



The Bonduelle logo features the brand name in a green, cursive-style font. Above the letters 'o' and 'u' is a stylized arc with a color gradient from orange to yellow to green.

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**CORPORATE SOCIAL  
RESPONSIBILITY REPORT**

**FROM THE REGISTRATION DOCUMENT**

2015-2016



<b>2.1</b>	<b>The Bonduelle Group and Corporate Social Responsibility</b> <small>AFR</small>	<b>22</b>	<b>2.4</b>	<b>Reducing environmental impacts from field to plate</b> <small>AFR</small>	<b>39</b>
2.1.1	“Focusing on the long term, more than ever!”	22	2.4.1	Challenges and targets	39
2.1.2	A pioneering approach	23	2.4.2	Group policy and methods used	40
2.1.3	CSR governance	25	2.4.3	Assessing the carbon and water footprints	40
2.1.4	20 years of CSR commitment	27	2.4.4	Energy consumption	41
			2.4.5	Water consumption and treatment	44
<b>2.2</b>	<b>Structuring dialog with stakeholders</b> <small>AFR</small>	<b>28</b>	2.4.6	Waste management and recovery	45
2.2.1	Regular involvement	28	2.4.7	Packaging optimization	47
2.2.2	Bonduelle stakeholders and forms of dialog	30	2.4.8	Managing transportation flows and alternatives to road transport	48
<b>2.3</b>	<b>Caring, with our agricultural partners, for cultivated land</b> <small>AFR</small>	<b>34</b>	<b>2.5</b>	<b>Encouraging people to eat healthily and sustainably, and increasing affordability</b> <small>AFR</small>	<b>50</b>
2.3.1	Challenges and targets	34	2.5.1	Challenges and targets	50
2.3.2	Group policy and methods used	34	2.5.2	Group policy and methods used	50
2.3.3	Bonduelle and its agricultural partners	35	2.5.3	Sourcing of raw materials	54
2.3.4	Charter and certification	36	2.5.4	Product design	54
2.3.5	Protecting the soil and biodiversity	37	2.5.5	Consumer information and satisfaction	55
2.3.6	Preparing for the future of agriculture	38	2.5.6	The Louis Bonduelle Foundation	56



# 2 Corporate Social Responsibility

## 2.6 Ensuring the “well-living” of employees and local communities AFR **58**

2.6.1	Challenges and targets	58
2.6.2	Group policy and methods used	59
2.6.3	Safety and working conditions	60
2.6.4	Compensation policy and social dialog	61
2.6.5	Training and development for women and men	61
2.6.6	Diversity	62
2.6.7	Human rights	63
2.6.8	Participating in local community life	63

## 2.7 Note on the CSR reporting methodology AFR **66**

2.7.1	Context and objectives	66
2.7.2	Procedures	66
2.7.3	Scope	67
2.7.4	Indicators	68
2.7.5	2016 Reporting schedule	70
2.7.6	Assurance report	71
2.7.7	Results of all indicators	73

## 2.8 Appendices AFR **83**

2.8.1	Ethics Committee	83
2.8.2	Bonduelle Group ethics charter	83
2.8.3	Materiality matrix	87
2.8.4	Acronyms	89

## 2.1 The Bonduelle Group and Corporate Social Responsibility

### 2.1.1 “Focusing on the long term, more than ever!”

*Christophe Château, Bonduelle Group CSR, Communications and Corporate Marketing Director*

*The COP21 Paris Climate Conference at the end of 2015 saw the historic signature of the first worldwide agreement on global warming. The COP22 Marrakech Climate Conference, to be held in November 2016, should see States taking specific long-term action. However, our environment, whether it be economic, political or even technological, is changing ever-faster, and is in some cases unstable. This leads to inward-looking impulses and a temptation to return to short-term policies. By contrast, Bonduelle, a family-run agricultural raw materials processing company that is well aware of these challenges, is focusing more than ever on the long term, particularly via its CSR policy, which reflects its beliefs and values.*

*From the very beginning it has focused on six areas – people and safety, agriculture, natural resources, quality and nutrition, supply chain and purchasing, and commitment to civil society. This policy drives everything the Company does.*

*The VegeGo! corporate initiative formalizes the corporate vision up to 2025 and defines its ambition to be “the world reference in ‘well living’ through vegetable products”.*

*This ambition is all the more crucial as agriculture plays a key role in multiple global challenges linked to health, nutrition, food safety, adaptability to climate change and protection of biodiversity. These challenges have led the FAO (Food and Agriculture Organization of the United Nations) to declare 2016 the International Year of Pulses.*

*Last year, saw Bonduelle cross another milestone, that of linking its CSR policy more closely with its business plan and its strategy, by redefining macro objectives corresponding to the main challenges that the Company intends to take up.*

*These macro objectives are the fruit of the work of a co-creation group made up of employees from across all segments and all hierarchical levels, who cross-referenced the global sustainable nutrition challenges with the expectations of all of our stakeholders, consulted during the construction of our materiality matrix.*

*There are five clear and simple macro objectives, which will be managed with the aid of key indicators:*

- *caring, with our agricultural partners, for cultivated land;*
- *reducing our environmental impact, from field to plate;*
- *encouraging as many people as possible to eat healthily and sustainably, and increasing affordability;*
- *ensuring the “well-living” of employees and local communities;*
- *encouraging involvement across the board.*

*This last, central objective is the linchpin of the whole strategy. Progress will only be possible with the involvement of all group employees.*

*The Bonduelle Group has a strong belief in this new chapter of its CSR policy, and the group is resolute in its readiness to help build a more responsible world by making sustainable vegetable nutrition available to as many people as possible.*

## 2.1.2 A pioneering approach

Bonduelle is a family company established in 1853, which produces ready-to-use and ready-to-eat fresh vegetables. Its products are sold in over 100 countries and it operates 54 agro-industrial or own agricultural production sites; its growth depends on two fundamentals: respect for the natural environment, which is essential for a group whose business is directly linked with the earth on a daily basis, and placing people at the heart of its long-term corporate plan. This project aims to offer the best that nature can provide, guided by ethical principles formulated by six generations of Shareholders.

Bonduelle has been a pioneer in sustainable development and CSR, in line with the objectives defined by the group's family Shareholder: sustainability, independence and the individual development of our employees. Since 1996, the group has also had a sourcing charter in place with its producer partners to ensure optimum production conditions and the best product quality.

With the intention of responding even better to society's expectations while formalizing its approach, the Bonduelle Group decided in 2002-2003 to step up its CSR actions by setting up a dedicated Steering Committee.

"Traditionally, the Company played a role in changing civil society through its offering of products and services with the main objective of creating financial value. It will make an even larger contribution through its values and behaviors with the aim of creating value for society."

*Christophe Bonduelle, Chairman of the Bonduelle Group*

In 2012, the Company began a new phase in its development to shape the group's future to 2025 by launching the VegeGo!. A far-sighted, unifying program, VegeGo! aims to make the Bonduelle Group "The world reference to ensure 'well living' through vegetable products", honoring all of its responsibilities to its Shareholders, employees, partners, customers and the environment.

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

### 1. We respect the planet and our social commitments

Backed by our unique agro-industrial expertise, particularly in agricultural upstream, Bonduelle's proactive policy over almost 20 years demonstrates its determination to be exemplary in its business practices.

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

People matter most to Bonduelle and are placed at the heart of its corporate plan. This pillar demonstrates the group's intention of furthering its actions in the area of equal opportunities, diversity, internal mobility and safety, setting a target of zero workplace accidents by 2025.

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

Bonduelle's brand portfolio enjoys international recognition. The group defined its international positioning in 2013 to create strong

unity: "Bonduelle, your inspiration to enjoy vegetables every day". This positioning focuses on how our products contribute to healthy living (health, environment, nutrition, pleasure and taste) and demonstrates the group's intention of developing all its brands, across all channels and in all technologies.

### 4. Our organization serves our customers

Bonduelle offers national brand products and private label products, in line with the specific requirements of consumers and guests in different markets. The group, which is present in all distribution channels (retail, food service, industry sales) worldwide, is constantly innovating to bring added value to set its products and services apart.

**In order to boost its CSR strategy, and, following the preparation of its materiality matrix (see 2.8.3 Materiality matrix), Bonduelle has set itself five objectives to be met by 2025. This initiative, implemented in four stages (materiality, inspiration, co-creation and validation), aligns the CSR policy with the VegeGo! corporate initiative and the overall group strategy. It also redefines simple, comprehensible long-term macro objectives, which are monitored each quarter by the Executive Committee. These five objectives, for which the key indicators will be defined in 2016-2017, are as follows:**

#### 1. Caring, with our agricultural partners, for cultivated land

The aim is for all land to be cultivated using at least one alternative farming method to cut out or reduce the use of chemical products and mineral fertilizers.

#### 2 Reducing environmental impacts from field to plate

Environmental protection is a major target, to be achieved by monitoring natural resource consumption and implementing overall plans to manage greenhouse gas emissions, biodiversity and water resources across all of our operations. Transport flows and actions to reduce CO<sub>2</sub> emissions are also subject to annual assessment. Bonduelle aims for zero loss of natural resources through saving and recycling.

#### 3 Encouraging people to eat healthily and sustainably, and increasing affordability

The group is committed to vegetable traceability, quality and innovation, recipe formulation – without compromising food safety –, and nutrition via the Louis Bonduelle Foundation and social innovation.

#### 4 Ensuring the "well-living" of employees and local communities

The group aims for zero workplace accidents, promotes employee commitment and increases the involvement of its production facilities in local communities by encouraging each site to become involved in at least one civil society initiative.

## 5. Encouraging involvement across the board.

Bonduelle is convinced that the success of the CSR policy, promoted at the highest corporate level, must also be promoted by all employees. This approach is based on co-building with employees and is supplemented through our experiences and lessons learned. In the first instance, this flexible dynamic was reflected in the launch of a best practice competition, open to all employees, making it possible to mobilize and focus on the value of the initiatives described in the graphics that punctuate this CSR report:

**Bonduelle**  
PURCHASES AND MAINTENANCE | BAM - Canada, USA

### IMPLEMENTING A SYSTEM TO MANAGE THE COMPANY'S WORKFORCE AND PASS ON KNOWLEDGE

In 2015 we installed the **EAM shared management system for maintenance, purchases and stocks** on the Brockport (USA) pilot site. In addition to the economic aspect, this system will encourage the passing on of knowledge in our specialist departments from maintenance to purchasing in North America.

- Combating the loss of expertise through retirements
- Better understanding of costs and activities in real time
- Development of collaborative work through a platform shared between all sites
- Planned installation of the system at all sites in North America

BIGREEN Tour 2016 - Corporate Communication and Sustainable Development Department - June 2016 (# 9)

**Bonduelle**  
TRANSPORT | BAM - Canada - Montreal

### DEVELOPMENT OF CAR SHARING AND CAR POOLING

At the Montreal headquarters we practice **car pooling** and make use of the city's **car sharing** service (Communauto) for our work-related travel.

- Encouraging less systematic use of cars
- Money saved
- Reduced number of unused cars in the city
- Reduced CO<sub>2</sub> emissions and fewer resources consumed

BIGREEN Tour 2016 - Corporate Communication and Sustainable Development Department - June 2016 (# 5)

**Bonduelle**  
HUMAN RESOURCES | FRESH - France - Rospenden

### IMPROVING LOCAL COMMUNICATION

Every day in the factory and once a week at the head office, one employee per team does a **presentation for a maximum of 5 minutes** for their colleagues about the **information made available by each department on the Drive**. We have established this solution together following the Climate survey.

- Improved communication explaining the day or week's events
- Fair sharing of information
- A successful action that works on a basis of continuous improvement

BIGREEN Tour 2016 - Corporate Communication and Sustainable Development Department - June 2016 (# 12)

### These five objectives are shared by the Bonduelle Group's four business units: (GRI-G4-20)

- **Bonduelle Europe Long Life (BELL)** covers all of the group's canned and frozen vegetable activities in Europe for the Bonduelle and Cassegrain national brands, and for private label brands, mass-market retailing, food service, and BtoB sectors;
- **Bonduelle Fresh Europe (FRESH)** covers all the group's prepared fresh vegetables: fresh-cut bagged salad and prepared salad in Europe, for the Bonduelle brand and private label brands, in the mass-market retailing and food service sectors;
- **Bonduelle Americas (BAM)** covers all canned and frozen vegetable activities in North and South America for the Bonduelle and Arctic Gardens brands, and private label brands, mass-market retailing, food service, and BtoB sectors;
- **Bonduelle Development (BDV)** covers the group's activities and development in the rest of the world, particularly in Eastern Europe for the Bonduelle and Globus brands, and for private label brands, for all technologies and all distribution channels.

On July 1, 2016, BDV reorganized its business unit status to become a central "Prospective et Développement" Division. At the same time, a new business unit, BEAM – Bonduelle EurAsia Markets – covers the group's operations in Russia, Kazakhstan and Belarus.

## 2.1.3 CSR governance

### STEERING

The CSR Steering Committee has one member from the Executive Management Committee of each of the four business units, representatives from group-wide functions and experts in CSR areas: human resources, quality, purchasing, etc. The business unit representatives are responsible for driving the approach within their entities. The experts from each area work in tandem with the business unit representatives to meet the targets and share best practice.

### ETHICS CHARTER

The Bonduelle Group has an ethics charter that embodies its values: people-minded approach, confidence, openness, simplicity, integrity, fairness and excellence. This charter demonstrates the group's intention to pursue continuous improvement. It supplements the Company's existing rules and regulations for employees, while encouraging individual ethical behavior in accordance with Bonduelle's values.

The ethics charter will reiterate the group's commitment to Corporate Social Responsibility, particularly through its long-standing membership of the UN Global Compact (since 2003). This United Nations initiative requires signatories to apply ten basic principles in the areas of human rights, anti-corruption, environment and labor standards. The group's ethics charter defines the core principles of Bonduelle's stance as a corporate citizen, responsible, equitable and integrated company. An Ethics Committee supports the group's efforts in this area, acting in an advisory capacity. It meets in May and October every year and submits its reports to the Chairman of the Bonduelle Group.

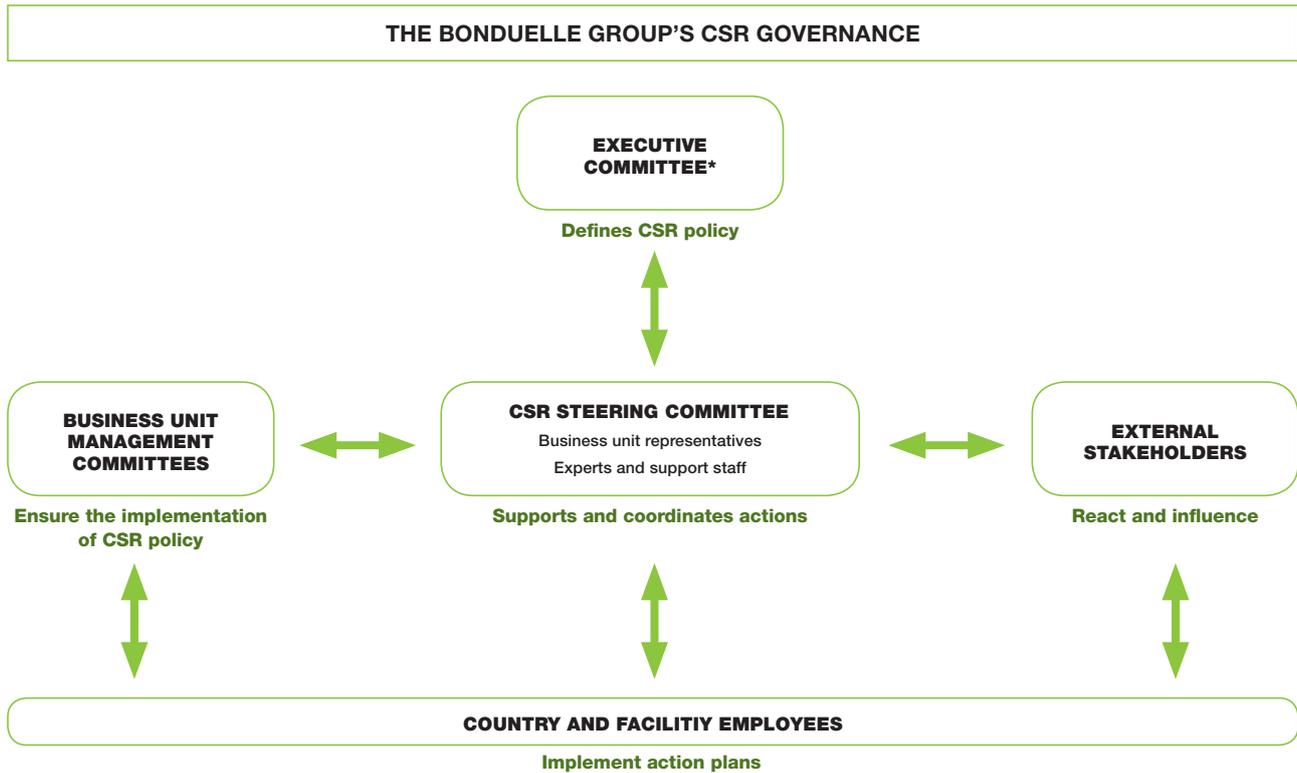
The complete text of the ethics charter and the composition of the Ethics Committee can be found in the Appendices (see 2.8.1 Ethics Committee and 2.8.2 Ethics charter).

### TRANSPARENCY REQUIREMENTS

In line with its commitments and to make its CSR information accessible to all its stakeholders, Bonduelle is making this report available on several websites (bonduelle.com, unglobalcompact.org and corporateregister.com) and offers up its work to the scrutiny of its stakeholders (see 2.2. Structuring dialog with stakeholders) at specific meetings such as the one held in February 2016 in Paris during the *Salon international de l'agriculture* (International Agricultural Show).

For internal stakeholders, the annual collection of CSR data at group level is a way of identifying areas for improvement. Reporting of this data can be accessed by all the group's sites. This makes it possible to share data and monitor performance.

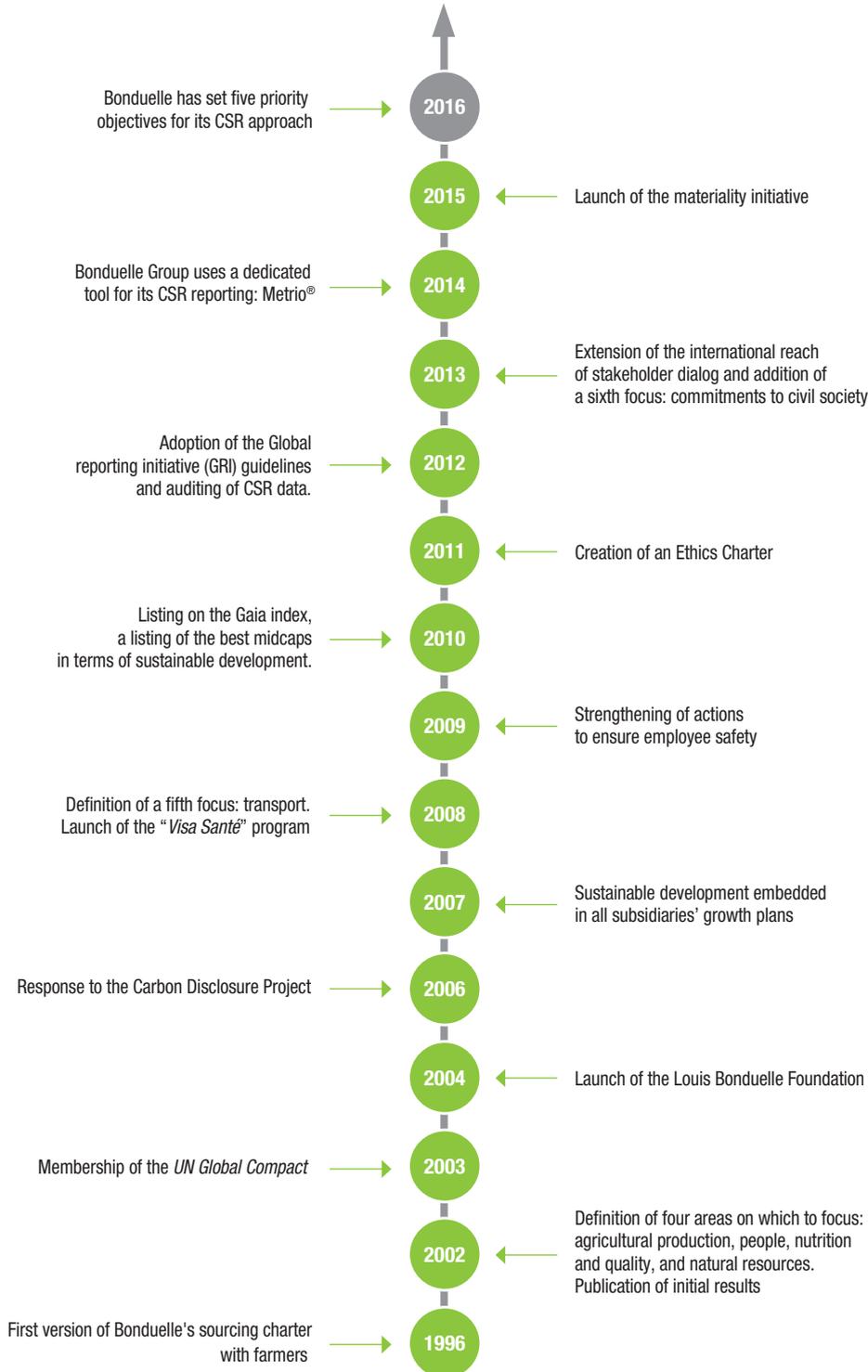
Bonduelle also shares its CSR information with various acknowledged expert bodies. Since 2012, the Bonduelle Group has submitted certain of its CSR reporting indicators for auditing by an independent third party, in this instance, Deloitte. Bonduelle has also obtained Global Reporting Initiative (GRI) application level B+ each year since 2012, then in 2015 and 2016 this report was prepared in compliance with the GRI G4 Core option (see page 230). The proactive verification of the correctness of the location of the G4 Materiality Disclosures was initiated at the request of the Company's executive body, Executive Committee. This year, Bonduelle won the "2016 CSR report Prize", a French accolade awarded by the *Conseil supérieur de l'Ordre des experts-comptables* (French Association of Chartered Accountants) (see Section 2.5.5). The Company is also part of the Gaia index, a listing of the best midcaps in terms of sustainable development, with an overall rating of 92% and ranked in 3<sup>rd</sup> place out of the 83 companies listed in compartment B (results published in October 2015). Finally, for its commitment to the United Nations Global Compact, Bonduelle achieved GC Active level from the UN Global Compact.



The overall governance of the Bonduelle Group is outlined in Section 3.1 of the registration document (Administrative, management and supervisory bodies).

\* The Executive Committee is presented in Section 3.1.3 of the registration document on page 96.

## 2.1.4 20 years of CSR commitment



## 2.2 Structuring dialog with stakeholders (GRI-G4-25)

The Bonduelle Group has a policy of active dialog with both internal stakeholders (employees, social partners) and external stakeholders (farmers, suppliers, consumers, national and local public institutions, etc.) Further, in 2014-2015 Bonduelle initiated a materiality analysis approach in consultation with its stakeholders (see 2.8.3 Materiality matrix).

### 2.2.1 Regular involvement

Bonduelle employees take part in the work of industry organizations as members of commissions, directors or by chairing them (the list of bodies can be found in Section 2.8.4 Acronyms). For Bonduelle this is about assuming its responsibility as an industry actor and asserting its interests, by providing a link between the different professions and federations and the government bodies of the countries in which it operates. Areas of work notably include protection of the environment and agricultural production. The Bonduelle Group did not finance any political parties in France or abroad in 2015-2016. Moreover, Bonduelle has a history of forging partnerships and initiating actions to share best practice in the agro-industrial sector, with an emphasis on pilot programs run in conjunction with public or private institutions and organizations.

The person in charge of External Relations is tasked with developing relations with a diverse range of stakeholders: trade federations, institutions, European, national and international regulatory bodies and agencies, NGOs, ratings agencies, local communities, the media and teaching and research institutions.

Furthermore, the Louis Bonduelle Foundation promotes sustainable changes in eating habits, in conjunction with scientific, public and community partners, against a backdrop of growing public health concerns related to poor food.

Discussions with investors and customers are also a source of progress. The group responds to questionnaires from SRI (Socially responsible investment) funds and, twice a year, organizes one-to-one meetings with representatives of these types of funds. In addition, it responds to questionnaires from its distributor customers, which also audit its production sites.

A detailed organization of Bonduelle's dialog with its stakeholders is presented in the table "Stakeholders and forms of dialog".

### HIGHLIGHTS 2015-2016

#### FRANCE

- **Bonduelle welcomed 16 fund Managers from socially responsible investment (SRI) funds** on its Estrées-Mons (France) site on June 29, 2016. This was an opportunity for the group's Managers to outline its CSR policy, discuss the financial strategy and present the Company's agro-industrial involvement *in situ*.
- **IAS 2016: innovating to go further together!** At the 2016 IAS (*Salon international de l'agriculture* – International Agricultural Show), Bonduelle presented its CSR policy to stakeholders, focusing on two themes: sustainable agriculture and social business. The program included a presentation of the participants (social start-ups, partner farmers, international NGOs, etc.) and



their expectations, a brainstorming session on the challenges and co-building workshops to imagine how the future might look by 2025. Partner farmers were also on the stand. Producers with which Bonduelle has a strong and regular business relationship, via its field supervisors, and meetings during the growing seasons.

