

Corporate social responsibility report

Extract from the Universal registration document



La nature,
notre futur





Notice to the reader

This chapter sets out the Bonduelle Corporate social responsibility (CSR) approach: the group's CSR policies, commitments, achievements and results. It is intended to provide a transparent report outlining the approach Bonduelle has designed to contribute to its corporate strategy. It also meets:

- the requirements resulting from order no. 2017-1180 of July 19, 2017 and decree no. 2017-1265 of August 9, 2017 which brought in the non-financial performance statement, specifically referred to in Articles L. 225-102-1 and R. 225-105 et seq. of the French Commercial Code (see 2.1);
- the requirements of law no. 2017-399 of March 27, 2017 on the Duty of vigilance (see 2.3);
- the expectations of all of the group's stakeholders.

Corporate social responsibility



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Items of the Annual Financial Report are identified in the contents using the AFR symbol

2.1 Bonduelle Group key figures



Business established in

1853



More than **500**
varieties of vegetable grown.



56

sites around the world



3,100
farmer partners.



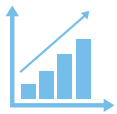
Revenue

2,777 million euros



Share of alternative energy
in the group's energy mix:

9.8%



Net income

73 million euros



50%
recycled materials
in packaging in Europe



14,589

full-time equivalent employees



207

projects supported
by the Louis Bonduelle Foundation



Almost

120,000

hectares cultivated around the world



2.2 The Bonduelle Group and Corporate social responsibility

2.2.1 CSR: using Bonduelle's agro-industrial model to accelerate the agro-ecological transition

2.2.1.1 Editorial - GRI 102-10, 102-14

"The climate emergency and the need for a more circular economy that has a smaller environmental impact mean that collectively we face major responsibilities. Bonduelle, as a corporate citizen and agro-industrial player, wants to play a proactive part.

The group's agro-industrial model legitimizes it on this path. For decades now, Bonduelle has chosen to base its vegetable supplies on close partnerships with 3,100 farmers. These partnerships enable it to conduct its agro-ecological transition by testing and developing alternative farming practices, specifically designed to protect soil life, the only way to ensure its resilience in the face of the changes to come. In 2018-2019, Bonduelle confirmed this longstanding, committed approach by launching three salad products and one sweet corn product with no pesticides residue.

In 2018, Bonduelle set about bringing a new dimension to its CSR commitments, by beginning the B Corp certification process. Its target is to cover 100% of revenue within by 2025. This is a holistic approach focused on continued improvement and is extremely exacting, but crucially very inspiring for the group's employees.

In 2018, a new Steering Committee focused on six priority topics redefined tangible targets for each pillar of its CSR approach: climate change, relationships with farmers, packaging, accessibility and sustainable food, employees and B Corp. certification 2019-2020 will focus on monitoring the action plans.

All of these approaches are part of Bonduelle's plan to be better for the world, not the best in the world."

Anne-Sophie Fontaine, Head of CSR and external communications.

2.2.1.2 An approach that focuses on five macro-objectives - GRI 102-14, 103-1, 102-46, 102-10

Bonduelle is a family-owned company established in 1853 that produces ready-to-use and ready-to-eat vegetables. It has a commercial presence in over 100 countries and operates or owns 56 agro-industrial production sites. Its growth is based on two fundamental pillars: respect for nature - essential for a group whose business activity is directly linked to the land every single day - and its drive to place humans at the heart of a long-term corporate strategy. This project aims to offer the best that nature can provide, guided by ethical principles formulated by seven generations of Shareholders.

Bonduelle has been a pioneer in these crucial areas of sustainability and CSR; this spirit is reflected in the targets set by the group's family Shareholders: sustainability, independence and the individual development of our employees. Since 1996, the group has also had an agronomic sourcing charter in place with its producer partners to ensure

optimum production conditions and the best product quality, while protecting the land.

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.

"We have two objectives in our DNA, as family Shareholders: respect for the natural environment and a desire to put People at the heart of what we do. These fundamentals are behind our ambition for 2025, announced in 2012: to be "the world reference in 'well-living' through plant-based food". We have now committed to a B Corp certification approach, which ensures continued improvement of our business model to make a better future through plant-based food."

Guillaume Debrosse, Bonduelle Group Chief Executive Officer

Bonduelle awarded the Global Compact 2019 award for best communications

Global Compact France, a United Nations initiative to encourage and support companies in their social responsibility endeavors, placed Bonduelle's Communication on Progress (COP) in the GC Advanced category.

The jury commended the clarity, informative nature and transparency of the group's Communication. It was

particularly impressed by the use of environmental criteria in investment decisions, the agronomic sourcing charter and information on the deployment of an ethics culture.

As an opportunity for further improvement, the Global Compact recommends that the group prepares a cross-reference table with the 10 principles and the 21 criteria of the Global Compact.

Bonduelle runner up in the "European Business Awards for the Environment" (EBAE)

Bonduelle was one of five European finalists for its CSR reporting at the EBAE. This award celebrates companies at the forefront of eco-innovation or that have positioned respect for the environment at the very core of their business principles.

In 2012, Bonduelle launched VegeGo! a visionary and collaborative corporate strategy driving the group's aim to be "the world reference in 'well-living' through plant-based food" by 2025 (details of VegeGo! appear in Chapter 1 of the 2018-2019 universal registration document). Designed to underpin the group's corporate project and global strategy, Bonduelle's CSR approach has been re-defined as five simple, and communicable, macro-objectives to be achieved by 2025, which can be monitored on a quarterly basis by the CSR Steering Committee and annually by the Group Management Committee (GMC).

1. Caring, with our farmer partners, for cultivated land

The aim is for an appropriate combination of alternative cultivation techniques to be used for all land cultivated for Bonduelle, to ensure⁽¹⁾ that progress is made in each of the five agronomy CSR focus areas.

2. Reducing environmental impacts from field to plate

Environmental protection is a major target, to be achieved by measuring natural resource consumption and implementing overall plans to manage greenhouse gas emissions (GHC), biodiversity and water resources across all of the group's operations. Transport flows and related actions to reduce CO₂ emissions are also subject to annual assessment. Bonduelle aims for zero loss of natural resources, through saving and recycling. Its aim is to cut its greenhouse gas emissions by 20% by 2035 and for all of its packaging to be recyclable or reusable by 2025.

3. Encouraging people to eat healthy and sustainable food

The group is committed to healthy, sustainable food by ensuring the traceability of vegetables, and the quality and composition of its recipes. The Company is innovating and increasing access to vegetables through products and services. Since 2004, Bonduelle has been committed to achieving long-lasting improvements in eating habits via the Louis Bonduelle Foundation. Its aim is for all of the group's brands to be developed with a positive impact and to spread the word about the work of the Louis Bonduelle Foundation in the countries in which Bonduelle operates.

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

The group has a dual objective: on the one hand, to achieve zero workplace accidents for all group employees and, on the other, for all sites to be involved in at least one local-community project, to promote employee engagement and embed its sites in their local communities.

5. Encouraging all employees to be part of the CSR strategy

The 5th macro-objective of the Bonduelle Group's CSR approach, "All actors", aims to involve all employees in Bonduelle's transformation into a more responsible business. In 2016-2017, the group launched the #Demain chez Bonduelle ! (The future at Bonduelle) program, open to all employees. The program provides support and training for employees with a sustainable development idea or project. In 2018-2019, Bonduelle continued the targeted

(1) Defined by Bonduelle as: alternative cultivation techniques to conventional agricultural practices, which advance the agro-ecological transition. The alternative cultivation techniques chosen by Bonduelle to produce its vegetables are those which progress at least one of the five CSR focuses of the agronomic strategy.



mobilization of its plants with four new sites in France (Saint-Benoist-sur-Vanne, Vaulx-Vraucourt, Estrées-Mons and Bordères), where awareness days and new project activation days took place. In total, 900 people received training in 2018-2019, bringing the total number of people trained in the group since the project launch to 1,300 (10% of group employees). Projects focused on areas such as protecting biodiversity, promoting well-being, the pursuit of zero waste, etc. A pilot test to measure the impact of the #Demain chez Bonduelle ! program conducted at the Labenne (France) plant saw encouraging results: 30% of the site's employees were involved in one or more CSR projects, and 70% of employees said that they understood CSR and how to be involved in it. In the coming years, Bonduelle intends to update its method for running the program so that it can be increasingly adapted to the plants and made easier to replicate. As of 2019-2020, Bonduelle plans to implement it outside France and wants all of its plants to soon be involved. Employee commitment to the CSR approach should enable Bonduelle to attain its objective: for the entire group to be B Corp certified by 2025.

These five macro-objectives have been set based on the group's materiality matrix (see 2.2.1.5 Materiality Matrix). The first four macro-objectives punctuate this chapter. The fifth is illustrated by the initiatives throughout this report. All of these are shared by the Bonduelle Group's five business units.
– GRI 103-1.

2.2.1.3 Structure of the CSR approach in the group's business units

The inclusion of Ready Pac Foods in the group's CSR approach, which began in 2017-2018, continued in 2018-2019. The Bonduelle Fresh Americas (BFA) business unit has structured its approach to applying the group's CSR policy through a materiality matrix, and is working to set its targets for 2025. The policies and measures implemented by the group to manage these CSR risks and challenges also include BFA. The list of indicators for which BFA data are consolidated in the group's reporting has grown; this consolidation will continue and be completed in the years to come. The indicators in the report include BFA, with the exception of those listed in the methodology note (see 2.9.3.2 Inclusion of the BFA business unit).











"The work done on our CSR strategy complements the progress made in the field of energy (see box about the Irwindale (US) site in 2.5.2.3 Zero energy loss for the industrial activity), transport optimization and involvement in our local communities."

Mathew R. Caldwell - Senior Manager of Corporate Social Responsibility, BFA

The Bonduelle Americas Long Life (BALL) business unit has also stepped up its CSR approach by including this in its mission, with a view to achieving B Corp certification. Other progress includes the design of products without pesticides residue, the design and roll-out of an initiative aimed at improving the well-being of all employees, and measuring employee mobilization in real time.

2.2.1.4 Dashboard of the Bonduelle Group's CSR approach – GRI 103-2, 102-46, 102-47, 102-48

The table below shows all the macro-objectives and the indicators used to monitor them. A five-year history is included in 2.9.7 Results of all indicators, where available.

Macro-objectives	Target for 2025*	2018-2019 progress	SDG
1. Caring, with our farmer partners, for cultivated land	An appropriate combination of alternative cultivation techniques is used for all surface areas cultivated for Bonduelle, to ensure that progress is made in each of the five agronomy CSR focus areas	<ul style="list-style-type: none"> • 44% of surface areas use mechanical weeding • 44% of surface areas restrict the use of fertilization (monitoring of nitrogen residues) • 35% of surface areas irrigated using irrigation management (water balance or sensors) • 35% of surface areas use plant cover (before vegetables) • 46% of surface areas use soil conservation techniques (direct seed planting, strip-till, etc.) <p>Data excluding the BFA business unit for 2018-2019. Monitoring indicators for the penetration rate of other alternative cultivation techniques and the consolidated indicator for monitoring the target macro-objective are under construction.</p>	   
2. Reducing environmental impacts from field to plate	<ul style="list-style-type: none"> • 20% reduction in greenhouse gas emissions from Bonduelle's operations by 2035 (based on 2018-2019 emissions) • 100% of packaging recyclable or reusable 	<ul style="list-style-type: none"> • First evaluation in 2019-2020 • First evaluation in 2019-2020 	   
3. Encouraging people to eat healthy and sustainable food	<ul style="list-style-type: none"> • 100% of group brands with a positive impact • Spread the word about the work of the Louis Bonduelle Foundation in the countries in which Bonduelle operates 	<ul style="list-style-type: none"> • Indicator under construction • The Louis Bonduelle Foundation operates in seven countries 	
4. Ensuring the "well-living" of employees and local communities	<ul style="list-style-type: none"> • Zero workplace accidents • 100% of sites have developed projects in association with their local communities 	<ul style="list-style-type: none"> • Frequency of work-related accidents is 6.37 • 49% of sites have developed projects in association with their local communities 	
5. Encouraging all employees to be actors in the CSR strategy	100% of the group B Corp-certified	<ul style="list-style-type: none"> • First evaluation of the group conducted using the B Corp questionnaire • 10% of group employees made aware of CSR issues 	

* With the exception of the greenhouse gas emissions target reduction.



2.2.1.5 Materiality Matrix – GRI 103-1, 102-40, 102-4, 102-46, 102-47, 102-42

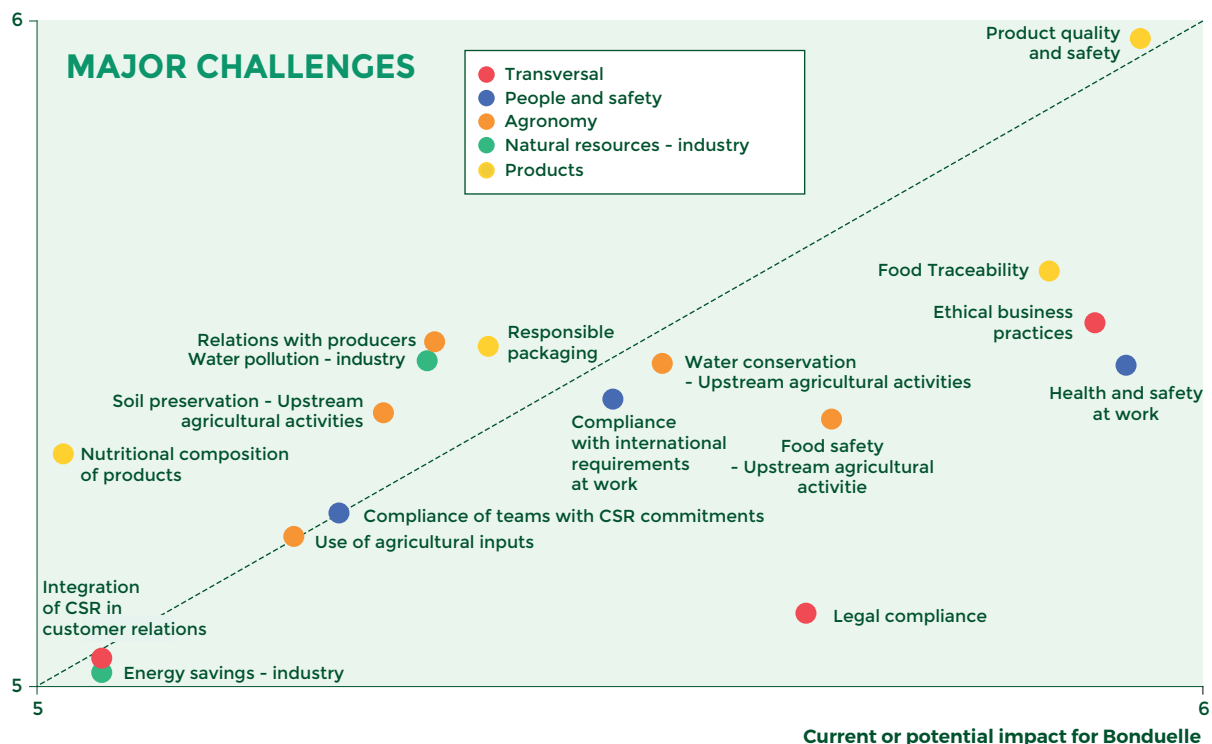
In 2014-2015, the Bonduelle Group began a materiality analysis approach in conjunction with its stakeholders; the method used is outlined in 2.10.3 Materiality matrix. The materiality analysis identified, among Bonduelle's 51 CSR challenges, 17 major challenges shared by the group and its stakeholders. These challenges are an integral part of the Company's CSR strategy and apply to the entire Bonduelle Group, which works with its ecosystem, and particularly its farmer partners, to address these challenges. Their inclusion in Bonduelle's CSR strategy is detailed in Section 2.10.3. Materiality Matrix.

The materiality matrix for the operations of the BFA business unit was produced in 2018-2019. The results did not necessitate an overhaul of the group matrix, as most of BFA's

material challenges are also material for the Bonduelle Group or already taken into account in a continual improvement policy. However, some modifications have been made to the group matrix; the material challenges for the Bonduelle Group, including those of BFA, have been moved higher up the group matrix: product quality and safety, ethical business practices, water preservation – upstream agricultural practices, water pollution – industry, responsible packaging and team involvement in CSR commitments. Some material challenges for BFA will be added to the challenges evaluated by Bonduelle and its stakeholders when redesigning the group matrix: stakeholder dialog, diversity, responsible sourcing, suppliers' environmental and social impacts, waste – industry and compensation and benefits.

Bonduelle Group materiality matrix

Importance for external stakeholders



2.2.1.6 Procedure for dialog with stakeholders – GRI 102-40, 102-42, 102-43, 102-44

Bonduelle implements a dialog policy, structured around regular discussions and strategic meetings, both internally with its employees and social partners and externally with farmers, suppliers, consumers, national and local public institutions, etc. Bonduelle wants to construct and develop action plans that meet its stakeholders' expectations.

The table below lists the stakeholders which the Bonduelle Group has relationships with in all the various spheres of its environment. The methods used to consult or inform stakeholders, or to enter into dialog with them, are listed for each category of stakeholder, as well as any agreements, partnerships or collaborations that have been set up.

An overhaul of the format for meetings with stakeholders scheduled for 2018-2019 will take place in 2019-2020, to give the meetings a more international dimension, deepen knowledge on CSR risks and challenge the group's targets and the measures implemented as a result.

The External Relations Officer develops communications with all types of stakeholders: trade federations; institutions; European, national and international regulatory bodies and agencies; NGOs; ratings agencies; local communities; the media; and educational and research institutions.

Stakeholders	Information Communication	Dialog Consultation	Agreement - Partnership Collaboration
SOCIAL SPHERE			
Employees/social partners <i>Questionnaire</i>	<ul style="list-style-type: none"> Web-based communication tools (intranet, company social network) Brochures and reports Dynamic display at all Bonduelle sites 	<ul style="list-style-type: none"> Dialog with employees, employee representatives and trade unions European Works Council – at least one meeting per year Measure real-time team engagement and satisfaction in the BALL business unit using the Office vibe tool Internal "Climate" survey – every two years (see 2.7.4.4) 	<ul style="list-style-type: none"> Collective agreements with employee representatives and trade unions
ECONOMIC SPHERE			
Customers <i>Questionnaire</i> <i>Discussion meeting</i>	<ul style="list-style-type: none"> CSR report containing the non-financial performance statement in the universal registration document Specific questionnaires 	<ul style="list-style-type: none"> Annual responses to CSR questionnaires and audits of key customers Biennial European study on the main mass-market retail customers of Bonduelle canned and frozen products 	<ul style="list-style-type: none"> Specific working meetings on CSR issues (farming practices, product origins, etc.)

(1) AIM: Association des industries de marque (European Brands Association).

Legend: Text in green: means of contributing to the Bonduelle materiality matrix.



Stakeholders	Information Communication	Dialog Consultation	Agreement - Partnership Collaboration
Citizens/Consumers Questionnaire Discussion meeting	<ul style="list-style-type: none"> • Communication on product packaging • Communication media, including social networks and dedicated country-specific websites • Social networks and websites: www.developpementdurable.bonduelle.com or www.sustainability.bonduelle.com • Brochures and reports • Specific events • Communication campaigns organized by trade associations of which Bonduelle is a member 	<ul style="list-style-type: none"> • Dedicated Consumer Relations Department in all countries • Consultation with consumer panels – on average, one study is carried out in the group every month • Awareness-raising initiatives by the Louis Bonduelle Foundation 	
Farmers under contract with Bonduelle Questionnaire	<ul style="list-style-type: none"> • Brochures and reports • Specific events, such as plant visits • Social networks and websites: www.developpementdurable.bonduelle.com or www.sustainability.bonduelle.com 	<ul style="list-style-type: none"> • Daily consultation during harvest periods between farmers and Bonduelle experts • Plenary meetings and individual exchanges outside harvest periods 	<ul style="list-style-type: none"> • Agronomic sourcing charter • Shared preparation and presence on the Bonduelle stand at the <i>Salon international de l'agriculture</i> (International Agricultural Fair) in Paris – once a year
Suppliers Questionnaire Discussion meeting	<ul style="list-style-type: none"> • Brochures and reports • Social networks and websites: www.developpementdurable.bonduelle.com or www.sustainability.bonduelle.com 	<ul style="list-style-type: none"> • Evaluation and quality audit on suppliers of finished products and ingredients • CSR support and external evaluation by EcoVadis (global responsible purchasing) 	
FINANCIAL SPHERE			
Ratings agencies Questionnaire Discussion meeting	<ul style="list-style-type: none"> • Social networks and websites: www.developpementdurable.bonduelle.com or www.sustainability.bonduelle.com • Corporate social responsibility report in the universal registration document • Specific questionnaires 	<ul style="list-style-type: none"> • Responses to questionnaires/<i>ad hoc</i> queries – once a year 	The Bonduelle Group has been listed on the Gaïa index, a listing of the best midcaps in terms of sustainable development, since 2009
Investors Questionnaire Discussion meeting	<ul style="list-style-type: none"> • Quarterly financial information • Annual and interim financial results • Corporate social responsibility annual report included in the universal registration document • Shareholder newsletter – once a year 	<ul style="list-style-type: none"> • Financial events/analyst meetings/investor meetings – at least twice a year • Specific meetings (Socially Responsible Investment funds) – at least twice a year and individual meetings upon request • Specific events, including the Shareholders' Meeting and plant visits 	

(1) AIM: Association des industries de marque (European Brands Association).

Legend: Text in green: means of contributing to the Bonduelle materiality matrix.

2 CORPORATE SOCIAL RESPONSIBILITY

The Bonduelle Group and Corporate social responsibility

Stakeholders	Information Communication	Dialog Consultation	Agreement - Partnership Collaboration
SOCIETAL SPHERE			
National, European and international regulatory bodies and agencies <i>Questionnaire</i> <i>Discussion meeting</i>	<ul style="list-style-type: none"> Social networks and websites: www.developpementdurable.bonduelle.com or www.sustainability.bonduelle.com CSR report containing the non-financial performance statement in the universal registration document 	<ul style="list-style-type: none"> Specific meetings and individual interviews on request This report has been prepared in accordance with the GRI Standards: Core option (see Section 2.11 - Cross-reference table of the Corporate social responsibility report with Global Reporting Initiative (GRI) Standards Content Index) 	<ul style="list-style-type: none"> Bonduelle is classed as GC Advanced level by the UN Global Compact
NGOs <i>Questionnaire</i> <i>Discussion meeting</i>	<ul style="list-style-type: none"> Social networks and websites: www.developpementdurable.bonduelle.com or www.sustainability.bonduelle.com CSR report containing the non-financial performance statement in the universal registration document 	<ul style="list-style-type: none"> Replies to questions Participation by environmental and community associations in stakeholder sessions - once a year 	
Local communities	<ul style="list-style-type: none"> Brochures and reports Specific events Dedicated country-specific websites and social networks 	<ul style="list-style-type: none"> Dialog with local communities - upon request 	<ul style="list-style-type: none"> Calls to international projects conducted by the Louis Bonduelle Foundation - once a year Participation by Bonduelle in the local life of its sites
Media <i>Questionnaire</i> <i>Discussion meeting</i>	<ul style="list-style-type: none"> Press releases and/or files - at least once a year Social networks and websites: www.developpementdurable.bonduelle.com or www.sustainability.bonduelle.com Specific events 	<ul style="list-style-type: none"> Invitation to the local press to visit one of Bonduelle's sites around the world - once a year on average 	
Trade federations <i>Questionnaire</i> <i>Discussion meeting</i>	<ul style="list-style-type: none"> Several Bonduelle employees participate in the work of professional bodies (list at 2.2.2.2 Participation in industry think tanks) as members of commissions, directors or chairing them - meetings at least twice a year 		<ul style="list-style-type: none"> Bonduelle is a signatory to the European Brands Association (AIM⁽¹⁾) charter on "Brands for health and well-being")

(1) AIM: Association des industries de marque (European Brands Association).

Legend: Text in green: means of contributing to the Bonduelle materiality matrix.





Stakeholders	Information Communication	Dialog Consultation	Agreement - Partnership Collaboration
Education and research <i>Questionnaire</i> <i>Discussion meeting</i>	<ul style="list-style-type: none"> Initiatives in schools close to headquarters, subsidiaries and sites Social networks and websites: www.developpementdurable.bonduelle.com or www.sustainability.bonduelle.com 	<ul style="list-style-type: none"> Trainee and apprenticeship programs Partnerships and studies 	<ul style="list-style-type: none"> Louis Bonduelle international research prize - once a year
CSR Experts <i>Questionnaire</i> <i>Discussion meeting</i>	<ul style="list-style-type: none"> Social networks and websites: www.developpementdurable.bonduelle.com or www.sustainability.bonduelle.com Corporate social responsibility report included in the universal registration document 	<ul style="list-style-type: none"> Responses to questionnaires - once a year Presentations and discussions at events such as the World Forum for a Responsible Economy - once a year 	

(1) AIM: Association des industries de marque (European Brands Association).

Legend: Text in green: means of contributing to the Bonduelle materiality matrix.

2.2.2 General guidelines - GRI 103-2, 103-3

2.2.2.1 CSR governance - GRI 103-3

The Head of CSR sits on the Group Management Committee (GMC)⁽¹⁾, to which it presents the CSR strategy each year for validation, on the proposal of the CSR Steering Committee.

The composition and operation of the Bonduelle CSR Steering Committee meet the needs of the Company. In 2018-2019, it concentrated on six priority themes directly connected to the group's five CSR objectives: packaging, climate change, accessibility to food and sustainable food, employees, relations with farmer partners and B Corp certification. The CSR Committee concentrated on defining ambitious, measurable targets by 2025 for each pillar. In drafting this roadmap, the Bonduelle Group's ambition is to maximize its medium and long-term positive impact. In 2019-2020, there will be a focus on drawing up detailed action plans and the corresponding monitoring mechanisms.

The composition of the Group Management Committee is presented in Chapter 3 of the 2018-2019 universal registration document.

2.2.2.2 Participation in industry think tanks - GRI 102-13, 102-42, 103-2

As a key player in its field, Bonduelle plays an active role within professional bodies so that it can contribute its business and

industrial expertise and assert its interests and those of its counterparts, by providing a link between trade associations and federations and the government bodies of the countries in which the group operates.

The 100 group employees involved in the professional bodies have continued their commitments in both technical and political areas to defend their interests and those of consumers, customers, suppliers and farmer partners. Bonduelle employees also answer industry representatives' questions, with the aim of ensuring that regulations are applied in fields such as sourcing of agricultural raw materials, industrial production and consumer protection.

The Bonduelle Group does not seek the support of external professionals to represent its interests and did not fund any political party in 2018-2019.

In 2018-2019, the Bonduelle Group was a member of around 80 professional bodies worldwide and company representatives held roles as Chairman, Vice Chairman or director, in the following organizations:

- in France: FIAC (French federation of canned food industries), CTCPA (Technical agro-food center), UNILET (National interprofessional processed vegetables union), ANIA (National association of food industries), ADEPALE (Association of prepared food product companies), ANIFELT (National interprofessional processed fruit and vegetables association), SYNAFAP (Trade union of manufacturers of fresh ready-to-eat prepared products);
- in Spain: PROMARCA (association combining most large-brand manufacturers of food products, beverages, pharmacies and perfumeries);

(1) The Group Management Committee is presented in part 3.1.4 of the universal registration document.

- in Poland: *Krajowe Stowarzyszenie Przetwórców Owoców i Warzyw* (National association for the fruit and vegetable industry);
- in Europe: PROFEL: (European association of fruit and vegetable processing industries);
- in Italy: AIIPA - *Gruppo "Prodotti Ortofrutticoli di IV Gamma"* - (Italian Food Products Industry Association - Italy - specifically the group of fresh, washed, packaged and ready-to-eat fruit and vegetable companies within the Association);
- in Hungary: Association of food canning companies;
- in Canada: FBC (Food & Beverage Canada), CTAQ (Quebec food processing council), AFFI (American Frozen Food Institute);
- in the United States: United Fresh (United Fresh Produce Association).

2.2.2.3 Transparency requirements – GRI 101-3

In line with its commitments and to ensure that its CSR information is accessible to all of its stakeholders, Bonduelle is making its CSR report, taken from chapter 2 of the universal registration document, available on several web platforms (bonduelle.com, unglobalcompact.org and corporateregister.com) and reports back to stakeholders on its work (see 2.2.1.6 Procedures for dialog with stakeholders) at specific meetings.

The Bonduelle CSR report for the 2017-2018 fiscal year, which took the place of a "Communication on progress" (COP)

required of the group under its commitment to the United Nations Global Compact, won an award in the Global Compact Advanced category in June 2019 (see page 24).

Bonduelle's CSR reporting was also nominated for the "European Business Awards for the Environment". Rewarded, initially in 2017 at the *Grand Prix du reporting environnemental* organized by the French Ministry for the Environmental Transition, the group's CSR report has this time been nominated for the European Commission award.

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 renowned 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. Furthermore, in 2012, Bonduelle also attained application level B+ from the Global Reporting Initiative (GRI). This report has been prepared in accordance with the GRI standards: Core option (see Section 2.11 - Cross-reference table of the Corporate social responsibility report with Global Reporting Initiative (GRI) Standards Content Index (GRI 101-3, 102-54). Bonduelle has also been part of the Gaïa index, a sustainable development ranking of French midcaps, since 2009. The Company scored an overall rating of 77% and was ranked in 32nd place out of the 85 companies with revenue in excess of 500 million euros (results published in October 2018). Finally, for its commitment to the United Nations Global Compact, Bonduelle achieved GC Advanced level from the UN Global Compact.





2.3 Non-financial performance statement (NFPS)

Table cross-referencing NFPS items

The group's business model is presented in Sections 1.3 To be "the world reference in 'well-living' through plant-based food", 1.4.3 Bonduelle: the only pure player in the plant-based food market, 1.5 Group organization structure as of July 1, 2019 and 1.6 Bonduelle worldwide as of July 1, 2019.

The main social and environmental risks associated with the Company's business, as well as the method used to identify and prioritize such risks, are presented in Section 4.2 Risk factors.

