

Corporate social responsibility report



Extract from the Universal registration document

2019 2020

La nature,
notre futur





Corporate social responsibility



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

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 extra-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 2.7.2);
- the expectations of all of the group's stakeholders.

1 Bonduelle Group key figures



Business established in

1853

Revenue

€2,855_m**56**

sites around the world

**14,617**

employees (full-time equivalent)

**6**

strong brands

**126,000**

hectares cultivated around the world



Bonduelle initiated The B! Pact, commitments around concrete and measurable actions to increase the place of plant-based food in everyone's diet. The key results for 2019-2020 are:

PLANET



85% of surface areas cultivated using alternative cultivation techniques⁽¹⁾

94% of farmers have signed the agronomic sourcing charter

9.7% renewable energies in the group's energy mix

51% recycled materials in packaging

FOOD



62,000 food safety analyses per year on our products

500,000 beneficiaries of the actions carried out by our Foundation

7 countries where the Bonduelle Foundation promotes innovative and positive projects

PEOPLE



44% of sites have a project involving their local communities

7.20 is the frequency rate of work-related accidents

1,300 employees made aware of CSR

4,347 metric tons donated to NGOs in the United States, Canada and Europe

(1) As at June 30, 2020, for the first year of this indicator, agronomic teams in the geographic areas were already able to report on approximately 30% of the surface areas cultivated by farming partners.

2 Becoming a group with a positive impact

2.1 From CSR to B Corp ambition: becoming a better business for the world

The history of our commitment

1996 – At the heart of Bonduelle's very close relationship with its farming partners, the **agronomic charter** guarantees the quality and safety of the products.

2002 – Bonduelle structures its **CSR policy** around four pillars: agronomy, human, quality and nutrition, and natural resources.

2004 – The **Louis Bonduelle Foundation** was created with the ambition of bringing about a sustainable change in eating habits while respecting People and the planet.

2012 – Bonduelle launches **VegeGo!**, a company project driving the group's ambition to be "the world reference in 'well-living' through plant-based food" by 2025⁽¹⁾.

The **ethics charter** sets out the group's adherence to the United Nations Global Compact and gives substance to its values: being people-minded, confidence, openness, simplicity, integrity, fairness and excellence.

Bonduelle publishes its CSR report in accordance with the **Global reporting initiative**.

2016 - Bonduelle renews its **CSR objectives**.

2019 - Bonduelle adopts the ambition to become a **B Corp** company and launches **The B! Pact**.

2020 – Bonduelle becomes a founding member of **B Movement Builders**.

2.1.1 Editorial – GRI 102-10

"When Bonduelle was first created, it already had a **long-term vision for People and the planet**. The family Shareholders had set themselves the following objectives: respect for the natural environment and the desire to put People at the heart of the Company's project. Over the course of its growth and history, the group has given substance to these commitments.

Climate change is accelerating. Consumers' expectations are growing. And our world will soon have nine billion people. At Bonduelle, we believe that plant-based food is a sustainable solution to these issues. This is why plant-based food, which Bonduelle has been promoting since its early days, remains at the heart of the group's **ambition for 2025: to be the world reference in 'well-living' through plant-based food**. Our strong agro-industrial presence, based on 160 years of expertise, places us firmly at the forefront of the plant-based revolution. We know how to make deep, lasting changes. We create positive economic and social impact for all our stakeholders, employees and communities. **We play a central role as a responsible agri-food player, and the COVID-19 crisis**

has demonstrated this once again. Our jobs are essential. We have been able to invent new ways of working together, of showing solidarity and getting even closer to consumers.

Bonduelle therefore has everything it needs to commit to the process of **B Corp certification**. Ambitious and innovative, this certification accompanies the continuous improvement of our business model to create a better future through plant-based food. It will help us make our corporate ambition a reality: not to be the best in the world, but to be the best for the world.

The B! Pact is a first global step towards this certification. It shows the strengthening of our commitments for the planet, for food and for People. The B! Pact gives everyone the means to be part of this transformation, and to be proud of it. This year in particular, our teams and our partners have worked very hard to make healthy plant-based food accessible."

Anne-Sophie Fontaine, Bonduelle Group Head of CSR and external communications

(1) VegeGo! is presented in chapter 1 of the 2019-2020 universal registration document.



2.1.2 B Corp Ambition – GRI 102-14, 102-46, 102-47, 102-48, 103-1, 103-2

“We are going through a period of climate, environmental and societal transition. The COVID-19 epidemic has revealed the threats and opportunities we face even more clearly. The environment and global economy are transforming, amidst new scenarios. Consumers are re-examining their needs and expectations. In this context, Bonduelle's decision to **rethink its business model** to make the Company more resilient and so that it can create positive impacts, is even more pertinent.

Two years ago, Bonduelle made a strong commitment in this direction. We launched our B Corp certification process. This ambition drives our commitment to continuous improvement. It has helped us to reaffirm our commitments. It is both

engaging and inspiring for everyone: employees, partners, consumers and local communities.

Going beyond our activities, we want to witness the positive impact of this transformation and be a driving force for widespread change. That is why Bonduelle is joining B Lab's B Movement Builders program this year, alongside five other pioneering companies.

By affirming our role as a responsible and leading agri-food player, we share with everyone our ambition to be better for the world.”

Guillaume Debrosse, Bonduelle Group Chief Executive Officer










2.1.3 The B! Pact – GRI 102-46, 102-47, 102-48, 103-1, 103-2

Together with all of its stakeholders, Bonduelle wants to create a better future through plant-based food. The group thus started The B! Pact: a triple commitment for the planet, food and People.

Based around concrete and measurable actions, The B! Pact aims to increase the place of plant-based food in everyone's diet. It involves both our teams and our partners.

This approach contributes to six of the 17 UN Sustainable Development Goals (SDGs). Bonduelle has been a member of the United Nations Global Compact since 2003.

The B! Pact: a triple commitment

	<div>THE B! PACT</div>	<div>PLANET</div> <div></div>	<div>FOOD</div> <div></div>	<div>PEOPLE</div> <div></div>
	We support responsible agriculture around the world and look for new ways to grow, prepare and sell our products every day.	We work daily to make plant-based food accessible to all and to promote tasty and healthier food.	We are committed to making a positive economic and social impact for our employees and communities.	
2025 Objectives	<div>#1 100% of surface areas to be cultivated using alternative cultivation techniques (see 2.3.2).</div> <div>#2 20% reduction in our greenhouse gas emissions by 2035 (see 2.4.2).</div> <div>#3 100% of packaging designed to be recyclable or reusable (see 2.4.3).</div>	<div>#4 100% of our brands to have a positive impact (see 2.5.2).</div> <div>#5 Encourage good food practices with the Louis Bonduelle Foundation (see 2.5.3).</div>	<div>#6 Zero workplace accidents (see 2.6.3).</div> <div>#7 100% of Bonduelle Group sites involved in local projects (see 2.6.4).</div>	
Contribution to the United Nations' Sustainable Development Goals	<div><div><div>6</div><div>CLEAN WATER AND SANITATION</div><div></div></div><div>target 6.3</div><div>target 6.4</div></div> <div><div><div>7</div><div>AFFORDABLE AND CLEAN ENERGY</div><div></div></div><div>target 7.2.</div><div>target 7.3</div></div> <div><div><div>15</div><div>LIFE ON LAND</div><div></div></div><div>target 15.1</div><div>target 15.3</div></div>	<div><div><div>2</div><div>ZERO HUNGER</div><div></div></div><div>target 2.4</div></div> <div><div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div></div></div><div>target 12.2</div><div>target 12.3</div><div>target 12.5</div></div>	<div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div></div><div>target 8.8</div></div>	

2.1.4 Governance – GRI 102-18, 103-3

This year, Bonduelle set up a B Corp Steering Committee. Led by the Bonduelle Group's Head of CSR and External Communications, it comprises in particular Guillaume Debrosse, Chief Executive Officer of the Bonduelle Group and Chief Executive Board (CEB). This Committee provides governance for the group's B Corp ambition and The B! Pact. It replaces the former CSR Committee, validating strategic orientations, action plans and investment choices. It also monitors the progress of projects.

The Head of CSR and External Communications shares the CSR strategy and its roll-out within the Group Management Committee (GMC), which oversees the cross-functional implementation of the action plan.

The CSR Department drives the group's strategy and its roll-out, in consultation with the internal network of CSR correspondents in the business lines and business units.

In 2019-2020, these different governance and steering bodies worked together to establish shared roadmaps to achieve the B Corp ambition and The B! Pact.

A CSR approach applied in the business units

The BFA business unit has adopted The B! Pact approach and objectives, which it has broken down into specific sub-objectives. This roadmap has also been established to address the challenges of the materiality analysis conducted in 2019. It will also mark a first step towards the B Corp ambition. In 2019-2020, BFA accelerated its approach to the eco-design of packaging, in particular its use of plastic, water intensity and energy intensity. BFA has integrated performance on these three priority issues into its bonus allocation criteria.

The BALL business unit has redefined its CSR strategy and monitoring indicators with regard to The B! Pact and the group's B Corp ambition. Eight thematic working groups are rolling out the action plans. In 2019-2020, BALL also adopted an environmental policy for its plants. This unifies the objectives of the sites around a shared environmental management system. The business unit conducted an initial assessment of the CSR risks of its suppliers. Numerous actions have been implemented by human resources to promote local hiring, diversity, employee well-being, training, and local solidarity initiatives. This CSR dynamic has been rewarded by the *Prix de Reconnaissance 2020* from the French Chamber of Commerce and Industry in Canada (CCIFD), in the category CSR Awards.

2.2 Paving the way for change

2.2.1 B Movement Builders

Movement Builders

Bonduelle joined B Movement Builders in 2020, alongside five other pioneering companies: Danone, Gerdau, Givaudan, Magalu and Natura&Co. This initiative was created by B Lab in order to bring together large multinational companies committed to a more sustainable and resilient business model, which takes into account all the Company's stakeholders, including Shareholders.

The group recognizes that:

- transformation creates shared value for all stakeholders and must be driven by ambitious objectives;
- credible and concrete commitments are based on measurable actions and transparent governance;
- collaboration creates collective impact, expands opportunities and promotes mutual learning.

Bonduelle is committed to collaborating with its peers, learning and sharing best practices, and taking action to help introduce widespread changes to culture and business.

2.2.2 Participation in industry think tanks – GRI 102-13

As a significant player in its sector, Bonduelle is active within professional bodies to contribute its economic and industrial expertise and defend its interests and those of its colleagues. The group is involved in inter-professional bodies and federations and with governmental organizations in the countries where it is present. Around one hundred of the group's employees are involved in professional bodies. They have continued their commitments to defend their interests and those of consumers, customers, suppliers and farming 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 2019-2020. In 2019-2020, Bonduelle Group employees, as representatives of the company, led some 80 professional organizations around the world. They

have thus served as President, Vice-President or director, in particular:

- in Germany: CCFA (Franco-German Chamber of Commerce);
- in Canada: CCIFC (French Chamber of Commerce and Industry), CTAQ (*Conseil de la transformation alimentaire Québec, the Quebec Food Processing Board*), *Initia Foundation*, *Midwest Food Products Association*, *Moisson Montreal*, *TransformAction*;
- in Spain: PROMARCA (an association that brings together most of the manufacturers of major food, beverage, pharmaceutical and perfume brands);
- in the United States: United Fresh (United Fresh Produce Association), Produce Marketing Association, Fresh Produce & Floral Council, Western Growers, The American Farm Bureau Federation;
- in Europe: PROFEL (European Organization of Fruit and Vegetable Processing Industries);
- 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 Italy: UIF – Gruppo “IV Gamma” (Italian Food Products Industry Association – 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.

