



Corporate Social Responsibility

- Fiscal year 2014 -



Tipiak, it's all about 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 2014, the Group employed a total of 1,109 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.

Average Annual Workforce Numbers in Full-Time Equivalents

Contract Type	Central Services	"Dry" Sector	"Cold" Sector	2014 Workforce	Summary 2013	Summary 2012
Permanent Contracts	32	220	543	795	8795	802
Fixed-Term Contracts	1	28	285	314	295	235
Total Tipiak Workforce	33	248	828	1109	1090	1037
Temporary Employees	2	44	79	125	112	112
Total Workforce	35	292	907	1234	1202	1149

The average size of the Tipiak workforce (excluding temporary employees) increased by 19 full-time equivalents, or 1.7 %, from 2013 to 2014. The slight increase is due to additional staff hired in production for the period of high activity at year end and also because of extra resources recruited to help implement the new ERP system.

The average number of temporary workers rose slightly from 112 to 125 full-time equivalents. This represents 10.1% of the average total number.

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

Average Annual Workforce with Full-Time Equivalent Status

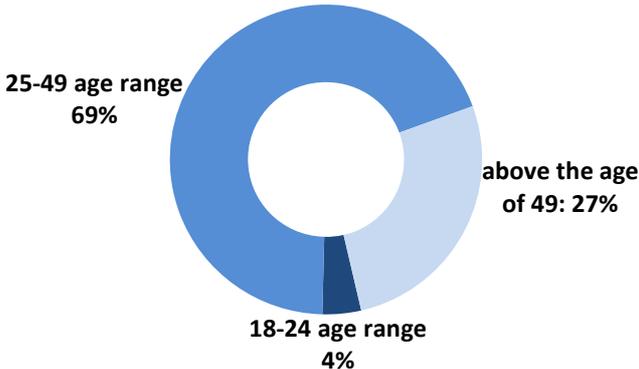
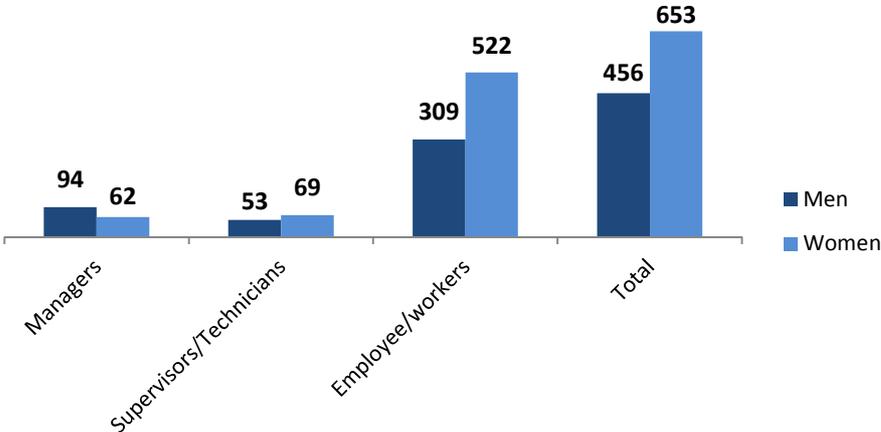
Contract Type	Central Services	“Dry” Sector	“Cold” Sector	2014 Workforce	M 2014	F 2014	Summary 2013	Summary 2012
Managers	13	65	78	156	60%	38%	150	147
Supervisors and Technicians	7	51	64	122	43%	57%	111	108
Employees/Workers	13	132	686	831	37%	63%	829	782
Total Tipiak Workforce	33	248	828	1109	41%	59%	1090	1037

Location of Workforce in Relation to Gender and Age Group

The Group’s 1109* 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 2013). Regarding the “Employees/Workers” status, a great proportion of women is involved in the manual tasks of laying small ingredients on the products (mainly in the Party Food Division).



As of 31 December 2014, the workforce consisted of 4% of salaried workers in the 18-24 age range, 69% in the 25-49 range and 27% above the age of 49 (compared to 4%, 70% and 26%, respectively, at the end of 2013).

Size of Registered Workforce as of 31 December 2014 (excluding temporary staff)

Contract Type	Central Services	“Dry” Sector	“Cold” Sector	Total Workforce as of 31/12/2014	Summary 2013	Summary 2012
Permanent Contracts	33	225	612	870	862	867
Fixed-Term Contracts	1	34	42	77	70	52
Total	34	259	654	947	932	919
Part-Time				89	106	105

Employees with fixed-term contracts make up 8.1% of the total workforce of the Group as of 31 December 2014 (7.5% in 2013). These people are mainly appointed to replace absent employees and in response to temporary increases in business activity.