Main CSR risks	Bonduelle macro-objectives, policies, due diligences and performance indicators	Section
Accidents at work	Bonduelle macro-objective: 4. Ensuring the "well-living" of employees and local communities Policies and due diligences: Workplace safety and working conditions Indicators: Human Resources <ul style="list-style-type: none"> • Frequency of work-related accidents • Work-related accident severity rate 	2.7.1 2.7.3.1 2.9.7.5
Soil not being suitable for agricultural purposes	Bonduelle macro-objective: 1. Caring, with our farmer partners, for cultivated land Policies and due diligences: Bonduelle's strategy for agro-ecological transition Indicators: Agronomy <ul style="list-style-type: none"> • Penetration rate of mechanical weeding • Penetration rate of restricted use of fertilization (monitoring of nitrogen residues) • Penetration rate of irrigation management (water balance or sensors) • Penetration rate of plant cover (before vegetables) • Penetration rate of soil conservation techniques Monitoring indicators for the penetration rate of other alternative cultivation techniques and the consolidated indicator for monitoring the target macro-objective are under construction.	2.4 2.4.1 2.9.7.1
Climate variability	Bonduelle macro-objective: 2. Reducing environmental impacts from field to plate Policies and due diligences: <ul style="list-style-type: none"> • Bonduelle's strategy for agro-ecological transition • Strategy "Zero loss" by 2025 Indicators: Natural Resources <ul style="list-style-type: none"> • Global greenhouse gas emissions • Energy and water consumed per tonne of manufactured product • Number of ISO 50001 certified sites across Europe • Share of alternative energy in Bonduelle's energy mix • Amounts spent to prevent the impact of activities on the environment (air and energy) 	2.5 2.4.1 2.5.1 2.9.7.2 2.9.7.2
Product shortages	Bonduelle macro-objective: 3. Encouraging people to eat healthy and sustainable food Policies and due diligences: Quality and traceability Indicators: Quality <ul style="list-style-type: none"> • Number of food safety tests on canned goods, frozen, fresh or ready-to-eat prepared vegetables • Percentage of Bonduelle sites with at least one certification, including percentage of sites certified to produce organic products • Number of audit days completed by external bodies in Bonduelle plants • Percentage of industrial partners supplying finished products audited for their performance and delivery on product quality commitments 	2.6. 2.6.2.1 2.9.7.4

Main CSR risks	Bonduelle macro-objectives, policies, due diligences and performance indicators	Section
Conviction for anti-competitive practices	<p>Policies and due diligences: the risk of conviction for anti-competitive practices is dealt with under the group's ethical approach. Policy and due diligences are presented in Section 2.8 Ethics and Vigilance.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of employees trained in the main principles of the Duty of vigilance law. 	<p>2.8.1</p> <p>2.8.1.3</p>

Tax evasion has not been identified as a major risk for the Bonduelle Group.

CSR approach macro-objective: 5. Its aim is to enable all employees to play a role in Bonduelle's transformation into a more responsible company. The policies and due diligences put in place within the context of this macro-objective help to manage CSR risks identified by the NFPS.



2.4 Caring, with our farmer partners, for cultivated land

2.4.1 Bonduelle's strategy for agro-ecological transition - GRI 102-9, 103-2

As a major operator in first-stage agro-industrial vegetable processing, Bonduelle plays a key role within the sector:

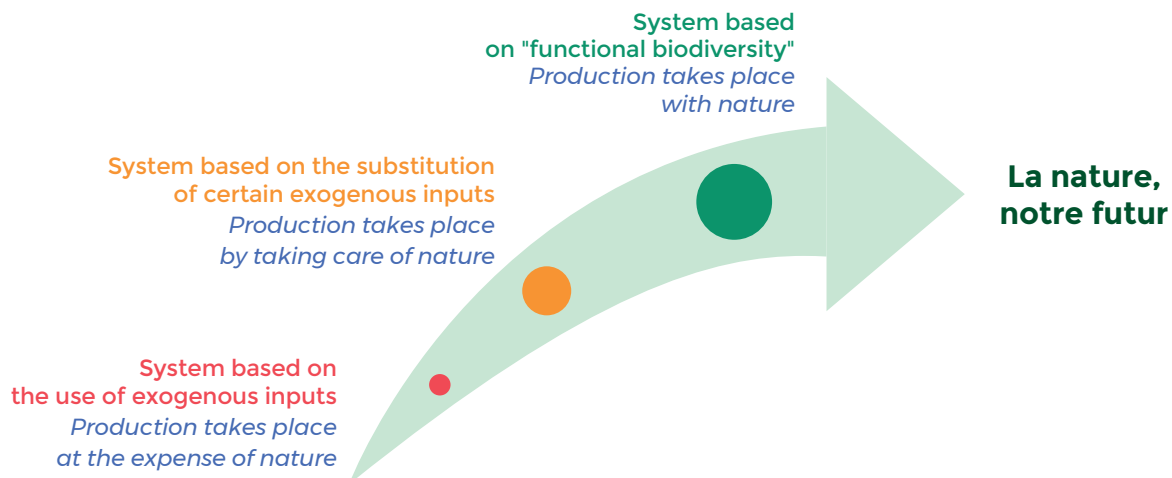
- by partnering with farmers and drivers of innovation for upstream agricultural activities;
- by bringing frozen, canned, fresh-cut ready-to-use and processed fresh vegetables to market, it enables farmers to diversify their crops and extend rotations. It thus contributes to reducing the exposure of farmers to technical and agronomic risks on one hand (due to the extension of rotations), and economic risks (volatility of the agricultural commodity markets) on the other hand.

The Bonduelle Group has developed a clear vision of how it intends to assume this role. It wishes to be actively involved in agro-ecological transition (see below) to increase crop resilience and maintain productivity within the context of climate change and to offer healthier vegetables and protect biodiversity. It intends to play a part in developing the future of agriculture, making it possible to feed nine billion people by 2050.

Bonduelle's commitment to agro-ecological transition is one of the mainstays of the strategic shift that the group has made towards becoming an industrial player that has a positive impact on its ecosystem. Its tagline *La nature, notre futur* makes its goal of protecting nature a key element of its policy. Its commitment to B Corp certification will mobilize the resources needed to make the agro-ecological transition a success. In turn, said transition, which was launched group-wide several years ago, is a major contributor to the LEAF certification initiatives and plays a key role in meeting the requirements of the B Corp standard.

Bonduelle's strategy for agro-ecological transition

Our ambition: to lead the agro-ecological transition

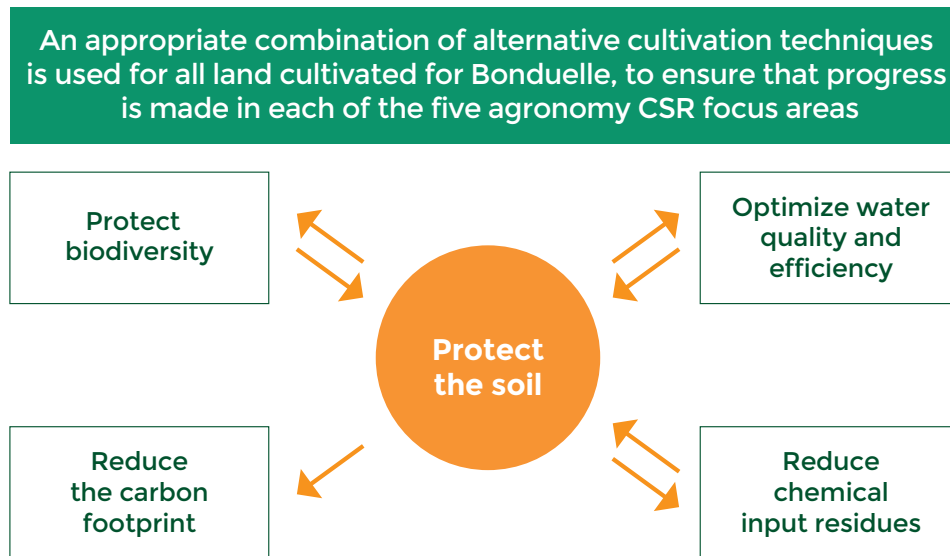


Caring, with our farmer partners, for cultivated land

Bonduelle defined the CSR component of its agronomy strategy on the basis of five priorities:

- protect the soil;
- increase biodiversity;
- reduce the carbon footprint;
- optimize water quality and efficiency;
- reduce chemical input residues.

An overall target of resources for upstream agricultural activities was agreed for 2025: **100% of cultivated land using an appropriate combination of alternative cultivation techniques to ensure progress in each of the five agronomy CSR strands.**



Details of the group's progress in relation to this objective is shown in Section 2.4.2.1 The development and deployment of alternative cultivation techniques.

2.4.1.1 The Bonduelle Group's vegetable sourcing model – GRI 203-2

Bonduelle cultivates almost 500 varieties of over 30 different vegetables.

In order to produce high-quality vegetables that are affordable for all, Bonduelle devised a sourcing model that prioritizes producer groupings (76% of the group's total cultivated surface areas). This predominant sourcing model is based on entering into contracts with farmers on an annual basis, making it possible to:

- ensure plot rotation, vital for preventing soil depletion;
- produce as leanly as possible, in line with sales forecasts, to minimize waste;
- plan seed planting and harvesting to optimize the industrial yield and quality.

This model also has a number of benefits for farmers who are members of groupings:

- **independence:** generally speaking, Bonduelle does not account for more than 20% of their revenue;
- prices guaranteed several months in advance and not subject to global raw materials price fluctuations offer **safeguards for their businesses**;
- **fair pay** between farmers, corrected for variations in climate and yield in a given production area, which are inevitable due to the length of time between sowing and harvest to enable linear sourcing by factories and optimal use of their capacity;
- **access to the expertise** of Bonduelle's 295 agronomy professionals (BFA business unit included): engineers and technicians (field and cultivation supervisors) who share their expertise and know-how with farmers.

The group completes its procurement policy by adapting to the local situation. Where producers are not organized

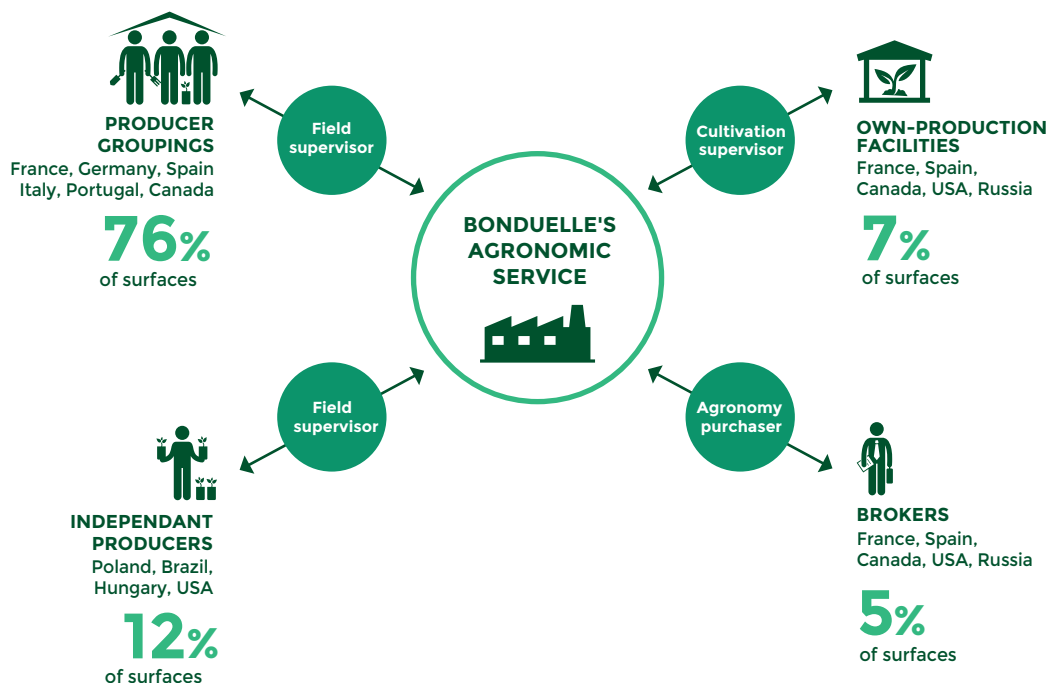


Caring, with our farmer partners, for cultivated land

into groupings, Bonduelle may enter into contracts with independent producers (12% of surface areas), particularly in countries where operations extend over very large areas (Brazil, United States, Hungary, Poland), or may buy through brokers who act as intermediaries (5% of surface areas). Lastly,

in countries where the level of know-how does not meet its quality requirements, or where continuity of supply risks exist, Bonduelle operates its production sites itself (7% of surface areas), taking the opportunity to increase its agronomic know-how and develop alternative growing techniques.

The Bonduelle Group's vegetable sourcing model



This approach allows Bonduelle to concentrate on its core business of vegetable preparation whilst at the same time developing its agronomic know-how. The group also works with service providers able to take care of transportation, planting, harvesting and other cultivation activities (video-assisted hoeing, crop protection treatment, etc.). This avoids producers having to invest heavily in special equipment and optimizes operational efficiency.

The Company maintains close relationships with its farmer partners (see 2.2.1.6 Procedure for dialog with stakeholders).

2.4.1.2 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, each being responsible for its own agricultural policy within the framework of the group's agronomy strategy, which defines common progress objectives, whilst taking into consideration the specific nature of each business unit. Agronomic policy is shared across Bonduelle's network of 295 agronomy professionals (engineers and technicians, field and cultivation supervisors - BFA business unit included) who meet once a year on *Journées Techniques Agronomiques* (Agronomy Technique Days) and, for the rest of the year, interact *via* fortnightly videoconferences. In May 2019, this network was expanded to include an agricultural trials manager within the BEAM business unit. This role will make it possible to improve the group's expertise in assessing the impacts of alternative cultivation techniques. An employee

responsible for coordinating agricultural initiatives for the BFA business unit also started work in May 2019.

The sales forecasts determine the scope of their Agronomy Departments for each zone. 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.

In the field of agriculture, the Bonduelle Prospective & Development division supports the business units not only in the short term with certain specific operational issues but, above all, in the medium and long term, by coordinating an agronomic innovation program.

For several years now, the Agronomy Research and Development Department, in close collaboration with the business units, has identified new technologies, tested them and incorporated them into innovative cultivation practices. These activities are carried out on the basis of partnership agreements with various types of third party organization (start-ups, established technology companies, research institutions, etc.). The best agricultural practices developed are then shared and implemented with all the business units.

2.4.1.3 Bonduelle's agronomic sourcing charter

To guarantee product quality, food safety and sound risk management, the group devised a global agronomic sourcing charter in 1996.

This charter sets the rules with which all partner producers must comply. It is an exclusive contractual commitment covering the process from choosing which variety to cultivate through to harvest to ensure that Bonduelle's specifications are strictly adhered to and covering different areas from selection of plots of land and variety selection to cultivation methods. 92% of Bonduelle's partner producers have a contractual obligation to comply with the agronomic sourcing charter. This agronomic sourcing charter is available to download from the Bonduelle website: <https://www.bonduelle.com/en/sustainable-development/documents.html>.

The agronomic sourcing charter is key to the extremely close relationship that Bonduelle has with its farmer partners.

The group is working to design innovative partnerships with producers and wants to involve them in a co-construction process. This project will lead the Bonduelle Group to revisit its agronomic sourcing charter.

2.4.1.4 Certifications

Under a protocol spearheaded by Bonduelle 12 or so years ago, **100% of the vegetables produced for Bonduelle Fresh Europe are 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.

In addition, **50% of the vegetables produced for Bonduelle Fresh Europe come from farms that are LEAF-certified** (Linking Environment and Agriculture for the Future) international certification managed by the British organization of the same name. This benchmark includes 83 critical monitoring issues and 21 recommendations covering areas as diverse as soil management and provision of nutrients to crops, crop protection, combating pollution and waste management, energy efficiency and water management.

The BFE business unit is gradually helping all its lettuce producer partners to obtain this certification with a target of achieving LEAF certification for 100% of lettuce volumes in 2025. As the agronomic CSR strategy is in line with the objectives of the guidelines, the main challenge in achieving this objective lies in product traceability.

2.4.2 Bonduelle's agro-ecological transition with its partners - GRI 103-2

Bonduelle is committed to the agro-ecological transition of its supply chain. This approach involves reducing the use of chemical phytosanitary products and minimizing the impact on biodiversity and the environment in order to meet society's expectations and increase resilience to climate change in the 21st century.

In order to do this, the group monitors the land through the crops in the fields and supports its producer partners in a preventative approach, by selecting the plots of land best suited to different types of vegetables, requiring long crop rotations so as to minimize the risk of soil diseases and to avoid depleting resources (nutrients, organic matter), while promoting biodiversity and optimizing yields. Bonduelle is also committed to producing no pesticides residue vegetables (see 2.4.2.1 The development of alternative cultivation techniques), which can only be developed by implementing alternative crop routing. A key example of Bonduelle's involvement is the central role of field supervisors who support farmer partners through their presence on the land at all stages of cultivation: from sowing, to harvesting through crop monitoring.

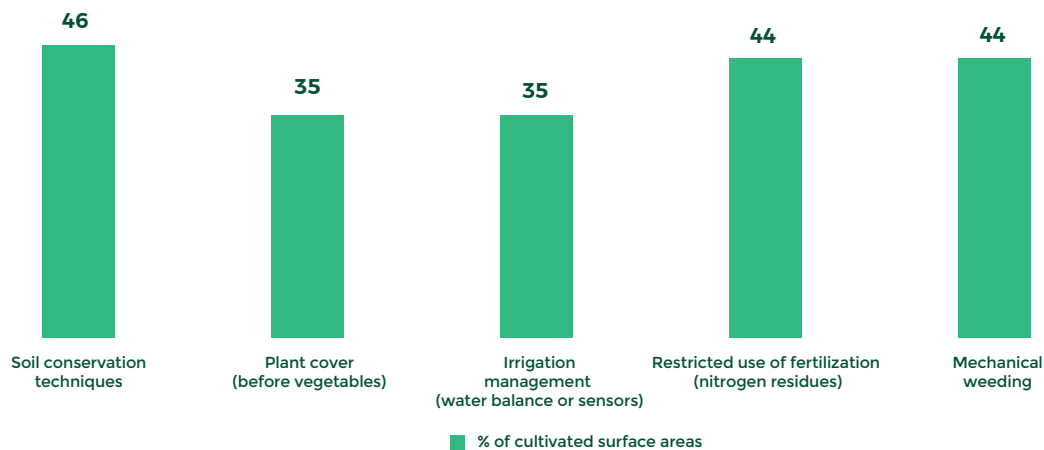


2.4.2.1 The development of alternative cultivation techniques

Bonduelle has set itself the target of “using an appropriate combination of alternative cultivation techniques for all surface areas cultivated for Bonduelle, to ensure progress

in each of the five agronomy CSR strands”. To reach this target, the Bonduelle Group is testing and developing a range of alternative cultivation techniques and is assessing their impacts in relation to the five CSR focuses of the group’s agronomic strategy.

Penetration rate of alternative cultivation techniques



- Soil conservation techniques are calculated by adding together the following surface areas: direct seed planting, strip-till, simplified cultivation techniques (no-till and shallow till) and, for BFE only, occasional and no-till.
- The penetration rate for sustainable fertilization is calculated for 49% of cultivated surface areas, the indicator not yet covering the scope of the entire group (see 2.9.4.1).
- The penetration rate of irrigation management is calculated for all irrigated surface areas. For information purposes, these currently account for 59% of the group’s total cultivated surface areas (see 2.9.4.1).

Examples of the development and deployment of alternative cultivation techniques are shown below.

In Russia, Bonduelle Group farms (more than 10,000 hectares) offer ideal conditions for implementing **innovative growing techniques, particularly those that aim to protect the soil such as strip-till, which is being developed**. Adopted in 2014 over 500 hectares, this practice covered 3,290 hectares in 2019 and represented 75% of the area of sweet corn produced by these farms. Strip-till, performed using preparatory equipment for the specific seeding line and tractors guided by GPS, limits soil disturbance and ensures greater protection against erosion by covering the majority of the soil with the residues of the previous crop and/or an intermediate crop (intercropping with plant cover). Strip-till encourages

the development of biodiversity in all its forms (superior organisms and microorganisms), on the surface of the soil and beneath. A drastic reduction in fuel consumption (-50%) was also observed as well as a drop in the use of mineral fertilizer. This practice is in the process of being assessed or in the initial phase of deployment in other production areas. Once its performance has been confirmed in a sufficient number of harvests and in different soil and weather conditions and for other crops, it may be extended to other agricultural areas and types of vegetables.

Intercropping with plant cover has been the subject of studies carried out by Bonduelle (see also the paragraph below on the VEGESOL experimental platform). This practice involves sowing one, or generally several complementary species between two crops (or potentially during cultivation). The plant cover is not harvested but destroyed and its residues are left on the plot to protect the soil and enrich it with organic matter and nutrients. This cover also partly allows the growth of weeds to be controlled and the composition of weed flora (weed species) to be managed. Bonduelle actively encourages the adoption of plant cover. In 2019, large-scale trials were organized in Hungary to raise producers’ awareness of plant cover and initiate its adoption in said country, as part of the drive to reduce chemical input residues.

Reducing chemical inputs. Levels of residue in vegetables when they are harvested are analyzed across all business

Caring, with our farmer partners, for cultivated land

units, especially at Bonduelle Europe Long Life (BELL) and Bonduelle Fresh Europe (BFE), so as to identify trace products. Biological control reduces the need for insecticides and chemical fungicides (and, potentially, chemical herbicides). Combinations of these products are the basis for alternative crop protection programs currently being rolled out, or under development, in the BELL, BFE and BALL business units. These innovative programs also include other alternative technologies (insect nets, video-assisted precision hoeing machines for mechanical weeding). Weeding robots are also being trialed. Two programs specifically developed by BFE are helping with the reduction of residues from chemical phytosanitary products: the "Neutral" program whose objective is to eliminate the use of agents that are authorized but have potentially large impacts on human health and the environment, and the "Clear" program aimed at enabling the total traceability of residues from phytosanitary products.

In 2019, efforts to reduce the use of phytosanitary products bore fruit with the launch of a new range of ready-to-use no pesticides residue salads: lamb's lettuce, baby spinach and iceberg lettuce and canned sweet corn. From 2020 onwards, other Bonduelle branded products will be added, including fresh-cut ready-to-use lettuce and canned and frozen vegetables and, by 2025, Bonduelle will offer a wide range of residue-free branded products.

Within the context of its efforts to develop alternative **natural methods** (replacing the use of chemical phytosanitary products) to combat diseases and pests affecting certain vegetables, Bonduelle and the French Institute for Agronomy Research (*Institut national de la recherche agronomique*, INRA) are conducting a joint project on pea black leg (a soil-borne disease compound). This work is the subject of an ongoing doctoral thesis whose objectives are, firstly, to improve diagnostic tools at plot level and, secondly, to improve the knowledge of the pathogens involved and to identify avenues for developing bio-control tools.

2.4.2.2 Collaboration with pilot farms to experiment with cultivation techniques

The Bonduelle Group has three pilot farms: the "La Woestyne" farm in France, a pilot farm on two sites in Russia and the farm in Murcia in Spain.

The **VEGESOL experimental platform**, set up on the "La Woestyne" farm (Renescure, France) is the result of a partnership between Bonduelle, Syngenta and the University of Picardie Jules Verne (Amiens, France). It was created in order to compare, in the long rotations that are typical of Northern France and over a period of time, the effects of different soil management systems (bare soil tilling, tilling

with plant cover intercropping, no-till bare soil, no-till with plant cover intercropping) on plants, soil, water and the environment.

This first eight-year phase showed the benefit of plant cover in long rotations and the possibility of maintaining productivity whilst abandoning tilling and significantly reducing nitrogen-based fertilization.

The second phase of this long-term project focused on agro-ecological drivers of increases in pea crop resilience with regard to soil-borne diseases and abiotic stresses such as periods of extreme heat and drought.

VEGESOL has both a scientific aim and works to transfer technology to farmers, by generating best scientific practices (three doctoral theses and nine scientific publications to date) that demonstrate the soundness of agro-ecology practices, as well as practical lessons enabling their adoption and deployment by farmers.

Bonduelle contributed to the creation of the **Innova Terre network** in 2016, in the Nord-Picardie area. This group currently comprises 60 or so innovative farmers who want to develop practices aimed at protecting and restoring soils, in order to maintain their biological fertility and productive potential in a sustainable way. Innova Terre network activities focus on three main areas: reduced tilling, maximum soil protection and crop rotation.

The Innova Terre network also aims to facilitate discussions between producers. It enables encouragement, stimulation and support to be provided to innovative producers who, on the basis of promising experimental results, are taking part in the large-scale deployment of agro-ecology practices in typical major rotations (including beetroot and potatoes).

The momentum generated by the innovative producers within the Innova Terre network should eventually produce a significant multiplier effect which will enable the rapid and wide-scale adoption of agro-ecology in vegetable production.

Emblematic of this approach, one of the members of the Innova Terre network, Guillaume Tupigny, has introduced an agro-ecology development platform on his farm, known as "Sols Verts", which is partly financed by public institutions (ADEME and *Agence de l'eau*). Benefiting from the recruitment of a dedicated technician, experienced in agro-ecology, it aims to compare the agronomic performance of two systems: conventional agriculture and no-till with plant cover over a six-year rotation (typical of Northern France) including beetroot, potatoes and vegetables.

The **pilot farm in Spain** (Torre-Pacheco, in Murcia) enables numerous technological innovations to be tested: an insect monitoring network comprising connected traps, anti-insect netting, connected capacitance sensors for precision irrigation, video-assisted precision hoeing, weeding robots and spatial





crop monitoring using drones, etc. The objective is to adapt crop routing to advance agro-ecology, while maintaining the productivity and competitiveness of market garden crops (salads). The farm is very involved in environmental protection and active with ANSE, a local NGO. The Cartagena area where the site is located, and where horticultural production is very intensive, is facing water pollution problems. The pilot farm is also involved in organizing conferences in order to share solutions.

2.4.2.3 Harnessing technology for the benefit of agro-ecology

AgTech digital equipment used by farms enables them to manage constantly changing cultivation practices.

In Russia, the farms operated by Bonduelle use digital equipment, including the decision-making tool, Cropio, which is used 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.

In North America, Bonduelle's sites use AgPOD (Agricultural Portal for Online Data), an online program developed specifically for Bonduelle and its farmer partners to share actual agronomy data recorded in the field.

In 2018-2019, a tool for managing harvesting machines was prepared in conjunction with partner agricultural and transport companies in the Nord Picardie region and one start-up in Lille. This tool, trialed in 2019 on peas, was rolled out this same year for green beans.

The emergence of AgTech solutions based on using connected objects which generate a significant amount of new data, makes it necessary today to develop a central digital platform enabling the collection and analysis of all data related to agricultural production and to convey relevant information for decision-making. Within the context of its digital transition, the Bonduelle Group is developing an online portal open to partner farmers from the BFE and BELL business units. This tool, which is being trialed by producers will, in particular, enable individual farmers to monitor their contractual and agronomic relationship with the group and will provide information on crop management (operations, inputs) by individual farmer, based on the current North-American AgPOD model.

Certain production areas use predictive disease progression models to optimize fungal treatment (minimum quantity and maximum efficiency) and/or to assess the risk of crop failure and waste of raw materials (seeds, fertilizer, water, etc.). This is the case for the risk of aphanomyces (main pathogenic fungus responsible for soil-borne pea diseases), for example.

Similarly, and with the same aim of predicting biological pest outbreaks and reducing phytosanitary treatments, surveillance networks detecting pest infestations on the plains have been set up in several production areas. These trapping networks are installed by Bonduelle or through industry association technical departments and/or technical and academic institutions (Arvalis, Unilet in France, etc.).

2.4.2.4 R&D partnerships in the AgTech sector

Bonduelle is forging numerous partnerships with various research and development actors in the AgTech sector. These include public research and development institutes, agribusiness companies, established technology companies and AgTech start-ups, particularly in France, Canada, the United States, Spain and Russia. The partners are chosen according to how relevant their programs are for the agronomic priorities set by Bonduelle. The group is keen to channel its efforts and investments into unique and innovative forms of vegetable production that will provide a significant boost to agro-ecology.

Bonduelle has therefore established partnerships targeting the following areas:

- automation, at this stage focused on weeding;
- efficiency and accuracy of crop monitoring;
- harvest prediction (quantity and quality);
- harvest management;
- weather forecasts;
- irrigation management.

2.4.2.5 The selection of seed varieties is key to the agronomic strategy and CSR challenges

The Bonduelle Group is committed to ensuring that its products are free from genetically modified organisms (GMOs). Consequently, Bonduelle ensures that its partner producers use no genetically modified seed varieties. The Bonduelle Group therefore requires that its seed suppliers take extreme care to avoid any unintended presence of genetically modified organisms.

The Bonduelle Group has developed industry-leading capabilities in the assessment of new vegetable varieties, enabling it to forge close relationships with its strategic seed partners. New varieties are trialed to see how well they adapt to different regions and how they grow under local conditions. Bonduelle trials the new varieties under the soil and climate

conditions of each target area. A variety is finally selected once its technological performance has been tested in-plant.

The choice of vegetable varieties is also of crucial importance because it influences many factors that make the agro-ecology transition possible. In effect, the variety affects the farmer's ability to:

- maintain crop productivity and quality whilst reducing the use of chemical inputs;
- improve water and soil nutrient use;
- protect biodiversity.

Making this varietal choice central to its policy, the group works with its national and international seed suppliers using conventional selection methods to develop varieties that

are most resistant to the diseases, pests and abiotic stresses caused primarily by climate variations (particularly water stress and heat). Bonduelle therefore works with selectors and guides their priorities by establishing objectives in terms of agronomic characteristics and technological and organoleptic qualities. Through its choices, Bonduelle is aiming to promote innovation, enabling productivity to be maintained whilst minimizing the environmental impact. Recently, Bonduelle has wanted to extend its partnerships with seed suppliers to the production of pulses. By encouraging seed suppliers' research and production activities in this area, Bonduelle intends to help its partner farmers to extend the percentage of agricultural land given over to pulses, in response to consumers' demand for no pesticides residue locally-produced pulses, etc.