2.2.3 Stakeholder relations – GRI 102-42

Bonduelle pursues a policy of structured dialog based on regular exchanges and strategic meetings. Internally, the group maintains strong relations with its employees and social partners. Externally, the group consults and exchanges with farmers, suppliers, consumers, national and local public institutions, etc. (see 2.10.4).

3 A better business for the planet, with our farming partners

3.1 The vegetable sourcing model – GRI 102-9, 203-2

Together with its farming partners, Bonduelle grows more than 30 different vegetables, representing nearly 500 varieties. As an 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.

In order to produce quality vegetables that are accessible to all, Bonduelle has built a sourcing model that favors purchases from farming partners. Working with its farming partners, Bonduelle has extensive knowledge of production methods and carries out technical monitoring of the plots throughout the growing cycle. This model is the main model: it concerns 81% of the surface areas cultivated⁽¹⁾, of which 6% is operated by Bonduelle itself. The group extends its agronomic know-how on this land and develops alternative cultivation techniques.

In addition, this model has many advantages for farming producer partners:

- independence**: in most cases, 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 remuneration** between farmers, adjusted in certain areas for climatic hazards or yield variations. These variations are inevitable due to the staggering of sowings and harvests over time to allow a steady supply of crops to plants and the optimization of capacity use;
- access to the expertise** of 315 agronomy professionals, including engineers and field technicians, who share their expertise and know-how with farmers;

—the Bonduelle 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;

—finally, Bonduelle maintains close relations with its farming partners (see 2.10.4 Procedures for dialog with stakeholders and 2.3.3 Organization, levers for action and means implemented).

This approach allows Bonduelle to concentrate on its core business of raw material preparation whilst at the same time developing its agronomic know-how.

To supplement its supplies, Bonduelle also purchases from other suppliers. Within this framework, it applies purchasing specifications in which the standards are as demanding as those applied by farming partners. These supplies concern 19% of the areas cultivated for Bonduelle. They involve specific crops or compensate for lower yields in certain years.

3.2 The B! Pact – Objective #1: 100% of surface areas to be cultivated using alternative cultivation techniques

3.2.1 The Bonduelle Strategy for the agroecological transition, at the heart of The B! Pact commitment – GRI 102-9, 103-2

The Bonduelle Group wishes to play an active role in the agroecological transition to strengthen crop resilience, maintain productivity in the context of climate change, offer ever healthier fruit, vegetables and pulses, and preserve biodiversity. It intends to take part in this way in the development of tomorrow's agriculture, which will make it possible to feed nine billion people by 2050.

This group ambition is reflected in its brand signature *La nature, notre futur*, which places the desire to preserve nature at the heart of its actions. It is also embodied in the "Planet" pillar of the Bonduelle Group's commitment to The B! Pact.

(1) In this document, data expressed in % of surface areas are established on the basis of the areas cultivated by farming partners, excluding equivalent supplier areas.



The aim of this pillar is to support sustainable agriculture, everywhere in the world, and to look for new ways to grow, prepare and sell its products every day.

The Bonduelle Group is convinced that agroecology goes beyond a set of agricultural techniques. It must be approached from multiple angles, which its actors must grasp with the aim of rebuilding an alliance between agriculture, the environment, science and society. Bonduelle wishes to build on the strengths of its vegetable sourcing model (see 2.3.1 The vegetable sourcing model, above), in order to co-construct an inclusive agronomy sector with all industry players. It is proposing a solution to many challenges: food security, nutritional needs, environmental protection, the fight against global warming and support for producers.

It is from this holistic vision of agriculture that the Bonduelle Group's agronomic departments have taken up the stated aim to become a company with a positive impact. They will thus define The B! Pact Agro roadmap, which will govern the way this aim translates into operations in the field.

3.2.2 Five environmental fundamentals to be implemented in order to further the agroecological transition



With The B! Pact, Bonduelle has renewed its commitments to the planet. Pending the implementation of its roadmap, which it intends to make very comprehensive, Bonduelle had set itself a medium-term objective as early as 2018-2019.

#1 By 2025, Bonduelle intends that 100% of the surface areas cultivated by its farming partners will use a combination of alternative cultivation techniques that will enable it to make progress on each of its five fundamental agronomic CSR principles.

As of June 30, 2020, 85%⁽¹⁾ of land is cultivated by its farming partners using a combination of alternative cultivation techniques that enable progress to be made on the five agronomic CSR fundamentals: soil, water, residues, biodiversity and carbon footprint.

The five agronomic CSR fundamentals make it possible to guarantee and maximize the functionalities offered by ecosystems in order to sustain agricultural production and other services to society (water filtration, carbon sequestration, etc.).

Specific objectives relate to these five fundamentals:

Priorities	Objectives
Soil	Preserve soil fertility (chemical and biological)
	Preserve soil structure, especially by preventing soil compaction
	Combat soil erosion
Water	Optimize water use
	Protect the quality of water resources
Residues	Reduce the use of chemical pesticides
	Increase the share of vegetables produced organically
Biodiversity	Protect and promote biodiversity
	Protect bees
Carbon footprint	Reduce emissions
	Improve carbon sequestration in soils

(1) As at June 30, 2020, for the first year of use of this indicator, agronomic teams in the geographic areas were already able to report on approximately 30% of the surface areas cultivated by farming partners.

General action levers that are agreed upon by consensus relate directly to these objectives. Alternative cultivation techniques can be categorized within these levers. Details of the action levers associated with the objectives are presented below.

Preserve soil fertility and combat soil erosion

Soil is at the center of production systems. As a growing medium, it is also a porous structure that absorbs air and water and is rich in the nutrients needed for plant nutrition. The health of soils depends to a significant extent on their ability to remain "alive": more than one billion bacteria, fungi and other organisms can be found in a teaspoon of soil.

Poor soil management (heavy compaction, monoculture, excessive tillage, etc.) can pose real threats to soil fertility, directly endangering the ability of human populations to feed themselves. Maintaining their fertility is therefore a priority.

This includes:

- chemical fertility: preserving the nutrients, for plant nutrition;
- physical fertility: maintaining the structure and pores of the soil, retaining the water thus available to plants and making it possible to fight against erosion;
- biological fertility: preserving the living organisms in the soil, which keep the soil healthy.

The major levers that will enable Bonduelle Group's farming partners to take action on these elements are:

- maintaining soil coverage;
- working the soil;
- the diversity of plants cultivated.

Drawing on its agronomic expertise, Bonduelle has listed specific agricultural practices that put these levers into practice.

Protect water resources, in quantity and quality

Agricultural production is heavily dependent on water. It is the sector that consumes most water, particularly through irrigation, and is one of the main polluters of this resource. However, it is very vulnerable itself to the risks it creates: lack of water, water made unsuitable for irrigation, etc.

The aim is therefore to increase the efficiency of water use in order to preserve it in terms of quantity and to reduce the impact of agricultural practices on its quality.

The major levers that will enable Bonduelle Group's farming partners to take action on these elements are:

- irrigation management;
- precision irrigation equipment;

- the use of alternative water sources for irrigation;
- management of nitrogen fertilization.

Reducing or eliminating pesticide residues

— GRI 103-1

To guarantee a healthy diet while protecting the environment, Bonduelle seeks to reduce the amount of synthetic products used for plant protection.

The Bonduelle Group's farming partners use many alternative cultivation techniques to reduce the use of chemical pesticides:

- limited use of pesticides thanks to tools that assist decision-making;
- the use of biological, mechanical, thermal or agronomicsubstitutes;
- optimized application of pesticides (localized, in variable concentration depending on needs, etc.).

Levels of residue in vegetables when they are harvested are analyzed across all business units, especially at Bonduelle Europe Long Life (BELL) and Bonduelle Fresh Europe (BFE), so as to identify trace products. Alternative crop protection programs are being rolled out or developed in the BELL and BFE business units. The "Neutral" program developed by BFE also contributes to the reduction of residues of chemical plant protection products. The objective is to eliminate the use of molecules that are authorized but have a high potential impact on human health and the environment.

In 2019, efforts to reduce the use of plant protection products have been successful. The range of pesticide residue-free products has been expanded in 2019-2020 (see 2.5.2.1).

Protect and promote biodiversity

Agriculture exploits biodiversity in all its dimensions – from genes to landscape – and in all its functions (ecosystem services). Certain agricultural practices can damage biodiversity, contributing to its erosion and thus to reduced production potential, which relies on many biodiversity-related ecosystem services.

It is therefore important to preserve this biodiversity and even seek to increase it.

The major levers that will enable the Bonduelle Group to act on these elements are:

- the establishment of biodiversity action plans and species monitoring;
- increasing the diversity of plants cultivated;
- the maintenance and/or creation of semi-natural habitats.

Reduce the carbon footprint to fight global warming

Agriculture is one of the sectors most directly impacted by the climate. Extreme weather events are more frequent: heat

waves and droughts can have a strong impact on yields. As with all human activities, the reduction of greenhouse gas emissions must be a target.

There are two main levers for action in agriculture:

- the reduction of emissions, in particular through the management of nitrogen fertilization;
- carbon sequestration in soil.

On a planet-wide scale, soil is the second largest carbon reservoir after the oceans. Soil therefore plays an essential role in regulating the planet's climate.

The use of plant cover and soil conservation techniques (described below) helps to improve carbon sequestration in the soil. The Living Soils project (see 2.3.3.6 Cooperation between sectors) aims to put soil back at the center of value creation in the agri-food sector. One of its elements is focused on enhancing the value of carbon sequestration in soils.

3.2.3 Monitoring and progress indicators

Between 2018 and 2020, Bonduelle developed a set of indicators and put in place the tools that will enable it to track its ambition of 100% of surface areas being cultivated using at least one alternative cultivation practice.

Over the coming years, the group aims to better measure the impact of its agricultural practices. To do this, it is developing quantitative measurement of results (e.g. the quantity of mineral nitrogen used per ton of vegetables produced), which will complement the evaluation of the use of alternative cultivation techniques on cultivated surface areas.

The Agro One tool (see 2.3.3.5 Harnessing technology for the benefit of agroecology) will be a central support for the collection of this information.

3.3 Organization, action levers and means implemented

3.3.1 The group's organization to support its agronomic strategy – GRI 103-2

To meet the expectations and challenges of countries and markets, the group's agronomic organization is based on a business unit approach. Each business unit is responsible for its own agricultural policy within the framework of a group agronomic strategy that defines common progress objectives, while taking into account the specificities of each business unit.

Reorganization of the group Agronomy Department

In 2019-2020, the Bonduelle group's Agronomy Department will be reorganized into divisions to better carry out its mission of rolling out and coordinating the agronomic strategy in the business units. Each division participates in the R&D monitoring of promising technologies and initiatives that may be beneficial to several areas and the identification of emerging topics in a forward-looking vision. The group Agronomy Department now consists of three divisions:

- Quality and Crop Protection:** coordination of the network around the themes of quality and crop protection, with an increased focus on the "residue-free" approach;
- Performance:** coordination of the network around genetic expertise and, in particular, improving harvests;
- Environment and Ethics:** network coordination on issues related to water, soil, biodiversity and climate, coordination of the environmental certification process and alignment with the B Corp ambition.

Strengthened exchanges between the group Agronomy Department and area Managers

For 20 years now, Technical Agronomy Days have brought together area Managers in person to discuss ideas and benefit from the strength of the network.

In order to further strengthen these links and synergies, the group Agronomy Department now brings together production area Managers every month to share the progress of group projects and feedback and define actions. In 2019-2020, there were some 12 production area Managers; in turn, they pass information onto their local field teams.