- **Renewed partnership with the Institut Charles Violette of the University of Lille 1 (France).** The partnership enabled Bonduelle's vegetable physiology research team to introduce a new method of identifying the organoleptic quality of carrots during the 2015 season. The Charles Violette institute of agri-food and biotechnology research brings together almost 80 scientists from the Hauts-de-France region.
- **Bonduelle took part in the "Solutions COP21"** public exhibition, held at the Grand Palais in Paris alongside the climate change conference. At this exhibition, the group presented an overview of its CSR policy and its innovations, such as the *Vapeur* range where, thanks to a unique cooking process, vegetables are canned with almost 60% less water than in the traditional process, while preserving their nutritional properties and flavor.

## ITALY

After Canada and France, Italy developed its materiality matrix in 2015-2016 in line with the methodology defined by the group. This initiative follows numerous discussions with internal and external stakeholders on agriculture, natural resources, nutrition and food safety since 2013.

## RUSSIA

**Bonduelle celebrated 20 years in Russia**, where the group has two canning plants which produce over 100,000 tonnes of vegetables grown on 11,000 hectares with 450 permanent employees. This anniversary year, which saw excellent performance from the group, the leader in canned vegetables, was celebrated with the Russian authorities, who made a farm and plant visit for the occasion.

## 2.2.2 Bonduelle stakeholders and forms of dialog (GRI-G4-24, G4-26, G4-27)

Sphere	Stakeholders	Information Communication	Dialog Consultation
<b>CORPORATE</b>	<b>Employees/social partners</b>	<ul style="list-style-type: none"> <li>• Web-based communication tools (intranet, Company social network)</li> <li>• Brochures and reports</li> <li>• Dynamic display at all Bonduelle sites</li> <li>• Specific events</li> </ul>	<ul style="list-style-type: none"> <li>• Dialog with employees, employee representatives and trade unions</li> <li>• European Works Council – at least one meeting per year</li> <li>• Internal climate survey – every two years</li> </ul>
<b>ECONOMIC</b>	<b>Trade receivables</b>	<ul style="list-style-type: none"> <li>• Corporate Social Responsibility report included in the registration document</li> <li>• Specific questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>• Response to questionnaires and key customer CSR audit – once a year for each customer</li> <li>• European study on the main mass-market retail customers of canned and frozen Bonduelle products. The study is part of an improvement approach initiated by Bonduelle – every two years</li> </ul>
	<b>Citizens/Consumers</b>	<ul style="list-style-type: none"> <li>• Packaging</li> <li>• Communication media, including social media and country-specific websites</li> <li>• Website: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> or <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> <li>• Brochures and reports</li> <li>• Specific events</li> <li>• Communication campaigns organized by industry associations of which Bonduelle is a member – for example in France, involvement in the Les Grandes Marques s’engagent aujourd’hui pour demain (“Big brands making a commitment for the future”) campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Service dedicated to consumer relations in all countries</li> <li>• Consultation with consumer panels – on average, one study is carried out in the group every month</li> <li>• Awareness-raising actions by the Louis Bonduelle Foundation</li> </ul>
	<b>Farmers under contract with Bonduelle</b>	<ul style="list-style-type: none"> <li>• Brochures and reports</li> <li>• Specific events, such as plant visits</li> <li>• Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> or <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> </ul>	<ul style="list-style-type: none"> <li>• Dialog and consultation – once a year, and permanent contact during the harvest period by Bonduelle field supervisors and cultivation supervisors</li> </ul>
	<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Brochures and reports</li> <li>• Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> or <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation and questionnaire (see 2.5.3 Sourcing of raw materials) – once a year</li> </ul>
<b>FINANCIAL</b>	<b>Ratings agencies</b>	<ul style="list-style-type: none"> <li>• Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> or <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> <li>• Corporate Social Responsibility report included in the registration document</li> <li>• Specific questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>• Response to questionnaires/ad hoc requests – once a year</li> </ul>
	<b>Investors</b>	<ul style="list-style-type: none"> <li>• Quarterly financial information</li> <li>• Annual and interim results</li> <li>• Annual report and Corporate Social Responsibility report included in the registration document</li> <li>• Shareholder newsletter – once a year</li> </ul>	<ul style="list-style-type: none"> <li>• Financial events/analysts’ meetings/investors’ meetings – at least twice a year</li> <li>• Specific meetings (Socially Responsible Investment funds) – at least twice a year and individual meetings upon request</li> <li>• Specific events, including the Shareholders’ Meeting and plant visits</li> </ul>

**Agreement-Partnership-Collaboration**

**Method of contributing to the materiality matrix\***

- Collective agreements with employee representatives and trade unions

- Questionnaire

- Questionnaire
- Discussion meeting

- Questionnaire
- Discussion meeting

- Sourcing charter
- Shared preparation and manning of the Bonduelle stand at the Paris Salon international de l'agriculture (International Agricultural Show) – once a year

- Questionnaire

- CSR clause in purchasing contracts (reminder on adherence to the 10 principles of the UN Global Compact Awareness– see 2.5.3 Sourcing of raw materials)
- Raising questionnaire sent to certain suppliers, focusing on Human rights, working conditions and the *environment* – see 2.5.3 Sourcing of raw materials

- Questionnaire
- Discussion meeting

- Questionnaire
- Discussion meeting

- The Bonduelle Group is listed on the Gaia index, a listing of the best midcaps in terms of sustainable development

- Questionnaire
- Discussion meeting

\* The questionnaires and meetings are specific to the materiality initiative and their frequency varies depending on the country.

Sphere	Stakeholders	Information Communication	Dialog Consultation
<b>CIVIL SOCIETY</b>	<b>National, European and international regulatory bodies and agencies</b>	<ul style="list-style-type: none"> <li>• Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> or <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> <li>• Corporate Social Responsibility report included in the registration document</li> </ul>	<ul style="list-style-type: none"> <li>• Specific meetings and individual interviews on request</li> <li>• Participation in <i>the UN Global Compact</i> – once a year</li> </ul>
	<b>NGOs</b>	<ul style="list-style-type: none"> <li>• Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> or <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> <li>• Corporate Social Responsibility report included in the registration document</li> </ul>	<ul style="list-style-type: none"> <li>• Replies to queries</li> <li>• Meetings with NGOs – once a year</li> <li>• Participation of environmental and community associations in stakeholder sessions – once a year</li> </ul>
	<b>Local communities</b>	<ul style="list-style-type: none"> <li>• Brochures and reports</li> <li>• Website</li> <li>• Specific events</li> <li>• Country-specific websites</li> </ul>	<ul style="list-style-type: none"> <li>• Dialog with local communities – upon request</li> </ul>
	<b>Media</b>	<ul style="list-style-type: none"> <li>• Press releases and/or files – at least once a year</li> <li>• Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> or <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> <li>• Specific events</li> </ul>	<ul style="list-style-type: none"> <li>• Invitation to the press to visit one of Bonduelle's sites around the world – once a year</li> </ul>
	<b>Trade federations</b>	<ul style="list-style-type: none"> <li>• Several Bonduelle employees take part in the work of industry organizations (list of the organizations and detail of the acronyms in 2.8.4) as committee members, directors or chairing said committees – meetings at least twice a year</li> </ul>	
	<b>Education and research</b>	<ul style="list-style-type: none"> <li>• Initiatives in schools close to headquarters, subsidiaries and sites</li> <li>• Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> or <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> </ul>	<ul style="list-style-type: none"> <li>• Trainee and apprenticeship programs</li> <li>• Partnerships and studies</li> </ul>
	<b>CSR experts</b>	<ul style="list-style-type: none"> <li>• Websites: <a href="http://www.developpementdurable.bonduelle.com">www.developpementdurable.bonduelle.com</a> or <a href="http://www.sustainability.bonduelle.com">www.sustainability.bonduelle.com</a></li> <li>• Corporate Social Responsibility report included in the registration document</li> </ul>	<ul style="list-style-type: none"> <li>• Response to questionnaires – once a year</li> <li>• Presentations and discussions at events such as the World Forum for a Responsible Economy – at least once a year</li> </ul>

**Agreement-Partnership-Collaboration****Method of contributing to the materiality matrix\***

- Questionnaire
- Discussion meeting

- Questionnaire
- Discussion meeting

- Calls to international projects conducted by the Louis Bonduelle Foundation – once a year
- Participation by Bonduelle in local life in the places in which it operates, with a view to developing a project for each site.

- Questionnaire
- Discussion meeting

- Bonduelle is a signatory to the European Brands Association (*Association des industries de marques - AIM*) charter on “Brands for health and well-being”

- Questionnaire
- Discussion meeting

- Louis Bonduelle research prize – once a year
- Bonduelle chair within the Edhec group (*École des hautes études commerciales*), France
- Involvement in awarding scholarships for the Institut de technologie agroalimentaire in St-Hyacinthe (Quebec, Canada).
- Finance and support for students of second chance schools (France)

- Questionnaire
- Discussion meeting

- Questionnaire
- Discussion meeting

\* The questionnaires and meetings are specific to the materiality initiative and their frequency varies depending on the country.

## 2.3 Caring, with our agricultural partners, for cultivated land

### 2.3.1 Challenges and targets

Bonduelle's involvement in the agronomy sector is at the heart of the group's CSR commitment and its ambition to become "the world reference in 'well living' through vegetable products". Aware of the

challenges facing it, the Company and its 3,440 farmer partners work hard every day to produce quality vegetables, affordable for all, balancing economic and social challenges with care for the planet with responsible, sustainable growing methods.

Agronomy challenges	Objectives 2017	Highlights 2015-2016
<p><b>ENVIRONMENTAL CHALLENGES</b></p> <ul style="list-style-type: none"> <li>Protect the soil and biodiversity</li> <li>Reduce the use of non-renewable natural resources</li> <li>Reduce the use of phytosanitary products</li> <li>Measure the environmental impact of farming practices using indicators</li> <li>Continue research into more environmentally-friendly agriculture</li> </ul>	<p><b>Encourage partner farmers to adopt environmentally-friendly practices</b></p> <ul style="list-style-type: none"> <li>Reduce the use of phytosanitary products with targets for each business unit</li> <li>Increase the number of partner farmer signatories of the 5<sup>th</sup> sourcing charter to 100% within five years</li> <li>Develop pilot farms adopting alternative cultivation methods in all countries where the group operates</li> <li>Launch a plan to reduce agricultural upstream waste and optimize harvests</li> </ul>	<ul style="list-style-type: none"> <li>Develop strip-till and compost production in Russia</li> <li>Partnership with the Institut national de la recherche agronomique (INRA) to identify natural solutions to combat plant disease</li> <li>Roll out information technologies to control doses of phytosanitary products</li> <li>Continue implementing the sourcing charter in all agricultural production areas. 95% of farmers have signed up to the sourcing charter.</li> <li>Encouragement in setting up the Agro-Ecology Farm 3.0</li> <li>Group-wide exchanges between the different agricultural production areas via the Agronomy Research and Development Division</li> <li>Internal mapping of irrigation challenges to build a medium-term management plan</li> </ul>
<p><b>ECONOMIC AND CIVIL SOCIETY CHALLENGES</b></p> <ul style="list-style-type: none"> <li>Maintain constant communication with partner farmers and the agricultural world</li> </ul>	<p><b>Maintain and develop sound relationships with partner farmers</b></p> <ul style="list-style-type: none"> <li>Develop partner loyalty within each business unit</li> <li>Support our partners in the use of innovative vegetable-growing techniques</li> </ul>	<ul style="list-style-type: none"> <li>Involvement of the agricultural world in Salon international de l'agriculture (International Agricultural Show), Paris</li> <li>Creation of an IT discussion platform on best conservation practice in agriculture</li> </ul>

The results of all indicators, in figures, are provided in Section 2.7.7.

### 2.3.2 Group policy and methods used

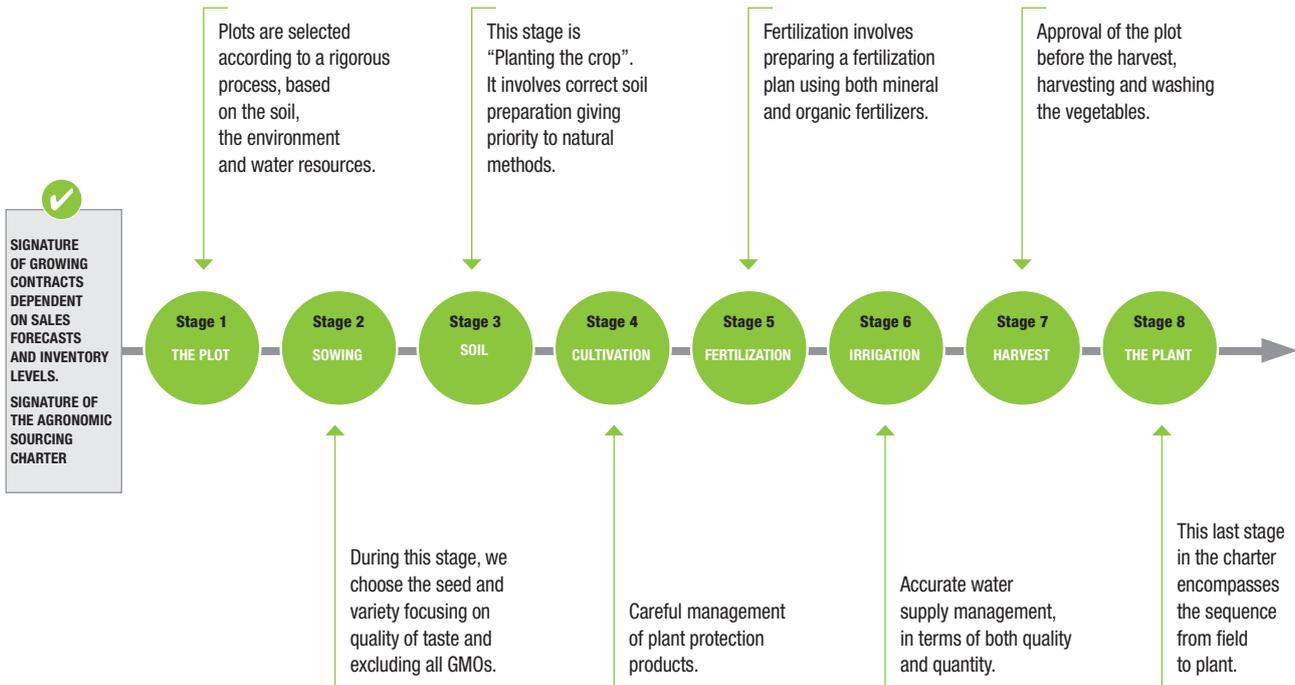
To meet the needs and challenges of our countries and markets, the group's agronomy organization is broken down by business unit, with each being responsible for its own agricultural policy. Their sales forecasts determine the activities of their Agronomy Departments for each business segment. The Agronomy Departments are the link

between Bonduelle and its producer partners, from the time contracts are entered into with farmers until the vegetables are delivered to the plant. All of the steps managed are outlined in the diagram below.

Bonduelle's Research and Development Division lists and shares the best agronomy practices observed in the different regions where the group operates. It also leads the expert network and gives specific advice to the business units.

**KEY STAGES IN VEGETABLE CULTIVATION BY THE AGRONOMY DEPARTMENTS**

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



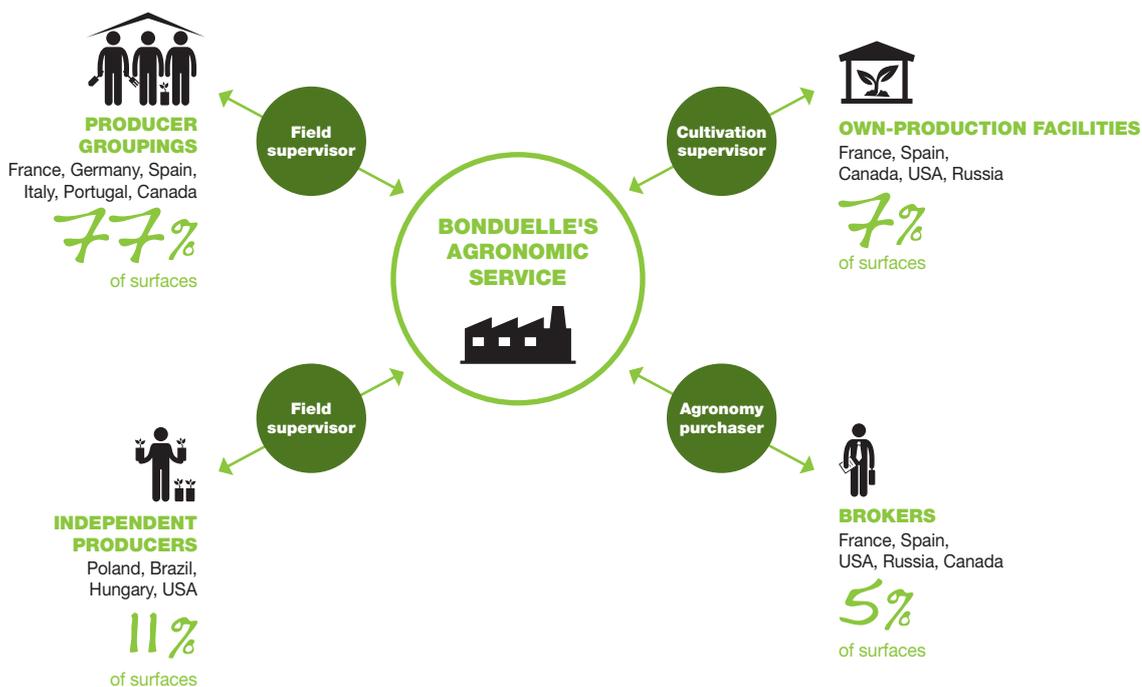
**2.3.3 Bonduelle and its agricultural partners**

Bonduelle maintains close relationships with its producer partners (3,440 partners grouped into Producers' Associations in some countries). These relationships help ensure the quality and yield criteria required for Bonduelle's business are met and encourage producer partners, who supply around 90% of its vegetables, to limit their impact on the environment. Bonduelle rarely produces its own vegetables, choosing instead to assign this task to trusted partners under contractual agreements. The only exceptions are in Russia, where Bonduelle is its own producer (see diagram below: The Bonduelle Group's Vegetable Sourcing Model), Spain and Canada, where the group operates farms to meet some of its needs, and France for mushrooms. Bonduelle also works with independent producers and buys vegetables that it does not produce (pulses, in particular) from brokers.

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

**Bonduelle is rolling out an electronic exchange platform for its partner farmers in Nord-Picardie (France).** This tool – Innova'terre – designed and rolled out by the group's IT Department in February 2016, enables around 30 producers to share best practice, photographs and news about land-friendly growing methods: non-labor, intermediate cover agriculture, etc. The initiative, in response to demand from farmers and the concerns of Bonduelle, complements the meetings held twice a year to discuss advances in environmentally-friendly agriculture.

THE BONDUELLE GROUP'S VEGETABLE SOURCING MODEL



Bonduelle and its partner farmers “opened their fields” to the general public at the 53<sup>rd</sup> *Salon international de l’agriculture* (International Agricultural Show or IAS) in Paris from February 27 to March 6, 2016, answering questions such as: How and where are vegetables grown? How are they harvested and packaged before they reach the consumer? This encounter with the general public also served as a reminder that the group’s production sites are located at the heart of agricultural areas – reducing transportation flows and ensuring that the vegetables are as fresh as possible – and that canned products are free of preservatives! At its stand, Bonduelle also offered a “field to plate” information session featuring themed terminals, culinary workshops and demonstrations, quizzes, etc. The IAS was a fantastic way of publicizing and acknowledging the Bonduelle Group’s commitment to sustainable agriculture, at the forefront of the future nutritional challenges – feeding more than 9 billion people by 2050 while protecting the environment – the show was

also a key time to raise public awareness about the benefits of eating vegetables in all forms. Bonduelle’s partner producers played an important role in putting together and hosting this event. In a large-scale global survey conducted in 2013-2014, 77% of producers said they were satisfied with their partnership with Bonduelle. Most of them would recommend working with the group, and 89% of them reported a good relationship with their field supervisors.

The Bonduelle stand at the IAS in figures:

- 30,000 visitors;
- 7,000 quizzes completed;
- 500 children attended the mini chef workshops;
- 90 experts on the stand: farmers, agro-industrial professionals, marketing and communication experts.

2.3.4 Charter and certification

Bonduelle’s agronomic sourcing charter sets out rules that all partner producers are asked to sign. This charter is an exclusive contractual commitment covering the process from seed to harvest to ensure

that Bonduelle’s specifications are strictly adhered to, from selection of plots of land and seed selection to cultivation methods. 95% of Bonduelle’s producer partners have signed agreements to comply with the agronomic sourcing charter, formalized by the group for the first time in 1996.

The fifth and latest version of the agronomy sourcing charter is being rolled out in the group's various agricultural production areas. It reflects the increasingly international nature of Bonduelle and the specific features of the different geographic areas and the production channels and also focuses on new topics such as water conservation and the protection of people working in the fields.

**100% of Bonduelle's salad production is Global Gap certified.** This protocol combines best agricultural practice guidelines outlining the global requirements that agricultural and horticultural companies must meet in terms of food safety, sustainability and quality.

### 2.3.5 Protecting the soil and biodiversity

The group monitors the land through the crops in the fields and supports its partner producers in a preventive approach, by selecting

the plots of land best suited to different types of vegetables and encouraging regular crop rotation so as not to deplete land resources, while promoting biodiversity and better yields. A key example of Bonduelle's involvement is the central role of field supervisors who support partner farmers through their presence on the land at all stages of cultivation: from sowing, to crop monitoring, to harvesting.

Some agricultural production areas have introduced a predictive testing method to prevent diseases which could endanger crops, thus reducing the risk of crop failure and waste of raw materials: seeds, fertilizers, water, etc. In the same proactive approach, observation networks have been implemented to detect the arrival of pests in the fields. These trapping networks are installed by Bonduelle or through industry associations (Arvalis, Unilet, etc.).

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

The "All player" initiative (see page 24) is based on a co-construction approach with employees and is supplemented as each new project takes place. This flexible dynamic is reflected in particular in the launch of a best practice competition, open to all employees, making it possible to share and focus on the value of the initiatives described in the graphics that punctuate this CSR report.

**Strip-tilling, a simplified cultivation technique which is kind to the soil, is being rolled out across Bonduelle's cultivated land in Russia: introduced in 2013-2014 on 500 hectares, in 2015-2016 it covered an area five times the size. Strip-tilling gives the land better protection against erosion, as it is covered in winter with the residue from the previous crop. Ultimately, strip-tilling helps to protect biodiversity and promotes microbe growth. There has been a drastic decrease in fuel consumption (-50%) and a drop in the use of mineral fertilizer. Strip-tilling is also used by Soléal (South-West France) to grow sweet corn.**

## SEED SELECTION

Seed selection is a key part of Bonduelle's policy to protect biodiversity and reduce the use of phytosanitary products. The group works with national and international seed producers to identify the varieties with the highest resistance to disease, water stress and climatic variations using traditional cross-cultivation methods. Bonduelle meets the selectors and guides their choices in terms of agronomic specificity, technological quality and organoleptic quality.

The group also takes part in testing new varieties to measure their suitability and behavior in different geographies. First of all, Bonduelle carries out screening to select the new seeds, which are then trialed in the pedoclimatic conditions of the areas. The last stage of the trials takes place on large plots of land with the variety then going to the plant to test its technological performance.

As a result of varietal selection, the right seed choices mean that biodiversity can be preserved without much use of plant care products, whilst still developing new varieties.

In addition to the choice of seeds, Bonduelle looks for natural methods (using fewer chemicals and mineral fertilizers) to fight diseases affecting certain vegetables such as peas, which require rotations of up to six years. The group is working with the INRA (*Institut national de la recherche agronomique - France*) to study pathogenic soil fungi on peas.

Finally, in accordance with current legislation, Bonduelle products are GMO-free.

## 2.3.6 Preparing for the future of agriculture

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

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

1. defining the scope of the project by carrying out an in-depth review of agronomy possibilities and customer expectations;

2. establishing clear goals that reconcile customer expectations and agronomy possibilities;

3. drawing up action plans designed to achieve these goals.

The first stage, which is essential for the success of the project, is already underway. It calls for the scope of possibilities to be clearly defined, taking into account the diverse geographical, technological and behavioral factors. This project is consistent with the group's CSR initiatives. New sowing techniques, research to optimize the way the land is worked, tests on the use of fungi or bacteria to stimulate the root system of plants and protect them from parasites, irrigation pilot schemes using capacitive probes, alternative mechanical or thermal weeding methods. This latter technique is used on the group's market garden crops in Spain. The principle involves watering the land, covering it with a tarpaulin and waiting at least 30 days. Once the temperature reaches over 40°, weeds die naturally. This practice, called solarization, has been tested in France.

**The information technology used** by farms enables them to better manage cultivation practices. Using the AgPOD (Agricultural Portal for Online Data), Bonduelle sites in North America have access to an online program developed specifically to circulate the agronomic data recorded on the ground. Further, in 2014-2015 in Portugal, the agricultural area that supplies the Santarém plant was one of two pilot sites for the implementation of Gaïa, a tool used to identify the plots of land used for cultivation by partner farmers. The tests, which were very positive, led to Gaïa being rolled out on the Bordères and Labenne sites, then in 2016 at the Estrées-Mons, Renescure and Vaulx-Vraucourt plants (France).

Finally, in May 2016, this tool was rolled out on all European sites producing bagged salads and prepared salads. Specifically, Gaïa is based on the use of smartphones and tablets, which field supervisors use to save their observations and send their treatment recommendations. Russian farms operated by Bonduelle also use IT tools. The Cropio decision-making tool aims to optimize fertilization and irrigation, and thus reduce the amount of fertilizer and water used. Cropio, combining weather information and satellite data, also makes it possible to monitor crops and yield forecasts. These technologies play a vital role in the sustainable management of water resources as part of the Risko project (see 2.4.3 Assessing the carbon and water footprints).