2.5 Reducing environmental impacts from field to plate

2.5.1 Strategy of “zero loss” by 2025 – GRI 102-9 and 103-2

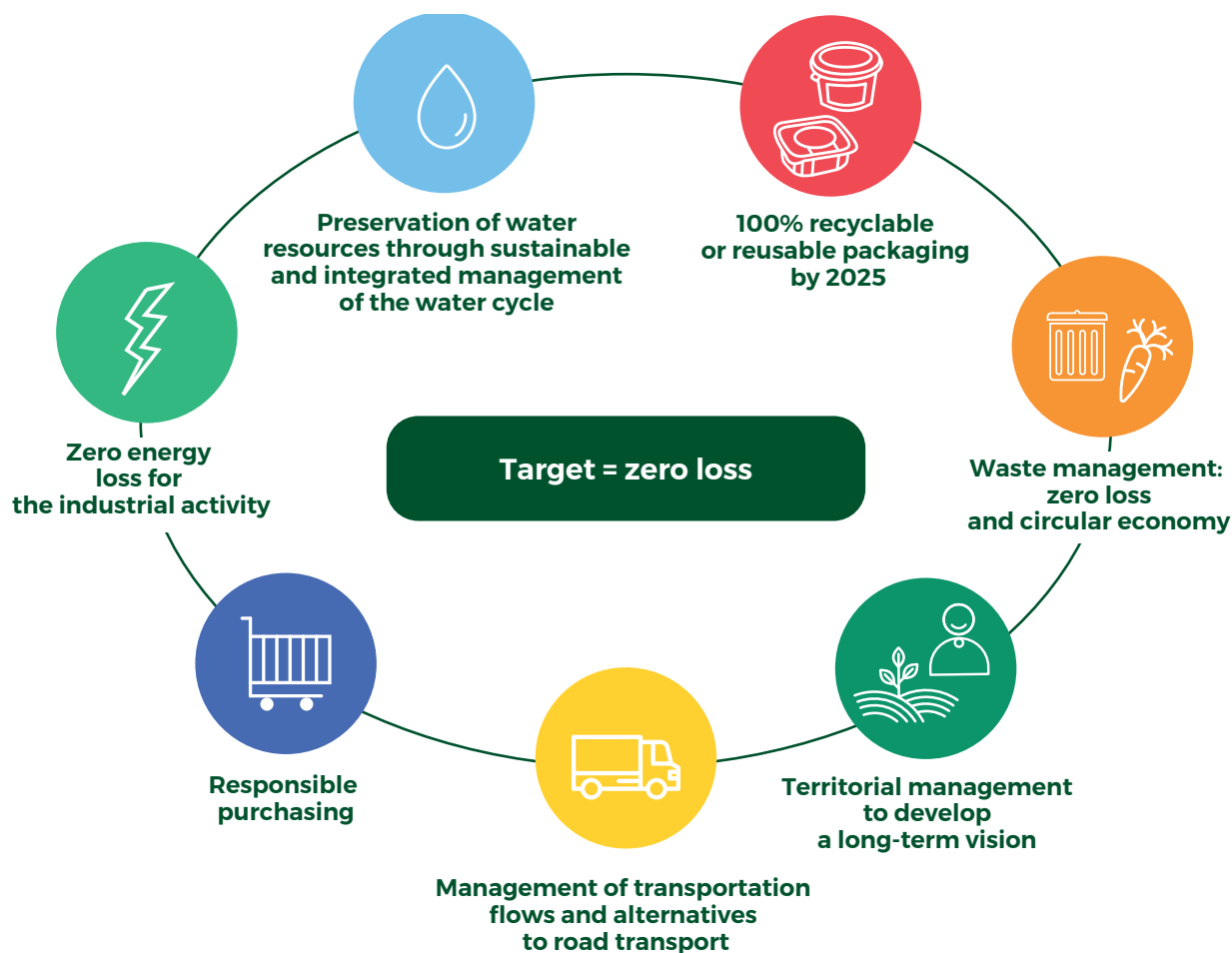
In accordance with its size, Bonduelle is addressing the twin challenges of climate change and resources depletion. The group is committed to and is innovating to find new ways of reducing the environmental impacts from field to plate. This is one of the five CSR macro-objectives it has set itself, with the overarching environmental aim of “zero loss” by 2025. In 2018-2019, Bonduelle also introduced two new targets:

- 20% reduction in greenhouse gas emissions from Bonduelle's operations by 2035 (base 2018-2019);

- 100% recyclable or reusable packaging by 2025.

Bonduelle's circular approach is based on seven themes: controlling energy consumption, conserving water resources, optimizing inputs and outputs and managing waste, responsible land management, designing sustainable products and packaging, managing transport flows and alternatives to road transportation, implementing the group's responsible purchasing policy.

Seven themes to reduce environmental impacts and contribute to the 20% reduction in Bonduelle's greenhouse gas emissions by 2035



Network of natural resources expertise

The network of expertise in natural resources consists of three bodies: the energy and water network, the environment network and the packaging network. These work on implementing Bonduelle's environmental policy and promoting best practice in each area. They share tools, resources, results and key topics: benchmark technologies, optimized investments, harmonized practices, projects and improvement plans, monitoring common indicators, etc.



The CSR Capex Award recognizes and showcases innovative projects that have a positive impact

In order to promote innovative projects for the group's CSR strategy and objectives, Bonduelle has devised the internal CSR Capex Award. In 2018, the winners were the photovoltaics project at the Santarém site (Portugal) and the scheme for recycling water in agricultural irrigation in Bordères (France). The winners are chosen on the basis of three criteria:

1. Current return on investment (ROI);
2. Future ROI, based on estimates of future energy costs; and
3. The "non-economic value" of the project, *i.e.* its positive impacts on society, the environment and the Company's reputation. The non-economic value also includes the exemplary nature of the project for other Bonduelle sites.

2.5.2 Target: 20% reduction in greenhouse gas emissions - GRI 103-2

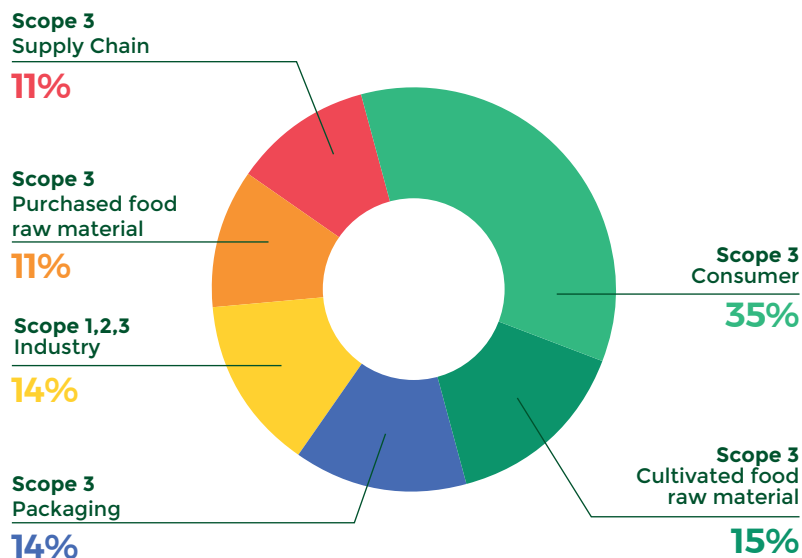
Bonduelle has set itself a new target: a 20% reduction in greenhouse gas emissions from its operations by 2035 (base 2018-2019) on scopes 1, 2 and 3. The details are still being decided and will be set out in an action plan in 2019-2020.

2.5.2.1 The Bonduelle Group's greenhouse gas emissions assessment: a key baseline

Since 2003, Bonduelle has been developing in-house expertise in assessing the carbon footprint of its business and products. In 2016-2017, the regulatory requirement for French companies to disclose significant items of direct and indirect greenhouse gas emissions generated by their business activities (Article 173-IV of the French Law on the Energy Transition for Green Growth of August 17, 2015, defined by the Decree of August 21, 2016 and amending Article L. 225-102-1 of the French Commercial Code) gave Bonduelle the opportunity to develop a comprehensive metering system and to organize annual reporting on its greenhouse gas (GHG) emissions with the support of external consultants. The greenhouse gas emissions assessment is based on the GHG Protocol. The majority of the emission factors are based on the ADEME carbon database.

Overall emissions in 2018-2019 came to around 2,000,000 tCO₂e. The largest sources of emissions are covered by scope 3, *i.e.* consumers (35%) and packaging (14%).

Breakdown of Bonduelle's greenhouse gas emissions





The above diagram is organized as follows:

- **supply chain:** transportation between sites and downstream transportation of finished products. Mostly included in scope 3 of the GHG Protocol. NB: Bonduelle has a CSR policy dedicated to transportation. The indicators defined to monitor the associated developments differ from the Bonduelle Group's carbon footprint assessment. The scope and method defined for the CSR policy on transportation are described in Section 2.9.4.4 Additional information on transport indicators and Figure 2.5.7 Management of transportation flows and alternatives to road transport. The indicators are presented in Section 2.9.7 Results of all indicators;
- **purchased food raw material:** purchases of vegetables and ingredients necessary for the manufacture of products (including transportation). Included in scope 3 of the GHG Protocol;
- **industry:** energy purchasing, refilling of refrigerants and treatment of waste from product manufacturing sites. Included in scopes 1, 2 and 3 of the GHG Protocol;
- **packaging:** purchase of packaging and transportation to the production facility where the final product is manufactured. Included in scope 3 of the GHG Protocol;
- **consumer:** storage at retailers, usage by consumers and end-of-life of products sold. Included in scope 3 of the GHG Protocol;
- **cultivated food raw material:** vegetables grown by Bonduelle or its partner farmers necessary to manufacture the products (including transportation). Mostly included in scope 3 of the GHG Protocol.

Bonduelle improved its carbon metering in 2018-2019 by working on its methodology and emission factors⁽¹⁾.

NB: Employee travel represents an insignificant share of emissions and is not shown in the diagram.

2.5.2.2 Bonduelle's actions to facilitate an energy transition for green growth

Bonduelle has a proactive energy transition policy focused on three key areas:

1. Replacing the most polluting energy sources in its energy mix in terms of greenhouse gas emissions: heavy fuel oil

has not been used in the Company since 2013-2014. In 2018-2019, the proportion of thermal energy from liquid fossil fuels (domestic fuel oil) was less than 1% of the group's thermal energy mix (compared with 12% in 2010-2011);

2. Alternative energy use: Bonduelle wants to achieve 20% of its energy mix from renewables by 2025, i.e. double the amount in 2015-2016. In 2018-2019, alternative energies ⁽²⁾ represented 9.8% of Bonduelle's energy mix;
3. Co-development of alternative energy use with local partners since 2011-2012:
 - Estrées-Mons (France): 76% of the site's steam requirements are covered by the plant which generates steam from biomass, saving more than 18,000 tonnes of CO₂ a year. 21.3% of vegetable waste is converted into methane in the Vol-V Vermandois 18 Gwh biogas plant,
 - Renescure (France): 96.8% of the vegetable waste deposit is methanized in the Flandres Énergie agricultural plant,
 - Békéscsaba, Nagykörös and Nyíregyháza (Hungary): on average, 88% of the biogas produced from effluent in internal biogas plants is used in boilers,
 - Labenne (France): 77.4% of vegetable waste is converted into methane at the Fonroche BioGasconha plant, which uses agricultural products such as corn and agro-industrial and municipal by-products.



Alternative energy: Santarém (Portugal) introduces photovoltaics

Santarém has installed 3,030 solar panels (5,000 m²) on rooftops and car park shades, generating sufficient energy for 7% to 8% of the plant's needs and reducing its CO₂ emissions by 570 tonnes per year. This project will also demonstrate its replicability for developing solar power within the group. The first solar kilowatt-hours will be generated at the end of 2019.

(1) The methodology for measuring emissions from farming, traditionally based on Ademe guidelines, has now been replaced by 2006 IPCC guidelines for Tier 1. This change will help track the impact of changing agricultural practices on greenhouse gas emissions.

Emission factors have been updated to best reflect developments in international reference databases (e.g. packaging materials, electricity by geographical area, etc.). Emission factors related to the processing and use of products placed on the market have been re-evaluated by our third-party expert partner. As a result of the alignment of this year's emission factors with 2017-2018 activity, historical emissions are recalculated as follows: 1,696,215 tCO₂e (excluding BFA).

(2) Biogas, biomass and steam from biomass.

2.5.2.3 Zero energy loss for the industrial activity – GRI 103-2, 302-4

Whether electric or thermal, energy is essential for the production process. Electricity is used for the storage of frozen foods, the refrigeration of workshops, the production of compressed air, some machinery (motors and conveyors) and forklifts, the production of chilled water, lighting and air conditioning. Thermal energy is used to generate steam and hot water. It is also used in heat recovery ventilation and power handling equipment.

Bonduelle is targeting “zero energy loss” by rationalizing consumption to minimize energy loss and eliminate waste. The target is for 100% of sites to implement the means and

actions identified using the group’s energy performance evaluation grid by 2025.

Supported by the environment and energy network, the action plan mainly consists of auditing on-site consumption, ongoing efforts to obtain ISO 50001 certification for energy management, and the group’s involvement in mandatory European energy-saving mechanisms. Other measures are also put in place, such as the roll-out of metering and management tools, the installation of heat recovery systems, optimization of lighting energy consumption (using LED lighting), and the introduction of systems to prevent energy waste (Start and Stop).

The “zero energy loss” approach, applied to electricity, gas and steam consumption, achieved the following results – GRI 302-4:

	Total energy Ratio kWh/TMP	Electricity Ratio kWh/TMP	Thermal (fossil + renewable) Ratio kWh/TMP
2018-2019 scope (including BFA)	799	337	462
2018-2019 scope (excluding BFA)	869	339	530
2017-2018 scope (excluding BFA)	880	340	540
Change in ratios 2018-2019 (including BFA) versus 2017-2018 (excluding BFA)	(9.2%)	0%	(14.4%)
Change in ratios 2018-2019 (excluding BFA) versus 2017-2018 (excluding BFA)	(1.2%)	0%	(1.8%)

The change of scope in 2018-2019 with the new entity BFA involved a readjustment of the group’s ratios. At constant scope, the improvement in plant performance would have been -1.2% compared with 2017-2018, mainly due to optimized electricity consumption.

Consumption audit

The year 2018-2019 focused on introducing routine audits of site energy consumption, based on the group’s performance evaluation grid. 100% of the sites of the BELL, BALL, BEAM and BFE business units were audited by energy experts. The audit findings will enable each site to identify the energy efficiency means and actions to be put in place. These routine audits will be carried out at BFA sites from next year.



The Irwindale plant in California (United States) reduces its carbon footprint

To reduce its energy consumption and greenhouse gas emissions, the Irwindale site is installing an energy-efficient cogeneration system. By the end of 2019, it will simultaneously supply electricity to the plant while using the waste heat to supply chilled water via an absorption cooler.

ISO 50001 certification

Thirteen of Bonduelle’s sites now have ISO 50001 certification for the development of an energy management system aimed at continual improvement of performance: Estrées-Mons conserve (canned), Estrées-Mons surgelé (frozen), Bordères, Genas, Labenne, La Tourte, Renescure, Reutlingen, Rosporden, Saint-Benoist-sur-Vanne, Saint-Mihiel, Straelen and Vaulx-Vraucourt.

Mandatory European energy saving mechanisms

Bonduelle is also involved in the mandatory European energy saving mechanisms. 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 2018-2019 on energy efficient systems and technology, is equivalent to almost 387,234,100 kWh cumac ⁽¹⁾. Bonduelle has conducted numerous projects focusing on heat recovery, regulation to improve refrigeration units and boiler optimization.

2.5.3 Preservation of water resources through sustainable and integrated management of the water cycle – GRI 103-2

2.5.3.1 Sustainable water management

At Bonduelle, water is used in the plants as an ingredient in the finished product (liquid, sauce) and in the manufacturing process as a way of transporting and transferring heat or cold. It is also used to wash vegetables and to clean production lines. The relative proportion of these uses depends on the industrial activity in question, and differs at each site. On the

upstream side, water used for crop irrigation is a key factor in industrial performance and the control of vegetable quality.

Bonduelle has a large-scale map of its water use at each stage of the agro-industrial process and for its entire scope of consolidation.

The network of environment experts co-developed the Bonduelle water management tool. Designed in the form of an assessment grid, it applies to industrial processes and prioritizes actions for achieving the environmental target of “zero water loss”, as set out in the 2025 Roadmap.

In 2018-2019, Bonduelle continued its assessments and action plans at the plants. Of the 40 group sites concerned (including BFA), 33 have already completed their self-assessments and 20 have drawn up specific action plans, including, for example: the consumption flow-sheet, water loss management plan, installation of water control and regulation equipment, monitoring and sharing of performance indicators, team management, etc.

Total water consumption was 13,609,215 m³ in 2018-2019, of which 62.1% was from borehole water, 34.7% water from urban distribution networks and 3.2% from surface water. In terms of tonnes of manufactured product, consumption amounted to 11.1 m³/TMP, down 7.3% on the 2017-2018 ratio. At constant scope, the group's consumption remained stable compared to the 2017-2018 fiscal year.

	Water Ratio m ³ /TMP
2018-2019 scope (including BFA)	11.1
2018-2019 scope (excluding BFA)	11.9
2017-2018 scope (excluding BFA)	11.9
Change in ratios 2018-2019 (including BFA) versus 2017-2018 (excluding BFA)	(7.3)%



Water: Saint-Césaire (Canada) reuses water for cooling canned products

Cooling canned products is the most water-intensive stage of the transformation process. In Saint-Césaire, the addition of cooling water recirculation loops reduced consumption by 12%, equivalent to 30 million liters of water.

2.5.3.2 Wastewater treatment and management of treatment plants

The Group's Environment Department rigorously controls and monitors the quality of plant effluent before it is discharged into the natural environment.

In 2018-2019, industrial effluent contained an organic load of 40,752 tonnes of Chemical Oxygen Demand (COD). This breaks down as follows:

- 70.9% of this load was treated by Bonduelle in independent aerobic biological treatment plants;
- 20.9% in agricultural spreading;
- 4.8% in external treatment plants;
- 3.4% was discharged into the natural environment in compliance with regulations.

(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.



Water: Bordères (France) recycles 100% of its water to irrigate local farms

To address water shortages faced by local farmers during the summer months, the Bordères site recycles 100% of treated water in agricultural irrigation. Previously this water would have been discharged into the river. Replicable internally, this project – which creates circularity and is beneficial for river biodiversity – won the 2018 Bonduelle CSR Capex Award.

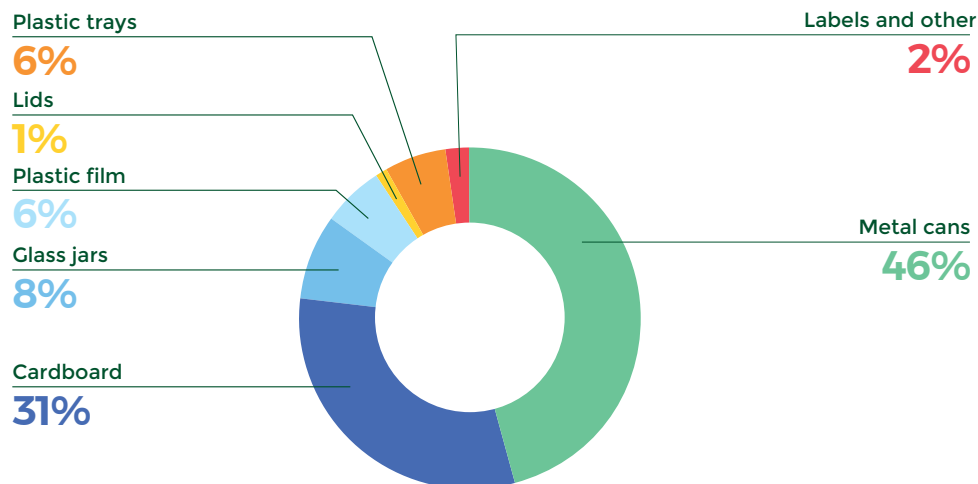
2.5.4 Responsible product and packaging design and the fight against food waste – GRI 103-2

Bonduelle 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 ready-to-eat 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.

Breakdown of Bonduelle's packaging materials



2.5.4.1 Environmental responsibility in products and packaging

Product and packaging life cycle assessment

In 2018-2019, Bonduelle conducted a life cycle assessment (LCA) so that it could fully understand the environmental impacts of its products.

The Company has entered into a four-year partnership with the ELSA-PACT Chair, an industrial chair on the evaluation of life cycle sustainability. The aim is to define an LCA framework applicable to the entire group and relevant in view of the actual environmental impacts.

In parallel with this research, Bonduelle carried out the first LCAs on its packaging.



2.5.4.2 Eco-design of packaging

To limit the environmental impact of its packaging, Bonduelle is committed to reducing the use of materials, particularly virgin fossil materials. In 2018-2019, the group also set itself the target of 100% recyclable or reusable packaging by 2025.

In view of these goals, Bonduelle has extended its policy and stepped up its packaging efforts. It now bases its approach on an action plan targeting three areas of improvement:

- minimizing the quantities of materials used for packaging;
- choosing recycled and environmentally-friendly materials;
- achieving 100% recyclable or reusable packaging by 2025.

Minimizing the quantities of materials used in packaging

Taking into account the technological developments introduced by its suppliers, Bonduelle performs an annual audit of all its packaging to optimize the quantities of materials used. This has been carried out at group level and applies to all packaging (metal, cardboard, plastic, glass, etc.).

For each product, Bonduelle draws up a plan for reducing packaging thickness with its suppliers. Each optimization process can last two to three years, which is how long it takes to design and produce packaging that uses materials economically without compromising on performance, while taking into account the specific constraints of the various industrial procedures and tools. This approach, already in place for metal, is set to be rolled out to other materials.

- Used for canned products, metal (steel, aluminum) is Bonduelle's primary packaging material. Between 2016-2017 and 2018-2019, the group achieved its target of saving 1,500 tonnes of metal over three years at constant scope.
- Since the acquisition of Ready Pac Food, whose fresh ready-to-eat products are packed in plastic packaging, Bonduelle has stepped up its efforts to optimize the quantities of plastic used. The group has already begun mapping its plastic packaging.
- This will be extended to include cardboard and glass from next year.

Choosing recycled and environmentally-friendly materials – GRI 301-2

Bonduelle has decided to significantly increase the proportion of recycled material in its packaging wherever possible. In 2018-2019, this reached 50.2% in Europe. This year, for example, the packaging of ready-to-eat prepared vegetables

was redesigned to increase the proportion of recycled PET (rPet) in materials used from 12% to 50%.

Bonduelle is also studying the possibility of replacing its packaging materials of virgin fossil origin with materials of renewable origin: cardboard or bioplastics, for example.

The Company is also working with the packaging suppliers nearest to its manufacturing plants and is promoting alternatives to road transport to optimize its transport-related carbon footprint.

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

Achieving 100% recyclable or reusable packaging by 2025

Today, the majority of packaging used by Bonduelle is recyclable ⁽¹⁾ or reusable. Bonduelle is determined that this will be 100% by 2025.

In proportional terms, the quantities involved are relatively small. However, this is still a major challenge owing to the technical and operational difficulty of replacing the remaining non-recyclable packaging. Bonduelle is currently working on an action plan to achieve its target.

At present, it envisages replacing all non-recyclable multilayer film, particularly in its frozen range.

Lastly, Bonduelle is monitoring how the packaging it places on the market is actually recycled. This involves ensuring that recycling channels exist in countries prior to introducing products with a new packaging material. In 2018-2019, more than 78% of cans and more than 74% of glass jars were recycled in Europe (Source: Eurostat, Europe 2016 data).



Plastic packaging: reduction of packaging and increase in recycled plastic content

The BFE and BFA business units have expedited the eco-design of polyethylene (PET) packaging in their ready-to-eat prepared vegetables lines by increasing the rPet (recycled PET) content and dispensing with non-essential lids.

At BFE, for example, the percentage of rPet in some packaging has increased from 12% to 50%. Non-essential plastic lids have been scrapped. This has saved 32 tonnes of plastic in one year.

(1) A packaging or a packaging component is recyclable if post-consumer collection, sorting, and recycling is proven to work in practice and at scale. A package can be considered recyclable if its main packaging components, together representing more than 95% of the entire packaging weight, are recyclable according to the above definition, and if the remaining components do not hinder the recyclability of the main components Source: <http://www.wrap.org.uk/sites/files/wrap/Polymer-Choice-and-Recyclability-Guidance.pdf>

2.5.4.3 Fight against food waste

In addition to its internal “zero-loss” policy in plants (see Section 2.5.5 Waste management: zero loss and circular economy), Bonduelle is committed to the fight against food waste.

According to the UN Food and Agriculture Organization (FAO), 30% of global food production is thrown away without being consumed. 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 3,986 tonnes in 2018-2019, covering Canada, the United States, France, Italy, Poland and Hungary, for canned, frozen, fresh-cut ready-to-use salad and ready-to-eat prepared vegetables.



Food waste: 250 tonnes of goods per year donated to food banks in Russia

Several Russian sites (Novotitarovskaya, Timashevsk, Moscow) have set up schemes to donate end-of-life and damaged products to food banks, provided the products are safe and labeled for consumer use.

Bonduelle also endeavors to raise awareness of food waste among consumers. The group offers different kinds of packaging (shelf life, portion size) and specifies the size of the portion so that consumers can make appropriate choices depending on their type of household and consumption. In addition, Bonduelle’s websites and social networks provide practical information such as help understanding use-by dates.

2.5.5 Waste management: zero loss and circular economy - GRI 103-2

To help achieve the environmental target of “zero loss” by 2025, Bonduelle optimizes resources throughout the product life cycle, starting with responsible product and packaging design (see Section 2.5.4), and promotes the circular economy.

2.5.5.1 Reduction at source of vegetable waste

In 2018-2019, 593,883 gross tonnes of vegetable waste were generated at Bonduelle’s sites. This corresponds to 485 kg of vegetable waste per tonne of manufactured product (TMP). This ratio represents a 3.4% improvement on the previous year, as a result of the different types of vegetables processed.

During this fiscal year, 90.7% of vegetable waste was recycled commercially, used as animal feed, converted into methane or used as compost.

2.5.5.2 Industrial waste management

Thanks to the efforts of all its plants, the group’s overall performance in terms of energy recovery or recycling was 70% in 2018-2019, compared with 90.6% in 2017-2018. This difference is due to the change in scope. At constant scope (excluding BFA), the group’s performance would have been 89%.

Hazardous industrial waste represented 276 tonnes in 2018-2019, i.e. a ratio of 0.23 kg per tonne of manufactured product.



Waste: the Rosporden plant (France) gives used pallets a second life

In Rosporden, used pallets are no longer treated as waste. Repaired, resold or used to generate heating, a new use has been found for more than 8,000 pallets.

2.5.6 Territorial management to develop a long-term vision

For Bonduelle, the territorial management angle in the “zero loss” macro-objective complements its operational environmental policy. It offers a different framework for steering four local environmental challenges – all of which are interdependent and require a long-term approach – around its sites:

- protection of biodiversity and the adequacy of ecosystem services rendered;
- quality of available water resources;
- absence of disturbance and acceptance by local residents;
- adaptation to climate change and the energy transition.

In line with the road map, each agro-industrial entity constructs and implements its action plan to preserve the value of the local land.

In 2018-2019, 49% of sites developed projects in tandem with their local communities (see 2.7.6.1 Participating in local community life and rallying employees).



The BFE business unit unveils its new HQE (High environmental quality) headquarters.

Co-designed with employees and certified according to the French HQE standard, the new headquarters offer various eco-friendly facilities. In addition, the socially responsible concierge service makes it easier for employees to organize their day-to-day lives and enables people in difficulty to return to work.

2.5.6.1 Preserving biodiversity on land used

Bonduelle's agri-food operations cover vast tracts of land and require a significant amount of natural resources such as crops, water and energy. The Bonduelle biodiversity road map anticipates the creation of a three-pronged action plan by 2025:

1. Acquire knowledge of the specific challenges faced by sites and call on recognized circles of expertise.

Bonduelle is a member of OREE, a multi-stakeholder association for integrated regional environmental management. It is also a member of the French Foundation

for Biodiversity Research (FRB), a platform for different scientific and societal actors on biodiversity.

In 2018-2019, Bonduelle commissioned experts to carry out a biodiversity assessment of a pilot farm. A four-season pollen analysis was used to assess the development of bee colonies, plant diversity and pollution (pesticides and heavy metals). The study – which will be extended to two other sites next year – resulted in practical measures being proposed for the farm;

2. Raise awareness among production facilities about new regulatory constraints and local biodiversity issues.

Bonduelle has created an awareness-raising indicator for "local conditions". The group is field-testing the indicator, with 10 out of 37 sites identifying an area of "outstanding flora or fauna" on the land they occupy;

3. Design appropriate management tools allowing Bonduelle to identify good practices and weaknesses, lay down structural improvement plans and quantify progress.

Bonduelle is continuing to study the specifications to be used as a framework for the challenges and methodological tests, and in 2017-2018 focused on upstream agricultural activities (see Section 2.4 Caring, with our farmer partners, for cultivated land). Depending on the crop, the tool is either currently being tested or rolled out.