A site for all players in the agricultural community

The Bonduelle Group is convinced that tomorrow's advances have their roots in today's experimentation and collaboration in the field. In this spirit, the group is developing a new website, the "Agro group Website", for its 315 agronomy professionals. Providing support for inter-area working groups, it creates a link between professionals and allows the sharing of best practices.

3.3.2 R&D: participate in the development of new knowledge and techniques

Dedicated internal staff and resources

In each area, people's time (field technicians or dedicated R&D Managers) and budgets are devoted to setting up agronomic field trials, monitoring them and producing results. These trials allow new knowledge and technologies to be tested on an ongoing basis and help to integrate them judiciously into producers' crop routing.

External partnerships with research institutes and start-ups

In order to be more effective in its R&D work, Bonduelle seeks to establish external partnerships with dedicated research institutes and specialized start-ups. The partners are chosen according to how relevant their programs are for the agronomic priorities set by Bonduelle.

There are many partnerships in the field of AgTech. 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 agroecology. 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 forecasting;
- irrigation management.

Bonduelle is continuing its efforts to develop alternative natural means (replacing the use of chemical plant protection products) to combat diseases and pests affecting certain vegetables. With **INRAE** (the French National Research Institute for Agriculture, Food and the Environment), it is conducting a joint project on pea black leg (a soil-borne disease compound). This work is the subject of a doctoral thesis. Its 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.

The Bonduelle farms, pilot farms

The pilot farm in Spain (Torre-Pacheco, Murcia) plays a key role in the establishment of crop routing to enable the delivery of pesticide-free products for the BFE business unit. The farm tests and implements on a large scale 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 farm is very involved in environmental protection and active with ANSE, a local NGO.

In Russia, for more than five years Bonduelle agronomists have been testing farming practices aimed at preserving soil fertility while maintaining yields. The soils there are “heavy”, rich in organic matter and the tests are carried out in both irrigated and non-irrigated conditions. Among these

techniques, they are testing strip-till. Carried out using specific seed line preparation equipment and GPS-guided tractors, strip-till limits soil disturbance. It also provides better protection against erosion by covering a large part of the soil with the residues of the previous crop and/or an intermediate crop (inter-crop cover). It promotes the development of biodiversity, drastically reducing fuel consumption (-50%) and the use of mineral fertilizers. More than 75% percent of the sweet corn fields are now cultivated using soil conservation techniques. The farm is testing different types of ground cover to avoid the problem of regrowth in the next crop.

Work is also underway to test the effects of gypsum inputs on micronutrient content and soil structure. This natural additive, rich in sulfur and calcium, could help increase the performance of the current system based on crop rotation, reduced tillage and plant cover.

VEGESOL: long-term testing for a long-term strategy

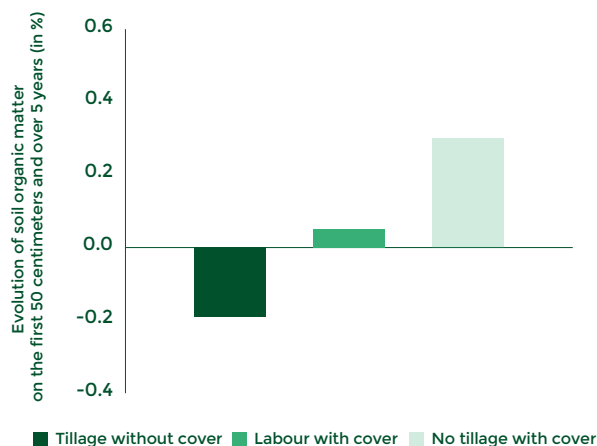
The experimental platform VEGESOL, set up on the Woestyne farm (Renesclère, France) is an exceptional research project that has been conducted in France since 2010. It is the result of a partnership between Bonduelle, Syngenta and the Jules Verne University of Picardie (Amiens, France). Its objective is 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. The adoption of new agricultural practices has short-, medium- and long-term impacts. It is therefore essential to better understand them in order to support their adoption and, if necessary, adapt their implementation.

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

The first eight-year phase showed the value of crop cover in a long rotation while maintaining yields. These positive effects are most pronounced when associated with reduced tillage. In concrete terms, these cultivation choices increase the quantity of organic matter and the overall biological activity of the soil. Losses of mineral elements through leaching decrease (less water pollution) and the effectiveness of nitrogen fertilizers increases (less fertilizer use). The threshing phenomena decrease and the soil stores more carbon, thus contributing to the fight against global warming.



Evolution of soil organic matter, result and support for soil biodiversity, thanks to crop cover and reduced tillage



The second phase of VEGESOL focuses on agroecological drivers of increases in pea crop resilience with regard to soil-borne diseases and abiotic stresses such as periods of extreme heat and drought.

3.3.3 Field agronomic advice and sharing

The role of field technicians

Field technicians are responsible for the quantity and quality of vegetables harvested in the fields and delivered to the plant. They are actively involved in cultivation, accompanying and advising farming partners from sowing to harvesting, as well as on crop monitoring. As experts and trusted partners of producers, they are a real driver to help roll out at producer level alternative cultivation techniques and innovations tested by R&D. **The implementation of Bonduelle's agronomic strategy and, consequently, the drivers behind the agroecological transition, rely on the essential link provided by field technicians.**

In 2019-2020, Bonduelle's agronomic network had a total of 315 experts, including engineers and field technicians, also known as field supervisors (BFA business unit included).

A day of reflection to rethink the role of Field Supervisor in a context of agricultural transition

An ethnographical study carried out in 2019 on the profile of farmers was presented to the agronomic team of the Nord-Picardie area on the occasion of an Agronomy Day. This event brought together 31 people from the Hauts-de-France region agronomy department in Ramecourt in February 2020. Farmers are under tremendous pressure in all aspects of their business (yield, quality, safety, price, environmental protection, image) and are more than ever asserting the importance of implementing win-win solutions for all: farmers, manufacturers and traders, notably in order to successfully manage the major turning point represented by the agroecological transition. As the vital link between farmers and Bonduelle, field technicians have a major role to play. For this reason, the second part of the Agronomy Day was devoted to rethinking together Bonduelle's role in the agriculture of the future. The participants also identified new resources to be rolled out so that field technicians can constantly improve their agroecology skills and knowledge. They also want to strengthen their presence in the field – their vocation and their most powerful action driver – and to pass on in the best way their know-how and the best practices developed throughout the Bonduelle network.

Farmers' discussion groups

Bonduelle is aware that it is the producers who will enable the major principles of sustainable agriculture to be applied locally in a manner adapted to each terroir and thus become the new standard. It is essential for the group to play its part in accompanying them. It does so in all aspects of its technical and contractual relationships, but also by promoting the sharing of best practices.

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. 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 agroecology in vegetable production.

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

The Bonduelle Group is committed to ensuring that its products do not contain GMO (genetically modified organism) vegetables. Consequently, Bonduelle ensures that its farming partners 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 agroecological 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.

The group places this choice of variety at the heart of its policy. It works with its national and international seed suppliers, using conventional selection methods to develop varieties that are more resistant to diseases and pests. It is also searching for varieties that are tolerant to abiotic stresses generated by climatic hazards (water stress and heat, in particular).

Bonduelle works in this way with selectors and guides their priorities by establishing objectives for 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 on these species, Bonduelle intends to help its farming partners make more room for them in their cultivated land. In this way, it is meeting consumer expectations for locally produced pulses, free of pesticide residues, etc.

3.3.5 Harnessing technology for the benefit of agroecology – GRI 103-2

Digital technologies (internet, connected objects, artificial intelligence, etc.) are changing the agricultural world and opening up new perspectives.

The emergence of these new solutions is generating a huge amount of new data. This is making it necessary to develop a central digital platform to collect and analyze all data related to agricultural production activities and to provide relevant information to assist decision-making. As part of its digital transition, the Bonduelle Group is developing AgroOne. This tool enables farming partners and Bonduelle to manage their relationship with each other at every stage of the agronomic process: plot selection based on risk and production plans, contract management, seed selection and supply, management of seeds and planting, crop monitoring, harvest planning and management. It allows a wide range of information on crop management to be collected and put to use.

For example, some agricultural production areas use predictive models of disease development based on plot-level data. Using these tools, they can optimize fungal treatments (minimum quantity and maximum efficiency) and/or estimate the risks to the plot of crop failure and the waste of raw materials: seeds, fertilizers, water, etc. This is the case for the risk of aphanomyces (main pathogenic fungus responsible for soil-borne pea diseases), for example.

3.3.6 Cooperation between sectors

A plot is generally used year after year for different crops. Rotation maintains and increases soil fertility and biological soil activity and prevents damage from pests, disease and weeds. The areas cultivated for Bonduelle are therefore not always cultivated for the Company. The soil is accordingly a shared resource. Cooperation between agricultural sectors is therefore essential to succeed in keeping the soil alive year after year.

Living Soils, a program for soil quality and the fight against climate change

Bonduelle joined the Living Soils initiative, launched by the NGO Earthworm in 2018, through a pilot project in Santerre (Hauts-de-France). This project brings together actors from the different agri-food sectors present in this region, who have producers in common. Living Soils aims to support farmers in the transition towards a more soil-friendly agriculture, since soil is at the heart of growing systems and a major lever in the fight against climate change.



The initiative seeks to develop an operational (easy to measure and explicit) “living soil” criterion that could eventually be integrated into the specifications of agro-industrial businesses. It also aims to design a remuneration system to recognize best practices put in place by producers and to provide an incentive. At the same time, it wants to adapt farmers’ remuneration in order to provide incentives and recognize best practices. In addition, some of Bonduelle’s producer farmers are already involved in the pilot testing currently underway within the Living Soils program.

Bonduelle, member of the Sustainable Agriculture Initiative (SAI)

Created in 2002 by the food industry (Danone, Unilever, Nestlé), SAI now has over 100 members across the agricultural value chain. Its objective is to support the development of sustainable agriculture around the world by facilitating discussion, collaboration and actions. The SAI provides harmonization and commitment regarding definitions, tools and guidelines to support the agroecological transition along the entire value chain.

3.3.7 Environmental certifications

Environmental certifications are a means of engaging producers in virtuous continuous improvement processes and providing external endorsement for efforts to improve producer practices.

The business units of the group already engaged in a certification process continued with this in 2019-2020. Thus, this year once again, **100% of the vegetables produced for the Bonduelle Fresh Europe business unit were certified Global Gap or Organic Agriculture**. This certification has now been achieved for more than 10 years. 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.

Moreover, **51% of these vegetables come from farms that are LEAF-certified** (Linking Environment and Agriculture for the Future), an international certification managed by the British association 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 farming partners to obtain this certification with a target of achieving LEAF certification for 100% of lettuce volumes in 2025.

At group level, Bonduelle is considering how to extend the certification process to other production areas.

3.3.8 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 farming partners must comply. It constitutes an exclusive contractual commitment from the choice of the variety to be cultivated to the harvest. It ensures compliance with the specifications drawn up by Bonduelle, which cover various areas such as plot selection, choice of varieties and crop management.

94% of Bonduelle’s farming partners have a contractual obligation to comply with the agronomic sourcing charter. This agronomic sourcing charter is available to download from the Bonduelle website: [^{\(1\)}](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 farming 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.

(1) You are reminded that the elements of the www.bonduelle.com website are not part of the universal registration document.

4 A better business for the planet in our plants

4.1 Environmental strategy – GRI 102-9, 103-2

A circular and global policy

Driven by the dynamics of The B! Pact objectives, Bonduelle's environmental policy has as its priority the reduction of greenhouse gas emissions and the design of responsible packaging. It is based on a historical, circular and global environmental approach. Accordingly, it covers preservation of water resources, optimization of inputs and outputs, and waste, land and transport flow management, as well as alternatives to road transport.