**The farm - version 3.0 originated in Picardie (France).** Bonduelle encourages this project, which arose from the pilot farms program in which the group is involved. The Agro-Ecology Farm 3.0 is being rolled out on a farm in Picardie belonging to a producer partner, on the initiative of the Chamber of Agriculture of the Somme and the Chamber of Agro-Transfer - resources and territories. The aim is to balance economic, social and environmental performance and bring out the most innovative technologies and practices. Bonduelle is also maintaining its involvement with a network of pilot farms in Germany, Canada, Spain and Russia.

## 2.4 Reducing environmental impacts from field to plate

### 2.4.1 Challenges and targets

Given decreasing global oil prices, Bonduelle is continuing its proactive policy to reduce its environmental footprint from operating its production sites, packaging and transportation. Proper water and industrial waste management, as well reducing greenhouse gas emissions (GHG) are some of the priorities for the Company.

2

#### Natural resources challenges (industry and supply chain)

#### Objectives 2017

#### Highlights 2015-2016

##### ENVIRONMENTAL CHALLENGES

- Reduce the use of non-renewable natural resources
- Increase the use of renewable resources
- Control and minimize discharges into the natural environment
- Understand and manage the overall impact of operations on the environment and society

##### INDUSTRY

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

- Implement tools to measure environmental impact
- Continue to reduce energy consumption: reduce energy consumption by 5% per year to 2016-2017 (in tonnes of manufactured product).
- Continue to reduce water consumption, without compromising on product quality: reduce water consumption by 3% per year to 2016-2017 (in tonnes of manufactured product).
- Launch at least five renewable energy projects in five years between 2011-2012 and 2017-2018

##### Avoid, sort and recover waste

- Recover 80% of ordinary industrial waste in the period 2011-2012 to 2015-2016
- Achieve 100% recovery from green waste
- Minimize packaging impacts

##### SUPPLY CHAIN

##### Continue to save 5,000 tonnes of CO<sub>2</sub> emissions from transport

- Continue to roll out measures to cut CO<sub>2</sub> emissions from transport in all subsidiaries and areas
- Stabilize the methods used to calculate levels of CO<sub>2</sub> generated by transport among the various business units and define a common framework.
- Focus on alternatives to road transport

- Completion of the first stage of a sustainable water management policy with an inventory of agro-industrial water usage.
- Pilot operation at the Saint-Benoist (France) site with smart monitoring of water and global water management
- Energy consumption stable compared with 2014-2015 (in tonnes of manufactured product)
- Nine sites are ISO 50001 certified: Straelen, Reutlingen (Germany), Estrées-Mons conserve (canned), Labenne, Bordères, Longué-Jumelles (La Tourte), Russy-Bémont\*, Estrées-Mons surgelé (frozen), Renescure (France)
- Water consumption increased by 5% compared with 2014-2015 (in tonnes of manufactured product)
- The share of renewable energy in the energy mix is 10.7%
- Recovery of 83% of ordinary industrial waste (OIW). 28 sites recover more than 80% of their OIW
- Rollout of an internal compost production and recovery channel on the Timashevsk and Novotitarovskaya sites
- Overall saving of 6,982 tonnes of CO<sub>2</sub> over the year
- Continued rollout of combined rail-road transportation on multiple flows
- Partnership with a French carrier to develop natural gas vehicles, for CO<sub>2</sub> savings of 15%
- Favoring of the sea route between Northern France and Santarém in Portugal for frozen products and between Spain and Italy for salads

\* For its latest season, the plant having ceased operations in 2016.

The results of all indicators, in figures, are provided in Section 2.7.7.

## 2.4.2 Group policy and methods used

The group's environmental policy, as mentioned in the above table, focuses on four challenges: reducing the use of non-renewable resources, increasing the use of renewable resources, controlling and minimizing discharges into the natural environment, and understanding and managing the overall impact of operations on the environment and society. It applies to both agro-industrial manufacturing processes and the packaging and logistics of the products.

Its actions are divided into five phases:

- **Metering to set immediate priorities**

The metering of all energy consumption (water, steam, electricity, compressed air) and its breakdown into process stages is the basis for the operational management of industrial facilities. These data are also used to feed a databank to produce reference ratios.

- **Continually improving performance**

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

- **Innovating and developing more efficient technologies and logistics systems**

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

- **Explaining the approaches to mobilize**

Galvanizing all internal stakeholders is a key factor in the success of Bonduelle's strategy. This is achieved through networks of internal and external experts in energy, environment, purchasing and packaging. The aim is to share experiences and challenge performances with internal and external stakeholders.

- **Investing in the future**

In 2015-2016, investments in preserving the environment reached 2.67 million euros. Of this, 51% (1.35 million euros) was spent on energy and atmospheric emissions management, 44% on water management (1.18 million euros), and 5% on waste management (0.13 million euros). These investments fell subsequent to the high investments made since 2013 and which now need to be supported industrially, as well as following a temporary drop in average energy costs. In addition to financial assets, Bonduelle is also investing in people. Convinced that employee development drives innovation, in 2015-2016 Bonduelle accordingly prepared an awareness-raising and training program for its teams on environmental responsibility in product design. This program is part of the ongoing preparation of an environmental responsibility guide (see 2.5.4 Product design).

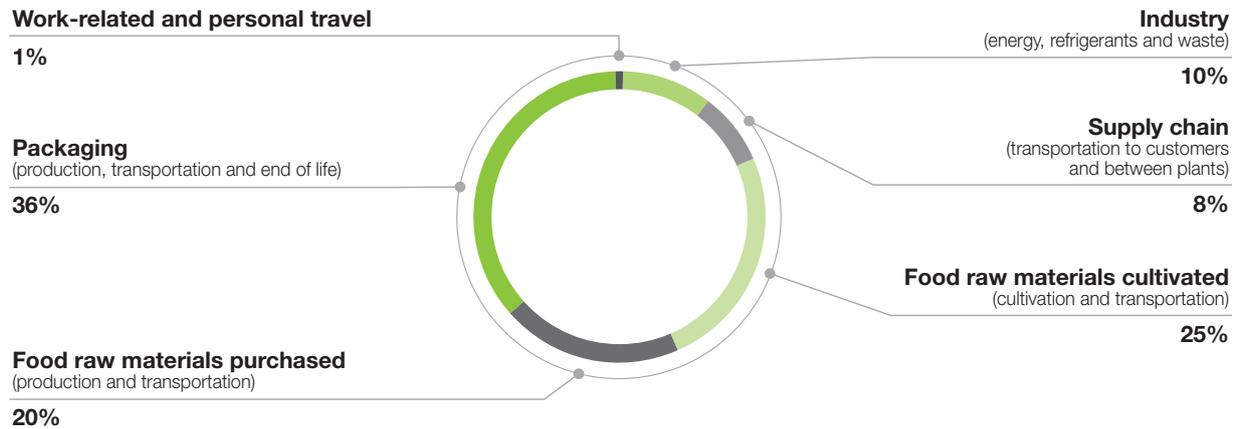
## 2.4.3 Assessing the carbon and water footprints

Bonduelle is involved in multicriteria approaches to identify priority stages and impacts. In Europe and North America, the Company is involved in methodological work to define reliable, standard calculation frameworks to measure environmental impacts. These are proactive evaluation strategies implemented internally or with partners as part of public experiments.

### THE BONDUELLE GROUP'S CARBON FOOTPRINT: A KEY REFERENCE

In 2011-2012 Bonduelle measured its carbon footprint. This evaluation covered the group's entire value chain based on the ISO 14040 standard and incorporating the stages in the field to plate manufacturing process. The results allowed the group to identify its main challenges, particularly regarding its raw materials. Overall, net greenhouse gas emissions for 2011-2012 were estimated at approximately 1,800,000 tCO<sub>2</sub>e, being equivalent to the average annual emissions of about 235,000 Europeans (ADEME – 8.8 tCO<sub>2</sub>e/Western European/year). The carbon footprint was also used as a basis for raising awareness among marketing teams of the environmental responsibility approach. The levers for improving the carbon footprint can be found in Bonduelle's CSR targets. A new carbon footprint calculation will be carried out subsequently.

## BREAKDOWN OF GREENHOUSE GAS EMISSIONS BY EMISSIONS SOURCE



### PRODUCT LIFE CYCLE ANALYSIS

Bonduelle completed its carbon footprint assessments by conducting life cycle analyses, by taking part in “channel” operations (in 2011-2012 in France and in 2014-2015 in Quebec, Canada) to define the specific features of agro-industrial vegetables and guide its thinking on environmental product responsibility.

### SUSTAINABLE WATER MANAGEMENT

UN rapporteurs estimate that global water demand will rise 55% by 2050, due to population increases (when the global population is estimated to be 9.5 billion, mostly concentrated in cities, compared with 7.4 billion currently), increasing requirements from power stations and agriculture (extension of cultivated and irrigated land).

In 2014-2015, the Bonduelle Group conducted large-scale mapping of its water use at all stages of its agro-industrial process and across its entire scope of consolidation. The aim was to define a sustainable, integrated water management policy. In the first place, Bonduelle is making the resources available to ascertain over the long term the quantity and quality of the water available to it. The inventory completed in 2015-2016 identified the priorities. Action plans in the areas concerned, notably agricultural, will be rolled out in 2016 and 2017 and included in the group’s vision for 2025.

### 2.4.4 Energy consumption

Energy is essential for Bonduelle. Electricity is required for production processes, storage of frozen products, manufacturing compressed air, etc. Electricity also powers lighting and ventilation, chilled water production and temperature control of refrigerated workshops. Thermal energy is used to generate steam and hot water. It is also used in heat recovery ventilation and to power handling equipment.

#### DEVELOPMENT OF LOW-CARBON ENERGY

Bonduelle is implementing a policy to actively reduce its carbon footprint, focusing on three areas:

1. replacing the dirtiest energy sources in terms of greenhouse gas emissions:

- heavy fuel oil has not been used in the Company since 2013-2014. In 2015-2016, the proportion of thermal energy from liquid fossil fuels (domestic fuel oil) was no more than 1% of the group’s thermal energy mix. These energies accounted for nearly 12% of the mix in 2010-2011,
- in 2015-2016, the site in Reutlingen (Germany) produced its electricity by trigeneration using natural gas rather than grid electricity produced using coal;

2. alternative energy use:

A corner was turned in 2015-2016: alternative energy <sup>(1)</sup> represents 10.7% of the Bonduelle Group’s energy mix.

(1) Biogas, biomass and steam from biomass.

In 2015-2016, the Estrées-Mons site (France) used, at a steady rate of production, steam produced from biomass covering 68% of its steam requirement, thus saving almost 23,500 tonnes of CO<sub>2</sub> in one year;

3. promotion of innovative projects to increase the use of local alternative energies by 2018. In 2015-2016, the alternative energy potential (biogas or biomass) was studied on Bonduelle sites:

- Estrées-Mons (France) and the steam production biomass plant: 68% of the site's steam requirements,

- Renescure (France): 74% of the green waste deposit methanized in the Flandres Énergie agricultural plant,
- Nagykőrös (Hungary), Békéscsaba (Hungary), Saint-Denis-sur Richelieu (Quebec, Canada): 63% of biogas from internal effluent methane digesters is recovered in the boiler

Two methanation projects are being studied in France with commissioning planned for 2018.

## MANAGEMENT OF ENERGY CONSUMPTION

The optimization of energy consumption at agro-industrial facilities is based on a dual approach: management and guidance – through the exchange of best practices – and technical optimization.

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

Group CSR	Total energy kWh of electricity per TMP	Electricity kWh of electricity per TMP	Thermal (fossil + renewable) kWh GCV per TMP
2015-2016 scope	827	332	495
2014-2015 scope	827	318	509
Change in ratios in 2015-2016 versus 2014-2015	0%	4.4%	(2.8)%
Annual reduction target	(5)%	(5)%	(5)%

The main work done in 2015-2016 was on the operation of exchange networks, securing ISO 50001 certification for energy management, and the rollout of process measuring and management tools. Optimizing energy use for lighting (using LEDs), implementing systems to prevent energy waste (Start and Stop) and the group's involvement in European energy saving obligations play a full role in this energy management policy.

## EXCHANGE NETWORK

Energy experts from the production facilities constitute a very dynamic network and continuously exchange best practice. In Nord-Picardie (France), the network was set up two years ago, bringing together representatives from the Vaulx-Vraucourt site, the two entities of the Estrées-Mons plant (canned and frozen) and Renescure. Its mission is to identify potential energy saving opportunities and reduce bills, and to find solutions to do this going forward: benchmarking technologies, of course, but also the optimization of investments and alignment of practices, etc. "We use collaborative tools to share

information, and meet at the Steering Committee meeting every two months, each site sending its Energy Manager and their technical counterpart. A leader and a sponsor, who is a plant director, steer these meetings," said Tony Jappont, engineering and Energy Project Manager at the Estrées-Mons (France) site. Meetings provide an opportunity to review established projects and the progress plan, common indicators and energy costs, etc. Finally, at group level, a meeting is held annually with the Energy Managers from other business units, for the same purpose: to share best practice.

## ISO 50001 CERTIFICATION

Bonduelle sites at Straelen and Reutlingen (Germany) and Estrées-Mons *conserve* (canned) and *surgelé* (frozen), Labenne, Bordères, Longué-Jumelles (La Tourte), Russy-Bémont\*, and Renescure (France) are ISO 50001 certified. The international standard guides businesses through the implementation of an energy management system based on continuous performance improvement. To obtain this certification, the plants performed an energy diagnostic with an

\* For its latest season, the plant having ceased operations in 2016.

independent body and implemented an energy policy with continued improvement and awareness-raising processes for all staff via the “energy charter” leaflets.

**CIRCULATION OF MEASUREMENT AND STEERING TOOLS**

“Electronic energy monitoring replaces manual readings, with three key advantages: access to information in real time to improve performance and our energy management system, readily available data for faster, more precise *a posteriori* studies and consistent reporting across the different segments”, explains Laurent Minot, Industrial IT Manager within the Information Systems Department.

Some sites already have the data acquisition software: Saint-Césaire (Canada), Novotitarovskaya (Russia), Estrées-Mons – *conserve* (canned) and *surgelé* (frozen), Bordères, Saint-Mihiel (France), Straelen (Germany).

The rollout of this system, which connects measuring devices on equipment connected to the IT network directly on meters or machines, is continuing on the group’s sites and is part of the drive for ISO 50001 certification.

**OPTIMIZING LIGHTING**

The group continued to replace traditional lighting systems with efficient systems such as light-emitting diodes (LEDs), as shown by these two examples of best practice:

**Bonduelle**

ENERGY | BEAM - Russia - Timashevsk and Novotitarovskaya

**REPLACEMENT OF NEON TUBES WITH LED LIGHTING**

TIMASHEVSK NOVOTITAROVSKAYA

Since the beginning of 2016 we have started to replace neon tubes with **LED lighting** in administrative offices.

Reduced energy consumption

Money saved

Improved light quality

Future deployment in labs and workshops

BIGREEN Tour 2016 - Corporate Communication and Sustainable Development Department - June 2016 (# 1)

**Bonduelle**

ENERGY | FRESH - France - Rosporden

**REPLACEMENT OF NEON TUBES WITH LED LIGHTING**

ROSPORDEN

In 2015 we upgraded all the lighting in the factory to comply with standards and used the opportunity to replace all the neon fixtures with **656 LED fixtures**.

25% reduction in electricity consumption

Reduced maintenance costs for lighting and waste treatment

Optimised lighting for workshops

Future deployment on the shipping platform

BIGREEN Tour 2016 - Corporate Communication and Sustainable Development Department - June 2016 (# 1)

The “All player” initiative (see page 24) is based on a co-construction approach with employees and is supplemented as each new project takes place. This flexible dynamic is reflected in particular in the launch of a best practice competition, open to all employees, making it possible to share and focus on the value of the initiatives described in the graphics that punctuate this CSR report.

**START AND STOP SYSTEMS**

Systems to prevent energy waste at the plants are inspired by the Start and Stop concept developed in the automobile sector. The idea is to move towards the “zero production = zero consumption” principle. This program is the result of a research phase conducted since 2013 by Bonduelle Corporate Research and pilot sites. Now approved and operational, these systems are being rolled out at the group’s various plants.

**MANDATORY EUROPEAN ENERGY SAVING MECHANISMS**

Bonduelle is also closely involved in the mandatory European energy saving mechanism. The group’s agro-industrial sites have therefore made their technological and organizational improvement actions part of the subsidized energy saving plans. The value of energy savings certificates (ESCs) obtained or being obtained for work carried out in fiscal year 2015-2016 on energy efficient systems and technology, is equivalent to almost 190,000,000 kWh cumac<sup>(1)</sup>.

The ESCs break down as follows:

- 58% thermal energy saving (heat exchanger, insulation);
- 42% saving on electricity consumption (variable speed control, regulators).

**2.4.5 Water consumption and treatment**

Water is used in the plants as an ingredient in the finished product (liquid, sauce) and in processing as a way of transporting and transferring heat or cold. It is also used to wash vegetables and to clean production lines. The usage ratio of these applications depends on the industrial activity and the site.

Water is a major challenge in Bonduelle’s materiality matrix and is the subject of a long-term management program.

Water consumption in 2015-2016 amounted to 11,660,490 m<sup>3</sup>, which represented a ratio per tonne of manufactured product of 11 m<sup>3</sup>/TMP and a 5.1% increase from the ratio observed in 2014-2015. Weather conditions and the drop in manufacturing programs mechanically led to a deterioration in the water consumption performance the group would normally expect.

Group CSR	Water Ratio m <sup>3</sup> /TMP
2015-2016	11
2014-2015	10.5
Change in ratios in 2015-2016 versus 2014-2015	+5.1%
Annual reduction target	(3)%

For industrial sites, water is an energy in the same way as steam, electricity or compressed air. Its management is included in international standard ISO 50001 on energy management. Developments in industrial supervision also involve water management.

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



With over 15,000 tonnes of “prepared” salads produced every year, Saint-Benoist sur-Vanne (France) contributes to Bonduelle’s active presence on this high-growth segment. “Water is a precious resource which is crucial to our operations, whether for the thermal processing of ingredients, operating the cold chain or sanitation to ensure the highest standards of food safety”, explains Geoffroy d’Alès, plant director. The site implemented an overall water management plan with three facets: a program to improve use of the resource, actions relating to the operation of the station, and awareness-raising initiatives for all personnel. Water mapping, carried out by Aquassay ([www.aquassay.com](http://www.aquassay.com)) in conjunction with the research and development department and co-financed by the *Agence de l’eau locale* (Local Water Agency), identified points of consumption and discharge points, in order to then make use of the values recorded. “Mapping enables us, among other things, to understand consumption for each item, but also at different times of day. The surveillance system enables us to act quickly if there is a problem in the network. But in addition to that, this plan led to a mobilization at all levels, thanks, for example, to workshop working groups or regular communication on our performance”, continues G. d’Alès, “specifically, our water consumption was 130,000 m<sup>3</sup> last year, it is 120,000 this year and we aim to reach 100,000 m<sup>3</sup> next year”. For 2017, the site has also set itself another challenge: ISO 50001 certification. A logical follow-up to the efforts already made which go far beyond water preservation and are part of an overall policy of environmental protection with innovative projects, such as eco pasture with a flock of sheep for maintenance of green areas on the site, etc.

## TREATMENT OF WATER AND MANAGEMENT OF TREATMENT PLANTS

In 2015-2016, industrial effluent contained an organic load of approximately 41,090 tonnes of Chemical Oxygen Demand (COD). 94% of this load was treated by Bonduelle (treatment plants and agricultural spreading), in the following structures:

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

The group’s Environment Department rigorously control and monitor the quality of plant effluent before it is discharged into the natural environment.

ENVIRONMENT | FRESH - France - Rosporden

### REDUCED WATER CONSUMPTION AND IMPROVED QUALITY OF WASTE WATER

We have improved the **microbiological quality of water for pre-washing cucumbers** by investing in ultraviolet technology. Cleaner water requires less treatment and helps to significantly reduce the acidity of the waste water.

Reduced use of lactic acid and vinegar in water for washing

Reduced use of sodium carbonate for treating waste water

Reduced water consumption

BIGREEN Tour 2016 - Corporate Communication and Sustainable Development Department - June 2016 (# 4)

The “All player” initiative (see page 24) is based on a co-construction approach with employees and is supplemented as each new project takes place. This flexible dynamic is reflected in particular in the launch of a best practice competition, open to all employees, making it possible to share and focus on the value of the initiatives described in the graphics that punctuate this CSR report.

The combination of continual improvement and performance monitoring of effluent processing is reflected on different sites in 2015-2016 with investment in infrastructure and aeration equipment (Renescure, Vaulx-Vraucourt, Estrées-Mons (France), etc.)

## 2.4.6 Waste management and recovery

Bonduelle is focusing its efforts to reduce the waste generated by its industrial activities on two areas:

- tackling waste of agricultural resources by reducing losses in production facilities and recovering plant by-products;
- recycling of industrial waste.

592,689 gross tonnes of vegetable or mushroom by-products (green waste) were produced in 2015-2016, i.e. a ratio of 559 kg green waste/TMP (tonne of manufactured product). This 11% rise compared with

2014-2015 is due to changes in the mix of vegetables processed. The plants are continuing their efforts to reduce losses of agricultural raw materials and improve processes. During this fiscal year, 92% of the deposits were recycled in commercial channels, used as animal feed, methanized or used as compost.

**Replacing conventional fertilizer with compost:** this is the plan being developed by Bonduelle in Russia, on its Timashevsk and Novotitarovskaya sites. “Since 2015 we have been testing a compost from maize mixtures generated by these two production sites”, explains Samuel Couprie, the group’s CSR correspondent in the country and Manager of the Timashevsk plant. There are three advantages: recovery of vegetable by-products, reduced use of chemical fertilizers, improved soil quality. In total, in 2015, 10% of green waste from the two plants – i.e. 4,000 tonnes – was thus transformed into fertilizer spread on the group’s fields in Russia. The aim is to double the volumes in 2016.

**Bonduelle**  
AGRONOMY | BEAM - Russia - Timashevsk and Novotitarovskaya

### REPLACEMENT OF CHEMICAL FERTILISERS WITH COMPOST FROM OUR FACTORIES

Since 2015 we have been testing a **compost made from plant waste from corn** produced in our factories. Used in manure, it reduces the need for chemical fertilizers.

- Reduced use of chemical fertilizers
- Improved soil quality
- Recycling 10% of plant waste from the factories, meaning 4,000 tonnes
- The aim is to double the volumes in 2016

BIGREEN Tour 2016 - Corporate Communication and Sustainable Development Department - June 2016 (# 2)

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Recycling industrial waste is another priority for the group, which aims to achieve 80% recycling or energy recovery of its ordinary industrial waste in 2015-2016. Thanks to the efforts of all plants, the group’s overall performance in terms of energy recovery or recycling improved, with a rate of 83% compared with 82% in 2014-2015.

For example, in Canada, non-compliant canned goods from the Saint-Césaire, Saint-Denis and Sainte-Martine plants are processed by a supplier that recycles the metal and spreads the organic waste to recover all of the waste. The recovery rate of ordinary industrial waste in Canada and the United States in 2015-2016 was 73% (versus 43% two years before), with performances at 85% and over for the Saint-Denis, Sainte-Martine, Saint-Césaire, Strathroy and Bedford sites.

Special industrial waste weighed 167 tonnes in 2015-2016, i.e. a ratio of 160 kg of hazardous waste per tonne of manufactured product.

**Bonduelle**  
ENVIRONMENT | FRESH - France - Rospenden

### WASTE MANAGEMENT IN PARTNERSHIP WITH A SHELTERED WORKSHOP

Sheltered workshops in the Quimper region (ECOTRI) collect all of our **used big bags to store their waste paper** and recycle all of our IT waste for free in return.

- Reduced environmental impact from waste (a second life for our big bags)
- Contribution to the local ecosystem and development of employment for people with disabilities
- Money saved on treating waste

BIGREEN Tour 2016 - Corporate Communication and Sustainable Development Department - June 2016 (# 10)

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## 2.4.7 Packaging optimization

Packaging has to have many attributes:

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

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

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

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

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

### OPTIMIZATION OF EXISTING PACKAGING

The scheme to optimize the wall thickness of canned product packaging has been running for several years. This aims to reduce at source the quantities of raw materials (steel or aluminum) used, while taking into account the specific constraints of the various processes and industrial plant. In Europe, an optimization program has been developed around a targeted metal saving of around 500 tonnes per year compared with the quantity used in 2013. A multi-year test plan (2013-2016) has been developed to qualify assumptions. It is steered by the plants and suppliers with coordination by the packing unit of the BELL business unit.

Further, the continued effort to reduce the thickness of unit packaging continued on polypropylene trays, saving 45 tonnes.

The prevention of waste generated by packaging products for sale is a regulatory requirement. The essential requirements stipulate that packaging "*Packaging shall be so manufactured that the packaging volume and weight be limited to the minimum adequate amount to maintain the necessary level of safety, hygiene and acceptance*" (2/Article R. 543-44 of the Environmental Code and European Directive 94/62/EC). Waste prevention through the reduction at source of the packaging materials used is therefore an integral part of the group's approach to designing, optimizing and upgrading its packaging.

Including waste sorting information on packaging is another way for the Bonduelle Group to limit the waste of resources. Product packaging includes information on the sorting and recycling systems of the country of sale, with – in France – the label *Info-tri – Point vert*, accompanied by customized instructions.