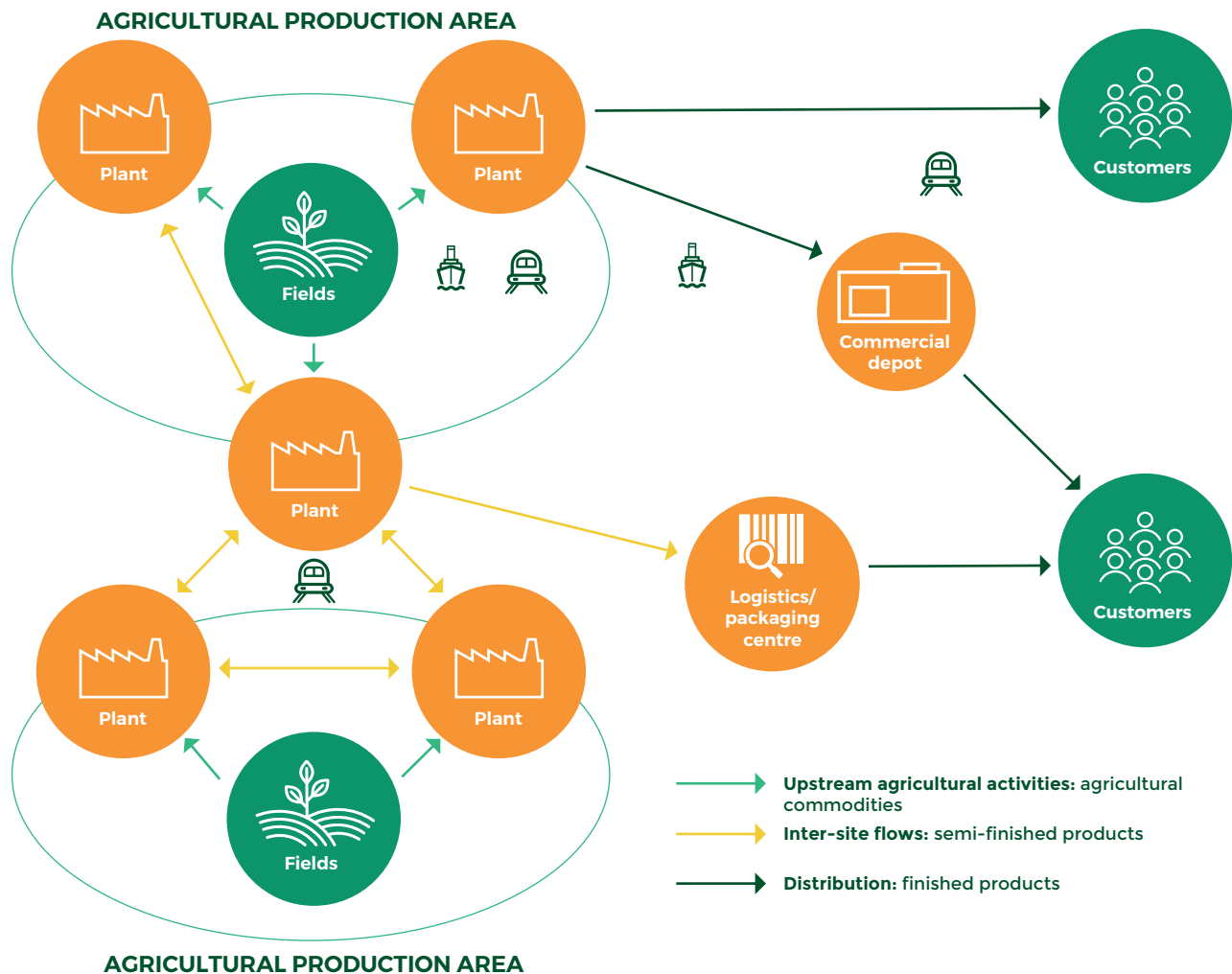
2.5.6.2 Local acceptance monitoring

For the past two years, Bonduelle's plant complaint index has monitored the degree of local acceptance according to the frequency and nature of complaints.

2.5.7 Management of transportation flows and alternatives to road transport

The Bonduelle Group's transportation flows fall into three categories: upstream agricultural, inter-site and transportation of finished products to distributors.

Product transportation flows and alternatives to road haulage



The Transport and CSR Monitoring Committee is made up of representatives of the logistics entities at agro-industrial sites and members of the Supply Chain, Purchasing and CSR Departments. It monitors developments in the sector and researches long-term solutions to minimize the environmental impact of transport flows.

Bonduelle's transport policy contributes to the 2025 "zero loss" environmental target and covers all flows: upstream agricultural, inter-site and distribution. The policy is covered by our guidelines. The group has committed, firstly, to identifying and measuring transportation-related CO₂

emissions and, secondly, to maximizing the use of alternative means of transportation or solutions that emit less CO₂.

In 2018-2019, the group's transport-related emissions generated 230,910 tonnes of CO₂ (excluding the BFA business unit and Brazil).

In terms of optimizing flows and reducing the environmental impacts of transporting vegetables to agro-industrial sites and finished products to retailers, the group has continued its initiatives:

- **combined rail-road transportation** avoided the emission of 7,826 tonnes of CO₂ in 2018-2019, compared with the exclusive use of road haulage. This means of transportation



has been promoted on several flows with the Nord-Picardie production area (France), southwest France, Hungary, Italy, Russia and packaging returns;

- **natural gas, a way to reduce our environmental footprint:** in liaison with one of its transportation partners in South-West France, Bonduelle favors NGVs (natural gas vehicles) using natural gas in liquefied or compressed form. This option generates CO₂ emission savings compared with traditional fuels and reduces emissions of nitrogen oxides and particulates;
- Bonduelle has set up **new requests for proposals for future transport partners which include environmental selection criteria.** Launched in France last year, this approach was implemented in all countries of the BELL business unit (excluding Germany) in 2018-2019. It will be adopted in Germany next year.

2.5.8 Responsible purchasing – GRI 102-9, 102-10, 308-1, 103-2, 408-1, 409-1, 412-3, 407-1

For Bonduelle, implementing a responsible purchasing policy involves adopting recognized purchasing model guidelines inspired by nature's cycles and creating shared value for the Bonduelle ecosystem.

With this new perspective, the group is continuing to develop its responsible purchasing and supplier awareness policy, while continuing to focus on food safety and quality, as well as factoring in environmental and social criteria. This policy is being implemented gradually.

2.5.8.1 Engaging fruit and vegetable suppliers and manufacturers of finished products – GRI 308-1

Bonduelle sources the majority of its fruit and vegetables from its farmer partners (see Section 2.4 Caring, with our farmer partners, for cultivated land). Independent and cooperative producers account for 88% of the land under cultivation. As early as 1996, the group established an agronomy sourcing charter to guarantee product quality, compliance with the cultivation requirements of each vegetable type, food safety and effective risk management. Fully 92% of the group's producers have signed up to the charter.

Although the group's policy is to source supplies as close as possible to the end consumer, some types of produce may have to be grown in countries further afield, particularly in Africa. Where this is the case, Bonduelle chooses reputable, quality-certified partners who work with small producers on a long-term basis. This guarantees an additional revenue stream for producers, many of whom grow subsistence crops.

It also ensures that the necessary crop treatments are kept to a minimum and are properly managed. These partnerships offer Bonduelle the assurance that it effectively contributes to local economic development. For example, one of its partners offers its small producers micro-credit solutions to finance their leasing and labor costs, as well as health care for plant employees. 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.

For fruit and vegetables purchased from other producers or brokers, which account for 5% of the land under cultivation, Bonduelle has a simplified sourcing charter (extracted from the agronomic sourcing charter). Backed up by audits, it focuses on product safety, financial risks, technical constraints and the risk of fraud. Suppliers may also be audited to check their performance and adherence to their product quality commitments. 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.

2.5.8.2 Engaging, evaluating and supporting suppliers in other categories (ingredients, packaging, finished products, energy, industrial procurement and service provision, etc.) – GRI 407-1

The group has set itself the objective of evaluating its main suppliers (by purchasing volume) and those suppliers that have a significant CSR risk rating. This policy was initially put in place in the BELL, BFE and BEAM business units and will be rolled out to BALL and BFA within three years.

To select and evaluate suppliers at risk (on a scale of 1 to 6), Bonduelle has produced a map based on the criteria set out in the vigilance plan (see Section 2.8.2.2 Mapping of vigilance risks). – GRI 308-1.

Bonduelle also works with the EcoVadis platform to evaluate high-risk suppliers (levels 5 or 6) and/or suppliers with significant purchasing volumes via an online CSR questionnaire and expert analysis. Using this recognized collaborative platform ensures consistency and transparency in monitoring suppliers' environmental and social commitment. This evaluation also identifies opportunities for innovation and partnerships.

The EcoVadis methodology is based on international CSR standards, including the Global Reporting Initiative (GRI), United Nations Global Compact, and ISO 26000. The

evaluation is performed using 21 key CSR indicators covering four different areas:

- environment: energy consumption, water, biodiversity, pollution, materials and waste, emissions, greenhouse gases, product use and end of life, consumer health and safety;
- social: health and safety, working conditions, labor relations, career management, forced and child labor, freedom of association, non-discrimination, fundamental human rights;
- ethics: anti-corruption, anti-competitive practices, fair trade;
- purchasing: environment, working conditions and human rights.

Lastly, suppliers are also asked about any environmental and social disputes in which they have been involved and which received media coverage.



Supplier CSR evaluation results – GRI 308-1

In 2017-2018, Bonduelle introduced EcoVadis evaluations for its key suppliers by purchasing volume and risk level. At the end of 2018-2019, **137 suppliers had been evaluated by EcoVadis, representing 43% of the group's purchasing expenditure.**

Having analyzed its EcoVadis assessments, and in order to help its suppliers make progress on CSR issues, Bonduelle requests an action plan from suppliers who do not fulfill certain criteria. These suppliers will be reassessed in order to ensure that they are improving.

2.5.8.3 Animal welfare

A minority of Bonduelle's products contain meat and eggs. The group ensures that ingredients of animal origin are sourced from higher-welfare farms. This policy is applied in product development and communicated to Bonduelle's suppliers.

– Cruelty-free products

The Bonduelle Group does not carry out or endorse animal testing.

– Free-range poultry without animal meal or growth hormones (Europe)

In Europe, ready-to-eat prepared salads contain free-range poultry reared in environmentally-friendly conditions. Animal meal in poultry feed is prohibited and no growth hormones are used.

In France, for example, the chicken used in fresh products is 100% French in origin and is certified according to the *Volaille française* standard. In addition to provenance, farmers are committed to continually improving the living conditions of their livestock (thermal comfort, air quality, freedom of movement, natural light, etc.). The health of the animals is ensured using alternatives to antibiotics. The animals are fed on a high-quality diet.

– Towards a "cage-free" egg guarantee (Europe)

Eggs and egg products account for a tiny percentage of the ingredients purchased in Europe. Bonduelle is committed to gradually increasing its purchases of eggs produced under alternative conditions, so that by 2025, all eggs and egg products contained in its products can be certified as "cage-free".

– Animal welfare clauses (United States and Canada)

In the United States and Canada, Bonduelle stipulates in its supplier agreements and Code of Conduct that the group is committed to the respectful treatment of animals and expects its suppliers to adopt animal welfare practices. This clause includes the provision of an environment free from distress, cruelty, abuse and neglect.

Mindful of the expectations of its stakeholders, Bonduelle is open and transparent on the animal welfare practices of its suppliers. Through ongoing dialog with consumers online and with the input of various NGOs, including L214 and PETA, Bonduelle can identify expectations and respond to the need for reassurance.



2.6 Encouraging people to eat healthy and sustainable food

2.6.1 A strategy for the enjoyment of affordable plant-based food – GRI 103-2, 417-1

Encouraging people to eat healthy and sustainable food: this is Bonduelle's story in a nutshell. Bonduelle wants healthy and sustainable eating to be enjoyable. It wants to pique people's interest in their food, by telling them more about the products on their plate, and through new ideas, and to constantly encourage people to enjoy tasting and sharing good food. Bonduelle also stands out for its pricing, practicality, diversity, and innovation. At Bonduelle, in addition to policies linked to the quality of products, we have made a commitment as a company to use our expertise to serve the public interest. Through all of these policies the group is able to guard against the risk of product shortages in particular.

In 2018-2019, Bonduelle set two new strategic objectives:

- 100% of group brands to have a positive impact. Whether brands have a positive impact will be determined by the voluntary (non-regulatory) addition to the product of a social and/or environmental benefit. A new monitoring indicator for this objective will help to flesh out the definition;
- spreading the word about the work of the Louis Bonduelle Foundation in the countries in which Bonduelle operates.

To give more support to its plan for healthy and sustainable food, Bonduelle is promoting its commitment and encouraging unity in two innovative areas:

- 1. Food for Good:** Bonduelle is keen to promote plant-based food as being tasty and enjoyable, forging links with today's consumers as well as those of tomorrow, who are increasingly connected and well-informed about environmental challenges, and building consumer confidence when it comes to the quality, traceability, and naturalness of its products.
- 2. Plant-based food for as many people as possible:** the Bonduelle Group wants to engage with consumers and, through support for and deployment of local actions, give

them a better understanding of the universe of vegetables and plant-based food so they can learn to enjoy them⁽¹⁾.

This macro-objective, deployed using an action plan and tracked by indicators, is also Bonduelle's opportunity to share the wonderful history of vegetables in a world where plant-based food is really gaining ground. And that is one of the talents of the Louis Bonduelle Foundation.

2.6.2 Food for Good

2.6.2.1 Quality and traceability – GRI 417-1, 416-1

Product safety, traceability, and testing

To make sure **food is safe**, an annual risk analysis is conducted methodically. It is used to identify risks, assess them, and take appropriate measures to control them. As part of this continued vigilance plan, 43,502 food safety tests were carried out on canned goods, and 22,142 tests on frozen, fresh, or ready-to-eat prepared vegetables in 2018-2019.

The policy implemented by Bonduelle to provide **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 once 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 (regulatory) context specific to the different Quality plans are implemented in all of the group's production facilities, based on three main aspects:

1. Quality checks on incoming raw "plant" materials and all other supplies;
2. Quality controls on the production lines; and
3. Final checks on products before shipping.

In 2018-2019, 43 (15%) of our industrial partners supplying finished products were audited for their performance and delivery on product quality commitments; 630 tests on

(1) It is well known that, together with fish, vegetables are the least favorite food category among children. It is also widely accepted that a low intake of fruit and vegetables is a factor in early mortality (Binh Nguyen et al., Int J Behav Nutr Phys Act. 2016; 13: 9). Having an understanding of food comes from learning about it at an early age. Studies show that the sooner children are exposed to a wide variety of foods, the more likely they are to enjoy a variety of foods in adulthood. Studies also show that it is possible to boost the enjoyment and consumption of vegetables through a process of familiarization, for example by presenting new vegetables in multiple ways, developing an understanding of the plant, and taking part in cookery workshops (Sensitive periods and factors in the early formation of food preferences, S. Issanchou, S. Nicklaus, ebook.ecog-obesity.eu).

Encouraging people to eat healthy and sustainable food

phytosanitary residues and trace metal elements were carried out by an independent laboratory, and 100% had a compliant result.

The results of these control plans lead to continuous improvement actions. In particular, the quality plans of production facilities are accompanied by a policy of investing in and upgrading industrial facilities, certification processes and analysis of the risks of fraud and malfeasance.

Bonduelle has a **certification policy for its production sites**, developed in line with industry standards, and specifically taking into account its locations, or client requests. This policy was initially based on ISO 9001. Quality management systems have now reached maturity, so Bonduelle is gradually discontinuing ISO 9001 certification renewal and refocusing its certification policy on other benchmarks, including Global Food Safety Initiative-recognized standards such as IFS and BRC.

The majority of our quality-certified agro-industrial production facilities are certified by several bodies:

100% of Bonduelle production sites have at least one type of quality certification;

23 IFS and/or BRC sites	<i>IFS: Private international food standard, owned by the French Food Retail and Wholesale Federation (Fédération des entreprises du commerce et de la distribution, FCD) 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: a private standard owned by the British Retail Consortium and very similar to the IFS. The current version is BRC V6.</i>
5 FSSC 22000 certified facilities 8 American SQF certified facilities	<i>SQF: Safety Quality Food – Private international standard owned by the Foundation for Food Safety Certification, based on ISO 22000 and PAS 220 for food producers.</i>
3 ISO 22000 certified facilities.	<i>This standard specifies the requirements for food safety management systems and aims to improve customer satisfaction by effectively controlling food safety hazards.</i>
2 ISO 9001 certified facilities.	<i>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.</i>
21 organic farming facilities	<i>According to current laws and regulations, production facilities are certified for the production of organic products.</i>

Natural manufacturing processes

Bonduelle has designed its manufacturing processes so that when plant-based food reach the consumer's plate, they are as close as possible to the food they would eat in the field. To preserve their nutritional and taste qualities, only **a few hours elapse between harvesting vegetables and processing them in the plant**. Next, the process of transforming raw materials preserves their natural characteristics as much as possible:

- **natural sorting, washing, and peeling:** the vegetables are sorted, washed, and peeled mechanically or using steam. For frozen and canned foods, the vegetables are then water- or steam-blanching to preserve their qualities: **taste, color, and texture**;
- **preserving vegetables using temperature:** frozen vegetables are preserved by cold at -30°C, then stored at -18°C; bagged salads and salads in trays are prepared and stored at +1 to +4°C; canned vegetables are preserved solely by heating for just a few minutes at above 130°C in sealed packaging, then stored at room temperature.

Bonduelle ensures its products are **quality-controlled** and **traceable**. These practices enable a quick response whenever a quality issue is detected.

- **Dozens of quality control** inspections are carried out from harvest to storage of the products, including on temperature, bacteriology and weight.
- From harvest to storage, all information can be found using the **code on the packaging**: field and growing conditions, harvest date, preparation conditions in the plant, and storage conditions.

In each country where Bonduelle operates, there is a department dedicated to consumer satisfaction. Each product bears the contact details customers can use to contact the Customer Services Department at any time, either to ask questions or to make a complaint.





First range with no pesticides residue

In order to meet consumer expectations in terms of the quality of food products, Bonduelle launched in early 2019 a range with no pesticides residue⁽¹⁾:

- three bagged salad products with no pesticides residue, no GMOs⁽²⁾ and no preservatives⁽³⁾: lamb's lettuce, baby spinach and iceberg lettuce;
- a canned sweet corn product with no pesticides residue, no GMOs⁽²⁾, no preservatives⁽³⁾ and no added sugar.

In committing to achieving results rather than just the means, Bonduelle has opted for a rigorous process with an impact across its value chain and confirmed by systematic tests. This commitment requires joined-up working with its farmer partners and controls throughout the manufacturing process to guarantee quality and traceability. It is based on several pillars:

- an agricultural model based on the selection of varieties, the adaptation of cultivation methods and treatment: crop treatment decisions are made on the basis of observations and factual conclusions and use of active chemical substances is limited to that which is strictly necessary;
- tests by an independent accredited laboratory on 100% of the plots for the range with no pesticides residue: products must show a concentration of pesticides residue beneath the limits quantifiable by the testing methods (0.01 mg/kg). In total, tests are carried out for all molecules liable to be found in residues, a total of 300 for ready-to-use salads and over 500 for canned sweetcorn;
- the adaptation of plant processes.

2.6.2.2 Nutritional quality – GRI 417-1, 416-1, 103-2

Nutritional quality of the products

For Bonduelle, the nutritional quality of 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 plant-based food”,
 - “prepared and gourmet products”.
2. The development by the Group's Nutrition Department of a reference framework of nutritional values related to quantity and quality recommendations on the salt, sugar and fat content in food.
 - Over the past 10 years, Bonduelle has gradually reduced the salt in its recipes.
 - Bonduelle only adds sugar to recipes that traditionally use it (steamed peas and carrots) to sweeten the natural bitterness of the vegetable (endive, Brussels sprouts) or the acidity of an ingredient (vinegar, etc.).
3. Recipe compliance: between 2009 and 2017, 258 recipes that did not meet the nutritional criteria were revised by the business units.
4. All new plant-based 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 information. The group makes no nutritional claims on the packaging of its “prepared and gourmet products”.

“Visa Santé” was launched by Executive 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.

100% of Bonduelle branded products are evaluated by *Visa Santé*. (GRI 416-1)

(1) Within the limit of quantification (< 0.01 ppm) for over 500 molecules tested (corn) 300 molecules tested (salad).

(2) In accordance with current laws and regulations.

(3) Genetically modified organisms.



Product innovations: more vegetables, pulses and organic products

In Canada, individual fresh salads were launched thanks to the pooling of production and innovation capacities of the BFA business unit, and the network and Canadian customer knowledge of the BALL business unit team. Moreover, the “Heat & Eat” range offers ready-to-heat meal bowls with fresh vegetables, meats and grains.

Bonduelle has launched a number of pulse-based innovations in the form of meal-sized portions in the Netherlands and organic pulse sachets in Sweden. In France, Bonduelle Food Service has launched the collection B’Creative: *les pépites!* This range offers a unique 100% plant-based blend of vegetables and pulses. It is currently being rolled out in Poland, Italy, Germany and Spain.

In the organic segment, Bonduelle has created a 100% French organic canned and frozen vegetable range. The frozen range’s plant-based packaging contains 45% biosourced material made from sugar cane. In Italy, Bonduelle has brought to market a new range of frozen products, Be!Bio.

Consumer information and satisfaction

On the Bonduelle.com website, the group explains the process of growing and processing plant-based food, from harvest to shipping.

In France, and, since 2018-2019, in Belgium and Spain, Bonduelle has added Nutri-Score nutrition labels to its products (GRI 416-1):

- fresh and ready-to-eat prepared vegetables: 100% of Bonduelle products have an A score;
- canned and frozen: 96% of Bonduelle products have an A or B score;
- specialty: 99% of Bonduelle products have an A or B score.

Designed by the French national public health agency (*Santé Publique France*), this optional logo provides consumers with the product’s full nutritional quality at a glance.



Prizes and awards

Bonduelle was awarded the *Innovation Grande Entreprise* prize for its InFlavor process at the 28th Innovation Awards by the *Association pour le développement de la recherche et de l’innovation du Québec* (ADRIQ). This process of controlled dehydration reduces the water content of vegetables prior to freezing in order to preserve their organoleptic properties.

Bonduelle Food Service was awarded an Innovation Award at SIRHA 2019 (world hospitality and food service event) for its Red lentil and carrot nuggets range, a fiber and protein rich plant-based blend.

The BFA business unit was named “Refrigerated Foods Processor of the Year, 2019” for the quality of its refrigerated foods by the magazine Refrigerated & Frozen Foods.

2.6.3 Plant-based food for as many people as possible

Food is a public health issue: according to the World Health Organization (WHO), a diet low in fruit and vegetable is one of the top 10 risk factors for mortality worldwide. Because children are tomorrow’s consumers, and because, along with fish, vegetables are the food category they reject most, Bonduelle has come up with a whole world of plant-based food that kids crave. Based on the conviction that eating well is something that is learned, Bonduelle is taking steps to familiarize children with a wide variety of vegetables to encourage them to choose vegetables.

As part of the fight against waste (2.5.5 Waste management: zero loss and circular economy) and Bonduelle employees’ involvement in local life (2.7.6.1 Participation in the life of local communities and mobilization of employees), Bonduelle is carrying out numerous solidarity actions to raise awareness about balanced nutrition and donations of vegetables.

In addition, Bonduelle is investing in research to understand children’s relationship to food, particularly vegetables, and is supporting actions on the ground through the Louis Bonduelle Foundation.



2.6.3.1 Healthy and sustainable food information and awareness-raising actions – GRI 103-2, 413-1

The Louis Bonduelle Foundation is spreading knowledge and supporting projects worldwide

In October 2004, the group set up the Louis Bonduelle Foundation which works to bring about a lasting change in eating habits. It is now active in France, Italy, Belgium, the Netherlands, Canada, Spain and Russia. It is managed by a Board of Directors made up of volunteers, including independent experts.

Its three areas of activity are interconnected:

- informing and awareness-raising by making information on plant-based food available to all;
- supporting research;
- implementing actions on the ground.

The Louis Bonduelle Foundation makes all of its information and research on plant-based and sustainable food available to all. Its website has over a million views each year (www.fondation-louisbonduelle.org/).



Forward-looking digital comic, *Manger vers le futur* (Feed-Forward).

Since 2016, the Louis Bonduelle Foundation has been a member of the ANCA Chair, hosted by the AgroParisTech Foundation, which develops innovative educational tools to raise awareness of balanced nutrition. In 2018, this partnership led to the creation of a forward-looking digital comic *Manger vers le futur* (Feed-Forward) (<https://mangerverslefutur.org/>). Jointly developed by experts on the basis of a scenario in the future, each episode is intended to promote awareness and offers a library of scientific documents. The first half of 2019 was dedicated to circulating this resource. By June 2019, it had been viewed a total of 300,000 times, had been shared by over 30 media outlets, and had a community of 3,000 followers on Instagram.

In partnership with the European Childhood Obesity Group (ECOG), the Foundation funds and contributes to the free international reference e-book for childhood obesity practitioners and researchers, available on the ECOG site: <http://ebook.ecog-obesity.eu/>.

Consulted more than 700,000 times since its publication in 2015, the document is available in English, Spanish, Portuguese, Polish, Italian and French. The only one of its kind in the world, this e-book has been endorsed by the World Obesity Federation (WOF), the global network offering the only recognized accreditation on the treatment of obesity in

the form of an e-learning course, the SCOPE program. The contents of the e-book will make up the six modules on child obesity. Developed in 2019, they will be online on the WOF platform in January 2020.

Finally, every year, the Company's Louis Bonduelle Foundation launches a call for projects to support local initiatives whose aim is to improve eating habits. Since 2007, through these international calls for projects some 207 projects have already been supported, benefiting almost 500,000 people. (GRI 413-1)



Louis Bonduelle Foundation in Russia: a healthy eating e-course

Since 2017, the Louis Bonduelle Foundation in Russia has been supporting the awareness-raising program, "Nutrition ABC" which aims to teach children the basics of balanced food choices.

In 2018, the program entered a new phase in its development: in partnership with Danone, ANCO "National Open School" (Rybakov Foundation) and experts in education, nutrition and pedagogy, Bonduelle launched an e-course on healthy eating with five lessons aimed at 7 to 10 year-olds. Its main objectives: offering children and teachers educational resources and involving parents in the process through activities. Children learned to recognize and eat healthy food, visited local farmers, grew vegetables, etc. The course was rolled out to 60 schools in six regions in Russia.

Bonduelle is continuing its hands-on work with individuals and professionals

In order to promote the extraordinary creativity of vegetables, Bonduelle has launched the first webzine dedicated to vegetable-growing: *Légumiz*. Published on Facebook and Instagram in France and in Germany, it is to be rolled out to all European countries where the Bonduelle brand is present.

Bonduelle has become involved with the huge citizens' consultation on better eating habits, *Mieux Manger* (Eat Better), launched by the platform Make.org. Thousands of citizens have answered the question, "What can be done to improve everyone's eating habits?" offering their solutions and voting for those they want to see implemented at national level. Bonduelle has encouraged all of its employees to take part and suggest ideas.

Finally, Bonduelle has created Greenologie, a comprehensive service to help professionals in the food sector, whether independent businesses, chains or catering, put plant-based foods at the heart of their menus. This online turnkey solution presents: the basics of plant-based foods, video tutorials, veggie trends and easy-to-follow gourmet recipes. Those professionals who wish can follow up with a face-to-face meeting by making a personalized appointment with Bonduelle's culinary advisers.

Encouraging people to eat healthy and sustainable food

2.6.3.2 Research on food and eating habits

Building on the success of the first strand delivered last year in France in partnership with Epicurium, a museum dedicated to the discovery of fruit and vegetables, the Louis Bonduelle Foundation has rolled its EPICALIM research program out in Canada. In 2018-2019, the research project conducted with the ITHQ (*Institut de tourisme et d'hôtellerie du Québec*) studied the impact actions on the ground have on the capacity of children to change their eating habits in relation to a number of foods. The results were shared in a scientific paper displayed and circulated as part of the *Journées Francophones de Nutrition* (Francophone Nutrition Days). This educational resource illustrates how taking part in a cooking workshop influences a child's ability to cook in the short and medium term.

The Louis Bonduelle Foundation has published a monograph⁽¹⁾, available for download on its website, to support early years professionals and non-profit organizations in improving the impact of actions aimed at increasing children's appreciation, knowledge and consumption of vegetables. This literature review is based on 17 international scientific studies. It offers ideas for actions and tips on optimizing outcomes as well as identifying criteria for success and improving children's eating habits. The main conclusion of this guide is the following: the most effective long-term actions are those that combine a number of practices, that are both sensory (gardening, cooking, tasting) and cognitive (nutritional education, games, reading, etc.).

Finally, the Louis Bonduelle Research Award is aimed at researchers under the age of 35 enrolled with a university or higher education institution. Every year, it rewards food research, irrespective of the discipline: medicine, physiology, sociology, agronomy, etc. There have been 16 winners since 2006.

In 2019, the Bonduelle Group funded the first joint award for a thesis, "The bioeconomy and 3rd industrial revolution", organized by Mission Rev3. This collective initiative, led by the CCI (Chamber of Commerce and Industry) and the Hauts-de-France Regional Council, aims to boost the third industrial revolution in the region.



The challenge put to students: increase consumption of plant-based proteins

In partnership with Village by CA Nord de France, Bonduelle joined the student challenge "increase consumption of plant-based proteins on our plates". The challenge? Innovate to feed nine billion human beings in 2050 whilst keeping the impact of the production of food proteins on the climate and biodiversity under control. Almost 300 students considered this challenge. The challenge was won by four students who devised a high-protein plant-based snack that boosts strength and well-being among dependent elderly people.

(1) How to get children to eat more vegetables? The keys to the best ways of achieving this The Louis Bonduelle Foundation, 2018.



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

2.7.1 Bonduelle’s “well-living” strategy – GRI 103-2

One of the five objectives that make up its CSR strategy for 2025 (see 2.2.1.2. An approach that focuses on five macro-objectives), the Bonduelle Group has made it its ambition to ensure the “well-living” of employees and local communities.

At Bonduelle, “well-living” is defined as follows: “A state of mind that seeks to balance employees’ skills, needs and expectations with the constraints and opportunities linked to the work environment.” It is therefore about ensuring that employees are able to flourish, and contributing to the “well-living” of the communities around its sites. These ambitions reflect the core values held by the Company since it was established: people-minded, integrity, confidence, excellence, fairness, openness and simplicity.

This “well-living” strategy is divided into three pillars: Responsibility, Meaning and Development, themselves divided into sub-strands. Work toward living well by combining corporate **responsibility**, employees’ motivation to reach their **full potential** and the collective pursuit of **meaning** in the **initiatives** we enter into. For years, basics such as human rights and safety have been the cornerstone of this ambition.

2.7.2 Human resources policies and means implemented – GRI 103-2

Employee development covers safety, working conditions, social dialog and skills development. These four 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.).

2.7.2.1 Organization

The Bonduelle Group Chief Human Resources Officer (CHRO) relies upon the Human Resources Directors of the business units and a corporate team to implement the human resources policy effectively.

The group CHRO participates in and contributes to all of the group’s strategic decisions:

- defining group-wide policies and processes for Personnel development, Compensation and Benefits;
- designing and implementing international communication initiatives, in response to the challenges facing the group and which are designed to promote sharing and networking.

Coordination meetings between the Human Resources teams of the business units and the group so that priorities, current projects and the rollout of the various programs can be discussed. The policy is then approved by the group’s Executive Management and applied in each business unit, where the human resources contact leads a network of dedicated staff.

Discussions take place between the group and Human Resources Directors of each business unit to monitor the progress and implementation of the strategies. Each process is designed jointly with the business units before it is launched.

The Human Resources teams from the five business units and the group meet at an international seminar held every two years. Bonduelle’s overall human resources strategy is presented to a wider audience at these seminars, with a discussion of the future challenges and sharing of best practices. The human resources function seeks to act as a genuine Business Partner.