An approach supported by cross-disciplinary networks

The energy and water network and the packaging network apply Bonduelle's environmental policy and disseminate best practices. They share tools, resources, results and key topics: benchmark technologies, optimized investments, harmonized practices, projects and improvement plans, monitoring common indicators, etc.

A tool for analyzing capital expenditure projects

Bonduelle has developed a tool for analyzing and rating the environmental impact of its capital expenditure projects. All project approvals now include an environmental dimension.

4.2 The B! Pact – Objective #2: reduction of 20% in greenhouse gas emissions – GRI 103-2



With The B! Pact, Bonduelle has renewed its commitments to the planet.

#2 reduction of 20% in our greenhouse gas emissions by 2035

Bonduelle has set as its target: a 20% reduction in greenhouse gas emissions from its operations by 2035 (base of 2018-2019) on scopes 1, 2 and 3. In 2019-2020, cross-cutting working groups drew up the group's roadmap for achieving this ambition. It will be rolled out in all business units next year.

- Scope 1: Direct emissions generated by Bonduelle
- Scope 2: Indirect emissions related to the purchase of electricity and steam
- Scope 3: Indirect emissions related to the use of Bonduelle products, the end-of-life of products, etc., or those related to the purchase of products and services, employee travel, etc. (Employee travel accounts for a negligible portion of emissions).

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

Bonduelle has been assessing the carbon footprint of its business and products since 2003. The group is subject to French regulatory requirements to report significant direct and indirect greenhouse gas emissions generated by its activities⁽¹⁾.

Bonduelle has developed a comprehensive metering tool for its greenhouse gas (GHG) emissions with the assistance of external experts, using the GHG protocol method. The

(1) Article 173-IV of the Energy Transition Law 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.

majority of the emission factors are based on the ADEME carbon database. Global emissions in 2019-2020 amounted to 2,346,138 tCO₂eq, i.e. 1,874 kg CO₂eq per ton of manufactured product.

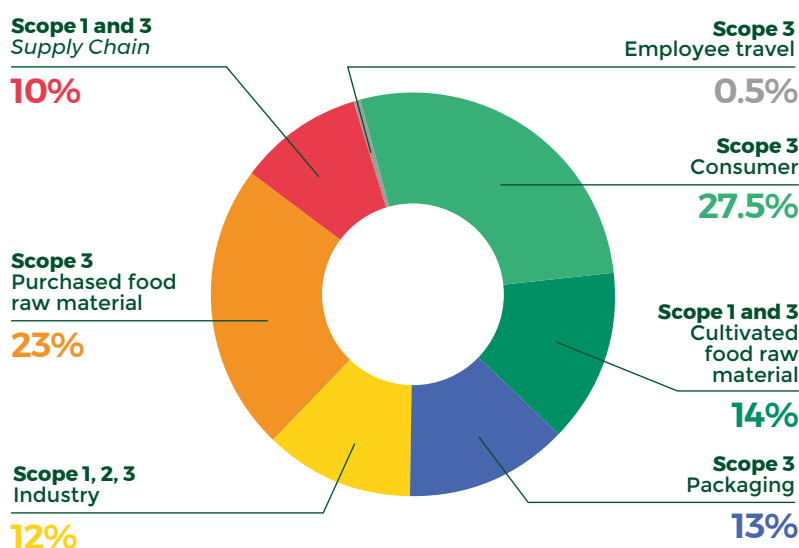
Bonduelle's historical greenhouse gas emissions for 2018-2019 have been adjusted to incorporate the effect of updated emission factors for 2019-2020. Bonduelle emitted 2,019,051 tCO₂eq in 2018-2019 (2,021,097 tCO₂eq calculated in 2018-2019 using the old emission factors).

The difference between the 2019-2020 emissions and those of the previous year is mainly due to the consolidation of meter readings for ingredients in the BFA business unit. This consolidation accounted for an additional 230,000 tCO₂eq of emissions. This increase is due to an underestimation of the 2018-2019 figure.

Excluding this item from the total scope of consolidation, Bonduelle's emissions increased by 4.7% between 2018-2019 and 2019-2020 as a result of the increase in activity and the consolidation of two new manufacturing entities in Russia and the United States. The ratio of emissions per ton changed from 1,555 to 1,592 kgCO₂eq/TMP in 2019-2020, i.e. an increase of 2.4%.

The Bonduelle Group is also working to improve carbon sequestration by cultivated soils and through its choice of favorable farming practices (see 2.3.2 5 Environmental fundamentals to be implemented in order to further the agroecological transition and 2.3.3.5 Harnessing technology for the benefit of agroecology).

Breakdown of Bonduelle's greenhouse gas emissions



The breakdown of greenhouse gas emissions is as follows:

- **supply chain:** transportation between sites and downstream transportation of finished products. Mostly included in scope 3 of the GHG Protocol. Transport provided by the BFA business unit is included in scope 1;
- **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 farming partners necessary to manufacture the products (including transportation). Mostly included in scope 3 of the GHG Protocol. The portion of agricultural production on farms owned by the BFE and BEAM business units is included in scope 1.

In 2019-2020, Bonduelle designed two operational carbon metering tools, the first dedicated to industrial projects and the second to packaging design. These pilot tools will enable the carbon impact to be taken into account accurately in implementing industrial projects and packaging design. Currently being tested, they will be rolled out next year.

4.2.2 Bonduelle's actions to facilitate an energy transition for green growth – GRI 103-2

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

1. replacing the most greenhouse gas-emitting energy sources in its energy mix:

Heavy fuel oil has not been used by Bonduelle since 2013-2014. The proportion of thermal energy from liquid fossil fuels (domestic fuel oil) is 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 2019-2020, alternative energies⁽¹⁾ represented 9.7% of Bonduelle's energy mix.

At the sites of Békéscsaba, Nagykőrös and Nyiregyhaza (Hungary), an average of 88% of the biogas from internal biogas plants is recovered for use in boilers;

3. co-development of alternative energy use with local partners.

The Estrées-Mons (France) site covers 79% of its steam requirements thanks to the biomass steam production plant. The site saves more than 18,000 tons of CO₂ per year. Some 21% of its vegetable waste is converted into biomethane.

The Renescure and Labenne (France) plants respectively convert 97% and 77% of their vegetable waste into methane, with local partners.

By recovering its by-products and vegetable waste at the Estrées-Mons, Vaulx-Vraucourt, Bordères, Labenne and Renescure plants, Bonduelle estimates that its contribution to biomethane production is equivalent of approximately 5% of its annual natural gas consumption.



Alternative energies: Santarém (Portugal) produces its first solar kilowatt-hours

Last year, Santarém installed 3,030 solar panels, *i.e.* 5,000 m² on roofs and car park shades. The plant produced its first solar kilowatt-hours in early 2020, representing 7% to 8% of its total needs. The site's annual reduction in CO₂ is estimated at 570 tons per year. Other group plants are studying the opportunity of similar solar installations on their sites.

4.2.3 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 internal environment and energy network is introducing an action plan relating to this objective. This includes auditing on-site consumption, maintaining ISO 50001 certifications and involvement in mandatory European energy saving mechanisms. The network also distributes measurement and oversight tools. The sites are continuing to optimize their procedures with heat recovery systems, LEDs and anti-waste energy systems (Start and Stop). The "zero energy loss" approach, applied to electricity, gas and steam consumption, achieved the following results – GRI 302-4:

The ratio of energy consumption to production (electricity and natural gas equivalent – group)

	Total energy Ratio kWh/TMP	Electricity Ratio kWh/TMP	Thermal (fossil + renewable) Ratio kWh/TMP
2019-2020 scope	789	337	452
2018-2019 scope	799	337	462
Change in ratios 2019-2020 versus 2018-2019	(1.2)%	-	(2.1)%

(1) Biogas, biomass and steam from biomass.



The improvement recorded is in line with Bonduelle's policy of continuous improvement in energy performance, implemented through best practices, investments and day-to-day management.

Audit and consumption action plan

The BELL, BALL, BEAM and BFE business units carried out a major energy consumption audit campaign last year at all their sites. In 2019-2020, most sites identified and started to implement targeted means and actions to improve energy efficiency. The BFA business unit plans to undertake a similar review in 2020-2021.



Energy: Renescure and Labenne (France) recover heat from refrigeration units

The Renescure and Labenne sites have introduced heat recovery systems on the freezer refrigeration units. The recovered energy is used to heat storage buildings.

ISO 50001 certification

Thirteen Bonduelle sites are ISO 50001-certified: Estrées-Mons canned, Estrées-Mons frozen, Bordères, Genas, Labenne, La Tourte, Renescure, Reutlingen, Rosporden, Saint-Benoist-sur-Vanne, Saint-Mihiel, Straelen and Vaulx-Vraucourt. This international standard dedicated to energy management targets continuous performance improvement.

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 2019-2020 on energy efficient systems and technology is equivalent to 235,464,648 kWh⁽¹⁾ cumac. Bonduelle has carried out numerous projects to recover heat, regulate refrigeration units and optimize boilers.

4.3 The B! Pact – Objective #3: 100% of packaging designed to be recyclable or reusable – GRI 103-1



With The B! Pact, Bonduelle has renewed its commitments to the planet.

#3 100% of packaging designed to be recyclable or reusable by 2025

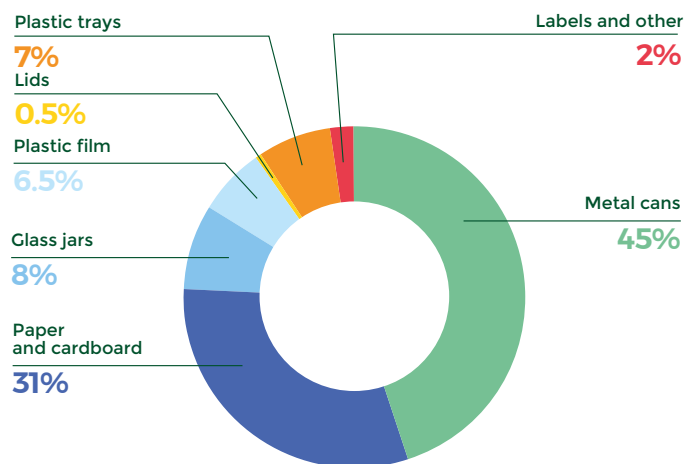
Bonduelle uses various types of packaging to ensure the best possible quality and experience for its customers:

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

These materials are chosen according to processes, conservation needs, market codes and their expected functionalities in relation to the product and its use.

(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.

Breakdown of Bonduelle's packaging materials



Bonduelle has set the goal of designing all single-use plastic packaging and products to be 100% recyclable and/or reusable by 2025.

This objective reinforces the policy of reducing the environmental impact of the group's packaging, which has been in place for several years. This is based on four axes:

- designing recyclable and/or reusable products and packaging;
- choosing recycled and environment-friendly materials;
- reducing the weight of products and packaging;
- increasing collection, sorting and recycling.

In Europe, the BFE and BELL business units have set complementary objectives:

1. move towards more responsible use of products and packaging using virgin plastic and reduce their weight by at least 20%;
2. increase collection, sorting and recycling by at least 25%;
3. develop the use of recycled plastics so that they account for at least 30% of the materials used in product and packaging ranges.

These objectives are aligned with those of the European Plastics Pact, signed by Bonduelle in 2020.



