i>	1,069	1,027	1,394
<i>Including Bio-Waste and Re-usage (e.g. of animal feed)</i>	847	789	721
<i>Including Hazardous Waste (HW)*</i>	10	9*	14*
Sludge (pre-treatment plants)	59	69	82

* Hazardous Waste : new definition of hazardous waste including, in 2013, aerosols, batteries, accumulators, lamps and fluorescent tubes, hydrocarbon separators, solvents and maintenance oil (2011 and 2012 figures amended in line with new definition).

The Group maintained its waste reduction policy through ongoing employee awareness campaigns in the workshops and a closer focus on suppliers and packaging. In 2013 the Group's factories produced 3,762 tons of waste (a relatively stable per-ton-produced ratio), 23% of which was bio-waste, including that re-used for animal feed (22% in 2012).

- Non-hazardous industrial waste (NHIW), consisting of mixed waste, accounted for 1,069 tons. This waste is usually collected for incineration by specialist companies, or otherwise used for methane production.
- Bio-waste that can be "re-used" for animal feed (847 tons) or recovered by authorised bodies (composting, methanation) (830 tons).
- Hazardous waste* (HW) amounted to 10 tons in 2013 (from aerosols, batteries, lamps and fluorescent tubes, hydrocarbon separators, maintenance oil, solvents etc., depending on the specific site).
- Boxes and packaging: our industrial sites disposed of 493 tons of boxes and packaging in 2013. Recycling is carried out by recognised specialist companies.

Plastic, glass, metal, wood and paper are also recycled.

In 2013, the overall percentage of recovered waste (whether material or energy) was 92% (93% in 2012), thanks to the implementation of a triage scheme, including the sorting of waste paper across all sites. In 2013 almost 8 tons of paper were collected and either donated to charitable organisations or sold on for recycling.

A 100% ecological initiative to recycle printer and photocopier consumables was in place at four sites.

Impact on Area Around Industrial Sites:

All sites are located in dedicated industrial or business areas with a potentially low impact on housing. Noise abatement measures are taken at property boundaries in accordance with the prefectural decree for each site requiring authorisation or a declaration.

2.4-Climate Change: greenhouse gas emissions (GHG)

2013 saw the implementation of a special tool to calculate both scope 1 and 2 greenhouse gas emissions across the entire Group(*). The overall annual result was 17,901 tons of CO2 equivalent for all 7 sites. A more thorough assessment - including an evaluation of emission reduction methods - was carried out for three sites from the Cold Foods Division in 2011. These were the focus of priority action plans: reducing direct emissions (natural gas) while optimising the operation of certain equipment, and reducing indirect emissions caused by electricity consumption (for compressed air, lighting or operating equipment). The Group plans to extend this optimisation approach to other sites.

For a number of years the Group has commissioned an investment programme aimed at replacing certain refrigerants used in the cooling chain that have an environmental impact. A replacement was carried out at the Marans site (17). The replacement programme for the Fouesnant site (29) is projected to cost EUR 2.5 million and should continue until 2015.

(*) GHG emissions directly occurring on site (scope 1) and those indirectly linked to energy consumption (scope 2).

2.5-Compliance with Environmental Regulations

All the industrial sites have obtained the declaration or authorisation required to operate from DREAL (Regional Directorate of the Environment, Planning and Housing) or the DDPP (Directorate for the Protection of the Population).

In order to stay abreast of the latest legislative changes, the Group has used "Environment and Safety" compliance software across most sites since 2010.

2.6-Environmental Expenditure

Environmental impact reduction expenditure :

ITEM/TYPE	2013	2012	2011
<i>Expenditure for treatment of waste and emissions, audits/diagnostics*** (in EUR 1,000)</i>	563	610	595

*** Figures recalculated in line with new definition (excluding eco-tax reported in other §)

Environmental impact reduction expenditure for the Group's industrial sites reached EUR 563,000 (-8% compared to 2012, a year which saw a number of audits and studies). Expenditure was largely down to the sanitation of wastewater, the treatment of waste and audit and diagnostic costs. Construction of the pre-treatment plant at Saint-Aignan (44), the subject of an in-depth study in 2012 , started in 2013 and will continue in 2014.

Sum of the provisions and guarantees against environmental risks: None

Damages paid over the financial year resulting from a legal ruling on an environmental matter:

During the financial year 2013, the Group did not pay any damages resulting from a legal ruling on environmental risks, and to date, no such process is underway.

Objectives for overseas subsidiaries: Not applicable to the Tipiak Group.

2.7-Prospects and Action Plans

Over the next three years the Group will uphold its policy of raising awareness of issues of safety and the protection of the environment.

It will also further develop its environmental protection measures:

- by finalising its investment programme aimed at eliminating environmentally harmful refrigerants at its Cornouaille industrial site (29);
- by using diagnostic data to help optimise energy (electricity and gas) and water consumption;
- by controlling wastewater through pre-treatment plant investment programmes, especially at the Saint-Aignan site;
- by reducing and recycling everyday waste.

3- The Societal Agenda

3.1-Playing a Part in the Community

Tipiak's ambition to match pioneering companies with recognised knowledge shows its willingness to promote the development of each of the companies in its local environment. For the most part, the company's production sites have become major employers in their local communities.