2.7.2.2 Staff profile and employment policy

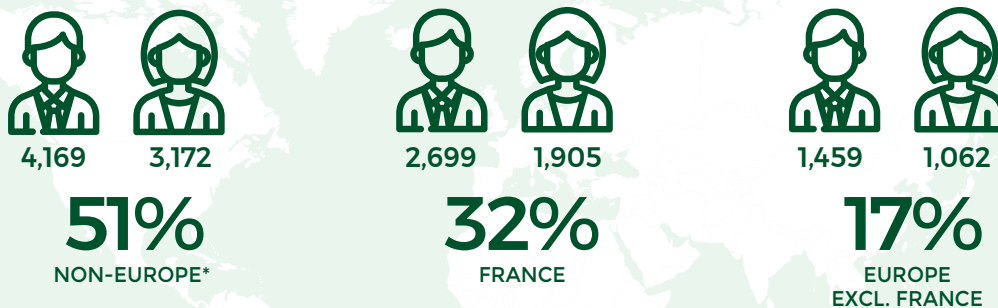
Bonduelle Group’s staff profile

The Bonduelle Group has a workforce of 10,655 (present at June 30, 2019) and 14,589 full-time equivalent employees (permanent, non-permanent, seasonal and others).

Average years of service among permanent employees is 10. In 2018-2019, BFA business unit data were consolidated.

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

Geographic breakdown of Bonduelle Group full-time equivalent employees - at June 30, 2019 *

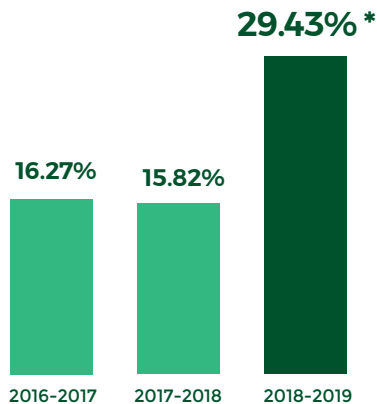


Non-Europe: Argentina, Brazil, Canada, United States

Europe excl. France: Germany, Austria, Belgium, Croatia, Denmark, Spain, Hungary, Italy, Latvia, Lithuania, Netherlands, Poland, Portugal, Czech Republic, Romania, Russia, Slovakia and Ukraine

* 124 employees did not wish to state their gender on hiring.

Total Bonduelle turnover ⁽¹⁾



* In 2018-2019, BFA business unit data were consolidated.

Employment policy, local employment, seasonal employment

The stability of the number of permanent employees reflects the group's consistent approach to organizing its operations.

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 12% of all Bonduelle Group's contracts (full-time equivalents). The Bonduelle Group is committed to all of its workers, and as such is developing responsible initiatives to provide them all with a good working environment (see 2.7.3.1 Safety and working conditions).

The Bonduelle Group utilizes a range of strategies to secure the loyalty of its seasonal employees. In the United States, the group provides specific English language training sessions (via video) to seasonal workers whose first language is not English. In Italy, special programs are also in place for temporary workers without a good grasp of the local language. Loyalty is also earned by compensation policies (competitive overtime pay, bonuses paid at the start and end of the season in Hungary, etc.) and employment contracts which make

(1) Scope: departures at the request of the employee, due to death, retirement or agreed departure.



working for Bonduelle compatible with other seasonal jobs. For example, through these measures, a retention rate of 60 to 80% depending on the plant has been achieved in France.

At some sites, Bonduelle works with employer groupings to pool skills and provide regular seasonal work. As information on these contracts is difficult to track globally for each individual, the renewal rate is monitored by site.

The group also strives to transform its recruitment needs into opportunities for local jobseekers. Every year the Labenne (France) plant recruits almost 300 people for the production season (end June to end October). Having experienced recruitment difficulties over the last two years, in April 2018 the plant organized a “Bonduelle Internal Forum” where the employees themselves presented their jobs to candidates on-site.

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.

2.7.2.3 Organization of work

At all of its locations, the Bonduelle Group complies with local regulations on working hours.

In agro-industrial facilities the operational rhythm is dictated by the harvest or selling seasons.

- For products with a long shelf-life (canned and frozen), facilities operate mainly during harvests. For example, in the BELL business unit in France a 2x8, 3x8, or 4x8 shift pattern may be implemented in season.
- In the case of fresh produce (bagged and ready-to-eat prepared salads), facilities operate all year round and experience fluctuations in activity related to sales. In the BFE business unit in France, work is divided among teams (2x8), with seasonal reinforcements to cover a six-day working week.

2.7.3 The basics

2.7.3.1 Safety and working conditions – GRI 103-2, 403-4, 403-2

The nature of risks and accidents at work is described in Section 4.2 Risk factors.

Work safety is a priority, which is why Bonduelle has a target of zero accidents with lost time by 2025.

Each and every person working for or with the group has the right to a healthy and safe working environment, ensuring

their physical and mental well-being, notably through actions to prevent occupational diseases. The Company is committed to maintaining excellent working conditions by developing prevention policies to ensure the highest standards of health and the best working conditions.

The Bonduelle Group's safety policy was laid down in 2012 and revised in 2015. It highlights three fundamental principles that guide the group's approach:

- all accidents are preventable, the achievement of “zero accidents” is therefore a choice;
- accountability, notably through training, is the basis of a safety approach;
- Bonduelle guarantees safe working conditions. Productivity must not come at the expense of safety.

In particular, Bonduelle has adopted the STOP method – Safety Training Observation Program – to achieve its objective of zero accidents. This method, developed by Dupont de Nemours, is based on preventive observation of behaviors. It enables employees to integrate the safest behaviors into their work culture, to optimize safety performance and to reduce and/or eliminate workplace injuries and illnesses. Participants are trained in methods that give them the knowledge and tools to work safely. Employees trained in this approach can then pass their knowledge on to their colleagues and staff, so that everyone can play a role in everyday safety.

No plant employees, even seasonal workers, can take up their position until they have been trained in safety on the site and on their specific job. They are issued with all general and job-specific safety instructions, and can also take additional training modules – in ergonomics for instance.

Safety is also a mandatory point on the agenda for the Executive Committee, 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. Representatives from the business units also attend meetings of a Group Health and Safety Steering Committee.

To mobilize employees on this issue, business units have the choice of factoring safety into the variable compensation granted to operational staff, in accordance with a recommendation issued by the group. This recommendation is changing in line with the new, more stringent standards: the bonus calculation is at least 10% based on safety, with a recommended level of 20%. The criteria for awarding the bonus vary depending on each site. Originally based on performance indicators such as frequency rate, they will gradually move towards more proactive prevention indicators such as the number of STOP observations per thousand hours worked.

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

The existence of a safety Google community with 315 members in 2019 allows discussions to take place on best practices, priority measures and investments. Monthly reporting takes place at the group level. This allows the Executive Management to monitor key indicators such as frequency and severity rate over a rolling 12-month period, as well as the list of sites that have been accident-free for 12 months. The results are presented in the paragraph below.

Production facility mobilization in 2018-2019

Bonduelle is aware that safety is a question of culture and time and is striving to strengthen the basics in order to improve the situation. With this in mind business units and facilities have stepped up measures to promote safety at work.



The B!Safe challenge

Launched group-wide in 2018, the B!Safe challenge has enabled each business unit to feed back and circulate ideas for actions or good practices associated with plant safety. As such, over 100 initiatives have been shared and each business unit was given the opportunity to present a flagship project to the Group Management Committee in January 2019:

- BFA: “Safety in motion” project for the prevention of sprains, strains and musculoskeletal disorders;
- BELL: non-slip flooring. A non-slip floor has been created for use during handling. It is fitted by hand to protect against products and prevent falls;
- BEAM: common rules agreed for lorry drivers on site;
- BALL: orange zone: The orange zone is a project by the Brockport plant (United States). It comprises a zone with a ban on forklift trucks in the packing department. In this zone, pallets of products are transported by hand-operated trucks rather than electrical trucks with the aim of reducing the risk of collision between People and machines. The reduction in the proportion of employees who were given a review is related to the consolidation of data from the BFA business unit;
- BFE: promoting autonomy and taking responsibility (see below).

In 2018-2019, the **BFA business unit** rolled out the B!Safe challenge and focused its efforts on developing the “Safety in motion” project.

The **BEAM business unit** has rolled out the group’s safety policy, specifying the commitments to be upheld both at business unit and team level. These commitments may be subject to change each year in order to reduce short and medium-term risks. BEAM has also put in place systematic information-sharing on safety matters prior to each meeting. The aim of the routine is to make safety a key priority for all. Following the awareness-raising campaign on road accidents in 2017-2018, BEAM began to monitor road accident rates in January 2019. The Novotitarovskaya plant celebrated five

years without an accident at work in September 2018, the result of a strategy initiated some five years previously. With 110 permanent and 100 seasonal staff (full-time equivalent), a total of 320,000 hours are worked at the Novotitarovskaya plant in Russia over a rolling 12-month period. In 2014: creation of a Safety Committee and circulation of the “Golden Rules” of safety. In 2016, a real culture of safety was introduced: indicators, tools for communicating and sharing situations and good practice. 2017 and 2018, awareness-raising around appropriate behaviors and launch of safety observations. In 2018-2019, various investments were made to improve safety on-site: improving the ventilation of the sweet corn processing chain to reduce risks of exposure to high temperatures, protective equipment for the pedestrian routes in the depot, protective equipment for the area between the presses to improve safety when cleaning the conveyor, securing the maintenance platform for auxiliary equipment at height, securing the palletization zone.

The **BFE business unit** has opted to ask its employees to suggest the improvements they want to see in their workplace. This increases the autonomy of teams and provides novel solutions for reducing uncomfortable conditions at work: robotization reduces the discomfort of packaging stations in most ready-to-use product plants and ergonomic adaptations have been made at workstations in plants where ready-to-eat prepared vegetables are processed.

The **BALL business unit** has continued to implement its Dupont STOP prevention program centered on changing the working habits of employees in the industrial setting. This program teaches Managers, supervisors and team leaders how to observe their employees at their workstations and how to interact with them in order to acknowledge safety measures and correct hazardous situations and behaviors. Eight of the 12 plants have been running for over a year without any accidents with lost time. The Oakfield and Ingersol plants celebrated seven and six consecutive years respectively without accidents with lost time. The business unit is also continuing to implement the FFAST project (Focused Accountable Small Safety Team). A project to boost plant safety. Launched in 2015, it brings together employees from different departments to resolve common safety problems, bringing in employees from different locations with wide-ranging expertise. Good practice is shared with all Plant Directors. The BALL teams in North America have already successfully brought 15 projects to fruition.

The **BELL business unit** is securing full buy-in by line management and is rolling out its five golden rules:

- I wear my personal protective equipment (PPE);
- I pay attention to traffic routes;
- I hold the handrail on stairs;
- I tidy and clean my workstation;
- I make sure I’m safe before taking action.

A multi-site training program was launched in Nord-Picardie (France) in 2018-2019. An initial pilot group took a 12-day training course including one day dedicated to safety. Three new groups are already scheduled to take part in 2019-2020.





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

Other actions were carried out by the BELL business unit such as, for example:

- the creation of a Director for Continuous Improvement and Safety Europe position;
- defining and rolling out an approach, methodology and tools to conduct systematic analysis of accidents with or without lost time as well as near-accidents, with analysis in most cases carried out by the local Manager;
- the development of Management Committees dedicated to safety at facilities;
- safety Steering Committees by sector in plants, currently established at 50% of facilities;

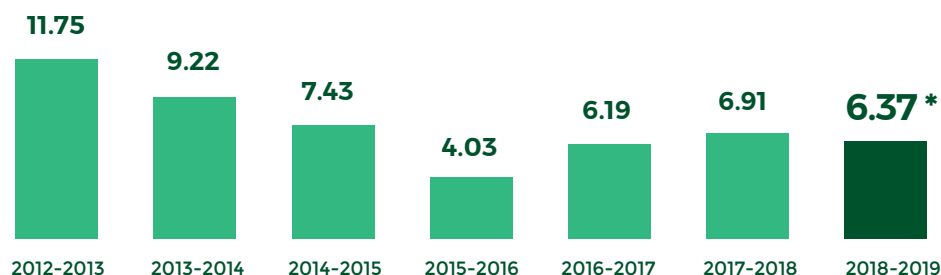
- continuing to implement the Stop Dupont observations, with a particular focus on the quality of observations so that they can be made with a constructive frame of mind.

Results

Together, these measures enabled the group to make significant progress between 2012 and 2018, with the frequency rate of workplace accidents with lost time falling from 11.75 to 6.37. These results reflect the close care and attention by Bonduelle to safety issues at all sites around the world. Following a significant, continuous drop in the last six years, the indicator for accidents at work with lost time has leveled off, with a frequency rate of 6.37 at the end of June.

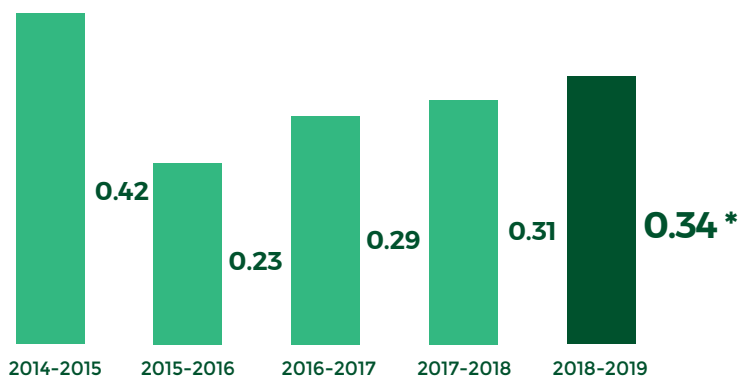
2

Changes in the frequency rate of workplace accidents for all employees at June 30



* In 2018-2019, BFA business unit data were consolidated.

Changes in the severity rate of workplace accidents for all employees at June 30



* In 2018-2019, BFA business unit data were consolidated.

Changes in the absenteeism rate at June 30

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Absenteeism rate	3.43%	3.53%	3.72%	4.06%	4.38%	4.61%*

* In 2018-2019, BFA business unit data were consolidated.

2.7.3.2 Human rights – GRI 102-12, 103-2, 407-1, 408-1, 409-1, 412-3

Bonduelle complies with international labor laws. It is committed to respecting the European charter of fundamental rights in its organization. The group has also undertaken to comply with and promote the fundamental conventions of the International Labour Organization (ILO) and Convention No. 135 concerning workers' representatives. Most of the countries in which Bonduelle operates as an employer are signatories to these conventions, meaning that 53.4% of employees are covered. Bonduelle's internal commitments ensure compliance with these conventions, over and above countries' commitments. The countries that are not signatories are:

- fundamental convention No. 29 on forced labor: United States;
- fundamental convention No. 87 on freedom of association and protection of the right to organize: Brazil, United States;
- fundamental convention No. 98 on the right to organize and collective bargaining: United States;
- fundamental convention No. 100 on equal remuneration: United States;
- fundamental convention No. 111 on discrimination in employment and occupation: United States;
- fundamental convention No. 138 on minimum age: United States;
- convention No. 135 on workers' representatives: Belgium, Canada, United States.

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

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

The Bonduelle Group has been a member of the United Nations Global Compact since 2003. Launched in 2000, the Global Compact aims to encourage companies to adopt fundamental values according to 10 universal principles derived from the Universal Declaration of Human Rights, the International Labour 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.

2.7.3.3 Wage policy and employee recognition – GRI 203-2

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. The rules applicable in each country reflect local realities, in compliance with the principle of fairness.

Following the Climate survey conducted in 2017-2018, the BELL business unit implemented an agreement to improve the career development of workers, employees, technicians and supervisors (OETAM) and make compensation more transparent. This agreement provides for the definition of key roles and structuring job descriptions, mapping of the career paths that provide visibility to employees, the introduction of a classification specific to Bonduelle ensuring fair compensation, the setting of a harmonized compensation policy.

In France, the Bonduelle Group has chosen to grasp the opportunity provided by the "Bill on emergency economic and social measures", adopted by the parliament on December 21, which enabled employers to pay their employees who earn less than three times the minimum wage (SMIC), a premium of up to 1,000 euros, which is exempt from income tax, social security contributions from the employer or employee and social levies (CSG/CRDS). 89% of employees in France were eligible, and Bonduelle paid out a total of almost 1 million euros.

2.7.4 Responsibility

The Bonduelle Group has chosen to work on four focus areas within the Responsibility pillar: employability of its staff, employee health, diversity and transparency.

2.7.4.1 Employability: Talent development and training – GRI 103-2, GRI 404-3

The Management Bonduelle Academy (MBA) provides the group's Managers with a diversified learning environment to support them in their managerial development as part of the VegeGo! ambition. The MBA programs offer varied, surprising and innovative learning, in which participants play an active role.



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

All new group Managers are invited to take part in three essential MBA programs. The programs enable them to learn about the group, its history, values and the VegeGo! vision, but also to understand their role as Managers:

- “Discovery” promotes specific exchanges and experiences, through diversified workshops, based on inspiration and collaboration. In 2018-2019, 90 Managers from different business lines and countries were able to take part in this seminar;
- “Finance For Growth” continues to be delivered to Managers and more widely to local Managers. Since it was launched in 2015, over 900 participants have followed this program. It enables each one to identify their own drivers of financial value creation, understand the value creation chain and the cause and effect relationship in the ROCE (return on capital employed) tree;

- “ManageGo!” is a two-day seminar to discover, share and experience the Bonduelle management model and identify individual managerial development paths. It brings together Managers and encourages them to find the right balance between setting high standards and compassion, in line with the Company’s values and ambitions.

The contribution by Managers as internal facilitators is one of the MBA’s main assets. Over 50 Managers from all countries have already had the opportunity to lead ManageGo! or Finance for Growth sessions. In 2018-2019, a training session on facilitation for new Managers was held to ensure that the MBA’s programs continue to be rolled out.

All group employees have an annual performance review, irrespective of their job. It is an opportunity for everyone to assess their performance and discuss their training needs and goals with their Manager.

Change in the percentage of employees receiving regular performance and career development reviews at June 30 - [1] [2] **GRI 404-3**

	2016-2017	2017-2018	2018-2019*
Percentage of employees with permanent employment contracts	81%	72%	55%

* In 2018-2019, BFA business unit data were consolidated. The reduction in the proportion of employees who were given a review is related to the consolidation of data from the BFA business unit.

2.7.4.2 Benefits and healthcare

The Bonduelle Group has set the goal of giving all permanent employees access to a social welfare system by 2025. The audit undertaken in early 2017 continued in all countries in 2018, with a view to deepening the knowledge of market practices and drawing up recommendations for the Bonduelle Group. The next step for the Company is to establish its program on group-wide key benefits by 2025.

2.7.4.3 Diversity - **GRI 103-2, 405-1**

The Bonduelle Group firmly believes that diversity in the workplace is a form of wealth to be explored and shared.

It is committed to eliminating all forms of discrimination in the workplace and in employee relations, both direct and indirect. This principle of non-discrimination applies not only to hiring, but also throughout all stages of employment and during the various HR processes (training, assessment, compensation). It is underpinned by programs to promote diversity.

Gender diversity

French agreement on professional equality and quality of life at work of February 12, 2018. This agreement reaffirms the group’s commitment to promoting gender equality, with diversity regarded as a key factor in the group’s performance and in the personal fulfillment of its employees. The aim is not only to recruit, develop and retain employees with diverse personal characteristics (age, culture, origin, gender, disability, etc.), but more importantly, to capitalize on differences, ensuring that everyone can help achieve the group’s goals by reaching their full potential.

In France, “the gender equality index” was launched by the government in November 2018 to look at pay gaps within companies. Bonduelle began to calculate its workplace equality score across France. For the BELL business unit, where most French employees work, the index calculated for the 2017-2018 fiscal year was 84 points out of 100. The group intends to publish its indices for Bonduelle S.A. and the BFE business unit at end-2019, ahead of the legal deadline.

In Canada, the BALL business unit participated, *via* representation of the Canadian Association of Companies in the Food and Beverages Sector, in the conference held on May 9-10, 2019 by the French Ministry of Employment, Workforce Development and Work. The aim of this conference

was to pool exemplary tools and practices useful to employers in promoting female progress in the labor market and bring about change in the world of work in Canada.

Inter-generational diversity

Two agreements signed in 2018 underscore the Bonduelle Group’s commitment to diversity:

French agreement on intergenerational workforce planning of December 1, 2017. This agreement reflects a desire to predict and accommodate the transformation of the business, anticipate the skills that the Company will need in future in a timely manner, manage and plan for the wave of retirements that the group faces because of its age pyramid, recommend actions to promote the sustainable inclusion and retention of young people and “senior” workers, and facilitate the necessary skills renewal by encouraging schemes to transfer employee knowledge and skills, key elements of the Company’s wealth.

The BELL business unit in France held a recruitment day for young engineers, during which five teams of two recruited an incubator of 10 young engineers out of the 120 applications received in response to a posting. They will take up their posts at three French plants in early September 2019.

To ensure the transfer of certain technical roles, all plants in the BELL business unit introduced a mentoring program in 2016. Around 50 mentors will share their knowledge of technical roles such as crimper, sterilizer, etc.

Inclusion and retention of employees with disabilities

Through its HANDIPOL disability mission, Bonduelle has had a proactive policy for the inclusion and retention of employees with disabilities in France since 2006.

Jointly managed, the disability mission is responsible for coordinating and harmonizing internal and external actions in the area of disability policy. Since its creation, there have been

four agreements on the inclusion and retention of employees with disabilities. The employment rate for employees with disabilities was 1.8% at the end of June 2019.

Since this agreement expired in December 2017, a fifth agreement was signed on February 12, 2018 for a four-year period. Through this fifth agreement on inclusion and retention, the Bonduelle Group reaffirms its commitment to:

- embedding the existing diversity schemes in place for the past few years in the group’s culture, with new corporate awareness actions and the involvement of all employees;
- achieving a 6% employment rate for employees with disabilities across the group;
- adapting the targets and resources available to each site to improve or maintain their employment rates;
- addressing any skills gaps to facilitate retention;
- tackling the issues raised by an aging population at the various group sites.

To achieve these objectives, the Bonduelle Group Executive Management in France has identified five priorities:

- recruitment;
- retention;
- inclusion and training;
- relationships with the sheltered employment sector;
- management and coordination.

In France, a disability awareness breakfast was organized with the *La Vie Active* ESAT for all employees at the head office in Villeneuve d’Ascq (France). The year’s successes (employment rate, partnerships, adjustments to workstations) were discussed within the four buildings to raise awareness as much as possible. During the day, activities took place so that 50 employees were able to put themselves in a disability situation.

Number of employees with disabilities at June 30 – GRI 405-1

	2016-2017	2017-2018	2018-2019*
Workers with a disability (full-time equivalents (FTE))	281 FTE	237 FTE	255 FTE

* In 2018-2019, BFA business unit data were consolidated.



2.7.4.4 Transparency: Social dialog – GRI 102-41, 103-2, 203-2, 403-4, 407-1

Forums for dialog and agreements signed in 2018-2019

In accordance with its ethics charter, which has been introduced in every country where the group operates (see Section 2.8.1 Ethical business practices) and is available on <https://www.bonduelle.com/en/sustainable-development/documents.html>, Bonduelle encourages openness and dialog in its 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.

At June 30, 2019, 61% of the group's employees were covered by a collective agreement. – GRI 102-41

In accordance with the law, each of the French entities set up a Social and Economic Committee in March 2019, six months ahead of the requirement. These committees replace the works councils, employee representation committees and the health, safety and working conditions committees. Further, the group has provided all these sites with a health and safety at work committee, even at sites with a smaller workforce than the legal threshold for the law's application. Delegation hours have been allocated to each member of the health and safety at work committee.

The European Works Council (EWC) is a forum for cross-border information, consultation, exchange of views and social dialog. The EWC provides regular updates on Bonduelle's situation and development, organizes social dialog, and presents the group's social policy, particularly on employment, training, safety and working conditions, and CSR. It meets at least once a year to present the group's strategic direction and report on the fiscal year just ended in Europe.

The French group Works Council is the representative body for Bonduelle's activities in France (canned, frozen and fresh products and ready-to-eat prepared vegetables). This Committee provides French employee representative bodies with additional information, above and beyond its legal obligations, on Bonduelle's activities in Europe and outside of Europe.

In accordance with the agreement establishing the EWC, renewed by unanimous decision in March 2017, CSR (including workplace safety) subjects feature on the agenda of each annual ordinary meeting (GRI 403-4). In March 2019, the following topics were covered: replacement of the Bonduelle European Works Council secretary, welcome of new members, approval of the minutes of the last plenary meeting, 2017-2018 results, overview of 2018-2019 activity, CSR, forward-looking jobs and skills management, APONH and focus on IR Share subscription.

“Climate” survey

In order to support the ongoing momentum of the VegeGo! program, in 2014-2015 the group introduced a “Climate” survey for all employees every two years. Its aim is to establish their motivations and level of engagement and to implement the measures needed to meet their expectations. The third edition of this survey, conducted in October and November 2018, had a participation rate of 87% of employees across almost 20 countries. The inclusion of the BFA teams represents an additional 3,081 employees, giving a total of 11,214 respondents.

The data was analyzed by an external organization, guaranteeing the confidentiality of the responses. The results for each entity were compared internally with those belonging to the same controlling area, and with the results of the previous survey. The group's results were also compared with those of other companies. Managers from each entity were informed of their own results and were assisted in sharing these results within their teams, as well as in devising and implementing improvement plans.



Office Vibe: measures real-time team engagement and satisfaction

At BALL, employees were invited to test a fully digital survey tool for more regular and targeted monitoring of Managers with their teams. Office Vibe complements the Climate survey; it is a fun way to quickly measure the real-time commitment and satisfaction of the teams. The pilot phase begun in May 2018 with 80 employees was conclusive and the roll out of the solution for the entire business unit is underway.



Specific actions to learn from the Climate survey

Following the results of the training and personal development category, the BEAM teams implemented two programs.

A communication on career development, with:

- a Career guide with the key evolution factors for employees to build their own careers;
- the sharing of real-life success stories based on the actual experiences of employees who have evolved in their roles or even changed job or location;
- a Careers day which presents the factors that influence a long-term career evolution. A test is also offered to participants to identify their own motivations;
- discussions with members of management: advice on the books to read, the questions to ask yourself, key stages and things to consider.

A three-facet recognition program:

- years of service: a gift at each major anniversary: 5, 10, 15, 20 years at the group;
- innovation: an annual prize for the most innovative employee ideas to develop the group;
- Likes Awards: a peer-recognition vote which takes place twice a year.

Cessation of business

The Bonduelle Group has no official policy that it systematically applies in this field, since shutdowns have rarely happened in its history. Support measures in the event of departures are taken on a case by case basis taking into account the specific situation of the site concerned, local regulations and the characteristics of the jobseekers.

Change in training resources (non-BFA) – GRI 404-1

	2016-2017	2017-2018	2018-2019
Average training duration per individual (in hours)	31	34	14*

* In 2018-2019, BFA business unit data were not consolidated. From 2018-2019, the average number of training hours per individual was calculated for all full-time equivalent employees, rather than just for employees following training.

2.7.6 Meaning

The Bonduelle Group wants to offer its employees more than just a job, so it has designed its corporate culture to be meaningful. This consists of responding to its employees' search for more meaning.

2.7.5 Fulfillment

Fulfillment is a powerful lever for employee engagement. Actions around employee development, quality of life at work and improvements in working conditions and environments are put in place so that everyone can get a sense of fulfillment from working for Bonduelle.

Sites are encouraged to take ownership of the process by developing their own action plan in response to their specific challenges. Various initiatives have emerged across the group, some of which are described here.

At the Reutlingen and Straelen plants (FRESH and BELL) (Germany): to raise awareness of the impact of stress on health in the workplace on a daily basis, employees were offered initiatives to inspire them to take care of their physical, mental and nutritional health. Set up in conjunction with our Louis Bonduelle Foundation, the project includes physical activity, awareness-raising and mindfulness training workshops.

The BFE business unit offers a site-based “well-being and safety” program which takes various forms with, for example, on-site yoga sessions and visits from physiotherapists/osteopaths tasked with promoting preventive measures or offering training on how to reduce stress in the workplace.

The BALL business unit has built its employee well-being program “BIWell” on the basis of an analysis of employee health data (report on medicines reimbursed via group insurance, use of the employee aid program, statistics on disability claims, etc.). The Well-Being Committee put together three challenges with the aim of mobilizing and motivating employees to take care of their health: “Eat well”, “Take exercise”, “Sleep well”. Individually, or in groups, employees rose to the challenge of making some related lifestyle changes. The objective being that, after one month, employees would incorporate these healthy-living habits into their daily routines.

2.7.6.1 Participating in local community life and rallying employees – GRI 103-2, 203-2, 413-1

Bonduelle has prioritized participation in local communities. The VegeGo! project aims to galvanize employees and help





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

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 2018-2019, 49% of Bonduelle sites launched or continued initiatives. These included the following:

Employees from 28 sites in France, the Netherlands, Spain, Poland, Italy, Russia, Canada and the United States took part in World Cleanup Day in mid-September 2018: an international initiative during which they cleaned up areas near their homes and places of work.

In Russia, the **BEAM business unit** worked hard on different themes to serve its local communities in 2018-2019: 152 people provided long-term support to two retirement homes in Russia (visiting residents), 104 people donated blood primarily intended for children suffering from progressive diseases, 150 people helped plant trees in the district of Timashevsk and 20 people helped clean up the Krasnodar forest.

As it does every year, the **Sainte Marine plant in Canada (BALL)** rallied its employees to collect school supplies for the most disadvantaged children. Employees tick a list

tailored to the needs of a child that they would like to help by providing exercise books, pens, set squares, etc. They then either buy these goods or raid their own home supplies for the equipment. 15 children received backpacks filled with the school supplies needed for their primary or secondary education.

The **Strathroy facility (BALL)** (Canada) supplies vegetables, on an ongoing basis, to a women's refuge, the Womens Rural Resource Centre, which offers shelter to women who have had to leave their homes and supports them in their transition to a new home.

As a result of donations from employees at the **Villeneuve d'Ascq (France) headquarters** and customers of the Bonduelle Bienvenue store, 394 kilos of foodstuffs were collected for *Restos du Cœur*.