Bonduelle signed the European Plastics Pact

Alongside 14 Member States and two NGOs, the Bonduelle Group is one of the companies that signed the European Plastics Pact in 2020. This pact aims to strengthen innovation and European cooperation. It has set four objectives for 2025:

- design all single-use plastic products and packaging to be reusable whenever possible and to be recyclable in all cases;
- reduce the use of virgin plastics in products and packaging by at least 20% by weight; half of this reduction should come from an absolute reduction in the weight of plastic;
- increase recycling capacity by at least 25%;
- incorporate at least 30% recycled plastic in new single-use products and packaging.

In 2019-2020, Bonduelle strengthened its internal indicators and the tools for monitoring its packaging roadmap. The group and each of its subsidiaries have continued their action program, which involves around 100 projects.



The BELL business unit teams focus on packaging

Pack Day 2019 brought together nearly 150 Managers from all over Europe to discuss the environmental footprint of packaging activities. The purchasing, marketing, procurement and innovation teams shared their knowledge and visions on the environmental challenges of packaging. The event launched BELL's dynamic roadmap to achieve the group's targets for the reuse and recyclability of packaging.

4.3.1 Product and packaging life cycle assessment

Bonduelle is conducting a life cycle assessment (LCA) process in partnership with the ELSA-PACT Chair, an Industrial Chair for Life Cycle Sustainability Assessment. The objective is to learn the true environmental impacts of its products. The group defines an LCA framework applicable to its entire scope and relevant to its actual environmental impacts. In parallel with this research work, Bonduelle is carrying out initial LCAs on its packaging and pilot products.

4.3.2 Designing recyclable and/or reusable products and packaging

The vast majority (>89%) of the packaging materials used by Bonduelle are designed to be recyclable⁽¹⁾ or reusable⁽²⁾.

Significant technical and operational difficulties nevertheless exist in making the remaining non-recyclable and non-reusable materials, which make up only a small proportion of packaging, recyclable or reusable.

For example, Bonduelle is continuing its work to replace non-recyclable multi-layer flexible films, particularly for its frozen ranges.

4.3.3 Choosing recycled and environment-friendly materials – GRI 301-2

Bonduelle wants to increase the proportion of recycled material in its packaging wherever possible. This reached 55.2% in 2019-2020 in Europe and 51.2% for all subsidiaries combined.

Metal, glass and paper and cardboard are materials for which recycling processes are already advanced. In Europe, more than 75% of these are recycled⁽³⁾, compared with more than 30% of plastics⁽⁴⁾. Bonduelle is therefore strengthening its approach, with a priority focus on plastics. The group wants to minimize the use of virgin materials of fossil origin. Bonduelle is constantly studying the opportunity to replace its virgin fossil-origin materials with recycled plastics or materials of renewable origin, such as cardboard or plant-based plastics.

Bonduelle actively monitors environment-friendly packaging. The group identifies market opportunities and assesses their technical and economic potential.

4.3.4 Reducing the weight of products and packaging

Bonduelle conducts an annual diagnostic review of all of the group's packaging: metal, cardboard, plastic, glass, etc. This work makes it possible to optimize the quantities of materials used in relation to the technological advances offered by its suppliers.

For each product, Bonduelle and its suppliers draw up a plan to reduce the thickness of the packaging. An optimization process can last two to three years, the time needed to design and produce packaging that saves materials without compromising on performance, while taking into account the specific constraints of the various manufacturing procedures and tools.

This approach is already in place for metal (steel and aluminum), Bonduelle's primary packaging material. The group is developing a similar strategy to reduce its paper and cardboard packaging, the group's second most used packaging material.

(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>. The packaging designed by Bonduelle to be recyclable is recyclable from an operational standpoint, but its actual recycling depends on the existing channels in each country.

(2) A package is reusable if it has been designed to perform or proves its ability to perform a minimum number of rotations in a system for reuse (e.g. returnable glass bottles).

(3) Source Eurostat, Europe 2017 data.

(4) Source: *Plastics – the Facts 2019, An analysis of European plastics production, demand and waste data, Plastics Europe (2018 figures)*.

4.3.5 Increasing collection, sorting and recycling

Bonduelle monitors the effective recycling of the packaging it places on the market. The group ensures that recycling channels exist in countries prior to introducing products with a new packaging material. In Europe, 80% of cans, 76% of glass jars and 85% of paper and cardboard are recycled⁽¹⁾.

Bonduelle is also committed to working with other manufacturers and players in the recycling industry to advance the industry and technologies. In 2020, Bonduelle joined the CITEO project for the recycling of flexible films made of PP (Polypropylene) or PO (Polyolefin) laminates. It aims to examine the recovery channels for this packaging, and will in particular lead industrial trials on recycling and the use of recycled materials.

In addition, the group is careful to minimize the carbon impact of the transportation of its products and packaging. The group favors suppliers as close as possible to its manufacturing plants and alternatives to road transport.



The BEAM business unit is accelerating its move towards more responsible packaging

In Russia, Bonduelle now systematically optimizes the weight reduction and recyclability of all new packaging. The business unit has reduced the thickness of the plastic films on the primary packaging of frozen products and the secondary packaging of canned products. Finally, Bonduelle in Russia has joined the national extended producer responsibility program.

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

4.4.1 Sustainable water management

At Bonduelle plants, water is used as an ingredient in the finished product (liquids and sauces) and in the manufacturing process as a way of transporting and transferring heat or cold.

Water is also used to clean vegetables and production lines. The relative proportion of these uses depends on the industrial activity in question, and differs at each site. On average, Bonduelle uses 11 liters of water to make one kilo of finished product. Upstream of its manufacturing activity, water used for crop irrigation is a key factor in performance and the control of vegetable quality (see 2.3.2.2).

The internal Environmental Expertise Network has set the group the goal of achieving “zero water loss.” To this end, it has co-constructed a water management tool and is currently reviewing it with regard to the group's B Corp ambition. This tool structures the self-assessment of the group's manufacturing processes and action plans. Bonduelle continues to constantly update its action plans in its plants. These include monitoring performance indicators and water losses, installation of equipment to control and monitor consumption, team management, etc. Each site also undertakes specific actions depending on its consumption profile. For example, process water circuits are used to recirculate the same water several times for cooling cans.

Total water consumption in 2019-2020 was 13,957,968 m³, of which 61.2% came from borehole water, 34.8% from the urban distribution network and 4% from surface water. In terms of tons of manufactured product, consumption amounted to 11.1 m³/TMP, similar to the 2018-2019 ratio.



Water: Renescure (France) established a water consumption benchmark

The Renescure site has established benchmark values in order to control its process water consumption even more precisely. Other plants will conduct a similar assessment.

Water consumption in relation to production (group)

	Water Ratio m ³ /TMP
2019-2020 scope	11.2
2018-2019 scope	11.1
Change in ratios 2019-2020 vs. 2018-2019	+0.9%

(1) Source: Eurostat, Europe 2017 data.





Water: Russian plants are completely rethinking their water consumption

Timashevsk and Novotitarovskaya have been completely restructuring their water consumption control system over the past three years.

These two plants have automated real-time monitoring of their consumption by networking their digital meters. The teams analyze the readings daily. They have strengthened their consumption benchmarks. In addition to the historical site values, this now includes the consumption of the group's other plants and the potential minimum consumption of the equipment.

Following this analysis, the teams made modifications to the equipment. In particular, they have optimized flotation facilities, eliminating the hydraulic transfer of floating vegetable waste and increasing recycling.

They have once again sought to reduce consumption as much as possible. On the preparation system, the Russian plants have adopted the same water-saving nozzles as used by the Bordères plant (France). They have also set up "start and stop" systems on the corn production line.

Water consumption has fallen by more than 20% over the past three years and is continuing to fall.

4.4.2 Wastewater treatment and management of treatment plants – GRI 103-2

The plants' environmental departments monitor and control the quality of effluent before it is discharged into the natural environment. In 2019-2020, manufacturing effluent contained an organic load of 42,213 tons of chemical oxygen demand (COD). This was distributed as follows:

- 61.5% to Bonduelle's autonomous aerated biological treatment plants;
- 28.3% for agricultural spreading;
- 6.4% to external treatment plants;
- 3.8% discharged to the natural environment in accordance with regulations.



Water: Nyiregyhaza (Hungary) renovated its water treatment plant

Bonduelle invested in the renovation of the Nyiregyhaza plant's wastewater treatment plant. The investment has greatly improved the quality of wastewater treatment before discharge. The new plant has also optimized the production of an additional 1,000 m³ of biogas per year. This feeds the site's boiler, generates heat and thus reduces carbon emissions.

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

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.

4.5.1 Reduction at source of vegetable waste

In 2019-2020, 593,297 gross tons of vegetable waste were generated at Bonduelle's sites. This corresponds to 474 kg of vegetable waste per ton of manufactured product (TMP). This ratio represents a 2.2% improvement on the previous year, as a result of the different types of vegetables processed.

During the year, 90% of Bonduelle's vegetable waste was recycled for commercial use, animal feed, converted into methane or used as compost.



Vegetable waste: development of the mushroom sector

Bonduelle has developed expertise in the recovery of vegetable waste from its mushroom sector. The growing media are reused as compost for agriculture. The mushroom strains and cooking juices from the blanching process are recovered for use by flavorists.

4.5.2 Industrial waste management

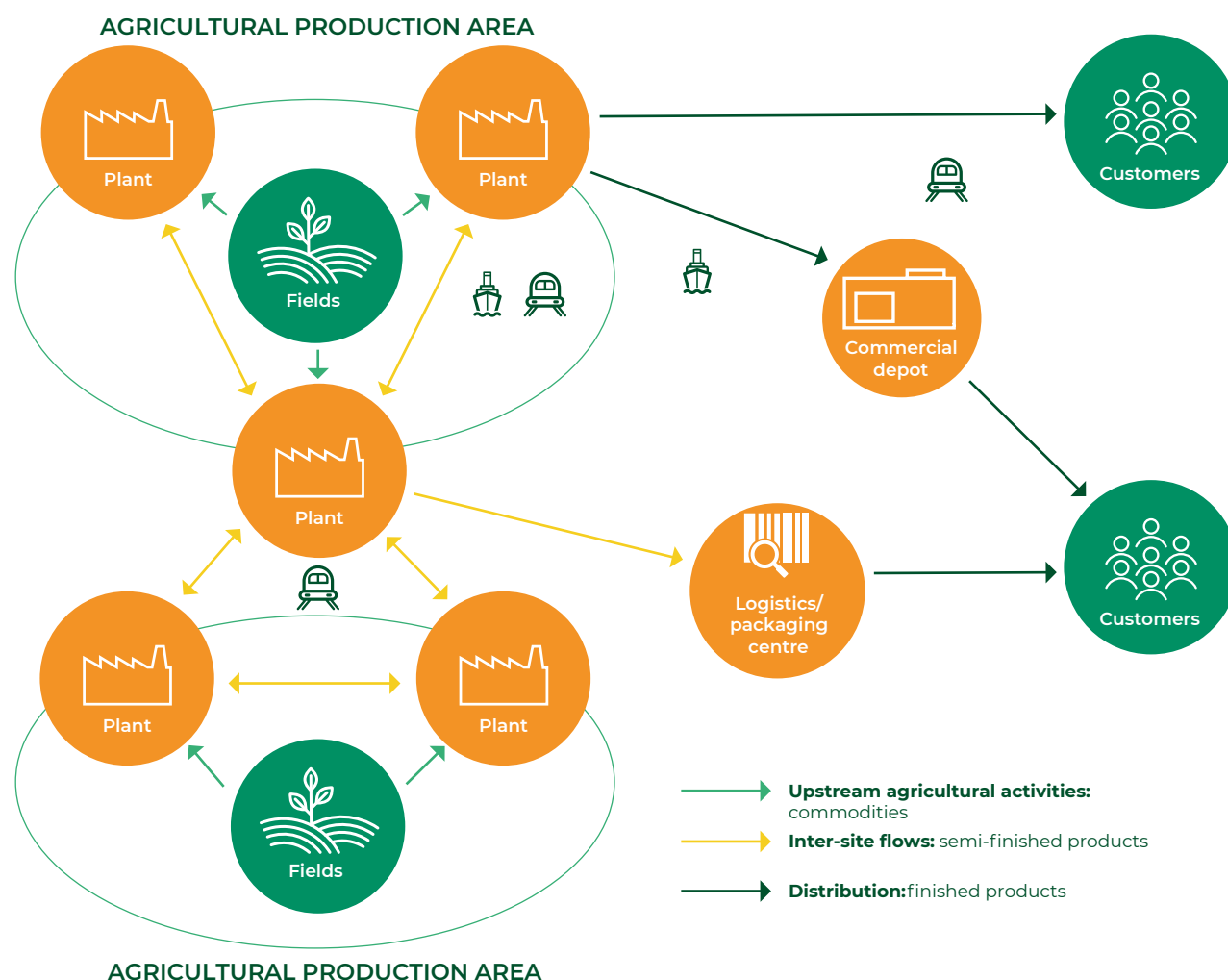
Thanks to the actions of all its plants, the group's overall performance in terms of energy recovery or recycling reached 73.4% in 2019-2020, compared with 70% in 2018-2019.