As in 2014, part-time employees make up 9% of the total registered Group workforce as of 31 December 2014. They work largely in production.

Absenteeism

In 2014, the company recorded an absence rate of 7.8%, including maternity and paternity leave. As with the previous year, the most prevalent reasons for absence were illness and work-related accidents or work-related illnesses. The slight increase of the absenteeism in 2014 comes from more days of absence due to illness.

	2014	2013	2012
Absenteeism	7,8 %	7,0 %	8,8 %
<i>Illness</i>	58 %	53 %	51 %
work-related accidents or work-related illnesses	26 %	26 %	26 %
<i>Others (maternity and paternity leave ,...)</i>	16 %	21 %	23 %

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.

For the recruitment of qualified workers to the Party Food Division, new tools (training and appraisal grids) were created in 2014 to help managers in the selection of candidates or the approval of trial periods. For some seasonal posts in the Frozen Ready Meals division, ‘job-dating’ was organised (short recruitment interviews) in conjunction with the Employment Division to encourage candidates to meet each other.

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.

Staff Movements	2014	2013	2012
Recruitments	62	38	29
<i>of which new posts</i>	17	3	10
Staff Turn over	6,7 %	4,8 %	4,8 %

In 2014, 62 employees were hired on a permanent basis, including 17 new posts (mainly those in sales and production supervisor roles). Turnover has remained at 6.7%, all reasons for leaving included (4.8% in 2013). 48% of former employees left voluntarily (41% in 2013). A total of 10 employees were dismissed (11 in 2013).

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. In the same spirit, one division developed a mentoring system to facilitate the induction of its seasonal workers (with around 550 people inducted in 4 months). For certain posts requiring a specific skill set (piping, for example), permanent employees are commissioned to train and supervise newcomers and thus ensure that the correct movements are learned. A tutoring system is also in place to assist with the on-the-job training of skilled workers.

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.

Since 2014, one division has established a way of introducing the company to new permanent recruits by way of welcome breakfasts with the Head of Division. These convivial breakfasts encourage conversation and the proper induction of new employees.

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.

Remunerations (K€)	2014	2013	2012
Salaries and wages	35 264	34 275	32 086
Profit-sharing	823	538	1 273
Payment in shares	182	198	246

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 182,000 in 2014.

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 823,000 in 2014.

“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 35,264 in 2014, an increase of +2.9% from 2013 (to be compared to a +1.7% 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 2014, the amount invested by our employees in mutual funds provided by the Group Savings Scheme totalled EUR 3.1 million (EUR 2.8 million in 2013), EUR 2.1 million of which was invested in Tipiak shares (up from EUR 1.9 million in 2013). As of 31 December 2014, mutual employee funds owned 22,300 shares in Tipiak, or 2.4% of the company's capital.

1.4-Skills Development

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.

In 2014, the Group maintained its policy of providing training for all staff: 745 employees benefited from training at least once during this period; representing a budget totalling EUR 878,000, or 2.6% of total payroll.

Training	2014	2013	2012
Number of employees who received at least one training	745	637	706
Hours of training received	15 582	14 035	13 390
Total training spend	878 K€	839 K€	719 K€
% of total payroll	2,6 %	2,5 %	2,4 %

Launched in 2013, several original initiatives are pursued in 2014, 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 10 people). Over the year, 6 other people also benefited from key skills training (writing and speaking), and an extended alternating diploma course in both management and team leading was offered to 4 employees. A group of 10 fixed-term employees was able to undergo training to operate machinery before the start of the season. Finally, CIMA (Driver of Mechanical and Automatic Equipment) professionalisation contracts were concluded with 7 fixed-term employees.

In addition, the implementation of the SAP software package in the Dry Sector in 2014, as part of the IT systems update, allowed most employees within this sector to be trained to use a new integrated management system.

All this activity is aimed at improving the employability of the individual people so that they can access skilled jobs within the company and/or develop their general knowledge in business management in order to develop either internally or externally.

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 Sector on each industrial site with the aim of reducing MSD (musculoskeletal disorders). As such, several posts underwent adjustments in 2014 to improve difficult working conditions and safety, including the installation of a motorised tipper for the waste airlock, an ergonomic washing station, help with the handling of spools or palettes, the automated addition of ingredients, improvements to the vehicle fleet, etc. 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 the Dry Sector 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. At the same time, this division also installed a safety records library in late 2014 to encourage the communication of guidelines. Each record is the subject of a workshop presentation designed to highlight specific topics and thus contribute to the culture of safety among employees. The initiative is set to continue in 2015.

work-related illness	2014	2013	2012
work-related illness recorded	17	22	27

Through these initiatives, the number of cases of work-related illness recorded for 2014 was down; this fall occurred primarily in the Cold Sector ; 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 Sector). 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.