In **Warsaw, Poland (BELL)**, office workers and sales teams organize collections several times a year to help families experiencing financial hardship. Mostly at Easter and Christmas, employees are invited to donate food, household products and toiletries, as well as cinema and toy shop vouchers.

Site participation in local community life – GRI 413-1

	2016-2017	2017-2018	2018-2019*
Number of headquarters or agro-industrial sites to have initiated or renewed a joint project with their local communities during the year	33 or 47% of sites	24 or 35% of sites	36 or 49% of sites

* In 2018-2019, BFA business unit data were consolidated.

2.7.6.2 Promoting the employer brand in a meaningful way

APONH, a flagship project reflecting Bonduelle's commitment to communities

APONH is a development aid project launched in 2012 and currently taking place in Cameroon. The aim is to help local communities live sustainably by supporting farmers and entrepreneurs with the development of their crop-growing industry. APONH also supports the Moineaux school, which provides around 200 children, including disadvantaged children and orphans, with an education. Working alongside its project partner, the European Institute for Cooperation and Development (IECD), APONH is led by a team of employee volunteers from all business segments. Bonduelle's employees take part in a joint project linked to the Company's businesses and know-how. The project has the support of the Bonduelle family, who were keen to join the initiative.

Each year, the group's employees rally behind the project. For example, in 2018-2019:

- 230 “back to school” kits were funded by donations from Bonduelle employees, enabling children attending the Moineaux school to receive an exercise book, a pencil, a bar of soap and a uniform at the start of the school year;
- four employees from Canada and France volunteered in Cameroon to support the beneficiaries of the project to expand their activities, offering advice on agricultural and management issues and market research;
- greetings cards featuring drawings done by children at the Moineaux school were sold in aid of APONH, helping to finance a new fence around the school.

In February 2019, Capital magazine ranked Bonduelle in 3rd place in terms of top employers in the agri-food sector in France. The group has moved up 24 places since 2016.

2.8 Ethics and vigilance

2.8.1 Ethical business practices - GRI 102-12, 102-16, 103-2

The Bonduelle Group reviews and improves, on an ongoing basis, the programs and systems that it puts in place to promote ethical business practices both within entities that it controls and within partner organizations. In 2017-2018, the group was particularly keen to improve their clarity and performance as part of the enactment of laws such as Law No. 2016-1991 of December 9, 2016, on transparency, anti-corruption and the modernization of economic life (referred to as the "Sapin II law") and Law No. 2017-399 of March 27, 2017, on the duty of vigilance of parent and instructing companies (referred to as the "Duty of vigilance law"). Bonduelle's ambition to obtain B Corp certification (see 1.1 Interview with Guillaume Debrosse, Chief Executive Officer of the Bonduelle Group) reinforces the role of ethics within the group.

2.8.1.1 The Bonduelle Group commitments

United Nations Global Compact

As a signatory to the United Nations Global Compact since 2003, Bonduelle is committed to respecting and promoting the 10 basic principles in the areas of human rights, labor standards, the environment and fighting corruption.

Bonduelle's values

The Bonduelle Group's commitment to ethical business practices also takes the form of a determination to comply with laws and regulations, the definition of strong values, an unequivocal commitment on the part of the Executive Management (see <https://www.bonduelle.com/en/group/values.html>) and the provision of tools to assist decision-making.

The Bonduelle Group ethics charter

A cornerstone of the Bonduelle Group's ethical policy since 2012, its ethics charter is an internal and external manifestation of its commitments.

Through this charter, Bonduelle is establishing its credentials as a responsible corporate citizen, a people-minded and trustworthy company. In doing so, as part of a process of improvement, Bonduelle intends to defend and promote its values: People-minded, Confidence, Openness, Simplicity, Integrity, Fairness and Excellence. This charter adds to the legal and regulatory framework with which the group must

comply with the aims of the majority family Shareholder and its seven values.

The Bonduelle Group ethics charter presents the ideal that the group would like to achieve to inspire all employees as well as stakeholders with whom they are in contact. The ethics charter should offer the opportunity to challenge practices whilst also providing a decision-making tool.

The full text of the Bonduelle Group ethics charter is available at the group's website www.bonduelle.com⁽¹⁾: <https://www.bonduelle.com/en/sustainable-development/documents.html>.

Commitment from Executive Management

In December 2018, the Bonduelle Group's Executive Management broadcast a video message from Guillaume Debrosse to all employees, stressing the group's anti-corruption and duty of vigilance commitments. In this message, the Chief Executive Officer reminded viewers of the existence of the ethics charter, the Code of Conduct for ethical business practices and whistleblowing procedures. A dedicated "Bonduelle and ethics" page was created on the B&Co intranet and made available to employees. This page provides access to ethical principles and reminds all employees of their importance for the group. It helps individual employees to understand the role that certain tools can play in introducing ethics into their everyday activities and contains a space for documents containing all the codes, charters and procedures that constitute the corpus of rules and principles to be assimilated and applied, together with related explanations. The page also contains a reminder of the ethics procedures to be followed: monitoring and assessment, audits, continuous improvement. By disseminating these educational tools, Bonduelle aims to support employees to apply ethics on a daily basis.

2.8.1.2 The Bonduelle Group's Ethics Committee

The role of the Ethics Committee is to support the Company on ethical issues, and to issue opinions in an advisory capacity.

It is made up of four members from both inside and outside the business, chosen based on their experience, profile and expertise. The Ethics Committee reserves the right to invite outside experts or submissions from employees on specific subjects. It meets at least twice a year. Its composition is detailed in chapter 3 of the 2018-2019 universal registration document.

(1) The information appearing on the Company website (www.bonduelle.com) is not part of this universal registration document.



The Ethics Committee may be consulted to give insight into situations in the general interest in cases where the group's hierarchy and internal experts are unable to provide answers. Cases may also be referred to it when the whistleblowing system breaks down. In this case, the Ethics Committee does not have the remit to receive all of the details of the case, nor to handle it, but to ensure the case is handled by the responsible persons.

Moreover, Bonduelle's stakeholders may also contact the Ethics Committee for any questions relating to the application of the charter.

An overview of the whistleblowing procedure was presented to the Ethics Committee during its meetings in 2018-2019. The Group's Ethics Committee was also involved in monitoring the proper implementation of the vigilance plan and the anti-corruption program, particularly in the form of recommendations.

2.8.1.3 Code of Conduct for ethical business practices

The Bonduelle Group has a Code of Conduct for ethical business practices which incorporates the "Executive Management statement on the principles of ethical business practices" signed by the Executive Management. It deals not only with corruption and influence peddling, but also with other topics relating to ethical business practices. Designed as a practical tool, it defines the situations and sets out the basic rules to be followed by every employee in each situation. It describes the behaviors to be prohibited, the basic rules on fighting corruption and influence peddling (in particular, it describes the basic rules on gifts, facilitation payments, patronage, sponsorship), conflicts of interest, anti-competitive practices, discrimination, confidentiality and insider trading, as well as other risk prevention obligations.

All employees became bound by the Code of Conduct in 2018 and, where necessary, representative staff bodies were consulted in accordance with the relevant regulations.

This Code of Conduct is just one of the tools made available to all employees on its "Bonduelle and ethics" intranet page. It can also be accessed by external stakeholders on the group's website, Bonduelle.com⁽¹⁾.

2.8.1.4 Whistleblowing procedure

The whistleblowing procedure available to group employees is described in the vigilance plan in Section 2.8.2.5 Whistleblowing procedure.

2.8.1.5 Anti-corruption program – GRI 205-2, 103-3

As a continuation of its CSR commitments and its membership of the United Nations Global Compact, Bonduelle has an anti-corruption program to prevent and detect any corruption or influence peddling in France or overseas, in accordance with Article 17 of the Sapin II Law. This program applies to all companies within the Bonduelle Group.

The anti-corruption program has eight elements as required under Article 17 of the Sapin II Law:

- **a Code of Conduct**, incorporated in the Code of Conduct for ethical business practices, setting out and illustrating the different types of behavior to be prohibited as liable to be characteristic of corruption or influence peddling (see 2.8.1.3 Code of Conduct for ethical business practices);
- **disciplinary measures** to sanction any failure on the part of employees to follow the rules set out in the Code of Conduct for ethical business practices;
- **an internal whistleblowing procedure** to receive reports from employees and outside suppliers working on Bonduelle sites of any conduct or situations that are contrary to the Code of Conduct (see 2.8.2.5 Whistleblowing procedure). This procedure is common with the one meeting the requirements of Article 8 of the Sapin II Law and Article L. 225-102-4 I 4° of the French Commercial Code;
- **group risk mapping** was conducted by the Group Audit Department, in consultation with all group departments (support, purchasing, sales, general management functions);
- **the principles of procedures** for evaluating the position of clients, leading suppliers and intermediaries based on the risk mapping were set out in the Code of Conduct for ethical business practices. Assessment of third parties' integrity and CSR performance was also added to all contract templates. Thus, on the basis of risk mapping, Bonduelle may send its third parties a due diligence questionnaire, and may request any relevant information or documents required to evaluate, in particular, the integrity of its co-contractors. Bonduelle may also evaluate co-contractors' CSR performances, particularly in terms of ethical business practices, using the EcoVadis questionnaire. Field and desk audits are also a contractual obligation as well as the implementation of action plans in the event of failings (see 2.5.8.2 Engaging, evaluating and supporting suppliers in other categories);
- **internal and external accounting control procedures** aimed at ensuring that the books, records and accounts are not used to conceal corruption or influence peddling;

(1) Please note that information appearing on the Company website is not part of this universal registration document.

- **training** for Managers and staff who are most at risk of corruption and influence peddling;
- **a monitoring and assessment system.** Each year a review of the implementation of the anti-corruption program is presented to the Group Management Committee, the Ethics Committee and Supervisory Board by the Legal, Audit and CSR Departments. In terms of subsidiaries, evaluation is through existing reporting tools.

Since the last registration document, 18 Management Committees, including business unit and country Management Committees and the Purchasing Department and seven plant management companies have been trained in ethics, anti-corruption and duty of vigilance. This training aims to help these committees to assimilate the group's commitments, Bonduelle's corpus of ethics-related documents and its whistleblowing procedure. It raises management committee members' awareness of Bonduelle's ethics approach, the eight points of the anti-corruption program and the five points of the Duty of vigilance law. They are trained in the rules of confidentiality that apply when dealing with whistleblowing reports.

In accordance with the principles set out in the Code of Conduct for ethical business practices, gifting policies were formalized. In application of the principle of subsidiarity advocated by Bonduelle, each business unit is invited to specify and report, depending on its culture and organization, on the practical aspects of the policy to be applied (threshold, validation rules).

Lastly, a prevention of conflicts of interest questionnaire has been distributed to Managers so that the group can introduce measures to prevent, or resolve, conflicts of interest.

2.8.1.6 Fair competition training program

In 2016-2017 the Bonduelle Group launched an e-learning exercise on the broad principles of competition law, aimed at employees with access to strategic information, in order to build on their knowledge, increase their vigilance and give them sufficient whistleblowing capacity. Over 800 employees in Bonduelle countries took part in this training program which was continued in 2019 and will be attended by new employees. To date, over 90% of the target population has received training.

2.8.2 Vigilance plan

Through its ambition to be "the world reference in 'well-living' through plant-based food", Bonduelle is fully committed to its societal responsibility. First stage agricultural processing is closely associated with the ability to protect soil and

biodiversity, the quality of plant-based production and of the processed products.

Bonduelle fosters a risk-aware culture, including the risks of failing to observe human rights and fundamental freedoms, the risks of serious harm to the health and safety of people and the risk of environmental damage, in accordance with French law No. 2017-399 of March 27, 2017 on the duty of vigilance for parent companies and contracting companies.

This vigilance approach is based on the core values and documents that form the framework of the group's activities: the Shareholder objectives, Values, 10 policies, but also the ethics charter, the Code of Conduct for ethical business practices, membership of the United Nations Global Compact, the CSR policy in five macro-objectives, the agronomy sourcing charter and finally the procedure for evaluating the CSR performance of its suppliers with EcoVadis.

In accordance with the legal requirements, Bonduelle has implemented a vigilance plan. This meets the requirements of the French Duty of vigilance law and involves all employees in a drive for continuous improvement. The vigilance plan formalizes the methods adopted by the Bonduelle Group, as well as setting out reasonable vigilance measures to identify risks and prevent serious violations of human rights and fundamental freedoms on the health and safety of individuals and on the environment. In compliance with Article L. 225-102-4 of the French Commercial Code, the presentation of the vigilance plan is followed by the annual report on its implementation.

2.8.2.1 Governance – GRI 419-1, 307-1

The vigilance plan was produced and implemented by the CSR Department with the support of the Legal Department and Internal Audit Department. It was developed in association with various group employees, Executive Management and the Ethics Committee.

The Supervisory Board and the Audit Committee at Bonduelle SCA ensure that the Company's activities take into consideration the social and environmental issues at stake. These bodies have the task of examining the relevance of the vigilance plan and assessing whether it has been properly implemented. The Ethics Committee, on the other hand, makes recommendations. The Board of Directors of Bonduelle SA is also informed once a year of the vigilance plan and its implementation.

In addition, a Compliance Steering Committee is involved in monitoring the implementation of the vigilance plan and prioritizing the actions to be taken. The Committee is headed by the Deputy CEO Finance & Development, who thus acts as a liaison with the Executive Management, the Chief Executive Board and the Group Management Committee.



A Vigilance Monitoring Committee composed of members of the CSR, Legal, Audit and HR Departments provides a follow-up on the duty of vigilance plan and the effectiveness of the measures implemented.

Amounts of fines and significant convictions in social, economic and environmental areas – GRI 419-1, 307-1

When they are likely to have an impact on its share price, any convictions imposed upon Bonduelle are disclosed in the regulated information. In 2018-2019, no major convictions for social, economic or environmental infringements that might affect the share price were imposed upon any companies in the Bonduelle Group.

2.8.2.2 Mapping of vigilance risks

Bonduelle is faced with a series of risks. Bonduelle's major risk factors, some of which touch upon its duty of vigilance, are described in Section 4.2 Risk factors. In addition, some vigilance risks are included in the description of non-financial risks (see Section 2.3 Non-financial performance statement).

The group has therefore specifically mapped the risks for both Bonduelle and its stakeholders, as required under the Duty of vigilance law. First, Bonduelle mapped the CSR risks of its own activities. It then mapped the risks faced by its suppliers and subcontractors. The maps were harmonized with the map produced to identify major CSR risks in the context of the non-financial performance statement.

Methodology

To create the vigilance risks map, the group studied the risks intrinsic to the countries where Bonduelle operates, the risks of the group's activities in those countries, and supplier risk.

Analysis of the intrinsic risks of the countries where Bonduelle operates

For each country where Bonduelle operates, the volume of activity was recorded and cross-referenced against the evaluation of the country according to the following three indicators:

- the Environmental Performance Index (EPI), produced jointly by the Universities of Yale and Columbia in collaboration with the World Economic Forum⁽¹⁾, assesses the ability of countries to implement effective environmental policies;
- the Human Development Index, produced by the United Nations Development Program (UNDP) assesses the rate of human development in countries;
- the Kids Rights Index⁽²⁾, produced by the KidsRights Foundation in cooperation with Erasmus University Rotterdam, ranks countries based on their child protection measures.

Risk assessment of Bonduelle's activities in these countries

The CSR risks associated with the group's three main activities (Agriculture, Agro-Industry, Transportation) were identified using reference sources such as EcoVadis, the World Economic Forum, the World Bank and UNICEF. They were then selected on the basis of the following criteria: potential risk to Bonduelle, link between the risk and the activity.

	Bonduelle activity	Analysis of societal risks	Country
Selection criteria	3 principal activities	Potential risk to Bonduelle	Volume of activity (euros)
Results	<ul style="list-style-type: none"> • Agriculture • Transportation • Agro-industrial 	<p>Environment:</p> <ul style="list-style-type: none"> • risks associated with biodiversity • climate change adaptability • man-made disasters • materials, chemical products, waste • water shortages • extreme climate conditions • instability of energy prices <p>Human rights and fundamental freedoms:</p> <ul style="list-style-type: none"> • geopolitical conflicts • product shortages • poverty • social instability • child labor <p>Health and safety:</p> <ul style="list-style-type: none"> • health and safety at work • working conditions 	<p>Russia</p> <p>Brazil</p> <p>Hungary</p> <p>Poland</p> <p>Spain</p> <p>Canada</p> <p>United States</p> <p>France</p> <p>Germany</p> <p>Italy</p>

(1) Source: <https://epi.envirocenter.yale.edu/about-epi>

(2) Source: <https://kidsrightsindex.org>

Analysis of risks of the Bonduelle Group's suppliers (see 2.5.8 Responsible purchasing)

Produced in partnership with EcoVadis, this mapping exercise involved five steps:

- **producing a list of 82 purchasing sub-categories** from a list of 190 categories supplied by Bonduelle representing all of its purchasing activities. Producing a list of around 13,000 suppliers corresponding to these 82 purchasing sub-categories. The purchasing volume is also recorded for each purchasing sub-category;
- **assessing the CSR risk of each purchasing sub-category** using the EcoVadis questionnaire, based on 21 criteria covering four themes: environment, social, ethics, purchasing;
- **incorporating “observed risk”**: observed risks recorded in the EcoVadis databases;
- **incorporating country risk**. In order to evaluate country risk, EcoVadis draws on the following sources: UNICEF, UNDP, World Bank, WHO, FAO, IEA, universities (e.g. Yale), NGOs (e.g. Transparency International);
- **incorporating “sourcing risk”**, associated with Bonduelle's specific issues, based on three criteria: purchasing volumes, criticality, brand exposure.

The group has set itself the objective of evaluating its main suppliers (by purchasing volume) and those suppliers that have a significant CSR risk rating. This policy was initially put in place in the BELL, BFE and BEAM business units and will be rolled out to BALL and BFA within three years.

Based on this risk analysis, the most at-risk suppliers are identified for an evaluation of their CSR performance (see paragraph “Procedure for evaluating subcontractors and suppliers” below).

Mapping updates

Risk mapping will be updated every two to three years in conjunction with the CSR, Legal and Internal Audit Departments. This update will coincide with the update of the risks identified for the non-financial performance statement and Section 4.2 Risk factors of the universal registration document. In 2019, a review was carried out to ensure that the mapping of vigilance risks was consistent with these new elements.

2.8.2.3 Procedures for evaluating subcontractors, suppliers and subsidiaries

Procedure for evaluating subcontractors and suppliers

In accordance with the Code of Conduct for ethical business practices, and depending on the level of importance and

risk of tier 1 subcontractors and suppliers, the employees concerned evaluate the position of subcontractors, suppliers, intermediaries and service providers with which the group has an established business relationship. They thus ensure that these stakeholders adopt equivalent principles to those of the group's ethics charter and the United Nations Global Compact, and that they take the necessary steps to identify and prevent the risks of violations of human rights, fundamental freedoms and health and safety rights, as well as the risk of environmental damage within their organization.

Relations with farmer partners (upstream agricultural suppliers) come under the framework of the agronomy sourcing charter and contracts that are renewed on an annual basis (see Section 2.4 Caring, with our farmer partners, for cultivated land). This in-depth contractual relationship and partnership, overseen by Bonduelle's agronomy teams, is the process put in place by the group to evaluate this strategic category of suppliers. It is also the tool used to implement the appropriate measures to mitigate risk and prevent serious harm.

With respect to other suppliers and subcontractors, since 2016-2017, Bonduelle has begun to roll out a plan for the evaluation by EcoVadis of their CSR processes and performances. This plan is described in Section 2.5.8 Responsible purchasing and applies to tier 1 suppliers. The evaluation relates first and foremost to suppliers who have been identified as at-risk in the mapping exercise. Since 2017-2018, clauses have been added to contracts with subcontractors and suppliers stating that their CSR performance may be evaluated by Bonduelle and/or by EcoVadis.

In 2018-2019, Bonduelle prepared a due diligence questionnaire for its business partners to gain a better understanding of the measures they take to prevent vigilance risks. In 2019, the due diligence questionnaire is intended, based on risk mapping, for new business partners and those whose contracts are being renewed. Ultimately, the aim is to extend it to suppliers that the group already has dealings with.

Procedure for evaluating subsidiaries

Bonduelle Group subsidiaries are included within the scope of the EcoVadis implementation plan for the assessment of their suppliers. They are gradually implementing the responsible purchasing and monitoring policies and are assessed on the basis of their CSR performance as part of the group's reporting.



The table below summarizes the procedures for evaluating subsidiaries, subcontractors and suppliers and any future actions:

Scope of the evaluation	Human rights and fundamental freedoms	Environment	Health and safety of people
Subsidiaries	CSR reporting Internal audit of production sites		
Subcontractors and suppliers	<ul style="list-style-type: none"> Assessing suppliers using the EcoVadis platform (Europe and International sourcing) Mapping supplier risks (Europe and International sourcing) Ingredient quality analysis 		
Farmers	<ul style="list-style-type: none"> Agronomy sourcing charter (see 2.4) signed by farmer partners Oversight by the field supervisor of compliance with the agronomy sourcing charter and regulations by farmer partners Quality control of vegetables entering industrial plants 		

2.8.2.4 Targeted risk mitigation and prevention measures

The table below summarizes the targeted risk mitigation and prevention measures implemented by Bonduelle as well as any future measures:

Scope of actions	Human rights and fundamental freedoms	Environment	Health and safety of people
Subsidiaries	Human resources policy (see 2.7) Update on data protection	Environmental policy (see 2.5)	Zero workplace accidents policy (see 2.7) Product quality and nutrition policy (see 2.6) Louis Bonduelle Foundation (see 2.6)
	Ethics charter (see 2.8.1.1) Code of Conduct for ethical business practices (see 2.8.1.3), part 3 of which describes the obligations to prevent vigilance risks. Continuous improvement of our CSR reporting with external audits (see 2.9.6) Raising awareness among employees of the duty of vigilance and CSR with the "All actors" approach (see 2.2.1.2) Raising awareness among Management Committees of the fight against corruption, duty of vigilance and whistleblowing procedure (see 2.8.1.5) B!GREEN Community (see 2.9.2.4) Commitments to local communities (see 2.7.6.1)		
Subcontractors and suppliers	Responsible purchasing policy (see 2.5.8)		
Farmers	See CSR strands of the agronomy strategy (see 2.4)		

2.8.2.5 Whistleblowing procedure

The Bonduelle Group has a whistleblowing procedure which meets its various obligations under Articles 8 and 17 of the Sapin II law and the Duty of vigilance law. The whistleblowing procedure is open to group employees and outside suppliers working on Bonduelle sites. The procedure put in place gives employees several options for reporting any concerns they may have: traditional, management and HR channels, as well as a website maintained and hosted by an external service

provider which gives access to an online form. The website is available to the whole group, except for the BFA business unit, which has a special helpline for historical reasons. Whatever channel is used, whistleblowers are guaranteed protection (including confidentiality) and follow-up on their report.

In 2019, as part of the update of the BRC Global Standard for Food Safety, Bonduelle began encouraging use of the whistleblowing procedure to report any issues linked to the safety, quality and legality of the products manufactured and distributed by the group.

2.8.2.6 Monitoring procedure

The table below presents the procedure for monitoring actions that have already been implemented as well as any future actions:

Scope of monitoring procedure	Human rights and basic freedoms	Environment	Health and safety of people
Subsidiaries	Social dialog (2.7.4.4) and human rights policies (see 2.7.3.2)	Proportion of sites having carried out self-assessment using the water and energy management matrix Monitoring the carbon impact of Bonduelle activities Proportion of recycled waste (green waste/non-hazardous waste/hazardous waste) Proportion of sites having identified areas of "outstanding flora or fauna" on their land (see 2.6.5.1)	Frequency of work-related accidents (see 2.7.3.1)
	Evaluation of progress towards CSR objectives by the Group Management Committee Monitoring the number of employees trained in the Duty of vigilance law Monitoring the implementation of HR procedures and proper communication of ethical principles to employees Testing the technical functionality of the whistleblowing website Auditing staff compliance with third-party evaluation procedures		
Subcontractors and suppliers	Monitoring indicators, 2018-2019 results: <ul style="list-style-type: none"> number of suppliers at risk: 103 suppliers identified as at-risk in the mapping exercise number of suppliers evaluated by the EcoVadis platform: 137 suppliers, or 43% of the group's purchasing expenditure 		
Farmers	Proportion of farmers having signed the agronomy sourcing charter (see 2.4)		

2.8.2.7 Report on the implementation of the vigilance plan in 2018-2019

Procedures for the regular evaluation of subsidiaries

As part of the B Corp certification that Bonduelle hopes to obtain, an evaluation was carried out of the group and its subsidiaries according to B Corp's B Impact Assessment (BIA) framework. An action plan was drawn up subsequently and will be implemented to obtain the certification.

Procedures for evaluating subcontractors or suppliers

At the end of 2018-2019, 137 suppliers had been evaluated by EcoVadis, representing 43% of the group's purchasing expenditure.

Targeted actions to mitigate risks or prevent serious harm

The contractual clauses are inserted in contracts to express Bonduelle's commitments and require equivalent commitments from its partners and suppliers.

Members of the Management Committees of the business units, as well as the Managers and staff who are the most exposed, have been made aware of the five points of the vigilance plan. As of the date of this universal registration document, 387 people had been trained in the Duty of vigilance law, including members of the Management Committees of the business units and countries, as well as buyers.

In addition, as part of the program set up by Bonduelle under the General Data Protection Regulation (GDPR), 512 people in Europe - including 252 since the last report published in the 2017-2018 registration document - have been trained in preventing breaches of the fundamental right to data protection.



Whistleblowing procedure

During the 2018-2019 fiscal year, 17 reports were recorded at group level. These were all handled according to the whistleblowing procedure.

Procedure for monitoring and evaluating the effectiveness of the measures implemented

Meetings were held during the 2018-2019 fiscal year to monitor and evaluate the measures implemented. In this respect, a meeting was held with the Executive Management, two presentations were given to the Supervisory Board, and two presentations were made before the Ethics Committee. The Compliance Steering Committee met three times, mainly to discuss the application of measures under the

vigilance plan. The Board of Directors was also informed of the implementation of the vigilance plan by the Deputy CEO Finance & Development.

The monitoring actions focused on four key points:

- follow-up of training;
- follow-up of communication actions, particularly on the intranet, to ensure that the Code of Conduct for ethical business practices and whistleblowing procedure had been properly disseminated to new and existing employees throughout the group, whether connected or otherwise;
- third-party evaluation;
- whistleblowing.

2.9 Note on the CSR reporting methodology

2.9.1 Context and objectives – *GRI 102-50, 102-48, 102-54*

The analysis of the group's CSR performance is reported annually in this universal 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.

Bonduelle's CSR reporting indicators have been drawn up by experts in the field 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) Standards: Core option guidelines, as well as the expectations of stakeholders and the regulations set by the Grenelle environment act (France), culminating in the drafting of Bonduelle's own reporting guidelines.

This report was prepared in accordance with decree no. 2017-1265 of August 9, 2017, implementing ordinance no. 2017-1180 of July 19, 2017 on the publication of non-financial information by certain large companies and certain corporate groups. This report has also been prepared in accordance with the GRI Standards: Core option (see Section 2.11 – Cross-reference table of the Corporate social responsibility report with Global Reporting Initiative (GRI) Standards Content Index). The components were reviewed in 2016-2017 according to the requirements of the GRI Standards: Core option and the priorities defined by the materiality initiative.

This document contains the Bonduelle Group's vigilance plan and the report on its actual implementation, pursuant to French law No. 2017-399 of March 27, 2017 on the monitoring duties of parent companies and contracting companies.

Reporting has taken place every year since 2002-2003. This year the fiscal reporting period is from July 1, 2018 to June 30, 2019. The indicators published in the universal registration document include the results of the past year and those from the previous four years 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 Group Management 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.

Pursuant to Article L. 225-102-1 of the French Commercial Code, Deloitte, Co-Statutory Auditor, audited the information in the information in the non-financial performance statement published in Section 2 of the universal registration document.

This report contains neither modifications nor removals of material items of information provided in previous reports, except for the changes set out under Section 2.2.1.5.

2.9.2 Procedure – *GRI 102-48*

The group's CSR and Corporate Communication Director is responsible for overseeing reporting, in addition to the Managers of the areas concerned – human resources, agronomy, natural resources, quality and nutrition, transportation and purchasing – and by the CSR and Louis Bonduelle Foundation teams.

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 most 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. Indicator definitions (scope, data requested, units and examples) can be accessed from 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 given assistance throughout the reporting process.

Human resources reporting (uses the COGNOS RH database tool) and calculations of CO₂ 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.



2.9.2.1 Control and validation

An automatic consistency check is carried out for all areas: if the value recorded 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 human resources, the data are reported and validated by the Human Resources Officers in each country. They are then consolidated by the Human Resources Manager. Internal audits were conducted 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 CO₂ emissions. Each business unit checks its indicators prior to group consolidation.

2.9.2.2 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 the CSR Department, experts in the field and management control.

2.9.2.3 Human resources 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 data collection system.

2.9.2.4 Coordination of reporting

CSR reporting involves approximately 220 correspondents in various roles across the Bonduelle Group's production facilities. The BIGREEN digital community encourages continued discussion about CSR among employees.

2.9.3 Scope – GRI 103-1, 102-49, 102-45

CSR reporting extends to all Bonduelle Group sites and business units (Group organization – Section 1.5). The reporting scope is determined based on the scope of consolidation (5.5 Notes to the consolidated financial statements – Note 10.4 –

List of group companies) and in accordance with the following rules:

- new sites and business units acquired by the Bonduelle Group during the fiscal year ended will be included within the scope for the following year. BFA will continue to be included in reporting in 2019-2020 in the outstanding areas described in Section 2.9.3.2 Inclusion of the BFA business unit;
- 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 human resources. The Brockport (BALL) (USA) platform is included in the natural resources reporting perimeter;
- the headquarters of fully consolidated companies are excluded from the scope, with the exception of human resources;
- SAS Euromycel, a fully consolidated company, is excluded from the scope for all areas, with the exception of human resources. The numbers reported are not significant;
- the San Paolo d'Argon site (Italy) is included in the scope of the quality indicators.

2.9.3.1 Scope – Change in scope during fiscal year 2018-2019 – GRI 102-49

No changes in reporting scope in 2018-2019. During this fiscal year, two new production facilities were acquired. They will be included in the 2019-2020 reporting.