Hazardous industrial waste represented 225 tons in 2019-2020, i.e. a ratio of 0.18 kg per ton of manufactured product.

4.6 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 transportation policy contributes to the group's target of reducing its greenhouse gas emissions by 20% by 2035 (base of 2018-2019). This covers all flows: upstream agriculture, intersite and distribution. It consists, firstly, in identifying and measuring transportation-related CO₂ emissions and, secondly, in maximizing the use of alternative means of transportation or solutions that emit less CO₂.

In 2019-2020, the group's transport-related emissions represented 299,250 tons of CO₂ (excluding Brazil).

Bonduelle optimizes its flows and reduces the environmental impact of transporting raw materials to agro-industrial sites and finished products to distributors.

Combined rail-road transportation avoided the emission of 41,259 tons of CO₂ in 2019-2020, compared with the exclusive use of road haulage. This means of transportation optimizes several flows in the Nord-Picardie production area (France), southwest France, Hungary, Italy, Russia, Canada and the United States, as well as packaging returns.

Bonduelle favors natural gas vehicles (NGV) with its transport partners in the south-west of France. This option reduces emissions of CO₂, nitrogen oxides and fine particulate matter compared to conventional fuels.

The BELL and BALL business units include **environmental selection criteria in calls for tenders for future transport partners**.

5 A better business for food

5.1 Food strategy – GRI 103-2, 417-1

A policy based on Bonduelle's entire history

Bonduelle works daily to make plant-based food accessible to all and to promote tasty and healthier food.

With the Louis Bonduelle Foundation, the Bonduelle Group is committed to research on healthy and sustainable food and carries out targeted actions to raise awareness among consumers, especially children.

Finally, as a player in the food value chain, Bonduelle is committed to developing a model of responsible purchasing that creates shared value.

5.2 The B! Pact – Objective #4: 100% of our brands to have a positive impact



With The B! Pact, Bonduelle has renewed its commitment to having a positive societal impact through its brands.

#4 100% of our brands to have a positive impact

Bonduelle is working to define the components of a positive impact for its brands. The group will therefore determine the action plan for positive impact brands, together with a monitoring indicator.

5.2.1 Quality and traceability – GRI 103-2, 416-1, 417-1

Product safety, testing and traceability

To ensure **food safety**, Bonduelle conducts an annual risk analysis. The group identifies risks, assesses them and takes measures to control them. As part of this continuous monitoring plan, in 2019-2020 Bonduelle conducted 46,141 food safety analyses of canned products and 26,486 in other product segments.

The policy implemented by Bonduelle to provide **maximum product quality** is based on a process and quality management system under the control of a Quality Director in each business unit. Each business unit implements a quality plan according to its specific technological needs (canned, frozen and fresh) and the context, particularly regulatory, specific to its different geographical locations.

Bonduelle ensures its products are **quality-controlled** and **traceable**. These practices enable a quick response whenever a quality issue is detected. Quality plans are implemented in all of the group's production facilities, based on three main aspects:

1. quality checks on incoming "plant-based" raw materials and all other supplies;
2. quality controls on the production lines;
3. final checks on products before shipping.

Bonduelle carries out dozens of quality control inspections, 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 2019-2020, Bonduelle audited 30 industrial partners that supply finished products (11%) to check their performance and adherence to their product quality commitments. An independent laboratory concluded that 100% of results from tests on samples of phytosanitary waste and trace metal elements (TME) were compliant out of 785 tests carried out.

The results of these control plans lead to continuous improvement actions. The production facilities implement their quality plans, invest and renew their manufacturing equipment, follow certification processes and analyze the risks of fraud and malicious acts.

The **certification of production sites** is in line with industry standards, and specifically takes into account their locations and customer requests. As the quality management system based on ISO 9001 has reached maturity, Bonduelle has decided not to renew it. The group has reoriented its

certification policy towards other standards, in particular those recognized by the GFSI (Global Food Safety Initiative) such as IFS and BRC.

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

98% of Bonduelle production sites have at least one type of quality certification

24 IFS and/or BRC sites	IFS: International Food Standard – privately owned by the French Food Retail and Wholesale Federation (Fédération des entreprises du commerce et de la distribution, FCD) – and its German counterpart (HDE). 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.
5 FSSC 22000-certified facilities	
8 American SQF-certified facilities	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.
3 ISO 22000-certified facilities	This standard specifies the requirements for food safety management systems and aims to improve customer satisfaction by effectively controlling food safety hazards.
24 organic agricultural sites	According to current laws and regulations, production facilities are certified for the production of organic products.

In 2019, Bonduelle set up a group network to prevent the risk of contamination by pathogenic bacteria, particularly listeria. Coordinated by the group's Research & Development Department, it covers all fresh and frozen segments.

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**;
- **preservation methods 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.

In each country where Bonduelle operates, there is a department dedicated to consumer satisfaction. The contact details of the customer service department are printed on each product.



InFlavor range wins innovation award

Bonduelle received the Food Innovation award in the New or Improved Products category from the *Conseil de la transformation alimentaire du Québec* (CTAQ). Awarded to innovative and creative companies, this prize recognizes technological innovation in the "Inflavor" frozen food range. This partially dehydrates water-rich vegetables to maintain their quality during freezing: taste, appearance and texture.

Last year, Inflavor earned Bonduelle the *Innovation Grande Entreprise* award from the *Association pour le développement de la recherche et de l'innovation du Québec* (ADRIQ).

First range with no pesticide residues

In order to meet consumer expectations in terms of the quality of food products, since 2019 Bonduelle has been developing a range with no pesticide residues⁽¹⁾: ready-to-use salads (lamb's lettuce, spinach shoots and iceberg lettuce) and canned sweet corn.

In Italy, Spain and France, Bonduelle now offers corn, spinach (fresh and frozen), green beans, peas, lamb's lettuce, young leaves and iceberg salads. In Quebec, frozen products under the Arctic Gardens brand will include pesticide-free peas, corn, green beans and broccoli starting in November 2020.

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 farming

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

partners and controls throughout the manufacturing process to guarantee quality and traceability.

Upstream, the agricultural model selects varieties and adapts cultivation methods and treatments. Crop treatment decisions depend on factual observations and conclusions and the use of active chemical substances is limited to what is strictly necessary (see 2.5.2.1).

During cultivation, 100% of the plots in the pesticide residue-free range are subject to testing by an accredited independent laboratory. Products must have concentrations of pesticide residues below the limits quantifiable by 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.

Finally, the plants are adapting their procedures.

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

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.). Between 2008 and 2015, the group analyzed the compliance of more than 1,000 products to determine whether they met the *Visa Santé* recommended nutritional framework;
3. recipe compliance: between 2009 and 2017, Bonduelle revised more than 250 recipes to bring them into compliance with the nutritional criteria recommended by *Visa Santé*.

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 brand products are evaluated by *Visa santé* (GRI 416-1).

Product innovations: more vegetables, pulses and organic products



Organic: in France “a lot more than just organic”

In France, the new “a lot more than just organic” range of organic prepared salads is an ambassador of the six responsible commitments of the European business units. It includes three products: grated carrots, coleslaw and oriental tabbouleh. The recipes are made with French wheat and seasonal French carrots. The packaging is 100% recycled plastic and significantly reduced. Finally, nutritional excellence is recognized by a 100/100 score on Yuka for the raw vegetables, an A nutri-score for the raw vegetables and a B for the tabbouleh. The teams at the Rospenden plant were able to launch and maintain the first production in the spring, in the midst of the COVID-19 crisis.

The BELL business unit has launched two new ranges, Légumiô and Pépites, for easy preparation of new plant-based recipes based on pulses.

The BALL business unit has launched several innovations. With One Pot, Canadian brand Arctic Gardens has combined a healthy frozen meal and a single complete recipe. Under the Del Monte brand, a ready-to-eat corn available in several flavors is now triggering new consumer interest in canned food. Finally, on the fruit side, two new product lines have been launched to expand the range of healthy snacks: Fruits & Oats and Fruits & Chia.

In Russia, the BEAM business unit, historically present on the canned market, is developing frozen vegetables thanks to the acquisition of the Belgorod site in 2019. Bonduelle has designed two brand platforms: one dedicated to families, the other to singles and active couples.



Consumer information and satisfaction

On the Bonduelle.com website⁽¹⁾, the group explains the process of growing and processing plant-based food, from harvest to shipping. In France, Bonduelle has added the Nutri-Score nutrition labels to its product packaging (GRI 416-1):

- bagged salads: 100% of Bonduelle's products have an A score;
- prepared salads: 97% of Bonduelle's products have an A or B score;
- canned food: 99% of Bonduelle's products have an A or B score;
- frozen food: 97% of Bonduelle's 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. Germany, Belgium and the Netherlands have recently adopted the Nutri-Score and Bonduelle will gradually introduce it on products sold in these countries.

5.2.3 Fight against food waste

In addition to its internal "zero-loss" policy in plants (see Section 2.4.5 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 tons of vegetables each year to charities, which redistribute them locally. The amount totaled 4,347 tons in 2019-2020, 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.

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.

5.3 The B! Pact – Objective #5: Encourage good food practices with the Louis Bonduelle Foundation



With The B! Pact, Bonduelle has renewed its commitment to making plant-based food appealing.

#5 Encourage good food practices with the Louis Bonduelle Foundation

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.

Bonduelle carries out many solidarity actions to raise awareness of nutritional balance and donate vegetables. These initiatives form part of the fight against waste (2.4.5 Waste management: zero loss and circular economy) and the participation of Bonduelle employees in local life (2.6.4.1 Participating in the local community life and rallying employees).

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

(1) You are reminded that the elements of the www.bonduelle.com website are not part of the universal registration document.

5.3.1 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, a corporate foundation with the aim of bringing about a lasting change in eating habits while respecting People and the planet. It is now active in France, Italy, Belgium, the Netherlands, Canada, Spain and Russia. Its Board of Directors is composed of volunteer members, 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; and
- 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 two million views each year (www.fondation-louisbonduelle.org/)⁽¹⁾.



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 (France) 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/>)⁽²⁾. 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 comic continues to be actively promoted. It has totaled 300,000 views, been covered by more than 30 media outlets, and brings together a community of more than 4,400 subscribers 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 website⁽³⁾. Consulted more than 750,000 times since its publication in 2015, the e-book is available in English, Spanish, Portuguese, Polish, Italian and French. It will be available in hard copy next year.