Accidents in the workplace	2014	2013	2012
Severity rate (1)	1,5	1,0	1,4
Frequency rate (2)	44,9	49,1	46,2

(1) Severity rate = (number of working days lost / hours worked) x 1 000

(2) Frequency rate = (number of accidents with work stoppage / hours worked x 1 000 000

As of 31 December 2014, the Group recorded a severity rate of 1.5% and a frequency rate of 44.9% for accidents in the workplace (excluding temporary staff), which equates to a fewer number of accidents with higher days of work lost to downtime. Repair work to floors and better communication regarding working conditions have reduced the number of accidents in the Party Food Division, for example. By contrast, in Frozen Ready Meals, the growth rate can be explained by the increase in the number of accidents following a period of low activity early in the year.

For the past three years, 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 (75 people trained in 2014 in 3 different divisions). One site also decided to host its annual staff information meeting (170 people) on the theme of health; on offer were workshops focusing on the prevention of Musculoskeletal Disorders, including the unveiling of this original training.

In 2014, the Pont l'Évêque site launched a project to redevelop the social areas of the site, such as the refectory, the lavatories and the cloakrooms which will be available for use from 2015 to improve the working conditions in general.

The employee welfare programme continues at two of the sites in the Dry Sector : a social worker is therefore available on a regular basis at those sites for employees wishing to use the service.

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. In 2014, an electronic Economic and Corporate Social Data Base was designed to better share information and improve the ability of employee representatives as regards discussing corporate strategy. It has been available since late 2014 through the Staff Delegates and the members of the Works Council and the CHSCT (Committee for Health, Safety and Working Conditions) of one of the divisions. It will be rolled out gradually to the other divisions.

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 Sector, 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 some cases, product samples are distributed to employees to allow them to try the latest releases.

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. The roll-out of this tool began in early 2013 and continued into 2014. At the end of the first year, the data base was accessible to all IT profiles and listed almost all of the company’s projects.

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. In 2014, a pilot scheme was launched to investigate the relevance of developing a fully-fledged project. A user satisfaction survey was conducted among 570 respondents who expressed both their interest in the tool and their expectations in terms of development. Another project will be launched in 2015 to evaluate and then implement the preferred developments.

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 2014, 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 represents 5.4%, partly due to staff departures.

Disabled workers	2014	2013	2012
disabled workers rate (%)	5,4	5,4	6,2

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.. Against this background, 2014 saw one division organise a disability awareness campaign among its employees, CHSCT and the Works Council, in partnership with the occupational health doctor.

“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 2014, 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. One division has been tracking the environmental highlights since 2008 on a timeline. On display on various sites in 2014, this timeline is aimed at raising the awareness of the employees in the division about how action plans are being implemented.

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 Sector ; It was renewed in 2014.

In 2014, the Fouesnant site approved a 50 001 (level 1) certification for its energy management system.

2.2-Sustainable Use of Resources

In 2014, the industrial output for the Tipiak Group totalled 46,191 tons, increasing by 6.3%* compared to 2013.

Energy usage :

ITEM/TYPE	2014		2013		2012	
	Total	Per ton produced	Total	Per ton produced*	Total	Per ton produced*
ENERGY						
Electricity (in MWh)	26,064	0.55	25,134	0.58	24,987	0.57
Gas (in MWh)	40,483	0.88	38,033	0.88	39,888	0.91
Fuel (in MWh)	186		176		251	
Total Energy (in MWh)	66,733	1.44	63,344	1.46	65,126	1.49

*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”). Reported energy consumption per ton produced in 2014 was stable or slightly down on 2013; this is a result of following action plans, such as compressors that use less energy, new LED lighting and segmentation of lighting, optimising machine start-up, temperature guidelines for cold rooms, the installation of divisional meters, etc. or significantly different production mixes, such as using lines that require less energy or a more optimal line occupancy rate (even with the major expansion of one site commissioned in mid-2013).

A 2012 energy audit carried out on a site in the Cold Sector 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 and the replacement of two boiler burners). Two new agreements were signed in 2014 (Malville and Fouesnant sites), in particular for variable-speed compressors.

To date, no site uses renewable energy sources.