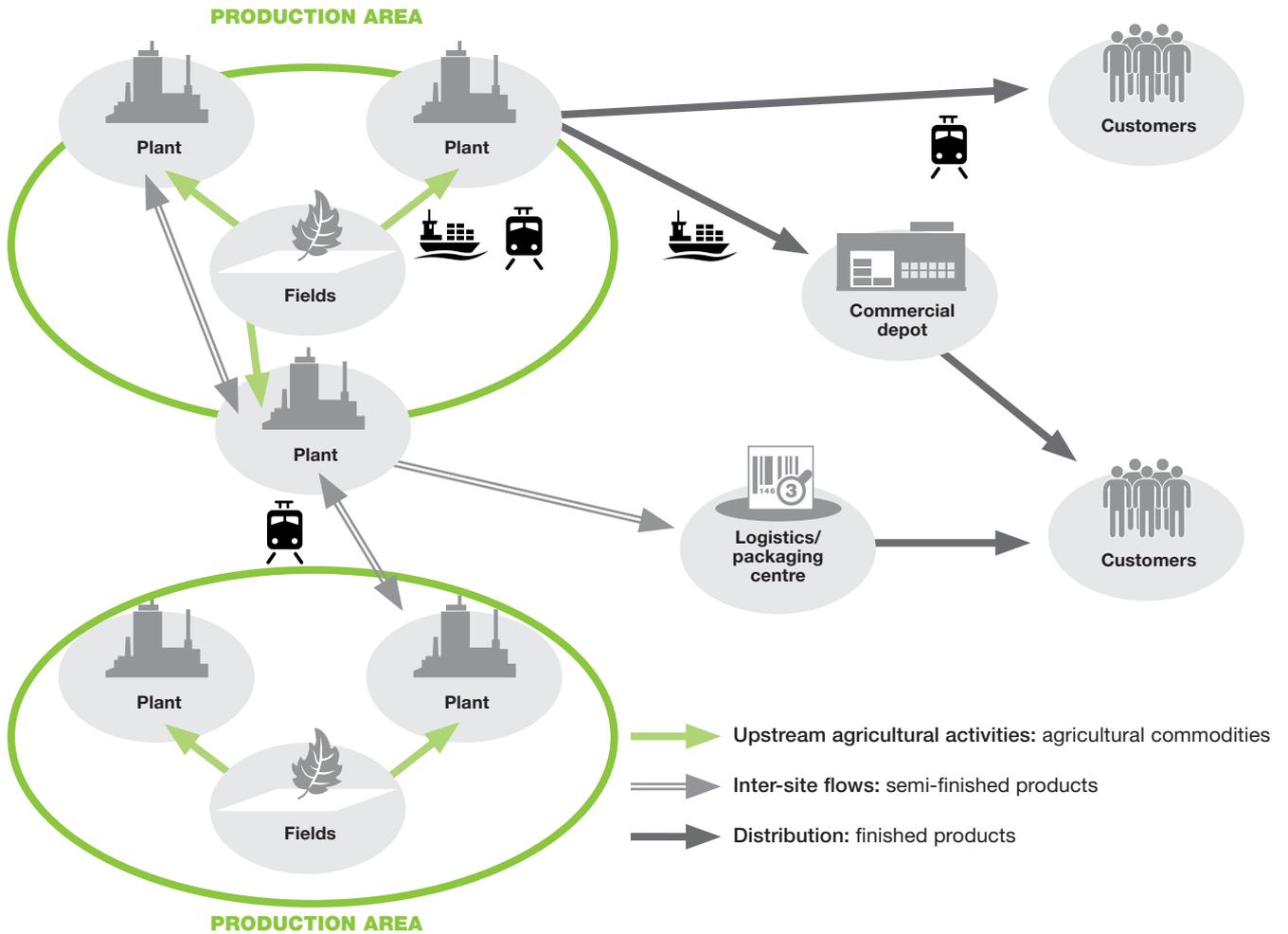
The Purchasing and Research and Development Departments actively monitor environmentally-friendly packaging by identifying market opportunities and evaluating their technical-economic potential.

### 2.4.8 Managing transportation flows and alternatives to road transport

The group is implementing a wide range of projects to optimize flows and reduce the environmental impacts of transporting vegetables to agro-industrial sites and finished products to distributors.

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

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



To implement its strategy, Bonduelle has formed a Transport and CSR Monitoring Committee, made up of representatives of the logistics entities of the agro-industrial sites and members of the Supply Chain, Purchasing and CSR Departments. This Committee is responsible for monitoring developments in the sector and researching long-term solutions to minimize the environmental impact of transport flows.

The group calculates CO<sub>2</sub> emissions from transportation using the guidelines produced by the *Agence de l'environnement et de la maîtrise de l'énergie* (ADEME, France). Initially set up for product flows between French plants and logistics centers for canned goods, the emissions measurement program was subsequently extended to all technologies and countries in Europe to which finished products are delivered. In 2015-2016, the scope covered almost all BELL, BDV and FRESH business units and started work on BAM.

Various initiatives were begun in 2015-2016 within the group's business units, including:

- **Bonduelle continues to develop combined rail-road transportation** on multiple flows. For canned products, all transportation between the Nord-Picardie (France) area and Hungary is done in this way, reducing CO<sub>2</sub> emissions. In addition, 70.6% of the products from this area destined for Italy are transported by Rail-Road and for Spain the figure is 52.3%. Further, all packaging returned from Italy to the Nord-Picardie (France) area is transported in this way;
- **Natural gas, a way to reduce our environmental footprint:** in liaison with its transportation partners in South-West France – Transports P. Mendy –, Bonduelle favors NGVs (natural gas vehicles) in liquefied or compressed form. This option generates CO<sub>2</sub> emission savings of almost 15% compared with traditional fuels. Another advantage is the sharp fall in nitrogen oxide emissions (-50%) and fine particles (-80%);
- **The transportation sharing agreement** with Délifruit (France) was renewed on 10 customer platforms for fresh products. With the same aim of reducing CO<sub>2</sub> emissions, a new partnership was entered into with French supplier Plukon;
- **The group works closely and actively with its carriers on CSR matters.** In Italy, a test was accordingly conducted on the use of trucks transporting 37 pallets instead of 33. The initiative, in place since January 2015, has had very positive results and will be repeated elsewhere;
- **Sea transport is also used.** Bonduelle manages a boat link between Northern France and Santarém in Portugal, for frozen products. The group also uses a sea route between Spain and Italy for fresh salads;

Finally, Bonduelle has begun to research the feasibility of river transportation, which may be especially relevant with the implementation of the Seine-North Europe Canal.



TRANSPORT | BEAM - Russia

## DEVELOPMENT OF RAIL TRANSPORT AS AN ALTERNATIVE TO ROAD



Our logistics platform, opened in 2013 in the centre of Russia (2,500 km from our factories), uses **rail transport**. The Novotitarovskaia factory even has a railway platform.



Reduced transport costs



Lower CO<sub>2</sub> emissions



Planned increase in the volume delivered by rail



Future investments to expand the railway platform



BIGREEN Tour 2016 - Corporate Communication and Sustainable Development Department - June 2016 (# 3)

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## 2.5 Encouraging people to eat healthily and sustainably, and increasing affordability

### 2.5.1 Challenges and targets

To highlight the nutritional quality of vegetables, to guarantee optimum food safety and product traceability, and to always listen to consumers so as meet their needs through constant innovation: the Bonduelle Group's commitments are put into practice on a daily basis, in promoting balanced and natural food.

Nutrition-Purchasing challenges	Objectives 2017	Highlights 2015-2016
<p><b>CIVIL SOCIETY CHALLENGES</b></p> <ul style="list-style-type: none"> <li>Consumer food safety</li> <li>Respect for standards of behavior: Ethics</li> </ul>	<p><b>QUALITY</b> Ensure maximum product quality and safety</p> <ul style="list-style-type: none"> <li>Target quality process certification for 100% of sites</li> <li>Reduce the complaints rate</li> </ul> <p><b>PURCHASING</b></p> <ul style="list-style-type: none"> <li>Roll out the simplified supplier sourcing charter to all processed fruit and vegetable suppliers (excluding producer partners)</li> <li>Extend the scope of suppliers who have joined the <i>UN Global Compact</i></li> <li>Raise suppliers' awareness of, and commitment to, Bonduelle's CSR approach via a questionnaire comprising 23 questions</li> </ul>	<ul style="list-style-type: none"> <li>97% of Bonduelle production sites have at least one certification</li> <li>43,788 food safety tests on canned goods, 20,537 on frozen and fresh or prepared produce</li> <li>42% of suppliers have signed the simplified sourcing charter</li> <li>90% of the budget managed by the Bonduelle Group's Purchasing Department is allocated to suppliers who have signed up to the principles of the UN Global Compact</li> <li>180 suppliers had responded to the CSR questionnaire at 2016/01/01</li> </ul>

The results of all indicators, in figures, are provided in Section 2.7.7

### 2.5.2 Group policy and methods used

#### CONTROLLING PROCESSES AND TRACEABILITY

The policy implemented by Bonduelle to ensure maximum product quality is based on a process and management system under the control of a Quality director in each business unit. Working in a network, Quality Control Departments report to a general coordinator and meet twice a year. Each business unit has a quality plan tailored to its specific technological needs (canned, frozen or fresh food, etc.) as well as the context, notably regulatory, specific to the different geographical sites.

Quality plans are implemented in all of the group's production facilities, based on three main aspects:

- quality checks on incoming "vegetable" raw materials and all other supplies;

- quality controls on the production lines;
- final checks on products before shipping.

As part of the continued monitoring plan, 43,788 food safety tests were carried out on canned goods and 20,537 tests on frozen, fresh or prepared produce in 2015-2016.

The quality plans of industrial sites are complemented by a policy of investment in and renewal of industrial facilities, engagement in certification processes and, in 2015-2016, carrying out risk analyses. The aim is to evaluate and manage risks of fraud and wrongdoing. The action plans resulted in strengthened security at some sites.

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



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

- 12 have obtained ISO 9001 certification.

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

- 3 sites are ISO 22000 certified.

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

- 24 units are IFS and/or BRC certified.

*(IFS: Private international food standard, owned by the French Food Retail and Wholesale Federation (FCD – Fédération des entreprises du commerce et de la distribution) and its German*

*counterpart. The IFS evaluates food product suppliers focusing on product quality and safety. The current version is IFS V6. BRC (British Retail Consortium): private standard, owned by the British Retail Consortium, and very similar to the IFS. The current version is BRC V6);*

- 4 are FSSC 22000 accredited and three American sites are SQF (Safety Quality Food) accredited.

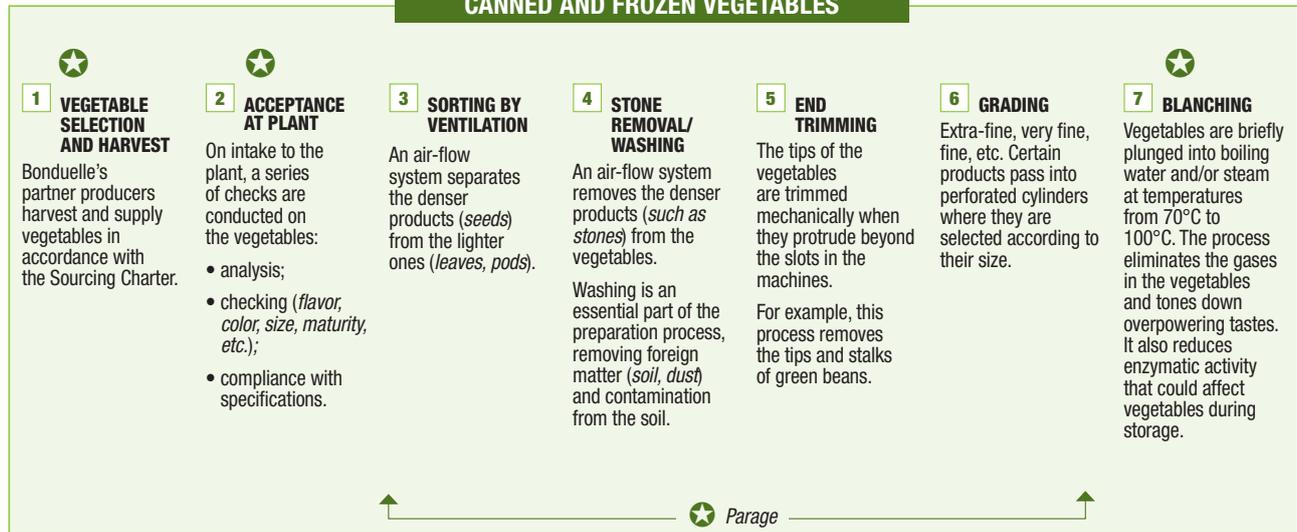
*(Private international standard owned by the Foundation for Food Safety Certification, based on ISO 22000 and PAS 220 for food producers).*

Finally, other certificates covering specific areas have also been awarded and are audited by accredited external bodies. In 2015-2016, in response to customer demand, 17 Bonduelle sites had “organic” certification.

## MANUFACTURING PROCESSES

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

### CANNED AND FROZEN VEGETABLES



**1 VEGETABLE SELECTION AND HARVEST**  
Bonduelle's partner producers harvest and supply vegetables in accordance with the Sourcing Charter.

**2 ACCEPTANCE AT PLANT**  
On intake to the plant, a series of checks are conducted on the vegetables:

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

**3 SORTING BY VENTILATION**  
An air-flow system separates the denser products (*seeds*) from the lighter ones (*leaves, pods*).

**4 STONE REMOVAL/WASHING**  
An air-flow system removes the denser products (*such as stones*) from the vegetables.  
Washing is an essential part of the preparation process, removing foreign matter (*soil, dust*) and contamination from the soil.

**5 END TRIMMING**  
The tips of the vegetables are trimmed mechanically when they protrude beyond the slots in the machines.  
For example, this process removes the tips and stalks of green beans.

**6 GRADING**  
Extra-fine, very fine, fine, etc. Certain products pass into perforated cylinders where they are selected according to their size.

**7 BLANCHING**  
Vegetables are briefly plunged into boiling water and/or steam at temperatures from 70°C to 100°C. The process eliminates the gases in the vegetables and tones down overpowering tastes. It also reduces enzymatic activity that could affect vegetables during storage.

★ Parage

### CANNED VEGETABLES

**8 CANNING**  
The required quantity is placed in the can, in compliance with the label. These are extremely accurate volumetric and weighing procedures.

**9 JUICING**  
Juice composed of water, salt and spices is used in most canned products, giving taste and aiding cooking.

**10 SEALING**  
The cans are hermetically sealed by crimping the body and the base of the can. They are clamped tightly to ensure a perfect seal to preserve the vegetables. The best-before date is marked on the can.

**11 STERILIZATION OR APPERTIZATION**  
Microorganisms and toxins naturally present in vegetables, which could render the product unfit for consumption, are destroyed

by heating (*several minutes at +/- 130°C*). This stage also ensures that the vegetables are cooked and preserved.

**12 STORAGE OF BLANK CANS**

Once cooled, the cans are placed on pallets, then stored in warehouses.

**13 LABELING**  
The label provides consumers with information on the contents of the can, recommendations for use, weight, composition and nutritional information.

**14 PACKING AND STORAGE**

The labeled cans are stored on pallets in the warehouses.

**15 SHIPPING**

The cans are dispatched by truck to the point of sale.

### FROZEN VEGETABLES

**8 FREEZING**  
To optimize quality, the core temperature of the vegetables is quickly reduced to -18°C in a matter of minutes. From this point, the vegetables are maintained in a controlled temperature environment of -18°C.

**9 BULK STORAGE**  
The vegetables are stored in refrigerated warehouses in special containers.

**10 WEIGHING AND BAGGING**  
The product is weighed and divided into bags or boxes. The best-before date is printed on each pack.

**11 PACKING AND STORAGE**  
The packaged vegetables are packed in cardboard boxes and stored in refrigerated warehouses.

**12 THE PACKAGED VEGETABLES**

The vegetables are dispatched in refrigerated trucks (-18°C) to the point of sale.

★ Quality control checks



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



**1 VEGETABLE SELECTION**

Bonduelle's partner producers harvest and supply vegetables in accordance with the Sourcing Charter.

Harvesting is a delicate operation for all fragile vegetables, especially salads.



**2 ACCEPTANCE AT PLANT**

From this point, the vegetables are maintained in a controlled temperature environment at +4°C.

On intake to the plant, a series of checks are conducted:

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

**READY-TO-USE FRESH VEGETABLES**

**3 CUTTING**

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



**4 WASHING**

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



**5 SPINNING OR DRYING**

Excess water is carefully removed after washing by draining or ventilation.



**6 WEIGHING AND BAGGING**

The salad is weighed and packed in bags or trays. The best-before date is printed on each pack.

**7 PACKING**

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

**8 STORAGE**

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



**9 SHIPPING**

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

**READY-TO-EAT FRESH VEGETABLES**



**3 ORDERING AND RECEPTION**

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



**4 TRANSFORMATION**

Vegetables are rinsed, cut, grated and drained.



**5 ASSEMBLY**

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



**6 MIXING**

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



**7 WEIGHING AND BAGGING**

The salads are measured out and weighed in the different types of packaging.

**8 LABELING**

The plastic salad container and its lid are pressured sealed. The label details the contents, storage and consumption instructions and the best-before date.

**9 STORAGE**

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



**10 SHIPPING**

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

## 2.5.3 Sourcing of raw materials

The Bonduelle Group's commitment to civil society is also illustrated by its sourcing and awareness-raising policy. In addition to food safety activities, the policy also includes environmental and social criteria.

Our vegetable producer partners sign up to the group's specific agronomy sourcing charter, guaranteeing compliance with the cultivation specifications for each type of vegetable (the sourcing charter is set out in Section 2.3.4).

Although the group's policy is to source supplies close to centers of consumption, some vegetables are purchased from countries further afield, for example, Kenya. In this event, the Company favors partners who work with producers for whom Bonduelle's business provides an additional revenue stream to their activity and subsistence crops. To ensure compliance with the production criteria specified by Bonduelle and to support its partners as part of a continuous improvement process, the group ensures a permanent or periodic presence by its own employees. Bonduelle's partners support their producers to manage and minimize the use of crop treatments and thus obtain quality certifications. This long-term partnership with recognized organizations is one way for Bonduelle to make an effective contribution to the local economy while maintaining traceability.

Bonduelle issues a simplified sourcing charter for vegetables for which it does not control cultivation. The charter is for suppliers of processed fruit and vegetables and is compiled in conjunction with the Purchasing Department. The charter and related controls focus on product safety, financial risks, technical constraints and risk of fraud. Suppliers may also be audited to check their performance and adherence to their product quality commitments. In 2015-2016, 16% of processed fruit and vegetable suppliers were audited. Bonduelle also implements specific surveillance plans according to the types of products and the potential risks. These plans notably take the form of tests on samples of phytosanitary waste and trace metal elements by independent laboratories.

The simplified sourcing charter is in line with the three key priorities of the purchasing quality policy, which are:

- to listen to and meet the needs and requirements of customers;
- to ensure the quality of products and services purchased, in accordance with applicable specifications and regulations, and guarantee food safety;
- to continually improve performance.

Just as the Company does for its purchases of vegetables, Bonduelle encourages its other suppliers, managed by its Purchasing Department, to promote its founding values: fairness, excellence and openness. Its purchasing policy includes corporate social responsibility (CSR) criteria, the Bonduelle ethics charter and the principles of the UN Global Compact (Bonduelle has been a member since 2003).

Via purchasing contracts, suppliers commit to adhering to the principles of the UN Global Compact. In 2015-2016, 90% of the budget managed by the Bonduelle Group's Purchasing Department was allocated to suppliers who had signed up to the principles of the UN Global Compact.

A CSR questionnaire was also sent to a sample group of suppliers with the aim of raising awareness and offering support.

Supplier relations are based on mutual trust. Bonduelle is committed to working with its partners to optimize the economic, qualitative and environmental performance in the long term. All buyers in the group's Purchasing Department are required to sign the purchasing ethics charter, in accordance with the principles of the Bonduelle Group's ethics charter (see Section 2.8.2). It outlines the seven values of the Company's purchasing function and defines coherent behavioral guidelines towards suppliers.

## 2.5.4 Product design

All of the Bonduelle Group's business units aim to provide a better product offer to consumers. A responsible product, with an identical service rendered and throughout its lifecycle (design, manufacture, transport, use, end of life), has fewer negative impacts on the environment and on health. For example, Bonduelle's products do not contain any GMOs, in accordance with applicable legislation. Palm oil is no longer used in products manufactured by any Bonduelle Group company.

### NUTRITIONAL QUALITY

For Bonduelle, respecting the nutritional quality of its products is essential. "Visa Santé", a continuous improvement initiative, is built around reviewing and optimizing our products and is based on four essential points:

1. classification of products into three "nutrition" groups, according to their levels of certain nutrients:
  - "raw products that have undergone minimum processing",
  - "lightly cooked vegetables",
  - "prepared and gourmet products";
2. the development by the group's Nutrition Department of a reference framework of nutritional values related to recommendations on the quantity and quality of salt, sugar and fat content in food. 1,158 products – from all segments – were tested to determine if they were in line with the recommended nutritional values;
3. the reformulation of recipes: 257 recipes that did not meet the nutrition criteria were reviewed by the Development Departments in the respective business units between 2009 and 2016;
4. all new vegetable products must meet a number of minimum criteria defined by "Visa Santé" and be positioned in one of the three "nutrition" groups.



The program's objectives also include the development of well-thought out, simple, transparent and objective nutritional communication. The group makes no nutrition claims on the packaging of its "prepared and gourmet products".

"Visa Santé" was launched by General Management and, in addition to the Nutrition Department, now involves engineers in the Quality, Innovation and Development and Marketing Departments of the various business units. In all, more than 100 employees are involved in this mature, cross-disciplinary project, which constitutes one of the group's long-term, day-to-day commitments.

## ENVIRONMENTAL RESPONSIBILITY

In order to honor its commitment to designing responsible products, Bonduelle has put together a cross-disciplinary team, with representatives from the Agro-industry, Environment and Packaging Research and Development, Marketing and Communication Departments to work on producing an environmental responsibility guide. This guide, completed in 2015, aims to serve as a reference for all teams responsible for design, production and marketing. The implementation methods are still being decided. It sets out the core objectives for all branded products sold throughout the world (Bonduelle, Cassegrain, Arctic Gardens and Globus) and provides guidelines for improving responsibility, without compromising on aspects such as pleasure, taste and accessibility.

The guide is based on 10 basic principles:

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

## 2.5.5 Consumer information and satisfaction

Bonduelle is committed to providing transparent information on its products and their health benefits. It also strives to promote responsible behavior by its consumers.

All Bonduelle products provide the consumer with the information required under European law (INCO). In addition to regulatory information, the Bonduelle Group has a dedicated nutritional information platform (NutriGO) aimed at its marketing, sales, communication, quality and research and development teams. It provides employees with objective and reliable information on products, processes, regulations and the group's commitments so that they can conduct their projects and communicate with consumers in a fully transparent way. NutriGO ensures the consistency and transparency of the information provided to consumers group-wide.

In each country where Bonduelle operates, there is a department dedicated to consumer satisfaction. Each product bears the telephone numbers, an email address and a web address customers can use to contact the Customer Services Department at any time, either to ask questions or to make a complaint. Bonduelle is also committed to promoting responsible consumer practice, particularly fighting against food waste. The group offers different kinds of packaging (shelf life, portion size) so that consumers can make appropriate choices depending on their type of household and consumption. Products also specify portion size. Lastly, Bonduelle's websites and social networks provide practical information such as help understanding use-by dates.

**Bonduelle Winner of the "2016 CSR report Prize".** The group won this award, organized by the *Conseil supérieur de l'Ordre des experts-comptables* (French Association of Chartered Accountants), for its involvement in the CSR process, its societal orientation, the quality of its CSR report and, more specifically, the Section on the circular economy. This was a wonderful acknowledgement of the group's willingness to be transparent with regard to its stakeholders, including its consumers. BELL's food service team in Benelux also won an award from its Dutch customer, DeliXL, for the quality of its CSR policy.

## LISTENING TO EVERYONE'S NEEDS

Bonduelle is a partner of AllergoBox, a free web portal dedicated to food allergies and intolerances. In conjunction with the world of medicine and agri-food industry brands, AllergoBox provides consumers with information so that they can find out which products and recipes suit them the best. The group publishes this specific data for Bonduelle and Cassegrain products sold in France on the website <https://www.allergobox.com/actualites/bonduelle-reference-plus-de-250-produits-allergobox>. Furthermore, as a result of its expertise and with the support of its R&D Department, the Bonduelle food service activity has embarked upon an initiative to provide help and consultancy services to specialist establishments in order to meet

the special dietary needs of seniors with praxis disorders, particularly those suffering from Alzheimer's disease.

## ORGANIC IN MOTION!

In order to meet the growing consumer demand for organic produce in North America, the BAM business unit is developing an entire range of certified vegetables: peas, beans, sweet corn, carrots, broccoli, cauliflower, etc. The group is the leading supplier of organic produce in Quebec (Canada). Following the same logic, in response to its customers' expectations, BELL expanded its organic canned vegetable range to include seven new products, notably in the Netherlands, Germany and Sweden.

### 2.5.6 The Louis Bonduelle Foundation

The Louis Bonduelle Foundation was established in 2004 as a result of the group's desire to contribute to public health challenges relating to nutrition. The aim of the Louis Bonduelle Foundation is to foster a permanent change in eating habits in all the countries where Bonduelle operates. The **three pillars** of its work are:

- to inform and raise awareness;
- to support research;
- to implement and support on-the-ground initiatives.

Every year, the Company's Louis Bonduelle Foundation launches a call for projects to support local initiatives whose aim is to improve eating habits. These international calls have already resulted in support for 171 projects.

Likewise, the Louis Bonduelle Foundation awards a global research prize of 10,000 euros to support a piece of thesis work on nutrition. The Louis Bonduelle Foundation website features theoretical and practical information on methods and tips for changing eating habits. The content is available in English, French, Italian, Dutch and Spanish at [www.fondation-louisbonduelle.org](http://www.fondation-louisbonduelle.org).