Unique in the world, this document has caught the attention of the World Obesity Federation (WOF). This worldwide network of associations offers the only recognized accreditation in the treatment of obesity in the form of e-learning: the SCOPE program. It was co-created by 15 scientific authors and 13 universities or research institutes in 11 European countries. The contents of the e-book have fed into the six modules dedicated to child obesity and available since 2020. Developed in 2019-2020 in English and French, they are currently being translated into Portuguese and Spanish. 24 new modules will be designed next year.

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 210 projects have already been supported, benefiting almost 500,000 people. (GRI 413-1).



Louis Bonduelle Foundation in Russia: online courses on healthy nutrition open to parents

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, in collaboration with Danone, ANCO National Open School (Rybakov Foundation) and experts in education, nutrition and pedagogy, Bonduelle launched an online course on healthy nutrition. This was aimed at children between 7 and 10 years of age. They learned how to recognize and eat healthy foods, visited local farmers, grew vegetables, etc.

This year, Bonduelle, Danone and the digital platform The Core extended the program to parents. The aim is to educate children by example, offering nutritional advice and promoting healthy and balanced lifestyles.

(1) You are reminded that the elements of the www.fondation-louisbonduelle.org website are not part of the universal registration document.

(2) You are reminded that the elements of the mangerverslefutur.org website are not part of the universal registration document.

(3) <http://ebook.ecog-obesity.eu/>





Louis Bonduelle Foundation in Italy: a fun program for a balanced diet

Since 2012, the Louis Bonduelle Foundation in Italy has been running *Gioco di inOrto*, an activity that is both recreational and educational. Through exercises and games, children become aware of the importance of fruit and vegetables in a healthy and balanced diet. They are also made aware of the importance of not wasting water or food. Thanks to a partnership with the Attha Association, which works to promote the social inclusion of people with disabilities, the event also welcomes children with disabilities. More than 3,000 children have participated in the program since its launch.

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*. It is published on Facebook and Instagram in France and Germany. In Austria, Italy, Spain, Portugal, Poland, Hungary, the Czech Republic and Slovakia, Bonduelle uses social networks on behalf of its brand. The average engagement rate is 2% on Facebook and 5% on Instagram, reflecting the dynamism of the community. For example, in France, the Facebook and Instagram accounts have close to 50,000 and 16,000 subscribers respectively, and three awards have recognized the power of the brand content created.



The Foundation supported food trends during lockdown

During lockdown, 43% of French people said they bought more fruit and vegetables⁽¹⁾ and their consumption soared in both the United States (+600%) and the United Kingdom (+700%)⁽²⁾. The period was a time for questioning habits, and reinforced the desire for a more sustainable lifestyle and new eating behaviors.

Because it is not always easy to eat healthily, the Louis Bonduelle Foundation wanted to accompany consumers during the lockdown period. It shared regular publications to reinvent the way we shop, cook and consume. The Facebook community has grown stronger around these eating tips.

How can we enable everyone to eat better? The civil society action plan

With more than 100 representatives of non-profits, companies and start-ups, Bonduelle has partnered with the Make.org citizen mobilization platform in France.

This platform launched an extensive citizens' consultation in favor of "eating better." Bonduelle encouraged all its employees to participate. In total, 460,000 citizens answered the question "How can we enable everyone to eat better?" The participants proposed thousands of solutions, such as short supply chains, reducing plastic packaging, seasonality of products, reducing food waste and better recognition of the value of farmers' work. They then voted for those to be implemented nationally.

Together with Make.org, the partners jointly constructed an unprecedented action plan for civil society, in favor of eating better, inspired by the proposals that were popular during the consultation. Eight actions will be implemented over the next two years under the leadership of the Make.org Foundation. These actions include *Agri'don*, which will offer 1 million tons of unsold agricultural products per year to the most impoverished people, and *J'apprends à goûter* (Learning how to snack), which will help 800,000 middle school students per year to learn about healthy and responsible eating.



Plant-based food to meet global challenges: the Louis Bonduelle Foundation white paper

Malnutrition, undernutrition, climate change: nutrition, health, environment and climate change issues are intertwined. They pose a great challenge: that of feeding a growing world population in a healthy and sustainable way.

In its white paper⁽³⁾, the Louis Bonduelle Foundation takes a critical look at the issues at stake. It analyzes our changing behavior as we move towards more plant-based foods. The document provides an overview of international recommendations and actual plant-based consumption in Europe and North America. It also offers a look at what our plates might contain in the future. Finally, it draws conclusions from the research work of the Louis Bonduelle Foundation. It thus presents the most effective methods for sustainably increasing vegetable consumption.

(1) YouGouv study for *NouvelObs*, 2020.

(2) 2020 at the time of the coronavirus: the impact of lockdown on consumption, *Criteo* study, 2020.

(3) *Plant-based food to meet global challenges*, the Louis Bonduelle Foundation, 2020.

Monograph: Plant-based food, a question of balance

In 2019, the Louis Bonduelle Foundation published a monograph on plant-based food from an international perspective⁽¹⁾. This:

- defines the concept of plant-based food;
- provides an overview of the levels of plant-based food consumption in different geographic areas;
- analyzes their past developments and those to come;
- explains the changes in plant-based food consumption in relation to various factors at the individual and societal levels.

This publication shows that over the last few decades, countries in North America and the European Union seem to have entered a new phase. Plant-based foods are gradually gaining the upper hand over foods of animal origin and their contribution to food needs is increasing. Recent societal transformations appear to be the main levers of this nutritional transition. Eastern European countries and Russia have not yet begun their food transition. In conclusion, in all the geographical areas studied, consumption levels remain well below nutritional recommendations. Communicating the value of plant-based foods therefore remains a priority.

5.3.2 Research on food and eating habits

12th meeting of the Louis Bonduelle Foundation, under the banner of sustainable plant-based foods

On the theme “Plant-based food chain and sustainability: a question of balance”, the meetings hosted several presentations: Wim de Vries⁽²⁾ (University of Wageningen – The Netherlands), Benjamin Alles⁽³⁾ (University of Paris XIII), Armando Perez Cueto⁽⁴⁾ (University of Copenhagen – Denmark) and Jacynthe Lafrenière⁽⁵⁾ (Laval University – Quebec City). They explained how the nutritional transition of food systems around the world is calling for a more plant-based diet.

Call for projects for a new funding program

Faced with the climate emergency and the growing number of people to feed, food has to change. More than ever, plant-based food is at the heart of these issues.

The Louis Bonduelle Foundation has therefore launched a call for participatory projects on the theme “Towards more plant-

based foods.” This program supports projects carried out by new types of research collectives made up of researchers and citizens.

- Three projects were selected from the 29 submitted. They were granted a total of 70,000 euros.
- EduSensNet (France) is a participatory research project based around “taste workshops.” It is led by a consortium of researchers from the *Centre des sciences du goût et de l'alimentation* (CSGA) in Dijon, in collaboration with the *Eveil'O'Goût* non-profit. It is studying the effects of taste education for children, covering the desire to taste, appreciation and consumption of plant-based foods.
- LEGU + (France) is an initiative from the Research Center of the Paul Bocuse Institute. It will lead the development of plant-based recipes by chefs and consumers. In doing so, it aims to improve the gustative qualities of plant-based dishes offered in restaurants and to increase their consumption.
- The team at the Food Observatory (ODELA) of the University of Barcelona (Spain) is working on the program “Vegetable for better aging.” The participatory approach is identifying beliefs concerning plant-based food among senior citizens. This project will promote plant-based food among the elderly.

2019 Research Prize awarded to a student from Lille

The Louis Bonduelle Research Award is aimed at post-graduate researchers under the age of 35 enrolled at a university or higher education institution. Every year, it rewards food research, irrespective of the discipline: medicine, physiology, sociology, agronomy, etc. There have been 17 winners since 2006.

Christophe Bonduelle, President of the Louis Bonduelle Foundation, awarded the 2019 Research Prize to Lucie Wiart for her thesis entitled: “Overconsumption of meat and sustainable food: are imitation meat products alternative substitutes?” The doctoral student at the University of Lille will benefit from the financial support of the Foundation to carry out her work and finalize her research.

(1) *Plant-based food, A question of balance*, Louis Bonduelle Foundation, 2019.

(2) “Sustainability feeding 10 billion people in 2050: the role of plant-based foods, waste recycling and agricultural management.”

(3) “Plant Based diets: are their nutritional quality all equal?”

(4) “How to promote the appealing of plant-based foods?”

(5) “Development and validation of methodological tools to measure adherence with dietary guidelines?”



5.4 Responsible purchasing

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

Bonduelle has designed its responsible purchasing approach as a set of recognized purchasing model guidelines, inspired by nature's cycles and creating shared value for the ecosystem.

With this in mind, Bonduelle is continuing to build its responsible purchasing policy and to raise supplier awareness. The group continues to integrate environmental and social criteria, in addition to food quality and safety.

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

Bonduelle obtains most of its fruit and vegetables from its farming partners. The reciprocal commitment has been governed since 1996 by the agronomic sourcing charter (see 2.3.3.8).

For fruit and vegetables purchased from other producers or brokers, which account for 5% of cultivated surface areas, 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.

5.4.2 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 most important suppliers by their purchasing volumes and risk profile. The BELL, BFE and BEAM business units have been involved in this process since 2017. In 2020, BALL and BFA began to roll out this approach by mapping their supplier risks and started their assessment campaigns in mid-2020.

Supplier risk mapping

Bonduelle assesses supplier risks according to several criteria, detailed in the vigilance plan (see 2.7.2.1 Mapping of vigilance risks) – GRI 308-1. They include:

- the risk related to the supplier's category of activity, adjusted for the specific criticality of this risk for Bonduelle;
- the country(ies) of location and/or activity.

CSR assessment of suppliers

Bonduelle works with the EcoVadis platform to carry out the assessments. Suppliers complete the online CSR questionnaire and support their responses with tangible evidence. Where appropriate, they are also asked about any environmental and social disputes in which they have been involved and which received media coverage. CSR experts analyze the responses and check the consistency of the information and documentary evidence.

The EcoVadis method is based on international CSR standards, including the GRI Sustainability Reporting Standards, United Nations Global Compact, and ISO 26000. The assessment is based on 21 key CSR indicators divided into four themes:

- 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 practice, fair trade;
- purchasing: environment, working conditions and human rights.

Using this recognized collaborative platform ensures consistency and transparency in monitoring suppliers' environmental and social commitment. It also helps to identify opportunities for innovation and partnerships.

Results of CSR supplier CSR assessments and action plans – GRI 308-1

In 2017-2018, Bonduelle introduced EcoVadis assessments for its key suppliers by purchasing volume and risk level. At the end of the 2019-2020 fiscal year, the assessments covered **144 suppliers, i.e. all at-risk suppliers and 48% of the purchasing perimeter concerned by the system.**

Bonduelle analyzes the EcoVadis assessments and implements an improvement plan on certain criteria with the suppliers concerned. These are re-assessed to ensure improvement.



EcoVadis' white paper presents Bonduelle's responsible purchasing system

The EcoVadis publication⁽¹⁾ cites Bonduelle's responsible purchasing approach, from supplier assessment to the establishment of action plans, as an example.

A cross-functional approach in the business lines

In addition to the global CSR assessment and support process for its suppliers, Bonduelle implements specific actions according to the issues in its purchasing categories. Thus, the Purchasing Departments are involved in the responsible packaging system (see 2.4.3) and renewable energy purchasing mechanism (see 2.4.2).

5.4.3 Animal welfare

Although few of its products contain ingredients of animal origin, Bonduelle is sensitive to animal welfare.

Like the rest of the plant-based food industry, the group does not carry out any testing on animals.