2.9.3.2 Inclusion of the BFA business unit

In 2017-2018, the CSR Department in charge of reporting contacted teams at BFA (Bonduelle Fresh Americas, business unit resulting from the consolidation of Ready Pac Foods) with a view to including the new subsidiary. Working together, they selected the natural resource and human resource indicators that they deemed to be material and that could be reported by the BFA sites. The individuals in charge of reporting were identified and trained in reporting and using Metrio® software. The controls and validations of BFA data followed the same process as the other business units.

In 2018-2019, work on including the data from the BFA business unit continued in most areas. Only agronomy, transport and purchasing are not published. Moreover, indicators for Human Resources relating to training are not published. In the case of natural resources, biosolids are not published and the indicator for Chemical Oxygen Demand (DCO) is based on an estimate.

2.9.3.3 Upstream agricultural activities

Reporting is by agricultural production area and by segment: France Nord-Picardie; France South-West; Fresh Europe; Hungary; Poland; Russia; Portugal; Quebec, Ontario and Alberta (Canada); United States excluding BFA.

2.9.3.4 Transport

Transport has been included in Bonduelle's CSR strategy since 2007-2008. In 2018-2019, the operating scope of transport reporting is defined thus: it does not include BFA but does include the BALL business unit (excluding Brazil):

	Frozen vegetables	Canned vegetables	Mushroom	Fresh	Ready-to-eat prepared vegetables
Upstream agricultural activities	Canada United States France Nord-Picardie France South-West Poland Portugal	Canada United States Hungary France Nord-Picardie France South-West Africa Poland Russia	Mushroom picking in Saumur (France)	France Italy Germany	France
Inter-site	Canada United States France Poland Portugal Spain Russia	Canada United States Hungary France Nord-Picardie France South-West Poland Russia	France Poland	France Italy	France
Distribution	Canada United States Bermuda Jamaica France Spain Italy Benelux Germany/Austria Export Andorra Poland Portugal Czech Republic Slovakia Russia	Canada United States United Kingdom Jamaica Trinidad and Tobago Barbados Kuwait St. Vincent and the Grenadines France Europe Russia Export Kazakhstan	Poland France Belgium Spain Italy Germany	France Italy Germany	France

Transport-related CO₂ emissions are calculated based on kilometers traveled and tonnes transported, now monitored automatically and reported in real time. The group calculates CO₂ emissions from transportation using the guidelines produced by the ADEME (French Environment and Energy Management Agency) in Europe, and the GHG Protocol for the BALL business unit (excluding transport of agricultural commodities, which is calculated using the ADEME protocol). The transport flows considered for upstream agricultural

activities represent only transportation of vegetable harvests from field to plant, and exclude transportation of vegetables purchased from suppliers.

2.9.3.5 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. The BFA business unit is not included in the scope in 2018-2019.

This scope varies by country:

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

Additional information on assessing suppliers: this indicator is reported based on the calendar year, with the exception of the BALL business unit which reports the data for the fiscal year.

2.9.4 Indicators - GRI 102-48

All quantitative reporting indicators can be found in the appendices, in a cross-reference table that also lists the GRI indicators and their correlation to the Grenelle initiatives. Section 2.7.6 of the Deloitte reports lists the indicators selected for verification work.

2.9.4.1 Additional information on an agronomy indicator

Bonduelle's upstream agricultural activities are mainly located in the Northern hemisphere and the growing seasons (sowing to harvesting) are typically in the period from Spring to Autumn. As such they cover two fiscal years. Consequently, in the majority of cases, in order to report actual data (crops actually harvested), Bonduelle uses the agricultural data from harvests during the calendar year prior to the reporting year.

Alternative cultivation techniques - mechanical weeding, sustainable fertilization (monitoring residual nitrogen), irrigation management (water balance or sensors), plant cover (before vegetables) and soil preservation techniques - do not apply to the Mushroom segment in Poland (hydroponic cultivation of button mushrooms). As such this segment has been excluded from the scope of reporting on alternative cultivation techniques.

The penetration rates for mechanical weeding, plant cover (before vegetables) and soil preservation techniques are calculated on the basis of all cultivated surface areas (excluding the Mushrooms in Poland segment).

The penetration rate for sustainable fertilization (monitoring residual nitrogen) is calculated on the basis of all cultivated surface areas excluding BALL in the United States and Canada and BELL in the South-West of France (and excluding the Mushrooms in Poland segment).

The penetration rate for irrigation management (water balance or sensors) is calculated on the basis of irrigated surface areas (and excluding the Mushrooms in Poland segment).

Surveillance network: Bonduelle Fresh Europe data are published separately from data from the group's other production and activity areas and cannot be consolidated because they represent two different units:

- a number of farmers benefiting from the surveillance networks operating across the Bonduelle Fresh Europe scope;
- a number of surveillance networks operated by farmers in the rest of the group.

2.9.4.2 Additional information on a human resources indicator

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

Individual interviews: the number of theoretical interviews is equal to the number of employees at June 30 of the prior year and the number of interviews completed is the number of interviews completed during the fiscal year.

2.9.4.3 Additional information for natural resource indicators

- The hazardous waste production indicator is limited in scope: seven sites (Ruchocice, Reutlingen, Straelen, Cristalina, Ingersoll, Ste Martine and Strathroy) do not report the quantities of special industrial waste (SIW - hazardous waste) generated or special industrial waste for which return has been negotiated with suppliers. These sites account for 12% of the group's annual production.
- NO_x, SO_x and particulate emissions, mainly resulting from the operation of boilers, are monitored internally.
- 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".
- tCO₂e from direct and indirect greenhouse gas emissions: greenhouse gas emissions related to the consumption of biogas on site are taken to be zero; emissions related to the combustion of biomass have, on the other hand, been reported since 2017-2018.
- Indicator of the type of packaging material: use of adhesive tape and the tracking of wooden pallets is not included in the packaging consumption indicator.

2.9.4.4 Additional information on transport indicators

The methods for calculating CO₂ 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), Bonduelle has sought to comply with these principles and has revised 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 transportation: 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 transportation for the Fresh and Ready-to-eat prepared vegetables 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 Ready-to-eat prepared vegetables 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 transportation: for countries in Europe (France, Germany, Belgium, Spain, Italy, Luxembourg, the Netherlands, Portugal, the United Kingdom), it is assumed that rail transportation 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;
- purchasing 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 have reached the end of their minimum storage life.

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.

The method used by the BALL business unit is based on the GHG Protocol.

The following indicator is calculated at August 31, 2018: kg CO₂ emitted per tonne transported.

2.9.4.5 Additional information for quality indicators

Number of tests conducted on fresh, ready-to-eat prepared and frozen vegetable product categories: product testing for listeria monocytogenes.



2.9.5 2019-2020 Reporting schedule – GRI 102-50, 102-51, 102-52, 102-53

Date	Action	Department
January	Update of the reporting matrix incorporating the requirements of GRI and Article 225 of the Grenelle law	Experts in the field & reporting coordinator
February	Update of definition guidelines	Experts in the field & reporting coordinator
April	Translation of guidelines	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 experts in the field
September	Reporting audits at the production facilities	Production facilities audited
September	Audit of the group consolidation	Group management control
September	Audit of the CSR policy	Experts in the field
September	Review of the universal registration document for regulatory compliance with the Grenelle law	Group Communication
September	Validation of the universal registration document and detailed management charts	Experts in the field, group communication and group management control

The previous CSR report is included in the Bonduelle Group's registration document, available on www.bonduelle.com as of October 2018.

Any questions about the content of this report may also be sent using the contact form at www.bonduelle.com.

2.9.6 Assurance report - GRI 102-8, 102-56

Report of one of the Statutory Auditors, appointed as independent third party, on the consolidated non financial statement published in the group 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, 2019

To the Shareholders,

In our capacity as Statutory Auditor of Bonduelle SCA, appointed as independent third party and accredited by COFRAC under number 3-1048 (scope of accreditation available at www.cofrac.fr), we hereby report to you on the consolidated non financial statement for the year ended June 30, 2019 (hereinafter the "Statement"), presented in the group management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

Company's responsibility

The Board of Directors is responsible for preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main extra-financial risks, a presentation of the policies implemented with respect to these risks as well as the results of these policies, including key performance indicators. The Statement was prepared by applying the company's procedures (hereinafter the "Guidelines"), summarized in the Statement and available on the company's website or on request from its headquarters.

Independence and quality control

Our independence is defined by Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (Code de déontologie). 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.

Responsibility of the statutory auditor appointed as independent third party

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with Article R. 225-105 of the French Commercial Code;

- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225 105 of the French Commercial Code, i.e. the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."

However, it is not our responsibility to provide any conclusion on:

- the company's compliance with other applicable legal and regulatory provisions, particularly with regard to the duty of vigilance, anti-corruption and taxation;
- the compliance of products and services with the applicable regulations.

Nature and scope of procedures

We performed our work in accordance with Articles A. 225-1 et seq. of the French Commercial Code defining the conditions under which the independent third party performs its engagement and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement and with ISAE 3000 (Assurance engagements other than audits or reviews of historical financial information).

We conducted procedures in order to assess the Statement's compliance with regulatory provisions, and the fairness of the Information:

- We familiarized ourselves with the Group's business activity, the report on the main social and environmental risks relating to this activity and the impacts thereof with regard to the respect for human rights and the fight against corruption and tax evasion, together with the subsequent policies and their results.
- We assessed the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and clarity, taking into account, where appropriate, best practices within the sector.
- We verified that the Statement covers each category of information stipulated in section III of Article L. 225-102-1 governing social and environmental affairs, the respect for human rights and the fight against corruption and tax evasion.
- We verified that the Statement includes an explanation justifying the absence of information required by paragraph 2 of section III of Article L. 225-102-1.
- We verified that the Statement presents the business model and the main risks relating to the Group's business activity, including, where relevant and proportionate, the risks generated by its business relations, products or services as well as policies, measures and outcomes, including key performance indicators.
- We verified that, when relevant to the main risks or policies presented, the Statement presents the information stipulated in section II of Article R. 225-105.



- We assessed the process of selecting and validating the main risks.
- We inquired as to the existence of internal control and risk management procedures set up by the company.
- We assessed the consistency of the results and key performance indicators used with regard to the main risks and policies presented.
- We verified that the Statement includes a clear and reasoned explanation justifying the absence of policy regarding one or more of these risks.
- We verified that the Statement covers the consolidated scope, i.e. all companies within the consolidation scope in accordance with Article L. 233-16, with the limits specified in the Statement.
- We assessed the collection process set up by the entity to ensure the completeness and fairness of the Information.
- For the key performance indicators and other quantitative⁽¹⁾ outcomes that in our judgment were of most significance, we carried out:
 - analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto,
 - substantive tests, on a sampling basis, that consisted in verifying the proper application of definitions and procedures and reconciling data with supporting documents. These procedures were conducted for a selection of contributing entities⁽²⁾ and covered between 16% and 43% of the consolidated data for the key performance indicators and outcomes selected for these tests;
- We consulted documentary sources and conducted interviews to corroborate the qualitative information (measures and outcomes) that in our judgment were of most significance⁽³⁾;

- We assessed the overall consistency of the Statement in relation to our knowledge of the company.

We believe that the procedures we have performed, based on our professional judgment, are sufficient to provide a basis for a limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work engaged the skills of six people between April and September 2019.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around ten interviews with people responsible for preparing the Statement.

Conclusion

The new indicators for monitoring the company's 2025 macro-objective for the agro-ecological transition are under development and two of the five published agronomy indicators were established late and therefore could not be verified by us. Regarding the three indicators that we verified, related to the deployment of alternative cultivation techniques, numerous corrections have been made and their reporting system remains to be strengthened.

Based on our work, except for the matter described above, nothing has come to our attention that cause us to believe that the non financial statement does not comply with the applicable regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines.

Paris-La Défense, September 30th, 2019

French original signed by the Statutory Auditor

Deloitte & Associés

Pierre-Marie Martin

Associé

1 *Human resources indicators:* Full-time equivalent employees; Average training duration per individual; Frequency rate and Severity rate of work-related accidents.
Natural resources indicators: Water consumption; Energy consumption; Production of green waste and breakdown by type of valuation; Packaging consumption and breakdown by type of material; Greenhouse gas emissions scope 1 and scope 2.
Agronomy indicators: Penetration rate of mechanical weeding; Penetration rate of restricted use of fertilization; Penetration rate of irrigation management.
Purchasing indicators: Percentage of suppliers audited; Percentage of suppliers evaluated.

2 *Entities and sites selected:* Bedford (Human resources, Natural resources), Florence (Human resources, Natural resources), Estrées conserves et surgelés (Human resources, Natural resources), Krasnodar (Human Resources, Green waste, Packaging), BFE (Agronomy), BELL Sud-Ouest (Agronomy), Fairwater (Agronomy), BALL (Purchasing).

3 *Qualitative information:* Approach of eco-design of packaging; Carbon footprint reduction approach; Commitment to the agro-ecological transition; Plan for healthy and sustainable food; Responsible purchasing approach and evaluation of suppliers' CSR performance; Measures to fight against anticompetitive practices.

2.9.7 Results of all indicators – GRI 102-7, 102-8, 102-48

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Revenue of the Bonduelle Group (in millions of euros)						
GRI 102-7	1,921	1,982	1,968	2,288	2,777	2,777

2.9.7.1 Agronomy

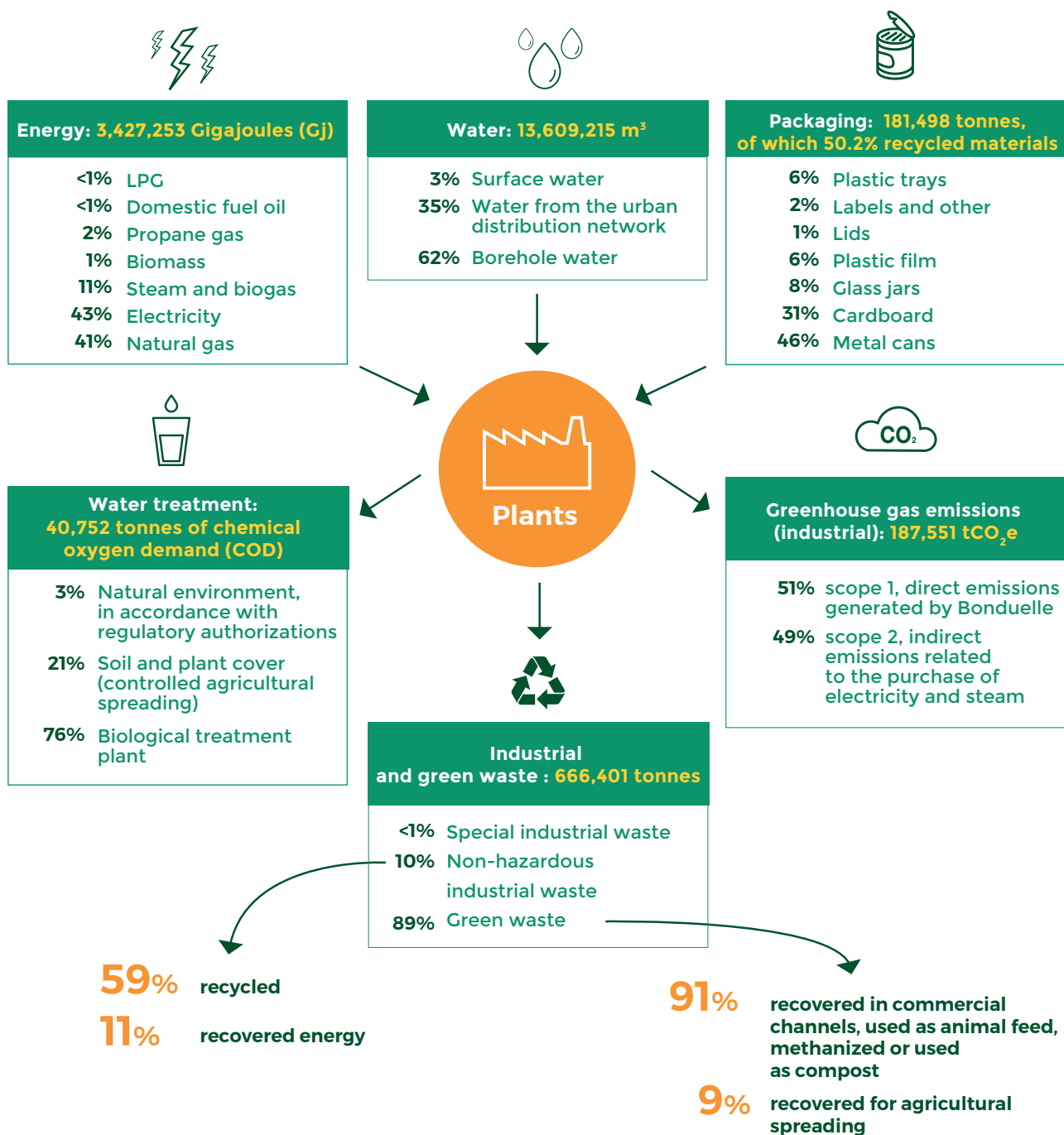
Indicators (excluding BFA)	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Varietal diversity						
Number of varieties tested across all regions where the group operates (2014-2015 data not comparable due to change in methodology).		3,835	1,330	1,013	1,299	1,077
Agricultural headcount						
Number of people (full-time equivalent Agronomy Department employees, including administrative staff, seasonal employees, trainees and those on permanent and non-permanent contracts).	246	252	258	261	264	269
Sourcing charter						
Percentage of farmers having signed it (either directly or included in contracts). GRI 308-1	93%	99%	95%	96%	96%	92%
Farmer assessed						
Percentage of farmers assessed by an initiative with the aim of compiling an annual budget.	74%	87%	84%	88%	79%	96%
Security network						
Number of Bonduelle Group trapping networks – excluding Fresh Europe*.				59*	54	54
Security network						
Number of farmers benefitting from trapping networks in the Fresh Europe business unit*.				130	132	87
Farmer loyalty						
Percentage of farmers who renewed their contracts versus the previous year.				91%	93%	91%

* Different calculation method.

2.9.7.2 Natural resources

Consumption, discharges and recovery at Bonduelle's production facilities

The following diagram presents consumption of natural resources, recycling and discharges into the natural environment generated by all Bonduelle Group production facilities.



Note on the CSR reporting methodology

Indicators	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Tonnes of manufactured products (TMP) <i>GRI 102-7</i> (Inclusion of data from the BFA business unit from 2017-2018)	1,094,504 TMP	1,060,882 TMP	1,054,278 TMP	1,218,180 TMP	1,223,529 TMP
Water consumption – GRI 303-1					
Number of m³ consumed (Inclusion of data from the BFA business unit from 2017-2018)	11,475,372 m³	11,660,490 m³	12,424,679 m³	14,632,188 m³	13,609,215 m³
Number of m³ consumed per tonne of manufactured product (TMP) (Inclusion of data from the BFA business unit from 2017-2018)	10.5 m³/TMP	11.0 m³/TMP	11.8 m³/TMP	12 m³/TMP	11.1 m³/TMP
Water sourcing – GRI 303-1					
Borehole water	8,544,956 m³	8,291,365 m³	8,876,085 m³	8,866,962 m³	8,457,145 m³
Urban water (Inclusion of data from the BFA business unit from 2017-2018)	2,566,504 m³	2,979,323 m³	3,055,151 m³	5,187,131 m³	4,721,018 m³
Surface water	363,912 m³	389,803 m³	493,443 m³	578,095 m³	431,052 m³
Energy consumption – GRI 302-1					
Total consumption in GJ (gigajoules)	3,153,521 GJ	3,069,997 GJ	3,131,844 GJ	3,544,729 GJ	3,427,253 GJ
of which Electricity: (Inclusion of data from the BFA business unit from 2017-2018)	1,253,145 GJ	1,268,663 GJ	1,290,175 GJ	1,532,557 GJ	1,486,579 GJ
of which Natural gas: (Inclusion of data from the BFA business unit from 2017-2018)	1,567,567 GJ	1,291,732 GJ	1,343,891 GJ	1,446,750 GJ	1,406,897 GJ
of which Propane:	64,437 GJ	64,535 GJ	40,928 GJ	81,168 GJ	81,126 GJ
of which LPG:	3,349 GJ	2,648 GJ	1,975 GJ	3,312 GJ	5,491 GJ
of which Domestic fuel oil:	33,683 GJ	39,165 GJ	27,965 GJ	29,475 GJ	28,694 GJ
of which Biomass:	62,484 GJ	81,322 GJ	68,783 GJ	80,549 GJ	31,229 GJ
of which Purchase of Steam:	141,037 GJ	316,662 GJ	352,694 GJ	368,206 GJ	383,528 GJ
of which Biogas:	27,819 GJ	5,271 GJ	5,434 GJ	2,711 GJ	3,708 GJ
Breakdown of Electricity by country:					
France	49%	47%	46.1%	38%	39%
Canada	23%	26%	25.7%	22%	23%
United States	13%	13%	13.6%	28%	25%
Portugal	4%	4%	4.5%	4%	4%
Poland	4%	3%	3.4%	3%	3%
Hungary	3%	3%	2.9%	3%	3%
Germany	1%	2%	1.5%	1%	1%
Russia	2%	2%	1.5%	1%	1%
Brazil	1%	0.6%	0.7%	0.5%	0.3%
Production of ordinary waste (non-hazardous waste) – GRI 306-2					
Tonnes	76,402 t ⁽¹⁾	43,077 t	48,876 t	48,930 t	72,242 t
kg per tonne of manufactured product	69.8 kg/TMP	40.6 kg/TMP	46.4 kg/TMP	45.8 kg/TMP	59.0 kg/TMP





Note on the CSR reporting methodology

Indicators	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Treatment					
Industrial landfill center:	18%	17%	11.6%	9.4%	30%
Energy recovery:	3%	3%	7.6%	10.7%	10.7%
Recycling:	79%	80%	80.9%	79.9%	59.3%
Production of special waste (hazardous waste) - GRI 306-2					
Tonnes	284 t	167 t	206 t	188 t	276 t
kg per tonne of manufactured product	0.26 kg/TMP	0.16 kg/TMP	0.20 kg/TMP	0.18 kg/TMP	0.23 kg/TMP
Production of green waste - GRI 306-2					
Tonnes (Inclusion of data from the BFA business unit from 2017-2018)	550,643 t	592,689 t	552,068 t	569,917 t	593,883 t
kg per tonne of manufactured product	503 kg/TMP	559 kg/TMP	524 kg/TMP	468 kg/TMP	485 kg/TMP
Valuation					
Agricultural spreading:	8%	8%	8%	3.9%	9%
Animal feed:	72%	63%	59.8%	59.7%	48%
Energy recovery:	2%	2%	2.8%	6.6%	9%
Marketable product:	17%	19%	19.8%	18.8%	17%
Other (compost):	1%	8%	9.6%	11.1%	17%
Pollution discharge					
Breakdown by treatment channel in m³ - GRI 306-1 - GRI 303-1					
Percentage (by m ³) discharged to treatment plant	84%	84%	84%	85%	87%
Percentage (by m ³) discharged for spreading after pretreatment	11%	10%	11%	10%	9%
Percentage (by m ³) discharged directly for spreading on crops	5%	6%	5%	5%	4%
Discharge of pollutants and proportion treated⁽²⁾ - GRI 306-1 - GRI 303-1					
Number of tonnes of COD (Chemical Oxygen Demand) produced at production facilities	44,206 TCOD	41,090 TCOD	40,447 TCOD	37,343 TCOD	40,752 TCOD
Percentage of COD treated at Bonduelle treatment plants	78%	73%	75%	90.1%	71%
Percentage of COD treated by the soil and plant cover (controlled agricultural spreading)	17.5%	21%	19.8%	1.7%	21%
Percentage of COD treated at external treatment plants	2%	3%	2.6%	3.5%	5%
Percentage of COD discharged into the natural environment in compliance with regulations	2.5%	3%	2.6%	4.7%	3.4%
Biosolids (excluding BFA)					
Tonnes of dry biological sludge	1,899 t	2,358 t	3,065 t	3,228 t	2,987 t
Nm ³ of biogas	1,677,528 Nm ³	1,318,384 Nm ³	1,201,007 Nm ³	885,304 Nm ³	1,422,050 Nm ³
Packaging					
Number of tonnes	160,549 t	149,196 t	144,992 t	149,886 t	181,498 t

Note on the CSR reporting methodology

Indicators	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Breakdown by type of material					
Metal cans:	56.3%	55.6%	55.1%	56.5%	46%
Cardboard:	20.7%	23.1%	23.6%	22.7%	31%
Glass jars:	11.2%	10.5%	9.9%	10.0%	8%
Plastic film:	4.8%	5.7%	6%	5.6%	6%
Lids:	2.6%	1.8%	1.6%	1.6%	2%
Plastic trays:	1.6%	1.5%	1.6%	1.5%	6%
Labels and other:	2.8%	1.7%	2.1%	2.1%	2%
Recycled materials					
Percentage of recycled materials in packaging (Europe) – GRI 301-2			48%	46%	50.2%
Biodiversity					
Number of production facilities an area of outstanding fauna or flora			6	6	10
Expenditure, in euros, for minimizing the impact of activities on the environment					
Water and sludge from treatment station:	€1,692,572	€1,181,274	€1,111,173	€2,378,665	€3,545,992
Industrial and green waste:	€49,949	€131,716	€360,437	€203,407	€669,223
Air and energy:	€2,915,092	€1,355,453	€1,441,496	€4,030,771	€3,726,407
Greenhouse gas emissions					
* Scope 1: Tonnes of CO ₂ equivalent direct emissions (fossil fuels purchased and refrigerant fluid leaks for agro-industrial sites, excluding tertiary sites) GRI 305-1	109,514 tCO _{2e}	95,558 tCO _{2e}	89,823 tCO _{2e}	110,779 tCO _{2e}	96,440 tCO _{2e}
* Scope 2: Tonnes of CO ₂ equivalent indirect emissions (electricity and steam purchased for industrial facilities, excluding tertiary sites) GRI 305-2	76,384 tCO _{2e}	74,637 tCO _{2e}	70,533 tCO _{2e}	84,674 tCO _{2e}	91,111 tCO _{2e}
Scope 3 upstream and downstream: Tonnes of CO ₂ equivalent indirect emissions			2,038,388 tCO _{2e}	2,089,269 tCO _{2e}	1,781,749 tCO _{2e}
Emissions of ozone depleting gas Tonnes of CO ₂ equivalent for R22, R134A, R404A, R422A	3,484 tCO _{2e}	2,600 tCO _{2e}	2,009 tCO _{2e}	3,379 tCO _{2e}	8,403 tCO _{2e}

(1) Of which 33,892 tonnes generated by the Tecumseh (Canada) plant, where there was a fire in July 2014.

(2) Biosolids are not published for the BFA business unit and the indicator for Chemical Oxygen Demand (DCO) is based on an estimate.

* Emissions related to energy consumption at headquarters and tertiary sites were estimated and recognized under scopes 1 and 2 as presented in the overall assessment of GHG emissions in Section 2.4.3.





Note on the CSR reporting methodology

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 two Bonduelle sites: Estrées-Mons, Renescure (France), excluding the Vaulx-Vraucourt (France) site in 2015 following technical modifications.

For 2016, the allocation of free quotas equates to 19,352 tCO₂e. Certified and transferred emissions totaled 16,207 tCO₂e. The use of biomass steam in 2015 at the Estrées-Mons (France) site made it possible to 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 has not had to make purchases on the carbon allowance market since 2016.

2.9.7.3 Transport (excluding BFA and Brazil)

Indicators	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
CO ₂ emissions (tonnes of CO ₂)					
Upstream agricultural activities	18,085 t CO ₂	18,620 t CO ₂	22,485 t CO ₂	22,758 t CO ₂	39,590 t CO ₂
Inter-site	13,510 t CO ₂	14,499 t CO ₂	14,498 t CO ₂	14,347 t CO ₂	59,565 tCO ₂
Distribution	73,854 t CO ₂	69,994 t CO ₂	67,111 t CO ₂	66,854 t CO ₂	131,755 tCO ₂
TOTAL (EXCLUDING BFA AND BRAZIL)⁽¹⁾	105,449 T CO₂	103,113 T CO₂	104,094 T CO₂	242,189 T CO₂	230,910 T CO₂
Ratio of kg CO ₂ emitted per tonne transported (Excluding BFA and Brazil)					
Upstream agricultural activities	19 kg CO ₂ /t	21 kg CO ₂ /t	26 kg CO ₂ /t	25 kg CO ₂ /t	26 kg CO ₂ /t
Inter-site	17 kg CO ₂ /t	19 kg CO ₂ /t	19 kg CO ₂ /t	20 kg CO ₂ /t	36 kg CO ₂ /t
Distribution	71 kg CO ₂ /t	70 kg CO ₂ /t	68 kg CO ₂ /t	68 kg CO ₂ /t	95 kg CO ₂ /t

(1) In 2017-2018, BALL data were only included in the total; in 2018-2019, BALL data were included in all results.