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

- three independent experts: Marie-Laure Frelut – Pediatrician and Secretary of the European childhood obesity group, Béatrice de Reynal – Nutritionist and Abdelkrim Saïfi, Chairman of the Executive Board of the *Fondation Cœur et Artères* (Healthy Heart and Arteries Foundation);
- five representatives of the Bonduelle Group: Christophe Bonduelle – Chairman of the Louis Bonduelle Foundation and Chairman of the Bonduelle Group, Jean-Bernard Bonduelle – In charge of External Relations, Christophe Château – CSR, Communications and Corporate Marketing Director, Gianfranco D'Amico – Director of Bonduelle Italie – and Laurence Depezay – Head of Sustainable Food.

## HIGHLIGHTS 2015-2016

- The ninth Louis Bonduelle Foundation Conference was held in Paris on June 7, 2016 on the theme of *La faim des haricots: regards croisés sur la place du végétal dans l'alimentation* (a comparative look at the place of plant-based foods in diet). The event, sponsored by the United Nations Food and Agriculture Organization (FAO), which declared 2016 the International Year of Pulses, was attended by over 200 participants. This conference was also marked by the award of the tenth Louis Bonduelle Research Prize to Annie Gezenia Venema (from Utrecht University in the Netherlands) for her thesis "Nudging toward effortless healthy food choices".
- The Louis Bonduelle Foundation finances, and is involved in developing, a free international knowledge base for child obesity practitioners and researchers. This project has taken the form of an e-book available on the European childhood obesity group (ECOG) website: <http://ebook.ecog-obesity.eu/>. The translation into French, Italian and Polish of this tool, which is already available in English, began in 2016.
- The Louis Bonduelle Foundation was present at FENS, the European Congress of Nutrition, held in Berlin from October 20-23, 2015. This was an opportunity to distribute reports and tools to health professionals.
- Since 2016, the Louis Bonduelle Foundation has been a member of the Chaire Anca Platform, hosted by the AgroParisTech Foundation. The Chaire ANCA creates innovative teaching materials using digital technology to raise awareness of nutrition.
- "Plant-based protein: responding to new challenges": the monograph compiled and published by the Louis Bonduelle Foundation can be freely accessed on its website in both French and English. This work followed on from the 2015 online posting of the "Food waste: challenges, causes and reality" study, which reached a large audience with 124,000 hits and/or downloads.

**In June 2015, with a view to subsidizing local nutrition initiatives, the Louis Bonduelle Foundation launched a call for projects aimed at increasing children's knowledge of, and taste for, vegetables. The following projects were selected:**

- **ASSOCIATION SOURIRES D'ENFANTS** – "Sustainable learning about vegetables in four villages in Laos".  
This project aims to introduce 300 children, aged between three and six years old, to new vegetables.
- **VILLAGE PILOTE** – "Dietary diversification for children on the streets of Senegal" – Dakar – Senegal  
The objective is to stabilize 250 street children and adolescents (three to 15 years of age) through working on the land and cooking.
- **GRAINE ÎLE DE FRANCE** – "Food's ready!" – Île-de-France – France  
The aim: to raise awareness amongst 300 young people in the Île de France region of challenges related to healthy eating.
- **KA'FÊTE Ô MÔMES** – Celebrating vegetables from garden to plate – Lyon – France



Encouraging people to eat healthily and sustainably, and increasing affordability

The project aims to change the attitude of 120 children aged between six and 11 years towards vegetables.

- *TABLE DE DÉVELOPPEMENT SOCIAL DE LASALLE* – “Green class” – Lasalle Montréal, Quebec – Canada

Challenge: improve the awareness of 500 children (aged between five and 12 years of age) of the place of vegetables in our food, by creating a vegetable plot where they can learn theoretical and practical skills.

- *ÉCO-CITOYENNETÉS* – “Reclaiming vegetables for the good of our health and our planet” – Saint-Jean de Paracol – France

The project aims to change the way in which vegetables are perceived by 450 children aged between eight and 18.

- *CERISE* – “Veggie age, there is no age for eating vegetables” – Nanterre – France

Introducing 30 disadvantaged children aged between six and 11, and their families, who are experiencing social and financial hardship, to a balanced and sustainable way of eating.

- *MÉDITERRANÉE 2000* – “Tell me how you grow and I’ll tell you who you are” – Cannes la Bocca – France

The objective is to introduce vegetables to 900 children aged between three and eight years of age by explaining how they grow.

- *LA FERME DU BORD DU LAC* – “Soil between your fingers” – Montreal, Quebec –Canada

Providing over 2,000 children aged between three and 13 years old with the opportunity to learn how to grow vegetables ecologically, to find out about the diversity and benefits of vegetables and to learn how to prepare them.

- *COMITATO PER LA COSTITUZIONE DELLA FONDAZIONE ELIC (ÉCOLE LIBRE DE RECHERCHE SCIENTIFIQUE POUR ENFANTS – SCHOOL OF SCIENTIFIC RESEARCH FOR CHILDREN)* – Trieste and Nice – Italy and France

Raise awareness of the diversity and variety of vegetables amongst 660 young people aged between 8 and 14.

## 2.6 Ensuring the “well-living” of employees and local communities

### 2.6.1 Challenges and targets

The group’s vision for 2025 (VegeGo!) is to support the future growth of the business by focusing on three complementary priorities: creation of economic value, our international growth model and

the development of human capital. It is also about ensuring that employees are able to flourish and contributing to the “well-living” of the communities around its sites. These points are in step with the values that have marked the Company since it was founded: people-minded approach, integrity, confidence, excellence, fairness, open-mindedness and simplicity.

People and Safety	Objectives 2017	Highlights 2015-2016
<p><b>Social challenges</b></p> <ul style="list-style-type: none"> <li>• Safety of people</li> <li>• Develop potential</li> <li>• Diversity</li> <li>• Ethics</li> </ul>	<p><b>Ensuring safety at work</b></p> <ul style="list-style-type: none"> <li>• Aim for a workplace accident frequency rate of 0 by 2025</li> </ul> <p><b>Promote personnel training and development</b></p> <ul style="list-style-type: none"> <li>• Target individual career evaluation and development interviews for all personnel (100%)</li> <li>• Give priority to internal promotion and encourage a policy of local recruitment</li> </ul> <p><b>Pursue initiatives aimed at ensuring equality, diversity and the inclusion of people with disabilities</b></p> <ul style="list-style-type: none"> <li>• Distribute the ethics charter to all employees</li> <li>• Share Corporate Social Responsibility principles in management and in the group’s corporate culture</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in the work-related accident frequency rate to 4.03 in 2015-2016, compared with 7.43 in 2014-2015</li> <li>• 79.42% of employees have had career evaluation and development interviews</li> <li>• Launch of Jeunes Pousses, a talent pool program</li> <li>• Launch of the training arm of the Finance for Growth project</li> <li>• 4<sup>th</sup> Signing of the 4<sup>th</sup> Handipol agreement in France</li> <li>• Dissemination of and training in ManageGo!, the group’s management model</li> </ul>

Commitment to civil society	Objectives 2013-2017	Highlights 2014-2015
<p><b>CIVIL SOCIETY CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• Develop local economic relations</li> <li>• Develop local employment</li> <li>• Make products accessible</li> </ul>	<p><b>Implement a community project at every site and in countries where Bonduelle is established</b></p> <ul style="list-style-type: none"> <li>• Engage with stakeholders in countries where Bonduelle is established</li> <li>• Undertake a group community development project</li> </ul>	<ul style="list-style-type: none"> <li>• 27 Bonduelle sites have started, or resumed, local community projects</li> <li>• Development of the Aponh project in Cameroon</li> </ul>

The results of all indicators, in figures, are provided in Section 2.7.7.



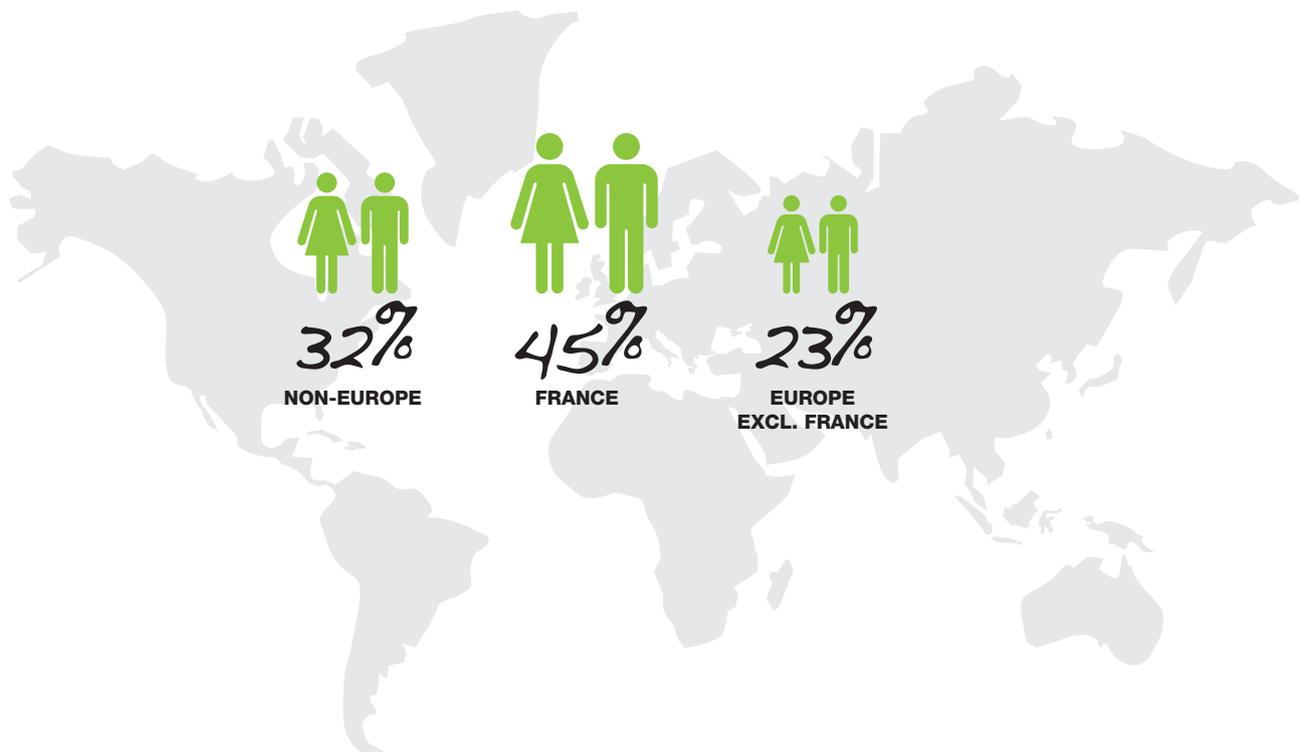
## 2.6.2 Group policy and methods used

Safety and working conditions, social dialog, training, local employment, etc. These concerns are central to the Bonduelle Group's human resources policy, which is based on the Company's values. The policy revolves around three strategic priorities:

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

The Bonduelle Group has 7,100 permanent employees (in the group at June 30, 2016). There are 9,961 full-time equivalent employees (open-ended contracts, fixed-term contracts, seasonal contracts and other contracts).

### BREAKDOWN OF BONDUELLE GROUP EMPLOYEES (FULL-TIME EQUIVALENT)



## ORGANIZATION

To implement its human resources policy successfully, Bonduelle has a group Human Resources director. The HR director participates in and contributes to all of the group’s strategic decisions. They have a team of three people, with responsibility for:

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

Monthly coordination meetings between the HR directors of the business units and the group discuss vacant positions and available resources. The policy is then approved by the Executive Committee and applied in each business unit, where the human resources contact leads a network of dedicated human resources correspondents.

The HR teams from the business units (BAM, BDV, BELL and FRESH) and the group meet at an annual international seminar. Bonduelle’s global human resources strategy is presented at each seminar and the action priorities are identified for and within the scope of each business unit.

### 2.6.3 Safety and working conditions

Each and every person working for or with Bonduelle has the right to a healthy and safe working environment, ensuring their physical and mental well-being and preventing occupational disease. Bonduelle is committed to maintaining excellent working conditions by developing prevention policies to ensure the highest standards of health and the best working conditions. This is one of the VegeGo! initiatives targeting zero accidents with lost time by 2025.

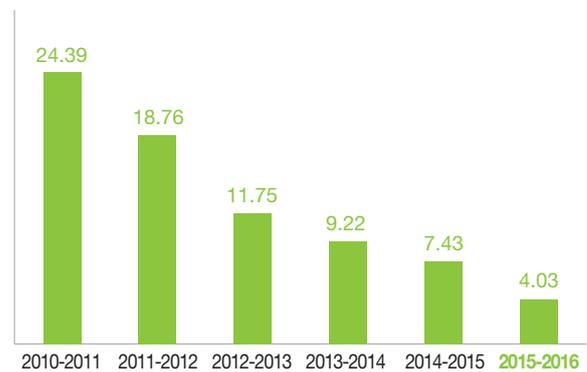
Safety is a mandatory point on the agenda for Executive Committee meetings, weekly plant Management Committee meetings, monthly meetings between the Industrial directors of each business unit and Plant directors, and quarterly meetings between the General Management of business units and Country Managers. To intensify employees’ commitment to safety, the group’s policy is designed to encourage Managers to include safety performance in the criteria determining variable compensation bonuses for operating personnel.

Other areas of progress: a safety network was created in May 2012 with site representatives. The network’s purpose is to discuss best practices and priorities for action programs and investment.

This network has enabled the group to achieve significant progress. The work-related accident with lost time frequency rate fell from 24.4 in 2010-2011 to 4.03 in 2015-2016. These results reflect the close care and attention by Bonduelle to safety issues at all sites around the world.

### Frequency of work-related accidents within the Bonduelle Group

Frequency rate



**At the end of June 2016, 19 Bonduelle production sites had gone a year or more without any work-related accidents involving lost time.** These strong performances are in line with the target set by the group. In Canada, the Ingersoll plant recorded three years without any work-related accidents with lost time. In France, the Renescure plant, one of the group’s largest, managed two years without any lost time. At the end of June 2016, Bonduelle’s two Russian plants had recorded no work-related accidents with lost time in over a year.

**Bonduelle’s Canadian Tecumseh site won the “Gord Smith Healthy Workplace” Diamond Award** from the Windsor-Essex County Health Unit. This award recognizes excellence in policy on health and safety in the workplace. The initiative is part of the VegeGo! project and is in line with the five CSR targets defined by the Bonduelle Group in 2015-2016.

## 2.6.4 Compensation policy and social dialog

In all countries where Bonduelle has a presence, the group's wage policy goes above and beyond the current minimum wage. The group offers wages in line with those in its sector.

### INDIVIDUAL PAY AND BENEFITS PASSPORT

In France, Bonduelle distributed individual pay and benefits passports across 16 of its sites. There were new passports for some and renewals for others, providing permanent employees with a clear and specific view of the benefits of the Company's wage policy. The passports provide an important opportunity to discuss compensation and benefits with Managers.

In accordance with its ethics charter, which has been rolled out in every country where the group operates (the charter and the composition of the Ethics Committee can be found in 2.8.1 and 2.8.2), Bonduelle encourages openness and dialog in internal relations. The group respects the right of its employees to form or join the representative organization of their choice, including trade unions and workers' organizations, and to be able to participate in collective bargaining negotiations. Bonduelle respects the role and responsibilities of the social partners and is committed to negotiating issues of collective interest with them. In 2015-2016, Bonduelle signed 50 collective agreements with employee representative bodies in the countries where the group operates.

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

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

The quality of social dialog within the Bonduelle Group was illustrated in 2015-2016 by the signing of various agreements:

- Handipol Agreement France: signed in September 2015, it is the 4<sup>th</sup> agreement promoting the recruitment, inclusion and training of disabled workers, thus enabling Bonduelle to continue with initiatives started several years ago;

- profit-sharing agreement France: entered into in December 2015, it applies to employees of the BELL business units and those of the Soléal company. So as to take the VegeGo! initiative further the group wanted to take safety, performance and economic indicators into consideration when calculating this profit-sharing;
- profit-sharing agreements France: the group renewed profit-sharing agreements that were due to expire for Bonduelle SAS, Bonduelle Traiteur International SAS, Bonduelle Development SAS, again in consideration of changes in the competitive economic environment;
- seasonal worker agreement in Canada: two plants in Quebec renewed agreements on wages and working conditions for seasonal employees.

Bonduelle signed an agreement with all the labor unions at the Russy-Bémont site in France so as to manage, in a respectful manner, social measures to support the discontinuation of operations at this site, with production actually ceasing at the end of June 2016. The agreement, which was signed unanimously, gives priority to internal redeployment within the Nord-Picardie region and the implementation of age-related measures giving employees greater insight into retirement possibilities and keeping forced redundancies to a minimum in a challenging European market, marked by a significant drop in production volumes.

## 2.6.5 Training and development for women and men

Throughout its history, Bonduelle has applied a specific management model, influenced by its business, its mode of governance and its values. This model is central to the group's success. It is also one of the keys to building its future and long-term survival. With VegeGo! Bonduelle has set itself ambitious goals for growth, value creation, international expansion and safety. ManageGo!, designed jointly by Bonduelle Managers and the Company's human resources experts, serves as a common benchmark for all group Managers. Since 2014, employees and Managers have been able to learn about the Company's managerial model by means of an innovative training regime that aims to provide training led by two facilitators, one Human Resources Manager and one Manager. The aim of this innovative training is to bring out knowledge during co-creation workshops attended by some 20 employees so that they can learn about the Company's managerial model.

ManageGo! rallies and encourages Managers to find the right balance between setting high standards and compassion, in line with our values and ambitions.

It establishes the three aspects of Bonduelle management:

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

This management model must further the group’s ambition: “to be the world reference in ‘well living’ through vegetable products”.

ManageGo! also seeks to offer people support and opportunities to develop their talents. These two elements are central to the group’s HR policy. For the group to continue its international expansion and seize opportunities for growth, it must be able to rely on the best skills in each country in which it operates. This international outlook drives the group’s whole human resources policy.

The group’s training policy gives priority to providing support and development for safety in all our activities, developing skills, discovery of and developing new talents. The employee training rate stands at 1.44% (training expenditure as a percentage of payroll) and the average length of training is 29 hours.

## FINANCE FOR GROWTH: TRAINING FOR GROWTH

The VegeGo! initiative number 21 resulted in an ambitious “Finance For Growth” project, enabling individuals to incorporate the notion of creating financial value in their operational choices.

Since October 2015, the initiative has taken the form of a training course which has been followed by over 450 Managers. The initiative enables Managers to identify the means by which they can collectively contribute to profitable, non-capital intensive growth, with the aim of achieving the ambition of the VegeGo! project.

A Bonduelle-specific program was designed to promote diversified learning. Participants learn about financial mechanisms via an e-learning session and a case study in conjunction with our business units. In the spirit of ManageGo! this training prioritizes a collaborative approach to constructing solutions by encouraging the emergence of new ideas.

## TALENT POOL

In 2015, the Bonduelle Fresh Europe business unit launched the *Jeunes Pousses* program. In partnership with engineering schools:

- *Hautes études d’ingénieur* (School of Advanced Engineering or HEI);
- *Institut supérieur d’agriculture* (Higher Institute for Agriculture or ISA);

- *Institut supérieur d’électronique et du numérique* (Higher Institute for Electronics and Digital Technologies or ISEN).

This program is aimed at enabling Bonduelle Fresh Europe to avail itself of a talent pool that is vital for its growth and economic balance. *Jeunes Pousses* is also an opportunity for students to learn about the group’s various businesses through internships in France, Germany and Italy, leveraging their experiences in the challenging roles assigned to them.

## 2.6.6 Diversity

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

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

- creation of the disability mission with a disability coordinator in the HR Department in France, as well as a pilot unit in each facility and a group-wide Joint Monitoring Committee;
- organization of information and awareness-building campaigns for all employees in France with a disability rating of 10% or more;
- regular communication on actions via internal “Bonduelle Channel” display screens, European Disability Employment Week (SEEPH) and soon via the Intranet;
- opening up of all accessible positions to people with disabilities;
- integration (mentoring) and support for disabled employees;
- “recognition of disabled worker status” kit to train or raise awareness amongst those directly involved in the Company’s disability policy on the specific needs relating to employing people with disabilities. It was compiled in 2016 and will be available in August this year. A special disability communication on the Company Intranet is planned for September. Lastly, the management training module (*Manager au quotidien*) also includes a section on disability.

In addition, the Handipol 4 agreement, approved in October 2015 by the regional office of fair trading, consumption and employment, had, by June 2016, resulted in 24 adapted workstations and ergonomic studies conducted at five production sites by a specialist ergonomics consultancy.



### EMPLOYMENT WEEK FOR DISABLED PEOPLE

As every year, during the annual disability week, disabled employment initiatives were organized at the Villeneuve d'Ascq site (France). These included a stand on workplace ergonomics, a theater production to raise disability awareness, and a “Touch to see” demonstration to foster empathy for people with impaired vision.

This Handipol agreement has boosted uptake in other countries. For example, in the Netherlands, Bonduelle operated a successful internship for a disabled person. Having been contacted by a local association, the Dutch head office offered this young woman a three-month internship in the Accounts Department, this being an area in which she had previous experience. This initiative enabled her to hone her skills with a view to re-entering the labor market at her own pace.

## 2.6.7 Human rights

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

- convention No. 135 on workers' representatives: Belgium, Canada, the United States;
- convention No. 98 on the right to organize and collective bargaining: Canada, the United States;
- convention No. 87 on freedom of association and protection of the right to organize: Brazil and the United States;
- convention No. 138 on the minimum working age: Canada, the United States;
- convention No. 111 on discrimination in employment and occupation: the United States.

All countries in which Bonduelle employs people have ratified the following conventions:

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

Under its ethics charter, Bonduelle requires all employees, suppliers and subcontractors to adhere strictly to all laws regulating their activities and working environment.

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

## 2.6.8 Participating in local community life

Bonduelle prioritized participation in local communities where its plants operate. The VegeGo! project aims to galvanize employees and help make local communities a better place to live, in line with the group's values. Depending on its specific characteristics, each production facility plans to develop at least one project in partnership with local stakeholders. In 2015-2016, 27 Bonduelle sites started, or resumed, projects. These included:

- **Bordères, Labenne (France):** “I'm nine years old and I love vegetables”: this program, organized on a yearly basis by plant employees, involving a visit to the plant and awareness-raising workshops on taste and eating a balanced variety of food. Is aimed at local school children;
- **San Paolo d'Argon (Italy):** the site is committed to educational projects and so, since September 2015, it has welcomed over 400 young people who have come to find out about the plant and its activities;
- **Straelen (Germany):** TAFELN, a non-profit organization, has 860 food banks in Germany that distribute food, free of charge, to those in need. The Straelen plant donated around 1,400 salad bags, which were then distributed to refugees over the festive period;
- **Saint-Benoist (France):** the “One parent, one job” initiative not only gives employees' children the opportunity to find out about the Company but also gives us a chance to share various rules with them;
- **Sainte-Martine (Canada):** 12 plant employees contributed to the success of the “Community Wednesdays” organized by *Actions Familles*, which aim to inform disadvantaged people and families about the region's resources and organizations;
- **Saint-Césaire (Canada):** *Les Cuistots Saint-Vincent* is a business project aimed at rebuilding confidence in children with learning difficulties *via* cookery and tasting workshops. Site employees took part in two days of “healthy living” initiatives;
- **Nagykőrös, Békéscsaba (Hungary):** Bonduelle teams took part in various initiatives demonstrating their involvement in local community life: product presentation and tasting in schools, organization of a health day, sponsorship of a judo competition, etc.;

- **Eindhoven (Netherlands):** the group’s employees traditionally organize a Christmas gathering for co-workers. In 2015, they decided that they wanted to invest in a charity initiative for Akindo, an organization that provides free holidays and activities for the most vulnerable children in society. In addition to a financial donation, the employees made a meal for the young people and gave out presents, etc.;
- **Villeneuve d’Ascq – Resecure (France):** The Bonduelle Group is a co-founder of – and since early 2014 a financial contributor to – the *Agir avec la jeunesse* endowment fund in the Nord-Pas de Calais. This fund is used to finance different initiatives, particularly the *École de la 2<sup>e</sup> chance* (E2C) (2<sup>nd</sup> chance school). The Villeneuve d’Ascq and Resecure sites are developing communication between employees and this organization;
- **Warsaw, Gniewkowo, Ruchocice (Poland):** 16 Bonduelle Shows were presented in schools and kindergartens promoting healthy and sustainable eating habits.

**APONH is a development aid project in Cameroon** resulting from the VegeGo! initiative and defines the group’s ambition for 2025. Objective: to help local communities to live more sustainably in a country where the agricultural and agri-food sectors lack formal structure. It is also an expression of the Bonduelle Group’s mission – “To be the world reference in ‘well living’ through vegetable products”, allowing group employees to take part in a joint project related to the Company’s business lines and know-how and with the support of the Bonduelle family, which was keen to get involved in this project. In concrete terms, APONH – “It’s good” in *bamiléké*, the dialect of the ethnic group on which the project is focused – aims to establish a vegetable industry by supporting farmers and entrepreneurs. Training in plant-care, the introduction of trial plots and crop protection shelters as well as the donation of equipment, are just some of the practical solutions that have enabled around 25 farmers to improve their production techniques. In addition, in conjunction with the IECD, the European Institute for Cooperation and Development, Bonduelle and its teams of volunteers set up track logs for individual plots so as to optimize harvest management. Lastly, to supplement this agronomic effort, reliable markets were identified for this local production: delicatessens, restaurants, private individuals or even entrepreneurs like Julie, who specializes in the production of crushed cereals, served to children as a traditional porridge. By helping Julie to secure her supply – direct from APONH producers – and by supporting her to expand her range, the participants of this project are contributing to economic growth in a virtuous way that supports the group’s values and is in line with its DNA. An increasing number of Bonduelle employees are volunteering to get involved in this project by giving their time and sharing their skills to help the project’s beneficiaries to develop over the long term.