We are a member of a number of employer groups that aim to help prolong the employment of seasonal workers through other companies.

We participate in regular employment and career forums to discover local talent and skills. In 2013, one site held a recruitment event in the form of a "speed dating" exercise which involved meeting candidates throughout the day and holding individual pre-interviews; 38 out of 80 candidates were given fixed-term contracts (i.e. 48%), representing a total of 21 key skills (cooks, machine operators, line operators, line supervisors, etc.).

In terms of partnerships, the company helps those in need by making regular food donations to a number of charities local to its factories. Agencies helping people back into society can also be called on when certain work becomes available.

For the past two years the company has supported a number of employees in their sporting endeavours (registration fee is covered) in the Nantes Marathon. 2013, for example, saw 32 people from 6 of the Group's 7 sites participate in the relay race wearing the Tipiak colours.

3.2-Maintaining Public Relations

Each operational management team ensures that it maintains constructive relationships with its most immediate contacts, often involving on-site visits or exchanges with local politicians, representatives of administrations, and the forces of law and order. We also have close ties with members of the local fire service of each community.

Involvement with local professional associations, such as LIGERIAA (the regional association of food industries in the Pays de la Loire region), allows Tipiak to contribute to the development of its professions and its business. We also have ties to associations in industrial zones where some of our sites are located in order to take part in local life (for example, on-site restaurants serving a number of companies).

The company also welcomes trainees ranging from 11-15 year olds (observation) to students completing their secondary education. In 2013, 101 trainees from all levels were welcomed into various parts of the company, including 53% of them in production.

Close ties are also maintained with educational establishments specialising in cooking or agri-food technologies.

Some of our employees offer lessons so they can share their expertise with students, or they participate in assessment panels, or they validate the awarding of professional qualifications (CQP certificates) in their area of expertise (the CCN certificate of the 5 Miscellaneous Food Industry Branches, for example).

3.3-Promoting a Sustainable Procurement Policy

The company initiated a process with its suppliers of raw materials and packaging to promote the ten principles of the Global Compact. Supplier questionnaires, general terms and conditions of purchasing and supplier audit support documents therefore refer to the Global Compact in the hope of incentivising and raising awareness. More than 450 suppliers in France and abroad were involved in these activities in 2006. This approach still applies today.

An audit schedule is drawn up every year with definitive criteria (e.g. strategic and sensitive materials or new suppliers). Supplier audits (7.4% of raw materials and packaging suppliers audited in 2013) are organised by Tipiak teams as set out in company guidelines and mainly where there is international sourcing (in South-East Asia or South America, for example), so that production conditions of raw strategic materials can be verified and sustainable relationships developed with our partners.

Almost all manufacturing and packaging of products is carried out at the Group's own industrial sites. Outsourcing accounts for only 0.1% of the company's total production costs (excl. trade).

3.4-Ensuring Food Safety and Nutritional Quality

Within each division, a quality control manager, independent of the production managers, monitors the quality and safety of our food constantly. The safe supply of sensitive raw materials is ensured thanks to the rigorous and permanent quality assurance procedures that are in place. These procedures are validated by the likes of ISO 9001, the BRC (British Retail Consortium), the IFS (distributor audits), and delivered by authorised bodies. In 2013, all sites renewed their existing certificates. (*see the section on "Risk Factors" for more details*). A pre-project anti-fraud scheme was launched in 2013. (*see § Fraud*)

As part of the monitoring of our products, thousands of analyses are performed every year on raw materials as well as end products, either in-house or through accredited external laboratories. The tests are mainly related to contaminants or allergens, or are bacteriological or physicochemical in nature.

Hundreds of internal tasting sessions are organised by trained personnel every year across all of our sites so that the taste and appearance of every recipe can be tested. Many taste tests are also performed throughout the year by independent external bodies with thousands of consumers. Group regulations stipulate that the sale of a new product can only go ahead once high scores have been gained in blind taste tests according to criteria set by the Research and Development teams.

Finally, as part of risk prevention, the Group has a procedure in place called "activating a crisis unit" which it can invoke in the case of a threatened or real crisis by mobilising internal or external experts in various fields (law, social work, communications, bacteriology, gastroenterology). Awareness and training sessions are held every year for operational managers and all newly employed managers in the Group as part of their induction programme. In 2013, 28 members of management took this training (*more details can be found in the section on "Risk Factors"*).

3.5-Preventing Fraud and Corruption

The structure of the Tipiak Group, whereby financial, accounting, legal, credit management and payroll services are centralised in the parent company Tipiak SA and "independent" from the operational entities which they serve, ensures separation of duties and operational security.

Through its “independent” position in the holding company Tipiak SA and the nature of its tasks (charts, management indicators, internal controls, risk management), the Controlling & Audit Group department also makes a contribution towards the reduction of risk.

Outside of the company, raising awareness among company suppliers about the principles of the Global Compact (*cf* § *Purchases*) constitutes a preventative action against the risk of corruption.

Finally, for greater control of the supply chain and to reduce the risk of supplier fraud, a pilot project was launched in 2013 for the purpose of strengthening the process used to secure purchases at all of the Group's divisions. It will continue in 2014.