2.9.7.4 Quality

Indicators	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Safety testing – GRI 416-1					
Number of tests conducted on fresh, ready-to-eat prepared and frozen product categories	19,000	20,537	19,985	20,237	22,142
Number of tests conducted on the canned products category	44,600	43,788	43,900	44,451	43,502
certified facilities					
Number of ISO 9001 certified facilities	13	12	11	9	2
Number of ISO 22000 certified facilities	3	3	3	3	3
Number of IFS certified facilities	20	20	19	19	19
Number of FSSC 22000 certified facilities	4	4	4	5	5
Number of BRC certified facilities	15	16	15	15	15
Number of SQF certified facilities	3	3	3	4	8
Number of facilities certified “organic”	17	17	14	16	21
Number of days of system or product audits carried out by certification bodies, authorities or customers			291	282	367
Number of hours raising employees’ awareness of food quality, food safety, food defense, etc.			16,409	16,869	22,917
Customer services	1 Customer Services Department operates in each country				
Purchases of processed fruit and vegetables (excluding BFA)					
Number of suppliers (excluding partner vegetable producers) who have signed the Simplified agronomic charter	106	105	96	104	105
Percentage of suppliers (excluding partner vegetable producers) who have signed the Simplified agronomic charter	35%	42%	38%	40%	37%
Number of tests conducted on phytosanitary waste and trace metal elements (TME)	411	465	564	619	630
Percentage of compliant results obtained from tests on phytosanitary waste and trace metal elements (TME)	97%	95%	98%	99%	100%
Percentage of suppliers audited	15%	16%	19%	7%	15%
Percentage of suppliers evaluated	56%	79%	82%	80%	66%
Percentage of suppliers audited – Canada and the United States			18%	20%	
Percentage of suppliers evaluated – Canada and the United States			96%	99%	

**2.9.7.5 Human Resources – GRI 102-8**

Indicator	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Number of permanent employees at June 30 of the reporting year (Inclusion of data from the BFA business unit from 2017-2018)	6,974	7,100	7,330	10,957	10,655
Number of full-time equivalent permanent, non-permanent and seasonal employees and employees on other contracts over the reporting period N/P	9,755	9,961	10,220	10,519	14,589

Total employees by type of employment contract and geographical area (full-time equivalents in 2018-2019)

	France	Europe excl. France	Non-Europe	Total
Open-ended contracts	3,221	1,624	5,843	10,688
Non-Permanent	274	190	61	525
Seasonal	566	540	703	1,809
Other	542	167	858	1,567
TOTAL	4,604	2,521	7,464	14,589

Total workforce by gender, status, age and geographical area (permanent employees as at June 30, 2019)

GRI 405-1	France	Europe excl. France	Non-Europe	Total
Women	1,305	731	2,514	4,550
Men	1,939	974	3,192	6,105
Managers	775	339	573	1,687
Non-Managers	2,469	1,366	5,133	8,968
Permanent employees aged under 26	117	44	402	563
Permanent employees aged 26-35	683	348	1,143	2,174
Permanent employees aged 36-45	929	534	1,238	2,701
Permanent employees aged 46-49	445	237	523	1,205
Permanent employees aged 50-55	552	267	956	1,775
Permanent employees aged over 55	518	275	1,444	2,237

Women as a proportion of permanent employees as at June 30 – GRI 405-1

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Percentage of women who are Managers	-	17%	18%	19%	15%
Percentage of women who are non-Managers	-	83%	82%	81%	85%
Percentage of total employees who are women	40%	40%	40%	40%	43%

Note on the CSR reporting methodology

Seniority and hires

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Seniority (permanent staff)					
0 to 3 years	1,892	1,988	2,099	2,194	3,825
4 to 9 years	1,519	1,545	1,616	1,652	2,388
+ 9 years	3,563	3,567	3,615	3,596	4,442
Average seniority	12.82	13.00	12.27	12.00	10.44
New hires, in number of contracts - GRI 401-1					
Open-ended contracts	641	549	654	701	1,275
Non-Permanent	942	683	896	829	1,030
Seasonal	4,791	4,515	5,103	5,037	5,167
Disability - GRI 405-1					
Workers with a disability (full-time equivalents (FTE))	264 ETP	281 ETP	281 ETP	237 ETP	255 ETP

Departures by status in 2018-2019 (number of people - all contract types)

	France	Europe excl. France	Non-Europe	Total
Managers				
Due to layoff	9	6	17	32
Due to a death, retirement or agreed departure	37	3	9	49
Due to the employee (resignation, end of probationary period)	39	22	56	117
Due to transfer	60	2	24	86
Non-Managers				
Due to layoff	75	37	1,333	1,445
Due to a death, retirement or agreed departure	97	126	76	299
Due to the employee (resignation, end of probationary period)	269	209	3,350	3,828
Due to transfer	39	1	28	68

Turnover - GRI 401-1

Turnover total group

(Scope: departures at the request of the employee, due to death, retirement or agreed departure)

13.23%	14.82%	16.27%	15.82%	29.43%
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**Turnover by gender* in 2018-2019 (full-time equivalent) – GRI 401-1**

	France	Europe excl. France	Non-Europe	Total
Turnover – Women	10.3%	15.2%	37.3%	25.10%
Turnover – Men	9.1%	13.6%	43.6%	27.18%
Departures of Women	196	161	1,184	1,541
Departures of Men	246	199	1,818	2,263
Unspecified Departures	0	0	489	489

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

Turnover by age* in 2018-2019 (full-time equivalent) – GRI 401-1

	France	Europe excl. France	Non-Europe	Total
Turnover of employees aged under 26	2.7%	3.6%	6.2%	4.65%
Turnover of employees aged 26-35	2.4%	3.4%	29.0%	16.18%
Turnover of employees aged 36-45	1.5%	3.8%	4.2%	3.31%
Turnover of employees aged 46-49	0.4%	0.7%	1.4%	0.96%
Turnover of employees aged 50-55	0.5%	1.0%	2.1%	1.42%
Turnover of employees aged 55+	2.2%	1.8%	3.1%	2.60%
Unspecified turnover	0.0%	0.0%	0.3%	0.31%
Departures of employees aged under 26	122	90	466	678
Departures of employees aged 26-35	109	85	2,166	2,360
Departures of employees aged 36-45	71	97	315	483
Departures of employees aged 46-49	17	18	105	140
Departures of employees aged 50-55	23	24	160	207
Departures of employees aged 55+	100	46	234	380
Unspecified turnover	0	0	45	45

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

Training (excluding BFA) - Permanent, non-permanent and seasonal employees

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Training as a percentage of payroll	1.44%	1.44%	1.4%	1.26%	1.04%
Total number of training hours:	172,776	177,979	174,102	185,938	187,702
Average training duration per individual - GRI 404-1	28 hours	29 hours	31 hours	34 hours	14 hours
Breakdown of training hours by gender - GRI 404-1	36.15% women 63.85% men	32.82% women 67.18% men	35.62% women 64.38% men	30.80% women 69.20% men	36.09% women 63.91% men
Breakdown of training hours by status - GRI 404-1			18.66% Managers 81.34% non-Managers	15.46% Managers 84.54% non-Managers	18.32% Managers and 81.68% non-Managers
Work-related accidents (all contract types) - GRI 403-2					
Frequency of work-related accidents	7.43	4.03	6.19	6.91	6.37
Work-related accident severity rate	0.42	0.23	0.29	0.31	0.34
Severity rate of occupational diseases for France	0.96	1.08	0.96	0.97	0.97

Breakdown of work-related accidents, frequency rate, severity rate and occupational diseases in 2018 2019 (all contract types) - GRI 403-4

	France	Europe excl. France	Non-Europe	Total
Women - Frequency rate	10.87	4.97	2.95	5.43
Men - Frequency rate	15.15	8.14	2.93	7.14
Frequency rate	13.41	6.85	2.88	6.37
Women - Number of work-related accidents with lost time	30	8	17	55
Men - Number of work-related accidents with lost time	61	19	24	104
Number of work-related accidents with lost time	91	27	41	159
Women - Severity rate	1.08	0.19	0.17	0.42
Men - Severity rate	0.73	0.18	0.10	0.29
Severity rate	0.87	0.19	0.12	0.34
Women - Number of lost days due to work-related accidents	2,977	311	969	4,257
Men - Number of lost days due to work-related accidents	2,943	421	803	4,167
Lost days due to work-related accidents	5,920	732	1,772	8,424

	France	Europe excl. France	Non-Europe	Total
Women - Occupational disease severity rate	1.45	0.00	0.00	1.45
Men - Occupational disease severity rate	0.64	0.00	0.00	0.64
Occupational disease severity rate	0.97	0.00	0.00	0.97
Women - Number of lost days for work-related accidents and occupational diseases	3,988	N/A	N/A	3,988
Men - Number of lost days for work-related accidents and occupational diseases	2,571	N/A	N/A	2,571
Number of lost days for work-related accidents and occupational disease	6,559	N/A	N/A	6,559

N/A: Data not available.



**Change in the number of safety training hours at June 30 – GRI 403-2**

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Number of safety training hours	24,602	45,467	48,359	30,570	47,915

Change in safety training expenditure as a percentage of total training expenditure – GRI 403-2

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Safety expenditure	11.38%	23.27%	18.85%	18.0%	18.0%

Remuneration and development (All contract types)

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Staff affected by industrial restructuring plans who have received outplacement support	4	62	0	17	59
Number of hours worked	16,556,775	16,889,400	17,125,082	17,368,538	24,970,070
Absenteeism rate	3.53%	3.72%	4.06%	4.38%	4.61%
Amount of compensation (permanent, non-permanent and seasonal employees)	€252,912,461	€259,398,219	€266,972,624	€288,609,131	€409,745,598
Percentage of employees receiving regular performance and career development reviews – GRI 404-3	78.16%	79.42%	80.61%	72.14%	54.93%
Breakdown by gender of employees receiving regular performance and career development reviews – GRI 404-3	79.44% women 77.28% men	80.94% women 78.45% men	81.88% women 79.76% men	72.86% women 71.68% men	54.59% women 55.16% men
Breakdown by status of employees receiving regular performance and career development reviews – GRI 404-3			92.52% Managers 78.62% non-Managers	77.14% Managers 71.19% non-Managers	80.79% Managers 51.19% non-Managers

Breakdown of absenteeism rate and hours worked in 2018-2019 (All contract types)

	France	Europe excl. France	Non-Europe	Total
Women – Absenteeism rate	5.8%	7.4%	4.9%	5.58%
Men – Absenteeism rate	4.1%	4.2%	3.8%	3.98%
Absenteeism rate	4.8%	5.6%	4.2%	4.61%
Women – Hours worked	2,759,492	1,609,168	5,765,359	10,134,020
Men – Hours worked	4,026,425	2,333,990	8,202,197	14,562,612
Hours worked	6,785,918	3,943,158	14,240,995	24,970,070

2.10 Appendices

2.10.1 Ethics Committee

An Ethics Committee was officially created to support the group's efforts in this area and to act in an advisory capacity. Its composition is described in 3.1.4.

2.10.2 The Bonduelle Group's ethics charter – GRI 102-16

The Bonduelle Group's ethics charter is published in French and English at [Bonduelle.com](https://www.bonduelle.com/en/sustainable-development/documents), under "sustainable development", documents:

<https://www.bonduelle.com/en/sustainable-development/documents.html>

2.10.3 Materiality matrix – GRI 102-46

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 societal 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. Russia devised its materiality matrix in 2016-2017.

The lessons learned from various dialogs with stakeholders in 2016-2017 supported the results of the matrix (see matrix in 1.3.2 Risks and challenges).

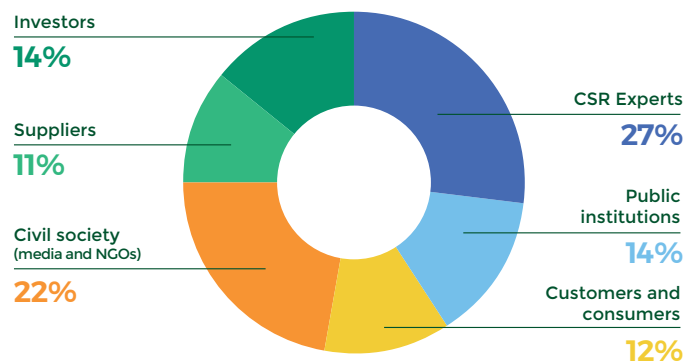
2.10.3.1 Identifying Bonduelle's CSR challenges

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 outlined in 2.2.1, 2.3.1, 2.4.1 and 2.5.1.

2.10.3.2 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 contributed to the materiality matrix





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.

2.10.3.3 Prioritizing challenges

An online questionnaire enabled stakeholders to rate the 51 challenges on 6 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 in Section 3.5);
- inclusion of the results of 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.

For each challenge, the Bonduelle CSR Steering Committee analyzes the results for each year *via* materiality matrices produced in the countries where Bonduelle operates.

2.10.3.4 Materiality matrix – GRI 103-1

The materiality analysis (see matrix in 2.2.1.5 Materiality matrix) 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. They are also in step with the sustainable development goals (see 2.2.1.4). Material challenges apply to the entire Bonduelle Group, which collaborates with its ecosystem to address these challenges, and particularly with its farmer partners:

- product quality and safety (detailed in Sections 2.6.2.1 and 2.6.2.2);
- food traceability (detailed in Section 2.6.2.1);
- workplace health and safety (detailed in Section 2.7.3.1);
- ethical business practice (detailed in Section 2.8.1);
- food safety (detailed in Section 2.6.2.1);
- compliance with international labor commitments (detailed in Sections 2.7.3.2 and 2.7.4.4);
- relations with producers (detailed in Sections 2.4 and 2.5);
- soil preservation (detailed in Section 2.4);
- water preservation (detailed in Section 2.5.5);
- responsible packaging (detailed in Section 2.5.4);
- water pollution (detailed in Section 2.5.5);
- use of agricultural inputs (detailed in Section 2.4.2);
- legal compliance (detailed in Section 2.8.1);
- compliance of teams with the group's CSR commitments (detailed in Section 2.1.1.2);
- integration of CSR challenges in relations with customers (detailed in Section 2.6.3.2);
- nutritional composition of products (detailed in Section 2.6.3);
- energy saving (detailed in Section 2.5.2).

Cross-reference table of the Corporate social responsibility report
with Global Reporting Initiative (GRI) Standards Content Index - GRI 102-55

2.11 Cross-reference table of the Corporate social responsibility report with Global Reporting Initiative (GRI) Standards Content Index -

GRI 102-55



For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

This service was performed on the French version of the report (English GRI Standard titles)

GRI Standards	Disclosure	GRI Standards Content Index reference in the universal registration document		External verification	Page no.
GRI 101 - Foundation 2016	Principles for defining report content	2.2.1.6	Procedures for dialog with stakeholders		28
		1.4	Bonduelle in its ecosystem		11
		1.3.1	Bonduelle's value creation model		8-9
		2.2.1.5	Materiality matrix		27
		2.9.1	Context and objectives		80
		2.9.3	Scope		81
	Principles for defining report quality	2.9.2	Procedures	2.9.6	80
		2.9.3	Scope	Assurance report	81
	Utilization of GRI standards for sustainable development reporting	2.9.1	Context and objectives		80
		2.9.2	Procedures		80
		2.9.3	Scope		81
	Statements related to utilization of the GRI standards	2.2.2.3	Transparency requirements		31-32
GRI 102: General Disclosures 2016	102-1: Name of the organization	7.6	General information regarding the Company - Legal name		259
	102-2: Activities, brands, products, and services	1.3.1	Bonduelle's value creation model		8
		1.4.3	Bonduelle is the only pure player in the plant-based food market		15
		1.6	Bonduelle worldwide as of 2019/07/01		18
	102-3: Location of headquarters	7.6	General information regarding the Company - Registered office		259
	102-4: Location of operations	1.6	Bonduelle worldwide as of 2019/07/01		18
		1.5	Group organization structure as of 2019/07/01		15-16
	102-5: Ownership and legal form	7.2	Shareholder structure		252
		7.6	General information regarding the Company - Legal form		259
	102-6: Markets served	1.3.1	Bonduelle's value creation model		8
		1.6	Bonduelle worldwide as of 2019/07/01		18
	102-7: Scale of the organization	1.2	Bonduelle Group key figures		6
		1.5	Group organization structure as of 2019/07/01		16
		2.9.7	Results of all indicators		88
		2.9.7	Results of all indicators - B. Natural resources		90
	102-8: Information on employees and other workers	2.9.7	Results of all indicators - E. Human resources	2.9.6 Assurance report	95
	102-9: Supply chain	2.5.8	Responsible purchasing		53
	102-10: Significant changes to the organization and its supply chain	1.1	Interview with Guillaume Debrosse, Bonduelle Group Chief Executive Officer		4
		1.5	Group organization structure as of 2019/07/01		16
		2.2.1.1	Editorial		23
	102-11: Precautionary Principle or approach	4.4	Internal control and risk management procedures		157
		4.2	Risk factors		141
	102-12: External initiatives	2.8.1	Ethical business practices		72
	102-13: Membership of associations	2.2.2.2	Involvement in industry think tanks		31



Cross-reference table of the Corporate social responsibility report
with Global Reporting Initiative (GRI) Standards Content Index – GRI 102-55

GRI Standards	Disclosure	GRI Standards Content Index reference in the universal registration document		External verification	Page no.
GRI 102: General Disclosures 2016	Strategy				
	102-14: Statement from senior decision-maker	1.1	Interview with Guillaume Debrosse,		4
		2.2.1.2	An approach that focuses on five macro-objectives		23
	Ethics				
	102-16: Values, principles, standards and norms of behavior	2.8.1	Ethical business practices		72
	Governance				
	102-18: Governance structure	3.1	Information on the organization, the group's legal structures, Shareholder structure, presentation of Bonduelle SCA and Bonduelle SA		112
	Stakeholder engagement				
	102-40: List of stakeholder groups	2.2.1.6	Procedures for dialog with stakeholders		28
	102-41: Collective bargaining agreements	2.7.4.4	Transparency: Social dialog		69
	102-42: Identifying and selecting stakeholders	2.2.1.5	Materiality matrix		27
		2.2.2.2	Involvement in industry think tanks		31
		2.2.1.6	Procedures for dialog with stakeholders		28
	102-43: Approach to stakeholder engagement	2.2.1.6	Procedures for dialog with stakeholders		28
	102-44: Key topics and concerns raised	2.2.1.6	Procedures for dialog with stakeholders		28
	Scope of the report				
	102-45: Entities included in the consolidated financial statements	1.5	Group organization structure as of 2019/07/01		16
		5.5	Notes to the annual consolidated financial statements – Note 10.4 List of group companies		212
		2.9.3	Scope		81
	102-46: Defining report content and topic Boundaries	2.2.1.2	An approach that focuses on five macro-objectives		23
		2.2.1.4	Dashboard of the Bonduelle Group's CSR approach		26
		2.2.1.5	Materiality matrix		27
	102-47: List of material topics	2.2.1.4	Dashboard of the Bonduelle Group's CSR approach		26
		2.2.1.5	Materiality matrix		27
	102-48: Restatements of information	2.2.1.4	Dashboard of the Bonduelle Group's CSR approach		26
		2.9.7	Results of all indicators		
		2.9.2	Procedures		88
		2.9.4	Indicators		80 83
	102-49: Changes in reporting	2.9.3.1	Change in scope during fiscal 2018-2019		81
	102-50: Reporting period	2.9.1	Context and objectives		80
		2.9.5	2019-2020 reporting schedule		85
	102-51: Date of most recent report	2.9.5	2019-2020 reporting schedule		85
	102-52: Reporting cycle	2.9.5	2019-2020 reporting schedule		85
	102-53: Contact point for questions regarding the report	2.9.5	2019-2020 reporting schedule		85
	102-54: Claims of reporting in accordance with the GRI Standards	2.2.2.3	GRI transparency requirements		32
		2.9.1	Context and objectives		804
	102-55: GRI content index	2.11	Cross-reference table of the Corporate social responsibility report with Global Reporting Initiative (GRI) Standards Content Index		102-108
	102-56: External assurance	2.9.6	Assurance report		85
	Specific information: Economic category, indirect economic impacts	Correspondence with Bonduelle's material issues: Relation with producers			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	An approach that focuses on five macro-objectives		23
		2.2.1.5	Materiality matrix		27
		2.9.3	Scope		81
	103-2: The management approach and its components	2.8.1	Ethical business practices		72
		2.2.1.4	Dashboard of the Bonduelle Group's CSR approach		26
GRI 203: Indirect Economic Impacts 2016	203-2: Significant indirect economic impacts	2.2.2.1	CSR governance		31
		2.8.1.5	Anti-corruption program		73
		2.4.1.1	The Bonduelle Group's vegetable sourcing model		36
		2.7.3.3	Wage policy and employee recognition		
		2.7.4.4	Transparency: Social dialog		66
		2.7.6.1	Participation in the life of local communities and mobilization of employees		69 70

2 CORPORATE SOCIAL RESPONSIBILITY

Cross-reference table of the Corporate social responsibility report
with Global Reporting Initiative (GRI) Standards Content Index – GRI 102-55

GRI Standards	Disclosure	GRI Standards Content Index reference in the universal registration document		External verification	Page no.
	Specific information: Societal category, anti-corruption aspect	Correspondence with Bonduelle's material challenges: Ethical business practices			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	An approach that focuses on five macro-objectives		23
		2.2.1.5	Materiality matrix		27
		2.9.3	Scope		81
	103-2: The management approach and its components	2.8.1	Ethical business practices		72
		2.2.1.4	Dashboard of the Bonduelle Group's CSR approach		26
	103-3: Evaluation of the management approach	2.2.2.1	CSR governance		31
		2.8.1.5	Anti-corruption program		73
GRI 205: Anti-corruption 2016	205-2: Communication and training about anti-corruption policies and procedures	2.8.1.5	Anti-corruption program		73
	Specific information: Environmental category: raw materials aspect	Correspondence with Bonduelle's material challenges: Responsible packaging			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	An approach that focuses on five macro-objectives		23
		2.2.1.5	Materiality matrix		27
		2.9.3	Scope		81
	103-2: The management approach and its components	2.2.1.4	Dashboard of the Bonduelle Group's CSR approach		26
		2.5.4	Responsible product and packaging design and the fight against food waste		48
	103-3: Evaluation of the management approach	2.2.2.1	CSR governance		31
GRI 301: Materials 2016	301-2: Recycled input materials used	2.5.4.2	Eco-design of packaging	2.9.6 Assurance report	49
	Specific information: Environmental category, energy aspect	Correspondence with Bonduelle's material challenges: Energy saving			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	An approach that focuses on five macro-objectives		23
		2.2.1.5	Materiality matrix		27
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	103-2: The management approach and its components	2.2.1.4	Dashboard of the Bonduelle Group's CSR approach		26
		2.5.2.3	Zero energy loss for the industrial activity		46
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GRI 302: Energy 2016	302-1: Energy consumption within the organization	2.9.7.2	Natural resources	2.9.6 Assurance report	90
	302-4: Reduction of energy consumption	2.5.2.3	Zero energy loss for the industrial activity		46
	Specific information: Environmental category, water aspect	Correspondence with Bonduelle's material challenges: Water conservation			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	An approach that focuses on five macro-objectives		23
		2.2.1.5	Materiality matrix		27
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	103-2: The management approach and its components	2.2.1.4	Dashboard of the Bonduelle Group's CSR approach	2.9.6 Assurance report	26
		2.5.3	Preservation of water resources through sustainable and integrated management of the water cycle		47
	103-3: Evaluation of the management approach	2.2.2.1	CSR governance		31
GRI 303: Water 2016	303-1: Water withdrawal by source	2.9.7.2	Natural resources	2.9.6 Assurance report	90-91
	Specific information: Environmental category, emissions aspect				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	An approach that focuses on five macro-objectives		23
		2.2.1.5	Materiality matrix		27
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	103-2: The management approach and its components	2.2.1.4	Dashboard of the Bonduelle Group's CSR approach		26
		2.5.2	Target: 20% reduction in greenhouse gas emissions		44
	103-3: Evaluation of the management approach	2.2.2.1	CSR governance		31
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions	2.9.7.2	Natural resources	2.9.6 Assurance report	92
	305-2: Energy indirect (Scope 2) GHG emissions	2.9.7.2	Natural resources	2.9.6 Assurance report	92



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Specific information: Environmental category: effluents and waste aspect		Correspondence with Bonduelle's material challenges: Water pollution; Water conservation - Upstream agricultural activities		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2 An approach that focuses on five macro-objectives		23
		2.2.1.5 Materiality matrix		27
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	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach		26
		2.5.3 Preservation of water resources through sustainable and integrated management of the water cycle		47
		2.5.5 Waste management: zero loss and circular economy		50
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
GRI 306: Effluents and waste 2016	306-1: Water discharge by quality and destination	2.9.7.2 Natural resources	2.9.6 Assurance report	91
	306-2: Waste by type and disposal method	2.9.7.2 Natural resources	2.9.6 Assurance report	90-91
Specific information: Environmental compliance aspect		Correspondence with Bonduelle's material challenges: Legal compliance		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2 An approach that focuses on five macro-objectives		23
		2.2.1.5 Materiality matrix		27
		2.9.3 Scope		81
	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach		26
		2.8.1 Ethical business practices		72
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
GRI 307: Environmental Compliance 2016	307-1: Non-compliance with environmental laws and regulations	2.8.2.1 Governance		74-75
Specific information: Environmental category, supplier evaluation aspect		Correspondence with Bonduelle's material issues: Relation with producers		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2 An approach that focuses on five macro-objectives		23
		2.2.1.5 Materiality matrix		27
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	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach		26
		2.5.8 Responsible purchasing		53
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
GRI 308: Supplier Environmental Assessment 2016	308-1: New suppliers that were screened using environmental criteria	2.5.8 Responsible purchasing		26
		2.5.8.2 Supplier engagement, evaluation and support in other categories		53
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GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2 An approach that focuses on five macro-objectives		23
		2.2.1.5 Materiality matrix		27
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	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach		26
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		2.7.4.4 Transparency: Social dialog		69
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	2.9.7.5 Human Resources	2.9.6 Assurance report	96-97

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	Specific information: Social category, health and safety at work aspect			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2 An approach that focuses on five macro-objectives 2.2.1.5 Materiality matrix 2.9.3 Scope		23 27 81
	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach 2.7.2 Human resources policies and means implemented 2.7.3.1 Workplace safety and working conditions		26 61 63
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
	403-2: Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	2.9.7.5 Human Resources 2.7.3.1 Workplace safety and working conditions	2.9.6 Assurance report	98-99 63
	403-4: Health and safety topics covered in formal agreements with trade unions	2.7.4.4 Transparency: Social dialog 2.7.3.1 Workplace safety and working conditions 2.9.7.5 Human Resources		69 63 98
	Specific information: Social category, education and training aspect			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2 An approach that focuses on five macro-objectives 2.2.1.5 Materiality matrix 2.9.3 Scope		23 27 81
	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach 2.7.2 Human resources policies and means implemented 2.7.4.1 Employability: Development and training for women and men		26 61 66-67
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
	404-1: Average hours of training per year per employee	2.9.7.5 Human Resources	2.9.6 Assurance report	98
	404-3: Percentage of employees receiving regular performance and career development reviews	2.9.7.5 Human Resources 2.7.4.1 Employability: Development and training for women and men		99 66-67
	Specific information: Social category, diversity and equal opportunities aspect			
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	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach 2.7.2 Human resources policies and means implemented 2.7.4.3 Diversity		26 61 67
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
	405-1: Diversity of governance bodies and employees	2.9.7.5 Human Resources 3.1.4 Bonduelle SA 3.1.3 Bonduelle SCA 2.7.4.3 Diversity		95 115 113 67
	Specific information: Human rights category, freedom of association aspect			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2 An approach that focuses on five macro-objectives 2.2.1.5 Materiality matrix 2.9.3 Scope		23 27 81
	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach 2.7.2 Human resources policies and means implemented 2.7.3.2 Human Rights 2.8.1 Ethical business practices		26 61 66 72
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2.7.3.2 Human Rights 2.7.4.4 Transparency: Social dialog 2.5.8.2 Supplier engagement, evaluation and support in other categories		66 69 53



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	Specific information: Human rights category, child labor aspect		Correspondence with Bonduelle's material challenges: Compliance with international labor commitments		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	An approach that focuses on five macro-objectives		23
		2.2.1.5	Materiality matrix		27
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		2.7.3.2	Human Rights		61
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GRI 408: Child Labor 2016	408-1: Operations and suppliers at significant risk for incidents of child labor	2.7.3.2	Human Rights		66
		2.5.8	Responsible purchasing		53
	Specific information: Human rights category, forced labor aspect				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	An approach that focuses on five macro-objectives		23
		2.2.1.5	Materiality matrix		27
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	103-2: The management approach and its components	2.2.1.4	Dashboard of the Bonduelle Group's CSR approach		26
		2.7.2	Human resources policies and means implemented		
		2.7.3.2	Human Rights		61
		2.8.1	Ethical business practices		66
					72
	103-3: Evaluation of the management approach	2.2.2.1	CSR governance		31
GRI 409: Forced or Compulsory Labor 2016	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	2.7.3.2	Human Rights		66
		2.5.8	Responsible purchasing		53
	Specific information: Human rights category, investment aspect		Correspondence with Bonduelle's material challenges: Compliance with international labor commitments		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	An approach that focuses on five macro-objectives		23
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		2.9.3	Scope		81
	103-2: The management approach and its components	2.2.1.4	Dashboard of the Bonduelle Group's CSR approach		26
		2.7.2	Human resources policies and means implemented		
		2.7.3.2	Human Rights		61
		2.5.8	Responsible purchasing		66
					53
	103-3: Evaluation of the management approach	2.2.2.1	CSR governance		31
GRI 412: Human Rights Assessment 2016	412-3: Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	2.7.3.2	Human Rights		66
		2.5.8	Responsible purchasing		53
	Specific information Societal category, local communities aspect				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	An approach that focuses on five macro-objectives		23
		2.2.1.5	Materiality matrix		27
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		2.7.6.1	Participation in the life of local communities and mobilization of employees		70
	103-3: Evaluation of the management approach	2.2.2.1	CSR governance		31
GRI 413: Local communities 2016	413-1: Operations with local community engagement, impact assessments, and development programs	2.6.3.1	Healthy and sustainable food information and awareness-raising actions		59
		2.7.6.1	Participation in the life of local communities and mobilization of employees		70-71

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	Specific information Products category, consumer health and safety aspect	Correspondence with Bonduelle's material challenges: Product quality and safety; Nutritional composition of products		
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	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach 2.6.2.2 Nutritional quality		26 57
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
GRI 416: Customer Health and Safety 2016	416-1: Assessment of the health and safety impacts of product and service categories	2.6.2.2 Nutritional quality 2.9.7.4 Quality 2.6.2.1 Quality and traceability		57 94 55
	Specific information Product category, product and*service labeling aspect	Correspondence with Bonduelle's material challenges: Product quality and safety; Nutritional composition of products		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2 An approach that focuses on five macro-objectives 2.2.1.5 Materiality matrix 2.9.3 Scope		23 27 81
	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach 2.6.1 A strategy for the enjoyment of affordable plant-based food		26 55
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
GRI 417: Marketing and Labeling 2016	417-1: Requirements for product and service information and labeling	2.6.2.1 Quality and traceability 2.6.2.2 Nutritional quality		55 57
	Specific information: Socio-economic compliance aspect	Correspondence with Bonduelle's material challenges: Legal compliance		
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2 An approach that focuses on five macro-objectives 2.2.1.5 Materiality matrix 2.9.3 Scope		23 27 81
	103-2: The management approach and its components	2.2.1.4 Dashboard of the Bonduelle Group's CSR approach 2.8.1 Ethical business practices		26 72
	103-3: Evaluation of the management approach	2.2.2.1 CSR governance		31
GRI 419: Socio-economic Compliance 2016	419.1: Non-compliance with laws and regulations in the social and economic area	2.8.2.1 Governance		74-75



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