**Bonduelle**

HUMAN RESOURCES | BELL - Poland - Gniewkowo, Ruchocice, Warsaw

**EDUCATING CHILDREN ABOUT THE IMPORTANCE OF EATING VEGETABLES THROUGH BONDUELLE EMPLOYEES**

Since 2015 all Bonduelle employees in Poland are able to lead a half-day 'Bonduelle show' in their children's school. This programme stresses the **importance of vegetables** and educates children about how to have a **healthy diet**.

- Development of employees' involvement
- Promoting a balanced diet in schools (to 300 children already)
- Continued plans to involve employees as brand ambassadors

BIGREEN Tour 2016 - Corporate Communication and Sustainable Development Department - June 2016 (# 8)

*The “All player” initiative (see page 24) is based on a co-construction approach with employees and is supplemented as trials take place. This flexible dynamic was reflected in the first instance by the launch of a best practice competition, open to all employees, making it possible to mobilize and focus on the value of the initiatives described in the graphics that punctuate this CSR report.*

## LOCAL AND SEASONAL EMPLOYMENT

Depending on the employment areas in which its sites are located, Bonduelle focuses on local recruitment or opportunities for people from areas with few economic prospects. The very nature of its business and the rhythm dictated by the harvests mean that the Bonduelle Group employs a large number of seasonal workers. Seasonal employment accounts for 17% of all Bonduelle Group’s contracts (full-time equivalent). We develop loyalty through an appropriate compensation policy and employment contracts by type of harvest, affording them work that is compatible with other employment.

At some sites, Bonduelle works with employer groupings to pool skills and provide regular seasonal work. Another aspect of this policy, in the United States and Canada, is the provision of good quality accommodation for workers. The Bonduelle Americas business unit also offers specific video-based training courses for those with little or no English. In Italy, for example, the Company runs dedicated programs for seasonal workers with limited knowledge of



the local language, and in Hungary, Bonduelle runs a bus service for workers so that they save on the cost of travel to their place of work. Furthermore, hiring procedures focus on recruiting local employees and Managers for the group's activities, following the example of Hungary, where the majority of employees and management staff are Hungarian nationals.

### FOOD DONATIONS

Bonduelle is also committed to tackling food waste, which is a real problem; according to the Food and Agriculture Organization of the United Nations (FAO), 30% of global food production is wasted, the equivalent of over half the world's cereal production. Instead of destroying products that do not meet Bonduelle's specifications in full, but are perfectly edible, the group donates several tonnes of

vegetables each year to charities, which redistribute them locally. The amount totaled 3,864 tonnes in 2015-2016, covering Canada, the United States, France, Italy, Poland and Hungary, for canned, frozen, fresh cut salad and prepared products.

### RELATIONS WITH RESIDENTS CLOSE TO INDUSTRIAL FACILITIES

Sensitivity to odors, road transport and noise is one of the key issues facing Bonduelle's efforts to integrate its agro-industrial facilities into their environment. Each Plant director tailors his action plan to local demand. Investments in technical solutions (improving equipment, optimizing management, implementing additional treatments and applying specific solutions) are organized in consultation with local residents.

## 2.7 Note on the CSR reporting methodology

### 2.7.1 Context and objectives

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

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

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

Relevant Managers have drawn up lists of indicators for Bonduelle's CSR priority areas, in association with their exchange networks and approved by the operational teams. The indicators were chosen based on a combination of Bonduelle's CSR commitments and Global Reporting Initiative (GRI) G4 Core option guidelines, as well as the expectations of stakeholders and the regulations set by the *Grenelle* environment law (France), culminating in the drafting of Bonduelle's own reporting guidelines.

This report was prepared in accordance with Article 225 of the French *Grenelle II* law of July 12, 2010, and with the requirements of the GRI G4 Core option (see page 230). The indicators will be reviewed in 2016-2017 according to the requirements of the GRI G4 Core option and the priorities defined by the materiality initiative, which is being circulated throughout the group.

Reporting has taken place every year since 2002-2003. This year the fiscal reporting period is from July 1, 2015 to June 30, 2016. The indicators published in the registration document include the results of the past year and those from the 2014-2015 reporting to allow changes in indicators to be monitored. The reporting period may be adjusted or delayed by a few days depending on data availability.

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

For this fiscal year, the audit firm Deloitte, Joint Statutory Auditors, also verified the Corporate Social Responsibility report, the reporting procedures and a selection of indicators to meet the certification requirement of the *Grenelle II* law and to provide external verification of the reliability of the reporting (2.7.6 Assurance report).

### 2.7.2 Procedures

The group's CSR and External Communications Director is responsible for overseeing reporting, in addition to the Managers of the areas concerned: People and safety, agronomy, natural resources, quality and nutrition, supply chain and purchasing and commitment to civil society.

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

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

Human resources reporting (uses the COGNOS RH database tool) and calculations of CO<sub>2</sub> emissions from transport are not yet calculated using the Metrio™ reporting tool. The results are imported into Metrio™ to consolidate the CSR indicators within the same tool.

#### CONTROL AND VALIDATION

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

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

For "People and Safety", the data are reported and validated by the Human Resources Officers in each country. They are then consolidated by the People and Safety Manager. Internal audits were conducted throughout the year by HR teams for data control purposes and to improve the reliability of the process.

Supply chain services are responsible for reporting data on transport and CO<sub>2</sub> emissions. Each business unit checks its indicators prior to group consolidation.



## DATA CONSOLIDATION

Consolidation of indicators takes place at business unit and group level using data from the Metrio™ tool.

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

All indicators are validated at a CSR Steering Committee meeting in September.

## PEOPLE AND SAFETY REPORTING TOOLS

The group has set up a computer system that allows it to gather human resources data, mainly using automatic configuration, with some manual entry in COGNOS. This setup applies to the group scope, excluding Canada and the United States, which have their own system.

## COORDINATION OF REPORTING

CSR reporting involves approximately 200 correspondents in various roles across the Bonduelle Group's production facilities. The BIGREEN digital community encourages continued discussion about CSR among employees.

### 2.7.3 Scope (GRI-G4-17, G4-20, G4-23)

CSR reporting extends to all Bonduelle Group sites and business units (group organization – page 16). The reporting scope is specified based on the scope of consolidation (5.5 Note 10.4 to the consolidated financial statements, List of group companies – page 173) and according to the following rules:

- new sites and business units acquired during the fiscal year ended will be included within the scope for the following year;

- sites and business units either disposed of or no longer in operation during the year ended are excluded from the scope for the entire period, to enable comparability of results;
- equity affiliates are excluded from the scope. Their activities are considered as external purchases. Exceptions are made for transportation and purchasing. OP OASI (Italy), an equity affiliate supplying solely to Bonduelle, is included in the purchasing scope;
- logistic centers are also excluded from the reporting scope, with the exception of transport, and People and safety;
- the headquarters of fully consolidated companies are excluded from the scope, with the exception of people & safety;
- SAS Euromycel, a fully consolidated company, is excluded from the scope for all areas, apart from people & safety. The numbers reported are not significant.
- The San Paolo d'Argon site (Italy) is included in the scope of the quality indicators.

## CHANGE IN SCOPE DURING FISCAL 2015-2016 (GRI-G4-23)

- The Lethbridge site, a plant acquired during the previous year, is included in the full scope;
- The Rungis site (offices) is included in the People and safety scope.

## UPSTREAM AGRICULTURAL ACTIVITIES

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

**TRANSPORTATION**

Transport has been included in Bonduelle’s CSR strategy since 2007-2008. The operational scope of reporting for transport in 2015-2016 is defined as:

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

**PURCHASES**

The responsible purchasing reporting scope is defined as: purchases made by Bonduelle, including metal cans, cardboard boxes and packing wrap, vegetables and ingredients used in its recipes and not grown or produced by the group, energy and animal products.

This scope varies by country:

- France: including seeds Europe;
- Italy: only packaging and indirect plant;
- Russia: only cardboard, packaging wrap, vegetables and ingredients;
- Canada: only packaging, pulses and frozen;
- Portugal: only energy, indirect plant, packaging and ingredients.

2.7.4 Indicators (GRI-G4-22)

All quantitative reporting indicators can be found in Section 8, in a cross-reference table that also lists the GRI indicators and their correlation to the *Grenelle* initiatives. The indicators verified by Deloitte are listed in Section 2.7.7.

**METHODS AND TOOLS FOR TRANSPORT INDICATORS**

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

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

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

The assumptions used are:

- road transport: the maximum truck payload is taken to be 25 tonnes for a 40-tonne road tractor and for a 44-tonne tractor, with the following two exceptions:
  - for upstream agricultural activities, the maximum payload was considered equal to the maximum vegetable tonnage that can be transported, according to the density and crush resistance of the produce,
  - for temperature controlled trucks (+4°), the maximum payload was considered equal to 24 tonnes;
- emissions generated by road transport for the Fresh and Prepared food businesses are calculated according to the messaging model recommended in the ADEME guidelines, in three segments: collection, traction and distribution, taking into account the unladen distance in each of the collection and distribution segments. This model may be adjusted according to the actual logistics flows to optimize data monitoring. For fiscal year 2015-2016, the second segment includes the unladen distance for two-segment journeys in France and Italy, unlike for Germany. The supply chain teams work closely with the ADEME to devise a method common to each entity;
- for distribution, unladen return journeys were taken to be equal to 21%, in accordance with ADEME guidelines. Unladen return journeys were also taken to be 21% for picking when the actual distance was not known;
- for the Canned and Frozen businesses, the gross weight transported (including the weight of additional packaging) is included in the emissions calculation, whereas the net product weight is used for the Fresh and Prepared businesses, since there is no method for obtaining reliable data on the gross weight;
- for maritime transport to Cameroon, an average container vessel of 1,900-3,849 TEU was considered, unless otherwise specified. For transport to Kenya and intercontinental transport, a container vessel of over 7,500 TEU is used;
- rail transport: for countries in Europe (France, Germany, Belgium, Spain, Italy, Luxembourg, the Netherlands, Portugal, the United Kingdom), it was assumed that rail transport is powered by electricity. For other countries, it is assumed that trains mainly run on diesel.

Some marginal flows are not taken into account:

- returns and sample orders;
- customer orders dispatched by external suppliers;
- purchases of ingredients and raw materials and/or packaging;
- credits due to returned goods;
- intra-site orders that are not transported;

- sales to brokers, donations, sales to employees, sales to colleagues;
- other sales: disposal of end-of-line products or products that are past their BBD (best-before date).

The transportation of fresh products is handled in a specific way. When occasional troubleshooting is required (for example, due to a strike at the storage depot), the standard logistics model is used.

## A NOTE ABOUT THE AGRONOMY INDICATORS

- Biodiversity / varietal tests:

The indicator's name, definition and calculation method were reviewed this year. It was deemed more relevant to provide information on the number of varieties tested (data reported in 2015-2016) than on the number of tests (data reported in 2014-2015).

- Fertilization:

The indicator's name was clarified compared to previous years. The indicator covers all fertilization methods recommended by Bonduelle, and is no longer restricted to nitrogen fertilizer. The aim of broadening the definition in this way is to take into account the characteristics of the various agricultural production areas.

## SPECIFIC INFORMATION ON A HUMAN RESOURCES INDICATOR

Striking hours: the striking hours taken into account relate to internal Bonduelle Group reasons and do not include national calls to strike from outside the Company.

## ADDITIONAL INFORMATION FOR NATURAL RESOURCES INDICATORS

- The scope of the special industrial waste (SIW) production indicator is limited: four production facilities in Canada and the United States, accounting for 13% of the Bonduelle Group's production, do not report this data;
- NO<sub>x</sub>, SO<sub>x</sub> and particle emissions, mainly resulting from the operation of boilers, are monitored using an indicator that is currently being developed;
- Since a new calculation rule was introduced in 2014-2015 at packing warehouses, the tonnage that goes through packing centers is no longer included in the total tonnage count to avoid double counting. This rule applies to in-plant and off-site packing centers;
- T COD treated in an external treatment plant and T COD released into the natural environment in accordance with regulations: the quantities released and following treatment in lagoons in Canada

are accounted for in full under “quantities discharged into the natural environment in accordance with regulations”;

- tCO<sub>2</sub>e from direct and indirect greenhouse gas emissions: greenhouse gas emissions related to the consumption of renewable energy used on site (biomass and biogas) are taken to be zero;
- Sources of conversion factors and emissions:  
EF for freon gases are derived from the ADEME database or directly from service providers. Factor updates: 2013.

The emission factors used for fossil fuels are based on the carbon footprint association (Bilan Carbone) database. (The emission factors were updated on the basis of the 5th International Panel on Climate Change report, published in 2013-2014.) There is a significant difference in the energy mix in Canada between Quebec—predominately hydropower—and Ontario. The average ADEME EF for Canada did not reflect this difference. The electricity emission factor for Canada is based on the National Inventory report 1990-2013.

### 2.7.5 2016 Reporting schedule

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

The most recent published CSR report is included in the Bonduelle Group’s registration document, available on [www.bonduelle.com](http://www.bonduelle.com) as of October 2015.

Any questions about the content of this report may also be sent using the contact form at [www.bonduelle.com](http://www.bonduelle.com).

## 2.7.6 Assurance report

**Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated human resources, environmental and social information included in the management report**

*This is a free English translation of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.*

For the year ended June 30, 2016

### TO THE SHAREHOLDERS,

In our capacity as Statutory Auditors of Bonduelle (the "Company"), appointed as independent third party and certified by COFRAC under number 3-1048<sup>(1)</sup>, we hereby report to you on the consolidated human resources, environmental and social information for the year ended June 30<sup>th</sup>, 2016 included in the management report (hereinafter named "CSR Information"), pursuant to article L.225-102-1 of the French Commercial Code (*Code de commerce*).

### COMPANY'S RESPONSIBILITY

The General Management of Bonduelle is responsible for preparing a company's management report including the CSR Information required by article R.225-105-1 of the French Commercial Code in accordance with the reporting guidelines and used by the Company (hereinafter the "Guidelines"), summarized in the management report and available on request from the company's head office.

### INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by regulatory texts, the French Code of ethics (*Code de déontologie*) of our profession and the requirements of article L.822-11 of the French Commercial Code.

In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional standards and applicable legal and regulatory requirements.

### STATUTORY AUDITOR'S RESPONSIBILITY

On the basis of our work, our responsibility is to:

- attest that the required CSR Information is included in the management report or, in the event of non-disclosure of a part or all of the CSR Information, that an explanation is provided in accordance with the third paragraph of article R.225-105 of the French Commercial Code (Attestation regarding the completeness of CSR Information);

(1) whose scope is available at [www.cofrac.fr](http://www.cofrac.fr).

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

- express a limited assurance conclusion that the CSR Information taken as a whole is, in all material respects, fairly presented in accordance with the Guidelines (Conclusion on the fairness of CSR Information).

Our work involved six persons and was conducted between May and October 2016 during a four-week period. We were assisted in our work by our sustainability experts.

We performed our work in accordance with the order dated 13 May 2013 defining the conditions under which the independent third party performs its engagement and the professional guidelines of the Compagnie nationale des commissaires aux comptes and with ISAE 3000<sup>(2)</sup> concerning our conclusion on the fairness of CSR Information.

### 1. ATTESTATION REGARDING THE COMPLETENESS OF CSR INFORMATION

#### Nature and scope of our work

On the basis of interviews with the individuals in charge of the relevant departments, we obtained an understanding of the Company's sustainability strategy regarding human resources and environmental impacts of its activities and its social commitments and, where applicable, any actions or programs arising from them.

We compared the CSR Information presented in the management report with the list provided in article R.225-105-1 of the French Commercial Code.

For any consolidated information that is not disclosed, we verified that explanations were provided in accordance with article R.225-105, paragraph 3 of the French Commercial Code.

We verified that the CSR Information covers the scope of consolidation, i.e., the Company, its subsidiaries as defined by article L.233-1 and the controlled entities as defined by article L.233-3 of the French Commercial Code within the limitations set out in the methodological note, presented in 2.7 section of the management report.

#### Conclusion

Based on the work performed and given the limitations mentioned above, we attest that the required CSR Information has been disclosed in the management report.

### 2. CONCLUSION ON THE FAIRNESS OF CSR INFORMATION

#### Nature and scope of our work

We conducted around ten interviews with the persons responsible for preparing the CSR Information in the departments in charge of collecting the information and, where appropriate, responsible for internal control and risk management procedures, in order to:

- assess the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability, and taking into account industry best practices where appropriate;

- verify the implementation of data-collection, compilation, processing and control process to reach completeness and consistency of the CSR Information and obtain an understanding of the internal control and risk management procedures used to prepare the CSR Information.

We determined the nature and scope of our tests and procedures based on the nature and importance of the CSR Information with respect to the characteristics of the Company, the human resources and environmental challenges of its activities, its sustainability strategy and industry best practices.

Regarding the CSR Information that we considered to be the most important<sup>(1)</sup>:

- at parent entity level, we referred to documentary sources and conducted interviews to corroborate the qualitative information (organization, policies, actions), performed analytical procedures on the quantitative information and verified, using sampling techniques, the calculations and the consolidation of the data. We also verified that the information was consistent and in agreement with the other information in the management report;
- at the level of a representative sample of entities/sites selected by us<sup>(2)</sup> on the basis of their activity, their contribution to the consolidated indicators, their location and a risk analysis, we conducted interviews to verify that procedures are properly applied, and we performed tests of details, using sampling techniques,

in order to verify the calculations and reconcile the data with the supporting documents. The selected sample represents 17% of headcount and between 17% and 46% of quantitative data disclosed on natural resources, transportation, agronomy, quality and purchasing.

For the remaining consolidated CSR Information, we assessed its consistency based on our understanding of the company.

We also assessed the relevance of explanations provided for any information that was not disclosed, either in whole or in part.

We believe that the sampling methods and sample sizes we have used, based on our professional judgement, are sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures. Due to the use of sampling techniques and other limitations inherent to information and internal control systems, the risk of not detecting a material misstatement in the CSR information cannot be totally eliminated.

## CONCLUSION

Based on the work performed, no material misstatement has come to our attention that causes us to believe that the CSR Information, taken as a whole, is not presented fairly in accordance with the Guidelines.

Lille, October 7<sup>th</sup> 2016

French original signed by one of the Statutory Auditors

**Deloitte & Associés**

Pierre-Marie Martin

Partner

(1) *Quantitative human resources information: Permanent workforce at June 30, Seasonal full-time equivalent employees, New hires in number of seasonal contracts, Departures due to layoff, Training hours, Average training duration per individual, Hours worked, Frequency rate of work-related accidents, Severity rate of work-related accidents.*

*Quantitative natural resources and transportation information: Water consumption, Total energy consumption, Production of ordinary waste, Percentage of recycled ordinary waste, Production of special waste, Tons of COD generated at production facilities, Percentage of COD discharged into the natural environment in compliance with regulations, Packaging, Direct and indirect greenhouse gas emissions, CO<sub>2</sub> emissions from transportation.*

*Quantitative agronomy information: Varietal tests (Number of different varieties tested), Fertilization management (Percentage of farmers who have adopted a method of fertilization recommended by Bonduelle), Farming intensity (Number of hectares of vegetables grown by each producer on average).*

*Quantitative quality purchasing information: Number and percentage of audited suppliers, Number and percentage of assessed suppliers.*

*Qualitative information: Investments in preserving the environment, Sustainable water management, Circular economy (in relation to waste management and recovery), Assessment of carbon footprint, Management of soil and biodiversity, CSR approach with regard to suppliers and subcontractors, Relationships with stakeholders, Food safety, Food waste.*

(2) *Entities and sites selected : Renescure (Human resources, Natural resources), Rosporden (Human resources, Natural resources), Nagykirós (Human resources, Natural resources, Farming intensity, Quality Purchasing), Tecumseh (Human resources, Natural resources, Agronomy), Saint-Denis (Human resources), Genas (Number of hours worked, Frequency rate and Severity rate of work-related accidents), Bonduelle SAS Villeneuve d'Ascq head office (Number of training hours, Average training duration per individual), Estrées-Mons surgelé (Production of ordinary waste, Production of special waste), Estrées-Mons conserve (Water consumption, Total energy consumption, Percentage of COD discharged into the natural environment in compliance with regulations), Herm (Quality Purchasing), Bonduelle SAS Group Purchasing department (Quality Purchasing), Nord Picardie (Agronomy), Hungary (Quality Purchasing, Varietal tests), Bedford (Varietal tests), BDV Distribution Russia (Transportation), BTI (Transportation).*



## 2.7.7 Results of all indicators

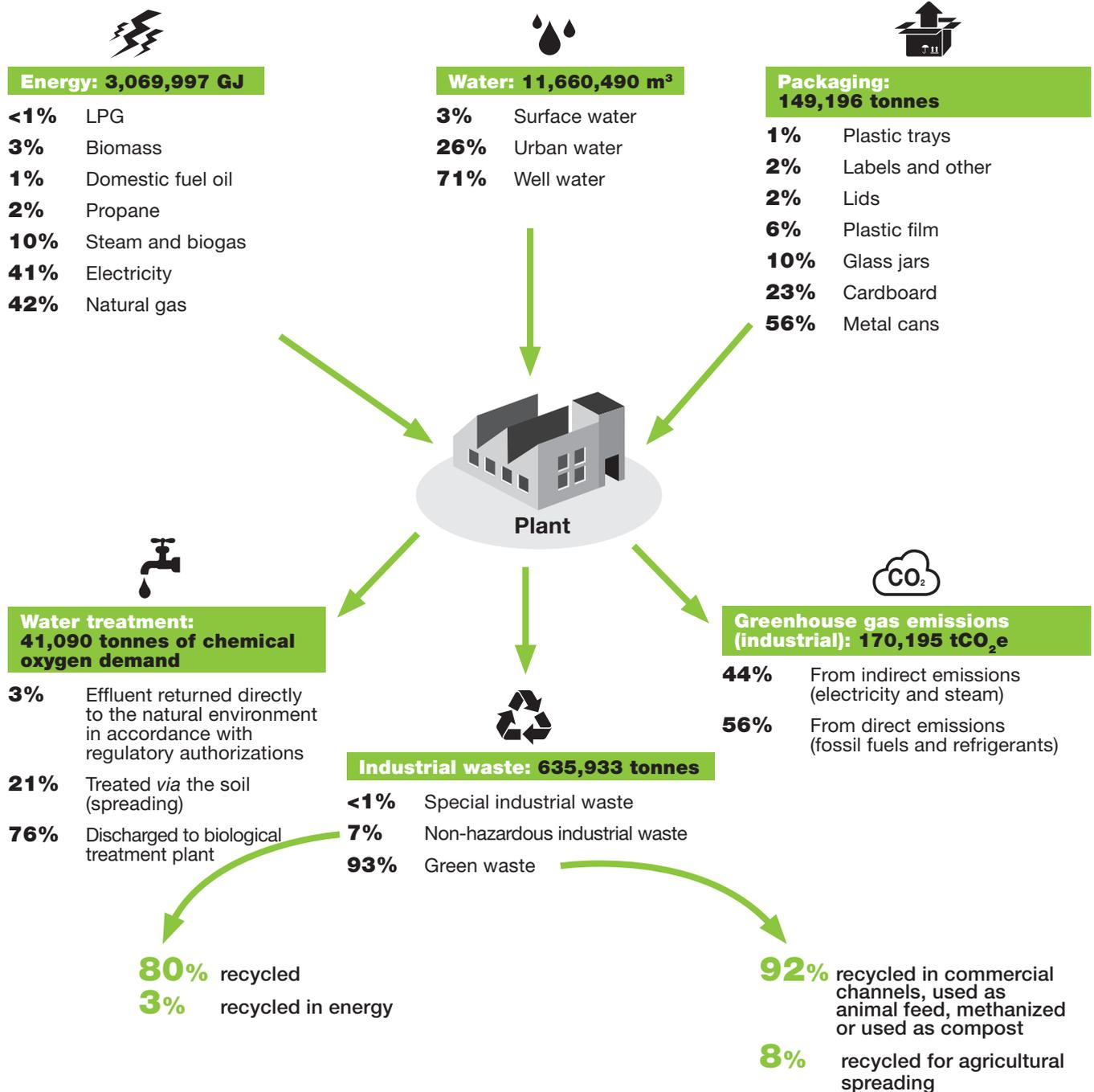
### A. AGRONOMY

Indicator	2014-2015	2015-2016
<b>Biodiversity</b>	3,835 varieties observed	Almost 500 vegetable varieties distributed across the group's various ranges. 1,330 different varieties tested (2014-2015 and 2015-2016 data are not comparable due to a change in methodology).
<b>Agricultural headcount</b>	252 people	258 people (full-time equivalent Agronomy Department employees, including administrative staff, seasonal employees, trainees and those on permanent and fixed-term contracts).
<b>Sourcing charter</b>	99%	95% of farmers have signed it (either directly or included in contracts).
<b>Farmer assessed</b>	87%	84% of farmers have been assessed by an initiative with the aim of compiling an annual budget.
<b>Fertilization of land</b>	92%	99.5% of farmers have adopted a method of fertilization recommended by Bonduelle.
<b>Farming intensity</b>	29.6 ha	30 hectares of vegetables grown by each producer on average.
<b>Security network</b>	430 networks	282 trapping networks.

**B. NATURAL RESOURCES**

**CONSUMPTION, DISCHARGES AND RECOVERY AT BONDUELLE'S INDUSTRIAL SITES**

The following diagram presents consumption of natural resources and discharges into the natural environment generated by all Bonduelle Group industrial sites.