Water usage:

ITEM/TYPE	2014		2013		2012	
	Total	Per ton produced	Total	Per ton produced*	Total	Per ton produced*
Total Consumption (m³)	171,704	3.72	172,009	3.96	169,812	3.89
Wastewater Discharge (m³)		2.41		2.46		2.44
Waste Coefficient	65%		62%		63%	

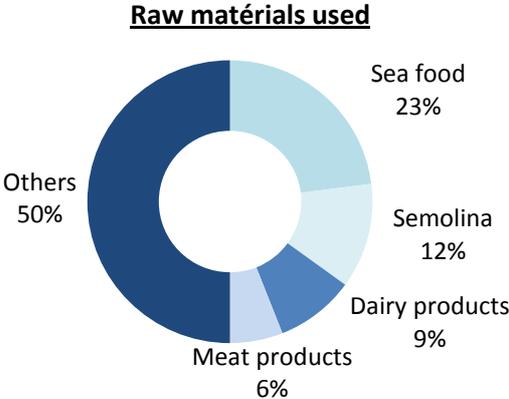
Average water consumption taken from provider invoices for 2014 and from company records.
 * Figures recalculated compared to the 2012 document because of a new definition of total product quantity (not including trade products).

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 2014, the Group’s different manufacturing processes used an average total of 3.72 m³ of water per ton produced, which was a slight reduction compared to 2013 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. These results, however, were minimised by over-consumption due to malfunctions encountered at certain sites (e.g. leaks, technical problems, etc.).

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 50% of all raw material purchases (51% in 2013).



Some raw materials (such as scallops, semolina, manioc starch or quinoa) are partially or fully supplied from abroad because of the specificity of the materials required (quality, quantity, etc.) and the wish to diversify sourcing.

In 2014, 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 0.3% in consumption of materials compared to 2013 (all things being equal in terms of volume, product-mix and purchase prices). Most of these savings were made in the Cold Sector.

The amount of money granted to Eco-Emballage (a company promoting eco-friendly packaging) at year-end 2014 was EUR 785,000, increasing by 20% compared to 2013. This increase can be explained by the growth of the business and a type of packaging that now falls in a higher tax bracket.

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.).

None of the Tipiak production sites has any biodiversity-protected areas.

To date Tipiak has not committed to any action to protect biodiversity.

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.

COD	2014	2013	2012
Tons	7,5	8,9	11,5

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 7.5 tons in 2014. 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)	2014	2013	2012
Total Waste Products (excl. sludge)	3,749	3,762	3,557
<i>Including Non-hazardous Waste</i>	848	1,069	1,027
<i>Including Bio-Waste and Re-usage (e.g. of animal feed)</i>	946	847	789
<i>Including Hazardous Waste (HW)*</i>	11	10	9*
Sludge (pre-treatment plants)	126	59	69

* 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 2014 the Group's factories produced 3,749 tons of waste, 25% of which was bio-waste, including that re-used for animal feed (23% in 2012).

- ✓ Non-hazardous industrial waste (NHIW), consisting of mixed waste, accounted for 848 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 (946 tons) or recovered by authorised bodies (composting, methanation) (848 tons).
- ✓ Hazardous waste* (HW) amounted to 11 tons in 2014 (from aerosols, batteries, lamps and fluorescent tubes, hydrocarbon separators, maintenance oil, solvents etc., depending on the specific site).
- ✓ Boxes and packaging (in third place in tons) : our industrial sites disposed of 511 tons of boxes and packaging in 2014. Recycling is carried out by recognised specialist companies.
- ✓ The tonnage of sludge has seen a significant increase on one site due to the installation of a new plant in 2014 (as the old plant was demolished and more careful use was monitored).

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

Recovered waste	2014	2013	2012
Rate (%)	95	92	93

In 2014, the overall percentage of recovered waste (whether material or energy) was 95%, thanks to the implementation of a triage scheme, including the sorting of waste paper across all sites. In 2014 almost 7.3 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)

Since the installation of this tool in 2013, the group's different sites have been keeping a record of their greenhouse gas emissions (GHG) on Scopes 1 & 2(*).

GHG	2014	2013
tons of CO2 equivalent	22 058	17 901

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

The overall annual result was 22,058 tons of CO2 equivalent for all 7 sites. The increase can be explained by a higher consumption of energy (in proportion to the increase in Group activity), but especially by the increased storage of refrigerants at the Fouesnant (French dept. no. 29) site before the completion of substitution investment in the course of 2015.

In compliance with regulations, the Group has in fact been committed to a major investment programme for several years aimed at the substitution of certain refrigerants used in cold production that have an environmental impact. The replacement at the Marans (dept. no. 17) site is already complete. Investment at Fouesnant following the diagnostics carried out in 2014 will be completed in 2015 for an estimated cost of €2.7 million.

A more thorough assessment - including an evaluation of emission reduction methods - was carried out for three sites from the Cold Sector 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.