Indicator	2014-2015	2015-2016
<b>TMP</b>	1,094,504 TMP	1,060,882 TMP (tonnes of manufactured product)
<b>Water consumption</b>	11,475,372 m <sup>3</sup> 10.5 m <sup>3</sup>	11,660,490 m <sup>3</sup> consumed Equivalent to 11.0 m <sup>3</sup> per tonne of manufactured product
<b>Water sourcing</b>	8,544,956 m <sup>3</sup> 2,566,504 m <sup>3</sup> 363,912 m <sup>3</sup>	8,291,365 m <sup>3</sup> of drilled water 2,979,323 m <sup>3</sup> of urban water 389,803 m <sup>3</sup> of surface water
<b>Energy consumption</b>	3,153,521 GJ (gigajoules) 1,253,145 GJ 1,567,567 GJ 0 GJ 64,437 GJ 3,349 GJ 33,683 GJ 62,484 GJ 141,037 GJ  27,819 GJ	3,069,997 GJ of total consumption of which electricity: 1,268,663 GJ of which natural gas: 1,291,732 GJ of which fuel oil (very low sulfur content): 0 GJ of which propane: 64,535 GJ of which LPG: 2,648 GJ of which domestic fuel oil: 39,165 GJ of which biomass: 81,322 GJ of which purchase of steam: 316,662 GJ (16,515 GJ of biogas were burned in addition to natural gas, for the production of this purchased steam) of which biogas: 5,271 GJ
	<b>Electricity consumption by country:</b>	
	49%	47% France
	23%	26% Canada
	13%	13% United States
	4%	4% Portugal
	4%	3% Poland
	3%	3% Hungary
	1%	2% Germany
	2%	2% Russia
	1%	0.6% Brazil
<b>Production of ordinary waste</b>	76,402 tonnes (including 33,892 tonnes generated by the Tecumseh plant, where there was a fire in July 2014) <i>i.e.</i> 69.8 kg per tonne of manufactured product  <b>Treatment:</b> 18% 3% 79%	43,077 tonnes <i>i.e.</i> 40.6 kg tonnes of manufactured product  Industrial landfill: 17% Energy recovery: 3% Recycling: 80%
<b>Production of special waste</b>	284 tonnes 0.26 kg	167 tonnes <i>i.e.</i> 0.16 kg per tonne of manufactured product

Indicator	2014-2015	2015-2016
<b>Production of green waste</b>	550,643 tonnes 503 kg	592,689 tonnes <i>i.e.</i> 559 kg per tonne of manufactured product
	<b>Use:</b>	
	8%	Agricultural spreading: 8%
	72%	Animal feed: 63%
	2%	Energy recovery: 2%
	17%	Marketable product: 19%
	1%	Other (compost): 8%
<b>Pollution discharge</b>	<b>Breakdown by treatment channel, in m<sup>3</sup>:</b>	
	84%	84% m <sup>3</sup> discharged to treatment plant
	11%	10% m <sup>3</sup> discharged for spreading after pretreatment
	5%	6% m <sup>3</sup> discharged directly for spreading on crops
	0%	0% m <sup>3</sup> discharged as clean effluent
	<b>Discharge of pollutants and proportion treated:</b>	
	44,206 tonnes of COD*	41,090 tonnes of COD generated at production facilities
	78%	73% of COD treated at Bonduelle treatment plants
	17.5%	21% of COD treated by the soil and plant cover (controlled agricultural spreading)
	2%	3% of COD treated at external treatment plants
	2.5%	3% of COD discharged into the natural environment in compliance with regulations
<b>Biosolids</b>	1,899 tonnes 1,677,528 Nm <sup>3</sup>	Production of 2,358 tonnes of dry biological sludge Production of 1,318,384 Nm <sup>3</sup> of biogas
<b>Packaging</b>	160,549 tonnes	149,196 tonnes
	<b>Breakdown by type of material:</b>	
	56.3%	Metal cans: 55.6%
	20.7%	Cardboard: 23.1%
	11.2%	Glass jars: 10.5%
	4.8%	Plastic film: 5.7%
	2.6%	Lids: 1.8%
	1.6%	Plastic trays: 1.5%
	2.8%	Labels and other: 1.7%
<b>Expenditure for minimizing the impact of activities on the environment</b>	1,692,572 euros 49,949 euros 2,915,092 euros	Water and sludge from treatment station: 1,181,274 euros Industrial and green waste: 131,716 euros Air and energy: 1,355,453 euros
<b>Greenhouse gas emissions</b>	76,384 tCO <sub>2</sub> e  109,514 tCO <sub>2</sub> e	74,637 tCO <sub>2</sub> e from indirect emissions (purchase of electricity and steam)  95,558 tCO <sub>2</sub> e from direct emissions (purchase of fossil energy, refrigerant fluid leaks)
<b>Emissions of ozone depleting gas</b>	3,484 tCO <sub>2</sub> e	2,600 tCO <sub>2</sub> e for R22, R134A, R404A and R422A

\* COD: Chemical Oxygen Demand.

Directive 2003/87/EC establishing a scheme for greenhouse gas emission allowance trading within the European Community applies to the Bonduelle Group for its European sites equipped with a boiler with a capacity of more than 20 MW. The Emission Trading Scheme (ETS) for the period 2013-2020 involves 2 Bonduelle sites: Estrées-Mons, Renescure (France), excluding the Vaulx-Vraucourt site in 2015 following technical modifications.

For 2015, the allocation of free quotas equates to 22,117 tCO<sub>2</sub>e. Certified and transferred emissions totaled 19,443 tCO<sub>2</sub>e. The use of biomass steam from 2015 at the Estrées-Mons (France) site made it possible to nearly halve the group's greenhouse gas emissions that are subject to the emission trading scheme (ETS). Through energy savings made at its sites since 2008, Bonduelle has surplus allowances available in its account; as such it did not have to make purchases in the carbon allowance market in 2015.

### C. TRANSPORTATION (EXCL. BRAZIL, CANADA AND THE USA)

Indicator	2014-2015	2015-2016
CO <sub>2</sub> emissions (tonnes)	18,085 tonnes of CO <sub>2</sub>	Upstream agricultural transport, 18,620 tonnes of CO <sub>2</sub>
	13,510 tonnes of CO <sub>2</sub>	Inter-site, 14,499 tonnes of CO <sub>2</sub>
	73,854 tonnes of CO <sub>2</sub>	Distribution, 69,994 tonnes of CO <sub>2</sub>
	105,449 tonnes of CO <sub>2</sub>	<i>i.e.</i> 103,113 tonnes of CO <sub>2</sub>
Ratio of kg of CO <sub>2</sub> /tonne	19 kg CO <sub>2</sub>	Upstream agricultural, 21 kg CO <sub>2</sub> emitted/tonne transported
	17 kg CO <sub>2</sub>	Inter-site, 19 kg CO <sub>2</sub> emitted/tonne transported
	71 kg CO <sub>2</sub>	Distribution, 70 kg CO <sub>2</sub> emitted/tonne transported

### D. QUALITY

Indicator	2014-2015	2015-2016
Safety testing	19,000 analyses: fresh, prepared and frozen	20,537 analyses: fresh, prepared and frozen
	44,600 analyses: canned	43,788 analyses: canned
Certified facilities	13 sites	12 sites are ISO 9001 certified
	3 sites	3 sites are ISO 22000 certified
	20 sites	20 sites are IFS certified
	4 sites	4 sites are FSSC 22000 accredited
	15 sites	16 sites are BRC certified (British Retail Consortium)
	3 sites	3 sites are SQF-accredited
	17 sites	17 have organic certification
Customer services	1 Customer Services Department	1 Customer Services Department operates in each country
Purchases of processed fruit and vegetables	106 suppliers 35%	105 suppliers (excluding vegetable producer partners) have signed the simplified charter ( <i>i.e.</i> 42%)
	411 analyses 97%	465 tests on phytosanitary waste and trace metal elements (TME), 95% of which were compliant
	47 suppliers 15%	41 suppliers have been audited ( <i>i.e.</i> 16%)
	171 suppliers 56%	199 suppliers have been assessed ( <i>i.e.</i> 79%)

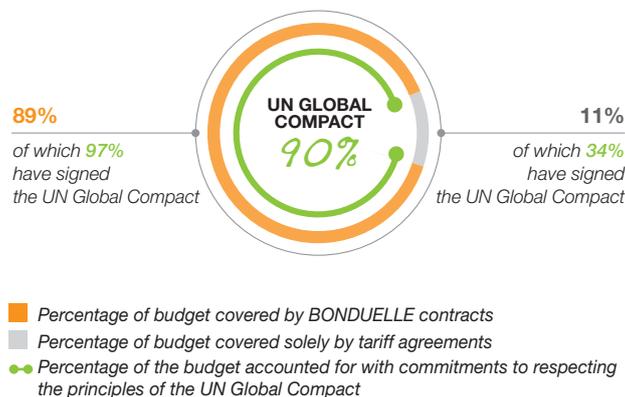
**E. PURCHASING**

Scope*	Indicator	
	Proportion of the budget accounted for with commitment to respecting the principles of the UN Global Compact (contract and non-contract)	
	2014-2015	2015-2016
France	89%	90%
Hungary	91%	87%
Poland	80%	79%
Germany	67%	76%
Italy	57%	57%
Portugal	96%	96%
Russia	100%	100%
Canada	99%	99%
<b>TOTAL ALL COUNTRIES</b>	<b>90%</b>	<b>90%</b>

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

**2015-2016 PURCHASING INDICATOR = PROPORTION OF THE BUDGET ACCOUNTED FOR WITH COMMITMENTS TO WRESPECTING THE PRINCIPLES OF THE UN GLOBAL COMPACT**

■ All countries



**F. HUMAN RESOURCES**

Indicator	2014-2015	2015-2016
Workforce	6,974 permanent (present at June 30, 2015) 9,755 on open-ended, fixed-term, seasonal and other contracts (full-time equivalent)	7,100 permanent (present at June 30, 2016) 9,961 on open-ended, fixed-term, seasonal and other contracts (full-time equivalent)



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

	France	Europe excl. France	Non Europe	Total
Permanent	3,273	1,462	2,231	6,966
Non-Permanent	224	185	61	470
Seasonal	577	412	700	1,689
Other	426	228	182	836
<b>TOTAL</b>	<b>4,500</b>	<b>2,287</b>	<b>3,174</b>	<b>9,961</b>

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

	France	Europe excl. France	Non Europe	Total
Women	1,349	639	850	2,838
Men	1,943	891	1,428	4,262
Managers	736	318	246	1,300
Non-Managers	2,556	1,212	2,032	5,800
Permanent employees aged under 26	119	40	234	393
Permanent employees aged 26-35	668	341	524	1,533
Permanent employees aged 36-45	976	515	571	2,062
Permanent employees aged 46-49	371	185	195	751
Permanent employees aged 50-55	591	233	357	1,181
Permanent employees aged over 55	567	216	397	1,180

Indicator	2014-2015	2015-2016
Seniority (permanent staff)	0 to 3 years: 1,892 4 to 9 years: 1,519 >9 years: 3,563 Average seniority: 12.82	0 to 3 years: 1,988 4 to 9 years: 1,545 >9 years: 3,567 Average seniority: 13
New hires, in number of contracts	Open-ended contract: 641 Fixed-term contract: 942 Seasonal: 4,791	Open-ended contract: 549 Fixed-term contract: 683 Seasonal: 4,515
Workers with a disability	264 full-time equivalent	281 full-time equivalent
Total group turnover	13.23%*	14.82%*

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

## ■ Departures by type of contract

		France	Europe excl. France	Non Europe	Total
Managers	Due to layoff	5	7	4	16
	Due to a death, retirement, agreed departure	18	8	7	33
	Due to the employee (resignation, end of probationary period)	23	16	18	57
	Due to transfer	15	2	4	21
Non- Managers	Due to layoff	70	49	233	352
	Due to a death, retirement, agreed departure	96	155	52	303
	Due to the employee (resignation, end of probationary period)	189	167	727	1,083
	Due to transfer	18	0	49	67

## ■ Turnover by gender\*

	France	Europe excl. France	Non Europe	Total
Turnover – Women	6.5%	16.9%	26.6%	14.99%
Turnover – Men	7.8%	13.8%	24.6%	14.70%
Departures – Women	121	167	318	606
Departures – Men	205	179	486	870

## ■ Turnover by age\*

	France	Europe excl. France	Non Europe	Total
Turnover of employees aged under 26	1.9%	5.1%	8.3%	4.69%
Turnover of employees aged 26-35	1.3%	4.0%	6.0%	3.41%
Turnover of employees aged 36-45	0.9%	3.1%	3.9%	2.38%
Turnover of employees aged 46-49	0.3%	0.8%	1.7%	0.87%
Turnover of employees aged 50-55	0.4%	0.6%	2.3%	1.06%
Turnover of employees aged 55+	2.4%	1.6%	3.1%	2.42%
Departures of employees aged under 26	86	116	265	467
Departures of employees aged 26-35	58	91	190	339
Departures of employees aged 36-45	42	71	124	237
Departures of employees aged 46-49	15	18	54	87
Departures of employees aged 50-55	18	13	74	105
Departures of employees aged 55+	107	37	97	241

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

Indicator	2014-2015	2015-2016
Training	1.44%	% of gross payroll: 1.44%
	172,776	Number of training hours: 177,979
	28 hours	Average training duration per individual: 29 hours
	36.15% women	Breakdown of training hours by gender: 32.82% women and 67.18% men.
	63.85% men	
Safety conditions	7.43	Frequency of work-related accidents: 4.03
	0.42	Work-related accident severity rate: 0.23
	0.96	Severity rate of occupational diseases for France: 1.08

## ■ Breakdown of work-related accidents

	France	Europe excl. France	Non Europe	Total
Women – Frequency rate	4.72	5.06	1.84	3.84
Men – Frequency rate	7.04	4.04	1.24	4.14
<b>Frequency rate</b>	<b>6.11</b>	<b>4.46</b>	<b>1.45</b>	<b>4.03</b>
Women – Number of work-related accidents with lost time	13	8	4	25
Men – Number of work-related accidents with lost time	29	9	5	43
<b>Number of work-related accidents with lost time</b>	<b>42</b>	<b>17</b>	<b>9</b>	<b>68</b>
Women – Severity rate	0.53	0.17	0.01	0.27
Men – Severity rate	0.33	0.29	0.01	0.20
<b>Severity rate</b>	<b>0.41</b>	<b>0.24</b>	<b>0.01</b>	<b>0.23</b>
Women – Number of lost days due to work-related accidents	1,457	265	20	1,742
Men – Number of lost days due to work-related accidents	1,361	647	54	2,062
<b>Lost days due to work-related accidents</b>	<b>2,818</b>	<b>912</b>	<b>74</b>	<b>3,804</b>

	France	Europe excl. France	Non Europe	Total
Women – Occupational disease severity rate	2.13	N/A	N/A	2.13
Men – Occupational disease severity rate	0.38	N/A	N/A	0.38
Occupational disease severity rate	1.08	N/A	N/A	1.08
Women – Number of lost days for work-related accidents and occupational disease	5,886	N/A	N/A	5,886
Men – Number of lost days for work-related accidents and occupational disease	1,562	N/A	N/A	1,562
Number of lost days for work-related accidents and occupational disease	7,448	N/A	N/A	7,448

N/A: Data not available

Indicator	2014-2015	2015-2016
Industrial restructuring	4	Staff affected by industrial restructuring plans who have received outplacement support: 62
Work time organization	16,556,775	Number of hours worked: 16,889,400
	3.53%	Absenteeism rate: 3.72%
Remuneration and development	252,912,461 euros	Amount of compensation (open-ended + fixed-term + seasonal contracts): 259,398,219 euros
	78.16%	Percentage of employees receiving regular career evaluation and development interviews: 79.42%
	79.44% women and 77.28% men.	Breakdown by gender of employees receiving regular career evaluation and development interviews: 80.94% of women and 78.45% of men

## 2.8 Appendices

### 2.8.1 Ethics Committee

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

#### Philippe Vasseur (Chairman)

He is currently Chairman of Réseau Alliances and the World Forum Lille and former Minister for Agriculture, Fisheries and Food and a former Member of the French Parliament. Today Philippe Vasseur is Special Commissioner for the revitalization and reindustrialization of the Hauts-de-France region. He is also a member of the Bonduelle SAS Board of Directors.

#### Jean-Bernard Bonduelle

In charge of External Relations for the Bonduelle Group. He is also a member of the Bonduelle SAS Board of Directors. Chairman of the *Union pour la promotion des industries de l'appertisé* (Uppia, Union for the promotion of the canning industries), Vice Chairman of the *Association nationale interprofessionnelle des fruits et légumes*

*transformés* (Anifelt, French National Joint Trade Association of Fruit and Vegetable Processors), Vice Chairman of the European Association of Fruit and Vegetable Processors (Profel), a member of the Board of Directors of the *Union nationale interprofessionnelle des légumes transformés* (Unilet, French National Processed Vegetable Trade Association), and of the *Compagnie pour la participation d'éco-emballages* (Ecopar, the eco-packaging company).

#### Arno Van Dongen

Director of Sales for Benelux of the canning subsidiary then Sales and Marketing director for the Benelux area, he is currently director for Northern Europe for the Bonduelle Europe Long Life business unit.

#### Marie-France Tisseau

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

2

### 2.8.2 Bonduelle Group ethics charter

The Bonduelle Group's ethics charter embodies the values it has held dear for years and wishes to promote: people-minded approach, confidence, openness, simplicity, integrity, fairness and excellence. This charter demonstrates the group's intention to pursue continuous improvement. It supplements the Company's existing rules and regulations for employees, while encouraging individual ethical behavior in accordance with Bonduelle's values.

#### Why have an ethics charter?

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

#### Bonduelle's spirit and values

In this ethics charter, Bonduelle sets out to expand on the core values it intends to defend and promote: people-minded approach, confidence, openness, simplicity, integrity, fairness and excellence. Bonduelle is convinced that its success stems from its

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

corporate culture and is intent on continuing to grow, underpinned by these values. The group is committed to living the "Bonduelle spirit" through ethical behavior that promotes sound practices. By acting with integrity, our Company engages with its stakeholders in a relationship built on trust. The challenge we face is to consolidate this connection, sharing and nurturing it in the long term.

#### Ethics, how does it work?

This ethics charter supplements our existing rules and regulations for all employees. It defines the framework for the group's policies and helps to explain their rationale and intentions. The ethics charter is a tool. It can be used to challenge existing practices and aid in decision-making. The charter is inclusive, promoting individual ethical behavior in line with our corporate values. Ethical

dilemmas can be complex and rarely have clear solutions. For this reason, and in the spirit of openness and trust synonymous with our Company, the group encourages dialog and discussion on ethical issues.

### **Ethics Committee**

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

### **1 - Responsible corporate citizenship**

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

#### **PEOPLE FIRST**

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

#### **BUILDING THE COMMUNITY**

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

#### **RESPECT FOR THE ENVIRONMENT**

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

### **COMPLIANCE WITH REGULATIONS, CONVENTIONS AND INTERNATIONAL TREATIES**

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

### **2 - A fair company**

#### **DIALOG WITHIN THE BUSINESS**

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

#### **HEALTH AND SAFETY**

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

#### **WORK-LIFE BALANCE**

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

#### **DISCRIMINATION**

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

**HARASSMENT**

Placing People first is a key value for Bonduelle. Its policies protect employees from all forms of harassment, intimidation or victimization, be it physical, psychological or sexual. Any form of moral or sexual harassment is resolutely condemned. All employees have the right to be respected, and to a positive, pleasant and professional working environment in which each person's ideas and contributions are valued. All employees must foster and respect this commitment by being open and clear in their relations with their fellow workers. This helps us to maintain a culture founded on loyalty, trust and solidarity.

**TRAINING**

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

**SUPPLIERS AND SUBCONTRACTORS**

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

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

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

**CONFIDENTIALITY**

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

**SAFEGUARDING THE COMPANY'S ASSETS**

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

**TRANSPARENCY**

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

**CONFLICTS OF INTEREST**

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

#### GIFTS AND INVITATIONS

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

#### POLITICAL SPHERE

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

#### REPRESENTING THE COMPANY

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

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

##### **Article I. Purpose**

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

##### **Article II. Composition**

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

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

Ethics Committee members are appointed by the Chairman of the Bonduelle Group.

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

Each member is appointed for a 3-year period, renewable by a decision of the group's Chairman. Members may not be represented during Ethics Committee meetings.

##### **Article V. Operation**

The Chairman is appointed by the group Chairman for a 3-year renewable term of office.

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

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

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

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

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

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

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

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

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

Its mission includes:

1. presenting recommendations on the ethics charter, issues taken up by the Committee independently, or issues submitted to it;
2. promoting discussion of ethical questions related to the group's business;
3. promoting compliance with the charter across the Bonduelle Group;
4. ensuring the dissemination and understanding of the ethics charter by all employees, according to the local context;
5. proposing modifications to the ethics charter, where required;
6. issuing recommendations or guidelines based on case studies, specific questions or general topics;



7. distributing its opinions and recommendations inside the Company;
8. participating in preparing communications on the ethics charter with outside entities, as required;
9. the Ethics Committee reports to the group Chairman on its work and agenda.

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

#### **Article VII. Submission of matters**

The Ethics Committee may initiate debate on the issues of its choice within the scope of its mission and competence, by a majority decision of the members. Matters may also be submitted to the Committee, either in writing to: the Chairman of the Ethics Committee, rue Nicolas Appert, BP 30 173, 59653 Villeneuve d'Ascq Cedex, France, or by:

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

4. any stakeholder concerned by the ethics charter who becomes aware of a breach of the charter.

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

The Ethics Committee answers all questions while respecting the principle of hierarchical organization, with a focus on dialog with the employee and investigating the issue.

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

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

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

#### **Article IX. Changes and amendments to the Ethics Committee's rules of procedure**

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

## 2.8.3 Materiality matrix (GRI-G4-18)

The Corporate Social Responsibility (CSR) challenges cover many areas. Not all of them have the same impact depending on the organizations and their stakeholders. The materiality analysis enables us to identify the economic, environmental, social and civil society repercussions specific to an organization, and those that have a major influence on their stakeholders.

In 2014-2015, Bonduelle initiated a materiality analysis approach in partnership with its stakeholders. In the first instance, a materiality matrix was created for the entire Bonduelle Group. Its methodology is used in all the countries where Bonduelle operates. In 2015-2016, the matrix was completed in Canada and started in Italy. The lessons learned from various dialogs with stakeholders in 2015-2016 supported the results of the matrix.

## IDENTIFYING BONDUELLE'S CSR CHALLENGES

A complete list of Bonduelle's CSR challenges across its whole value chain was drawn up based on various existing guidelines (UN Global Compact, segment GRI, ISO 26000, Article 225 of the French *Grenelle* law), themes identified by other operators in the sector, topics dealt with during dialog with stakeholders in France and the materiality matrix produced in North America. This list of 51 challenges covers the different links in Bonduelle's value chain, from the agricultural upstream to consumers and civil society. The value chain is represented in the challenges and targets tables presented in 2.3.1, 2.4.1, 2.5.1 and 2.6.1.

## CONSULTATION WITH STAKEHOLDERS

External contacts involved in drawing up the "Importance for external stakeholders" item in Bonduelle's materiality matrix were identified so as to represent Bonduelle's various direct and indirect stakeholder categories. Among these categories, the most representative and relevant organizations, as well as renowned experts on matters relating to the Bonduelle Group's operations, were selected.

**64 ORGANIZATIONS OR INDEPENDENT EXPERTS RESPONDED TO THE QUESTIONNAIRE**



Bonduelle's internal stakeholders involved in producing the "Current or potential impact for Bonduelle" item were selected to reflect the group's overall strategic vision and its CSR vision. All members of the Executive Committee and the CSR Steering Committee answered the online questionnaire.

**PRIORITIZING CHALLENGES**

An online questionnaire enabled stakeholders to rate the 51 challenges on six different levels, give their opinions and indicate any other issues they considered relevant. None of the stakeholders added any challenges to the list, and all the challenges were considered important as they appear on the matrix between levels 4 and 6.

The final score for each challenge corresponds to an average calculated based on one vote allocated to each stakeholder category, without any weighting. This first score was complemented by:

- cross-referencing with the Bonduelle Group's risk mapping, to ensure consistency of the results with the Company's key risks. (Risk management procedure outlined on page 106);
- inclusion of the results of recent surveys conducted on Bonduelle's suppliers and consumers. For example, the participation of Bonduelle's farmer suppliers was completed based on an IPSOS survey in 2014 of all of the group's partner producers;
- the annual dialog session organized in France by Bonduelle. A group of some 30 key stakeholders was asked for their responses to the initial results of the matrix. The discussions dealt with the subjects already identified by Bonduelle, such as food waste and climate change. Additional points also came out of this dialog, such as crop diversity and promoting balanced food choices at work.

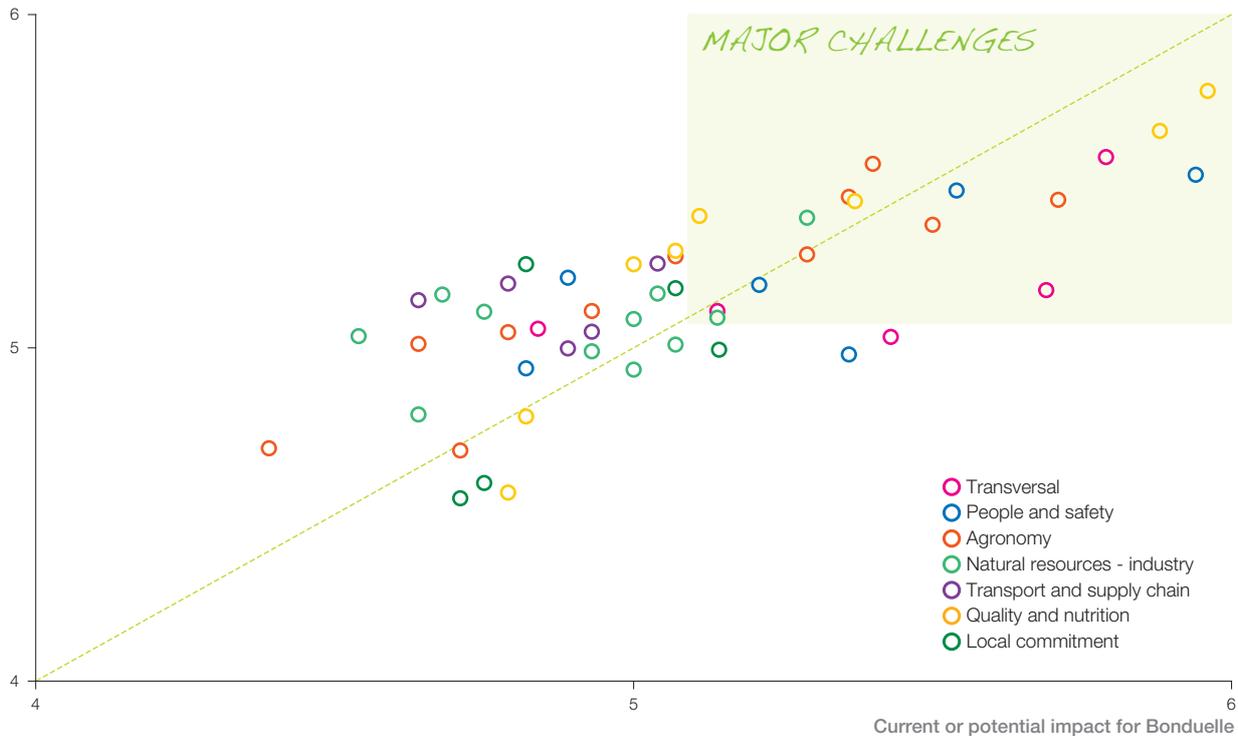
**MATERIALITY MATRIX (GRI-G4-19, G4-20, G4-21, G4-25)**

The materiality analysis identified, from among Bonduelle's 51 CSR challenges, 17 major challenges shared by the group and its stakeholders. They include the commitments of the Company's CSR strategy and will help to enrich it. Material challenges apply to the entire Bonduelle Group, which collaborates with its eco-system to address these challenges, and particularly with its partner farmers:

- product quality and safety (outlined in Section 2.5);
- food traceability (outlined in Section 2.5);
- health and safety in the workplace (outlined in Section 2.6);
- business ethics practices (outlined in Sections 2.1.3 and 2.6);
- food safety (outlined in Section 2.5);
- compliance with the international labor commitment (outlined in Section 2.6);
- relations with producers (outlined in Section 2.3);
- soil preservation (outlined in Section 2.3);
- water conservation (outlined in Sections 2.3 and 2.4);
- packaging quality and safety (outlined in Sections 2.4 and 2.5);
- water pollution (outlined in Section 2.4);
- use of agricultural inputs (outlined in Section 2.3);
- legal compliance (outlined in Sections 2.7 and 2.8);
- compliance of teams with the group's CSR commitments (outlined in Sections 2.1.2 and 2.6);
- integration of CSR challenges in relations with customers (outlined in Section 2.2);
- nutritional composition of products (outlined in Section 2.5);
- energy savings (outlined in Section 2.4).

## MATERIALITY MATRIX

Importance for external stakeholders



2

## 2.8.4 Acronyms

**Professional organizations:**

**ADEPALE:** Association des entreprises de produits alimentaires élaborés (Association of Food Processing Industries – France).

**AETMD:** Association européenne des transformateurs de maïs doux (European Association of Sweet Corn Producers).

**Agro-Transfert ressources et territoires:** this organization was created by the *Conseil Régional de Picardie*, the Institut national de la recherche agronomique (INRA) and the agricultural chambers of Picardie. It is both an application platform and a network for the transfer of agronomic research.

**ANIA:** Association nationale des industries alimentaires (National Food Industry Association – France).

**ANICC:** Association nationale interprofessionnelle du champignon de couche (National Joint Trade Association of Cultivated Mushroom Producers – France).

**ANIFELT:** Association nationale interprofessionnelle des fruits et légumes transformés (National Joint Trade Association of Fruit and Vegetable Processors – France).

**CTCPA:** Centre technique agro-alimentaire (Agri-foods Technical Center – France).

**ECOPAR:** Compagnie pour la participation éco-emballages (Eco packaging company – France).

**FIAC:** Fédération française des industries d'aliments conservés (French Preserved Food Industry Federation).

**ILEC:** Institut de liaisons et d'études des industries de consommation (Institute for Consumption Industry Liaison and Research – France).

**ORSE:** Observatoire de la Responsabilité sociale des entreprises (Corporate Social Responsibility Observatory – France).

**PROFEL:** Organisation européenne des industries transformatrices de fruits et légumes (European Association of Fruit and Vegetable Processing Industries).

**SFPAE:** Syndicat des fabricants de fruits et légumes prêts à l'emploi (Union of Prepared Fruit and Vegetables Producers – France).

**SYNAFAP:** Syndicat des fabricants de produits traiteurs frais (Union of Freshly Prepared Product Producers – France).

**UNILET:** Union nationale interprofessionnelle des légumes transformés (National Processed Vegetable Trade Association).

**UPPIA:** Union pour la promotion des industries de l'appertisé (Union for the Promotion of Canned Foods – France).

**Other:**

**GHG:** greenhouse gas.

**IAD:** Institut de l'agriculture durable (Institute for Sustainable Agriculture – France).

**IFT:** frequency indicator of phytosanitary treatments.

**GMO:** genetically modified organism. Bonduelle products do not contain GMOs, in accordance with current regulations.

**CSR:** Corporate Social Responsibility.



Cross-reference table between the Bonduelle Group Corporate Social Responsibility report and the Global Reporting Initiative (GRI) G4 Index and Article 225 of the Grenelle II Act

●: full indicator – ◐: partial indicator

GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Strategy and analysis</b>					
G4-1	Statement from the most senior decision-maker of the organization	●	1.2	Message from the Executive Management	6
			2.1	The Bonduelle Group and Corporate Social Responsibility	22
	Description of key impacts, risks and opportunities	●	1.3.2	Strategy and Company policies	9
			4.2	Risk factors	118
		4.2.4	Industrial and environmental risks	120	
<b>Profile of the organization</b>					
G4-3	Name of the organization	●	7.5	General information regarding the Company	220
G4-4	Primary brands, products and/or services	●	1.7	Our activities	17
			7.5	History of the group	224
			1.5	Bonduelle worldwide	14
G4-5	Location of the organization's registered office	●	7.5	General information regarding the Company	220
G4-6	Number of countries in which the organization operates	●	1.6	Group organization structure	16
			1.5	Bonduelle worldwide	14
G4-7	Nature of share capital and legal form	●	7.5	General information regarding the Company	220
G4-8	Markets in which the organization operates	●	1.7	Our activities	17
G4-9	Scale of the reporting organization	●	1.7	Our activities	17
			5	Consolidated financial statements	123
			5.5	Notes to the consolidated financial statements – Note 7	128
			2.7.7	Results of all indicators – Part B	75
			2.7.3	Scope	67
			2.7.7	Results of all indicators – Part F	78
		7.2	Shareholder structure	214	



	<b>GRI G4 index</b>	<b>Art. 225 Grenelle II</b>	<b>Degree of GRI G4 Index compliance</b>	<b>GRI G4 Index correspondence with the registration document</b>	<b>External verification</b>	<b>Page no.</b>
G4-10	Total workforce by employment type, employment contract, region and gender	Total workforce and breakdown of employees by gender, age and region	●	2.7.7 Results of all indicators – Part F	<b>2.7.6 Assurance report</b>	78
G4-11	Percentage of employees covered by collective agreements	Compliance with the provisions of the fundamental conventions of the ILO (Nos. 87 and 98) Overview of collective agreements	◐	2.6.7 Human rights 2.6.4 Compensation policy and social dialog		63 61
G4-12	The organization's supply chain		◐	2.3.1 Challenges and targets 2.4.1 Challenges and targets 2.5.1 Challenges and targets		34 39 50
G4-13	Significant changes during the reporting period		●	4.1.7 Highlights		113
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization		●	3.5 Internal control and risk management procedures		106
G4-15	Charters, principles and external initiatives which the organization subscribes to or endorses		◐	2.2.2 Bonduelle stakeholders and forms of dialog 2.1.3 Transparency requirements		30 25
G4-16	Memberships in associations and/or national/international advocacy organizations		●	2.2.1 Regular industry involvement 2.8.4 Acronyms		28 89
<b>Aspects and scope identified</b>						
G4-17	Entities included in the consolidated financial statements and in the report		●	1.6 Group organization structure 5.5 Notes to the annual consolidated financial statements – Note 10.4 List of group companies 2.8.3 Scope		16 173 67
G4-18	Process for defining aspect content and boundaries		●	2.8.3 Materiality matrix		87
G4-19	Aspects identified		●	2.8.3 Materiality matrix		88
G4-20	Aspect boundaries within the organization		●	2.8.3 Materiality matrix 2.1.2 A pioneering approach 2.7.3 Scope		88 25 67
G4-21	Aspect boundaries outside the organization		◐	2.8.3 Materiality matrix		88
G4-22	Restatement of indicators		●	2.7.4 Indicators		68
G4-23	Changes in boundaries		●	2.7.3 Scope		67

GRI 4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Stakeholder engagement</b>					
G4-24	List of stakeholders involved with the organization	Conditions for dialog with stakeholders	●	2.2.2 Bonduelle stakeholders and forms of dialog	30
G4-25	Basis for the identification and selection of stakeholders with whom to engage	Conditions for dialog with stakeholders	◐	2.8.3 Materiality matrix 2.2.1 Regular industry involvement	88 28
G4-26	Type of engagement with stakeholders	<ul style="list-style-type: none"> <li>Conditions for dialog with stakeholders</li> <li>Support, partnership and sponsorship actions with stakeholders</li> </ul>	●	2.2.2 Bonduelle stakeholders and forms of dialog	30
G4-27	Key topics and concerns raised through dialog with stakeholders	Conditions for dialog with stakeholders	●	2.2.2 Bonduelle stakeholders and forms of dialog	30
<b>Scope of the report</b>					
G4-28	Reporting period		●	2.7.1 Context and objectives	66
G4-29	Date of most recent previous report (if any)		●	2.7.1 Context and objectives 2.7.5 2016 Reporting schedule	66 70
G4-30	Reporting cycle		●	2.7.1 Context and objectives	66
G4-31	Contact point for questions on the report or its content		●	2.7.1 Context and objectives 2.7.5 2016 Reporting schedule	66 70
G4-32	Reporting compliance		●	2.1.3 CSR governance – Transparency requirements 2.7.1 Context and objectives	25 66
G4-33	Report auditing		●	2.7.6 Assurance report 2.1.3 Governance – Transparency requirements	71 25
<b>Governance</b>					
G4-34	Governance structure of the organization		●	3.1 Administrative, management and supervisory bodies 3.2 Information regarding corporate officers	92 96
<b>Ethics</b>					
G4-56	Statements of mission or values, Codes of Good Conduct and principles defined internally by the organization		●	2.1.3 CSR governance – Transparency requirements 2.8.2 Bonduelle Group ethics charter	25 83



GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Specific information:</b>	<b>economic category, indirect economic impacts aspect</b>		<b>Correspondence with Bonduelle's material challenges: Relations with producers</b>		
G4-DMA	Management approach	●	2.6.8 Local community life		64
G4-EC8	Understanding and description of significant indirect economic impacts	●	1.2 Message from the Executive Management		6
	Territorial, economic and social impact of the Company's activity in terms of employment and regional development		2.6.8 Local community life		63
			2.6.4 Compensation policy and social dialog		61
			2.5.3 Sourcing of raw materials		54
<b>Specific information:</b>	<b>environmental category: raw materials aspect</b>		<b>Correspondence with Bonduelle's material challenges: Packaging quality and safety</b>		
G4-DMA	Management approach	●	2.4.2 Group policy and methods used		40
			2.5.4 Product design		54
			2.4.7 Packaging optimization		47
G4-EN2	Percentage of recycled material in materials used	●	2.4.7 Packaging optimization		47
	Raw material consumption and measures taken to improve efficiency in their use		2.7.7 Results of all indicators – Part B	<b>2.8.6 Assurance report</b>	75
<b>Specific information:</b>	<b>environmental category: energy aspect</b>		<b>Correspondence with Bonduelle's material challenges: Energy conservation</b>		
G4-DMA	Management approach	●	2.4.1 Challenges and targets		39
	Adaptation to the consequences of climate change		2.4.2 Group policy and methods used		40
			2.4.4 Energy consumption		41
G4-EN3	Energy consumption within the organization	●	2.4.4 Energy consumption		41
	Energy consumption, measures taken to improve energy efficiency and use of renewable energy sources Environmental evaluation or certification processes		2.7.7 Results of all indicators – Part B	<b>2.8.6 Assurance report</b>	75
G4-EN6	Reduction in energy consumption	●	2.4.4 Energy consumption		41
			2.7.7 Results of all indicators – Part B		75

GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Specific information:</b>		<b>environmental category, water aspect</b>			
<b>Specific information:</b>		<b>Environmental category: emissions aspect</b>			
<b>Specific information:</b>		<b>Environmental category: effluents and waste aspect</b>			
G4-DMA	Management approach	●	2.4.1 Challenges and targets		39
			2.4.2 Group policy and methods used		40
			2.4.5 Water consumption and treatment	<b>2.8.6 Assurance report</b>	44
G4-EN8	Total water consumption by source	●	2.7.7 Results of all indicators – Part B	<b>2.8.6 Assurance report</b>	75
			2.4.5 Water consumption and treatment		44
G4-DMA	Management approach	●	2.4.1 Challenges and targets		39
			2.4.2 Group policy and methods used		40
			2.4.3 Assessing the carbon and water footprints		40
			2.4.4 Energy consumption		41
			2.4.8 Optimizing transportation flows		48
G4-EN15	Direct greenhouse gas emissions (Scope 1)		2.7.7 Results of all indicators – Part B	<b>2.8.6 Assurance report</b>	75
G4-EN16	Indirect greenhouse gas emissions (Scope 2) related to energy	●	2.7.7 Results of all indicators – Part B	<b>2.8.6 Assurance report</b>	75
G4-DMA	Management approach	●	2.4.1 Challenges and targets		39
			2.4.2 Group policy and methods used		40
			2.4.6 Waste management and recovery		45
			2.4.5 Water consumption and treatment		44
G4-EN22	Total discharges into water by type and by destination	●	2.7.7 Results of all indicators – Part B	<b>2.8.6 Assurance report</b>	75
			2.4.5 Water consumption and treatment		44
			2.4.4 Energy consumption		41
G4-EN23	Total mass of waste, by type and by treatment method	●	2.7.7 Results of all indicators – Part B	<b>2.8.6 Assurance report</b>	75
			2.4.6 Waste management and recovery		45



GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Specific information:</b>	<b>environmental category, general aspect</b>		<b>Correspondence with Bonduelle's material challenges: Soil conservation; Ensuring teams adhere to the group's CSR commitments</b>		
G4-DMA	Management approach	●	2.4.1 Challenges and targets		39
			2.4.2 Group policy and methods used		40
			2.3.1 Challenges and targets		34
			2.3.2 Group policy and methods used		34
			2.6.8 Participating in local community life – Relations with neighborhood residents		65
G4-EN31	Total spending and investments on environmental protection, by type	●	2.4.1 Challenges and targets		39
	<ul style="list-style-type: none"> <li>Company's arrangements to take environmental issues into account</li> <li>Amount of provisions and guarantees for environmental risks</li> <li>Resources dedicated to preventing environmental risks and pollutants</li> </ul>		2.4.2 Group policy and methods used		40
			2.7.7 Results of all indicators – Part B		75
			2.6.8 Participating in local community life – Relations with neighborhood residents		65
			4.2.4 Industrial and environmental risks		120
			5.5 Notes to the consolidated financial statements – Note 9.1		168
			5.5 Notes to the consolidated financial statements – Note 9.3		169
			2.4.3 Assessing the carbon and water footprints		40
			2.4.4 Energy consumption		41
			2.4.5 Water consumption and treatment		44
			2.4.6 Waste management and recovery		45
			2.7.7 Results of all indicators – Part B		76
	Training and information for employees on environmental protection		2.4.2 Group policy and methods used		40
	Account taken of noise pollution and, where applicable, all other forms of pollution specific to an activity		2.6.8 Participating in local community life – Relations with neighborhood residents		63
	Land use		2.3 Caring for cultivated land		34

GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Specific information:</b>			<b>environmental category: supplier evaluation aspect</b>		
			<b>Correspondence with Bonduelle's material challenges: Relations with producers</b>		
G4-DMA	Management approach	●	2.4.1 Challenges and targets		39
			2.4.2 Group policy and methods used		40
			2.3.3 Bonduelle and its agricultural partners		35
G4-EN32	Using environmental criteria to screen suppliers	●	2.7.7 Results of all indicators – Parts A and E		73 and 77
<b>Specific information:</b>			<b>social category, employment aspect</b>		
G4-DMA	Management approach	●	2.6.1 Challenges and targets		58
			2.6.2 Group policy and methods used		59
			2.7.7 Results of all indicators – Part F		78
			2.6.4 Compensation policy and social dialog		61
G4-LA1	Total number and percentage of new employees hired and employee turnover by age, gender and region	●	2.7.7 Results of all indicators – Part F	<b>2.8.6 Assurance report</b>	78
<b>Specific information:</b>			<b>social category, health and safety in the workplace aspect</b>		
G4-DMA	Management approach	●	2.6.1 Challenges and targets		58
			2.6.2 Group policy and methods used		59
			2.6.3 Safety and working conditions		60
G4-LA6	Rate of workplace accidents, occupational illnesses, absenteeism, etc.	●	2.7.7 Results of all indicators – Part F	<b>2.8.6 Assurance report</b>	78
G4-LA8	Health and safety issues covered by formal agreements with labor unions	●	2.6.4 Compensation policy and social dialog		61
			2.6.3 Safety and working conditions		60



GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Specific information:</b>		<b>social category, education and training aspect</b>			
G4-DMA	Management approach	●	2.6.1 Challenges and targets		58
			2.6.2 Group policy and methods used		59
			2.6.5 Training and developing potential		61
G4-LA9	Average number of training hours per year broken down by salaried employee, gender and professional category	▶	2.7.7 Results of all indicators – Part F	<b>2.8.6 Assurance report</b>	78
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and professional category	▶	2.6.5 Training and developing potential		61
<b>Specific information:</b>		<b>social category, diversity and equal opportunities aspect</b>			
G4-DMA	Management approach	●	2.6.1 Challenges and targets		58
			2.6.2 Group policy and methods used		59
			2.6.6 Diversity		62
G4-LA12	Composition of governance bodies and breakdown of employees by professional category, according to gender, age group, minority status and other diversity indicators	●	2.6.6 Diversity		62
			2.7.7 Results of all indicators – Part F		78
<b>Specific information:</b>		<b>Human rights category, investment aspect</b>			
		<b>Correspondence with Bonduelle's material challenges: Compliance with international labor commitments</b>			
G4-DMA	Management approach	●	2.6.1 Challenges and targets		58
			2.6.2 Group policy and methods used		59
			2.6.7 Human rights		63
G4-HR1	Percentage and total number of significant investment agreements and contracts including clauses requiring respect for human rights	●	2.5.3 Sourcing of raw materials		54
			2.7.7 Results of all indicators – Part E		78

GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Specific information:</b>			<b>human rights category, non-discrimination aspect</b>		
G4-DMA	Management approach	●	2.6.1 Challenges and targets		58
			2.6.2 Group policy and methods used		59
			2.6.7 Human rights		63
			2.6.6 Diversity		62
G4-HR3	Total number of incidents of discrimination and corrective actions put in place	◐	2.6.7 Human rights		62
	Promotion of and compliance with the stipulations of the fundamental conventions of the International Labor Organization pertaining to the elimination of discrimination in respect of employment and occupation				
	Anti-discrimination policy		2.6.6 Diversity		62
<b>Specific information:</b>			<b>Human rights category, freedom of association aspect</b>	<b>Correspondence with Bonduelle's material challenges: Compliance with international labor commitments</b>	
G4-DMA	Management approach	●	2.6.1 Challenges and targets		58
			2.6.2 Group policy and methods used		59
			2.6.7 Human rights		63
G4-HR4	Major operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated	●	2.6.7 Human rights		63
	<ul style="list-style-type: none"> <li>Promotion and compliance with the provisions of the fundamental conventions of the International Labour Organization pertaining to freedom of association and collective bargaining</li> <li>Extent of subcontracting and incorporating environmental and social issues into relationships with suppliers and subcontractors</li> <li>Incorporation of environmental and social challenges into the purchasing policy</li> </ul>		2.6.4 Compensation policy and social dialog		61
			2.5.3 Sourcing of raw materials		54



GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Specific information:</b>	<b>Human rights category, child labor aspect</b>		<b>Correspondence with Bonduelle's material challenges: Compliance with international labor commitments</b>		
G4-DMA Management approach		●	2.6.1 Challenges and targets		58
			2.6.2 Group policy and methods used		59
			2.6.7 Human rights		63
G4-HR5 Major activities and suppliers identified as presenting a significant risk involving child labor, and measures taken to help effectively eliminate child labor	<ul style="list-style-type: none"> <li>Promotion of and compliance with the provisions of the fundamental conventions of the International Labor Organization pertaining to the elimination of child labor</li> <li>Extent of subcontracting and incorporating environmental and social issues into relationships with suppliers and subcontractors</li> </ul>	●	2.6.4 Compensation policy and social dialog		61
			2.6.7 Human rights		63
	<ul style="list-style-type: none"> <li>Incorporation of environmental and social challenges into the purchasing policy</li> </ul>		2.5.3 Sourcing of raw materials		54

GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Specific information:</b>			<b>Correspondence with Bonduelle's material challenges: Compliance with international labor commitments</b>		
G4-DMA	Management approach	●	2.6.1 Challenges and targets		58
			2.6.2 Group policy and methods used		59
			2.6.7 Human rights		63
G4-HR6	Major activities and suppliers identified as presenting a significant risk of incidents involving forced or compulsory labor, and measures taken to help eliminate all forms of forced and compulsory labor	●	2.6.7 Human rights		63
	<ul style="list-style-type: none"> <li>Promotion and compliance with the provisions of the fundamental conventions of the International Labor Organization pertaining to the elimination of forced or compulsory labor</li> <li>Extent of subcontracting and incorporating environmental and social issues into relationships with suppliers and subcontractors</li> </ul>				
	<ul style="list-style-type: none"> <li>Incorporation of environmental and social challenges into the purchasing policy</li> </ul>		2.5.3 Sourcing of raw materials		54
<b>Specific information:</b>			<b>societal category, local communities aspect</b>		
G4-DMA	Management approach	●	2.6.8 Participating in local community life		63
G4-SO1	Nature, scope and effectiveness of all programs and practices that assess and manage the impacts of activities, at any stage of progress, on communities	●	2.5.6 The Louis Bonduelle Foundation		56
			2.6.8 Participating in local community life		63



GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Specific information:</b>			<b>Correspondence with Bonduelle's material challenges: Business ethics practices</b>		
G4-DMA	Management approach	●	2.1.3 CSR governance		25
			2.8.1 Ethics Committee		83
			2.8.2 Bonduelle Group ethics charter		83
G4-SO4	Communication and training on anti-corruption policies and procedures	►	2.1.3 CSR governance		25
	Initiatives undertaken to prevent all forms of corruption		2.8.1 Ethics Committee		83
			2.8.2 Bonduelle Group ethics charter		83
<b>Specific information:</b>			<b>Correspondence with Bonduelle's material challenges: Product quality and safety; Nutritional composition of products; Food safety</b>		
G4-DMA	Management approach	●	2.8.2 Bonduelle Group ethics charter		83
			2.5.4 Product design		54
			2.5.5 Consumer information and satisfaction		55
G4-PR1	Percentage of product categories for which health impacts are evaluated	●	2.5.4 Product design – nutritional quality		54
<b>Specific information:</b>			<b>Correspondence with Bonduelle's material challenges: Product quality and safety; Nutritional composition of products; Food Traceability</b>		
G4-DMA	Management approach	●	2.8.2 Bonduelle Group ethics charter		83
			2.5.4 Product design		54
			2.5.5 Consumer information and satisfaction		55
G4-PR3	Type of information on products and services required by the organization's procedures and percentage of major products and services subject to these information requirements	►	2.5.4 Product design – nutritional quality and environmental responsibility		54
	Fair practices: Measures taken to ensure consumer health and safety		2.5.5 Consumer information and satisfaction		55

GRI G4 index	Art. 225 Grenelle II	Degree of GRI G4 Index compliance	GRI G4 Index correspondence with the registration document	External verification	Page no.
<b>Other material challenges faced by Bonduelle</b>					
Legal compliance and integration of CSR challenges in relations with customers			2.2.2 Stakeholders and procedures for dialog – Customer portion of table		30
<b>Other non-material challenges for which Bonduelle has indicators</b>					
<b>Challenge</b>	<b>Art. 225 Grenelle II</b>		<b>Correspondence in the registration document</b>		
Protecting biodiversity	Measures taken to conserve or develop biodiversity		2.3.1 Challenges and targets		34
			2.3.2 Group policy and methods used		34
			2.3.5 Protecting the soil and biodiversity		37
			2.3.6 Preparing for the future of agriculture		38
			2.7.7 Results of all indicators		73
Employee development	Remuneration and development	●	2.7.7 Results of all indicators – Part F		78

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