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	2014	2013	2012
<i>Expenditure for treatment of waste and emissions, audits/diagnostics*** (in EUR 1,000)</i>	579	563	610

Environmental impact reduction expenditure for the Group's industrial sites reached EUR 579,000 (+2.9% compared to 2013), without particular highlight. Expenditure was largely down to the sanitation of wastewater, the treatment of waste and audit and diagnostic costs. The construction of the new pre-treatment plant at Saint-Aignan (dept. no. 44) was commissioned in April 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 2014, 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 Fouesnant 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,
- 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.

The company regularly participates in employment and career forums (especially as part of our partnership with ONIRIS (Nantes Atlantic College of Veterinary Medicine, Food Science and Engineering)), in order to share knowledge and meet new talent. One site held a 'job-dating' recruitment event (short interviews) once again in 2014, coming to meet candidates over two days for individual job interviews. To foster links with the academic world, two sites took part in an initiative involving school, college and university teachers and lecturers featuring presentations and workshop visits. They were also mobilised during the 'Week of Industry' to inform others about their professions through visits, forums, 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 three years the company has supported a number of employees in their sporting endeavours (registration fee is covered) in the Nantes Marathon. 2014, for example, saw 20 people from 5 of the Group's 7 sites participate in the relay race wearing the Tipiak colours. The Fouesnant site also supports one group of employees (runners and walkers) with their participation in local races.

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. Similarly, in 2014, one site helped to organise a major festival (20,000 visitors over a weekend) within its community, one particular highlight being the organisation of a cooking workshop using company products.

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). In 2014, the company joined the Saint-Herblain Ouest Business Association and its CSR Committee. In this regard, the company helped to organise a blood donation initiative in June 2014 with the French National Blood Service (90 donors mobilised, 13 of which were Tipiak employees from the Saint-Herblain site).

The company also welcomes trainees ranging from 11-15 year olds (observation) to students completing their secondary education. In 2014, 88 trainees from all levels were welcomed into various parts of the company, including 43% of them in production.

Close ties are also maintained with educational establishments specialising in cooking or agri-food technologies. A partnership was also launched with CIFAM (the Nantes-Saint-Nazaire Chamber of Commerce) to introduce professions such as butcher, pastry chef and general chef, with site visits to people who have changed careers.

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 Purchasing Group has a procedure setting out guidelines for purchasing processes (sourcing, selecting, negotiating, referencing, supplying, evaluating) for all the divisions of the group. The major challenge is enabling the evaluation and management of purchasing risks. The purchase is then communicated to the divisions via a specific procedure which is integrated into the quality system. Tipiak works continually to select materials and to test new ones on a regular basis under our rigorous referencing processes. The selection of raw materials involves several stages of approval of the material and the supplier (document reviews, supplier audit, analysis frequency and type, industrial testing, etc.).

An audit schedule is drawn up every year with definitive criteria (e.g. strategic and sensitive materials or new suppliers). Supplier audits (8.2% of raw materials and packaging suppliers audited in 2014) are organised by Tipiak teams according to internal standards (product safety, quality, environment, skill, process management, cleaning, etc.) 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.

Suppliers audits	2014	2013
<i>Nb of audits / Nb of suppliers (%)</i>	8,2	7,4

These on-site visits to meet current or prospective suppliers offer the opportunity for teams to increase their knowledge of the strategic supply chains (for example, in the last two years, quinoa in South America, fish in Scotland or Norway, scallops in South America and manioc in Thailand).

The company initiated also 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.

Almost all manufacturing and packaging of products is carried out at the Group’s own industrial sites. Outsourcing accounts for only 0.15% 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 2014, most of the sites renewed their existing certificates. An anti-fraud pilot scheme was launched in 2013 and was completed in 2014. (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 2014, 28 members of management took this training.

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.

Internally, recently added onto the list of elements to be covered in the introduction seminar for all new members of the management team is the presentation of the 10 principles of the Global Compact in order to inform them and raise their awareness of the company's commitments.

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. A follow-up was conducted in 2014 which enabled the development of a fraud matrix for each category of material. This matrix identifies 3 distinct risk levels corresponding to 3 levels of action plan for internal and external controls to be implemented gradually within the Group.

Tipiak relies on its corporate culture, organisation and purchasing policy (see § *Purchasing*) in fostering long-term relationships based on trust and mutual interest, and on various awareness raising activities (described below) to prevent cases of corruption and fraud. As part of its international development the company is building up its knowledge in this area by taking part in thematic conferences, bringing in experts for in-house awareness-building and training sessions, and via research into documentations, in

particular the publications produced by Transparency International, and through the exchange of experiences.