In Europe, the prepared salads concerned are made from chickens reared under environment-friendly conditions. Their quality diet prohibits animal flours and growth hormones. Breeders are committed to the continuous improvement of breeding conditions.

Bonduelle is committed to working with its suppliers to ensure that, by 2026:

- in Europe: 100% of the chickens comply with the European Chicken Commitment standards;

- in France: at least 20% of the chickens come from farms where they have access to the open air or a greenhouse.

Bonduelle has also adopted commitments regarding eggs and egg products, a tiny part of its ingredients:

- in Europe by 2025: 100% of the eggs and egg products will be guaranteed "not reared in cages."

In the United States and Canada, Bonduelle has included a clause on animal welfare in its supplier agreements and its Code of Conduct. It states that Bonduelle believes in the respectful treatment of animals and expects its suppliers to follow practices that promote animal welfare. This includes an environment free from distress, cruelty, abuse and neglect.

(1) Why the use of self-assessment of third parties is not sufficient, Ecovadis, 2019.



6 A better business for People

6.1 Bonduelle's 'well-living' strategy, a strategy for People – GRI 103-1

Among the six objectives for the period up to 2025 that make up its CSR strategy (see 2.2.1.3 The B! Pact), the Bonduelle Group has set itself the target of ensuring the "well-living" of its employees and local communities.

At Bonduelle, the term "well-living" implies that each employee can have a positive impact on his or her development, on the people around him or her and on the planet. This personal development contributes to Bonduelle's collective efficiency and positive impact on the planet.

This "well-living" strategy has three pillars:

- **taking responsibility:** creating an environment that facilitates the taking of initiatives and the empowerment of everyone, encouraging innovation and enabling people to flourish;
- **personal development:** enabling each employee to be involved in his or her own development, uncovering individual strengths while ensuring collective success through ongoing dialog. This personal development is enriched by the plurality and richness of the group's jobs and nationalities. Bonduelle has a wealth of diversity and hopes that everyone can flourish individually;
- **the will to live well together** to foster the quality of social ties, encourage collaboration and respect for each person's differences and open the group up to the expectations and innovations of its external stakeholders.

For years, **basics** such as human rights and safety (see 2.7.1.1 and 2.7.2.2) have been the cornerstone of this ambition.

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.



Employer Brand Day, launch of a joint reflection at global level

In February 2020, an Employer Brand Day was held in Eindhoven in the Netherlands. This event brought together all the Human Resources teams from the group's head office and European business units. A day was also held in Moscow for the BEAM business unit, and by videoconference for the Americas (BFA and BALL). The discussion focused on the employer brand, Bonduelle's attractiveness and ability to retain employees, and improving the employee experience. As part of this overhaul of the employer brand, the group's head office has reviewed its welcome procedures. This will be extended to the other business units. A new employer brand, including Bonduelle's commitment to B Corp certification, will be launched in the second half of 2020.

6.2 Human resources policy and means implemented – GRI 103-2

Employee fulfilment depends on their safety, a work environment that encourages initiative, social dialog and the development of their skills. These dimensions are central to the Bonduelle Group's human resources policy, which is based on the Company's values. The policy revolves around four strategic priorities:

- **the development of human capital enabling** the construction of development plans adapted to each employee. It encourages dialog and feedback, thus contributing to the employee experience, and promotes diversity (profiles, professions, cultures, gender) to enrich the complementary nature of teams;
- **collective efficiency:** developing collective intelligence and encouraging the expression of each individual, promoting synergies and strengthening management in project mode;
- **the creation of economic value:** recruiting talent, ensuring knowledge transfer, developing know-how, anticipating needs and coordinating performance management;
- **cohesion around values and a common ambition:** uniting teams around collective projects with a positive impact for all internal and external stakeholders.

6.2.1 Organization

The Bonduelle Group Chief Human Resources Officer (CHRO) relies upon the Human Resources Directors of the business units and a central team to implement the human resources policy effectively. The group CHRO participates in and contributes to the development of all of the group's strategic decisions and leads the creation and implementation of Bonduelle's strategic HR plan. The group CHRO leads a central team that unites teams, initiates projects and provides support to the business units, on the following topics:

- training, recruitment and talent development;
- compensation, benefits and international mobility policies and practices;
- internal communication and the employer brand;
- digital processes and tools, and HR excellence;
- accompanying collective transformation and in particular the move towards B Corp. certification.

The group CHRO leads a team made up of the central functions and, transversally, the business unit Human Resources Directors. This team draws up, adjusts and implements HR policies. It promotes synergies, shares and disseminates best practices, develops the skills and attitudes of the HR community and co-constructs the medium-term strategic HR vision.

The international HR team thus brings together, prepares, informs and leads on key topics with Executive management and the GMC in the areas of talent management, HR policies, communication and group transformation.

It is part of a process of continuous improvement, in order to be innovative, learning, listening to employees and acting as "business partner" to the teams.

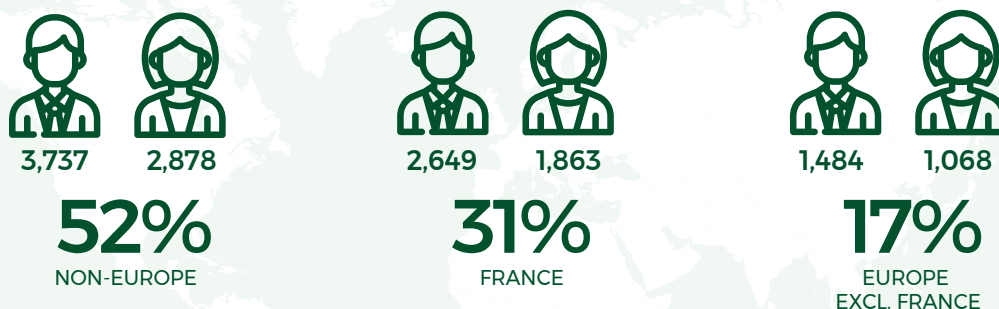
Discussions take place daily using digital tools, remote or physical meetings. The various areas of expertise are fed through to a network of correspondents in the different countries.

Each process is designed jointly with the business units before it is launched.

6.2.2 Bonduelle Group's staff profile

The Bonduelle Group has a workforce of 10,861 (present at June 30, 2020) and 14,617 full-time equivalent employees (open-ended, fixed-term, seasonal and other contracts). Average years of service among permanent employees is 10. From 2018-2019, this data includes the BFA business unit.

Geographic breakdown of Bonduelle Group full-time equivalent employees - at June 30, 2020

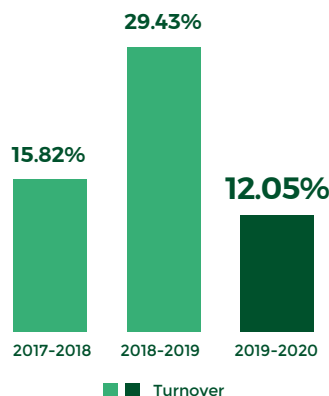


Non-Europe*: Argentina, Brazil, Canada, United States, Russia.

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

* 938 employees (6%) did not wish to state their gender on hiring.

Total Bonduelle turnover⁽¹⁾:



BFA business unit data have been included since 2018-2019. Retirements, deaths and contractual terminations have been excluded since 2019-2020.

6.2.3 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 2.6.3.1 Safety and working conditions).

The Bonduelle Group uses 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 who do not have 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 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. In the context of the coronavirus epidemic, Bonduelle in Canada conducted a major campaign on social networks to attract local candidates. The group also offered a bonus to attract candidates, and developed an employee co-optation program to encourage employees to submit applications from people close to them.

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.

6.2.4 Organization and working time

At all of its locations, the Bonduelle Group complies with local regulations on working hours. In agro-industrial sites, the harvest or sale seasons dictate the pace of activity.

- 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.

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

6.3 The B! Pact – Objective #6: Zero workplace accidents



With The B! Pact, Bonduelle has renewed its commitment to the safety of the women and men who work for and with the group.

#6 Zero workplace accidents

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

Section 4.2 Risk factors presents the nature of the risks of workplace accidents.

Safety in the workplace is a priority, which is why Bonduelle has renewed its commitment to achieve zero lost-time accidents by 2025 at the latest by listing it in The B! Pact.

Each and every person working for or with the Bonduelle Group has the right to a healthy and safe working environment, ensuring their physical and mental well-being. To this end, Bonduelle is developing initiatives to prevent occupational illnesses. 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.

Safety policy: three main pillars

The Bonduelle Group formalized its Health, Safety and Security Policy in 2012 and revised it 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 all the knowledge and tools they need to work more 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.

Monitoring and governance of safety policy



Global Safety Leadership Council: sets the strategic direction and identifies good safety practices for business units

To achieve its goal of zero workplace accidents by 2025, the group has renamed the Group Safety Committee: Global Safety Leadership Council. This new Council is fully operational and includes a safety officer or an operations Manager from each business unit. From 2019-2020, the Council has identified certain safety programs or practices that are universally applicable across all production sites.

Safety is a mandatory item on the agenda of Executive Committee meetings, weekly plant Management Committee meetings, monthly meetings between the Industrial Directors of each business unit and Plant Directors, and quarterly meetings between the Executive 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.



A Health and Safety network made up of 260 members from all group entities leads the process at sites. Managed by the Executive Committee, it transmits monthly reporting at 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 2019-2020

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 and results. With this in mind business units and facilities have stepped up measures to promote safety at work.

Within the **BFA business unit**, the Florence (New Jersey) and Jackson (Georgia) plants achieved 180 consecutive days of production without a workplace accident as of June 30, 2020. Employees at the Florence plant achieved this result by focusing on recording near-misses and safety risks. They have also incorporated new Safety in Motion practices, organized monthly meetings of the Safety Committee in several languages (One Voice) and conducted personal protective equipment (PPE) audits.

The **Global Safety Leadership Council** tasked the **BFE business unit** with management of the rollout of the *DuPont* survey on the perception of safety at sites. The Rosporden site has been designated a pilot site for identifying the cause of accidents. The Global Safety Leadership Council will later determine whether this process should be extended to all business units. BFE has also set up "Qlik Safety." This reporting tool makes it possible to address the subject of safety at the beginning of each Management Board meeting, based on the most recently recorded figures.

The **BALL business unit** has set up a safety dashboard for precise monitoring of indicators in all its plants and the production of in-depth data analyses. Each site receives a success rate based on its indicators and, depending on the result, a budget to improve working conditions. In addition, a special health and safety module has been added to the process of welcoming employees to BALL. Each Executive Committee meeting begins with a "safety share." Finally, in January 2020, the four Québec plants (Sainte-Martine, Saint-Césaire, Saint-Denis and Bedford) organized the first Occupational Health and Safety Gala to thank 32 employees for their exceptional efforts during the year.

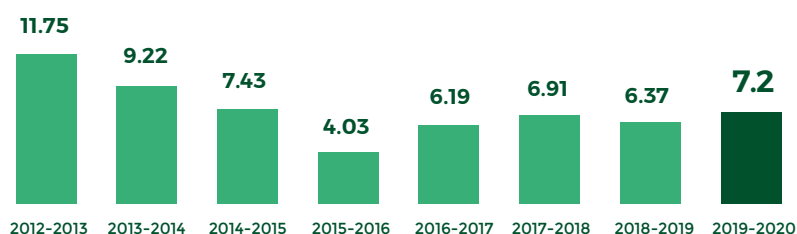
At the Renescure site (France), the **BELL business unit** organized days devoted exclusively to safety. Held just before the market gardening season in France, they aim to develop a real safety culture. In Ruchocice, Poland, employees participate in workshops to jointly design slogans, posters and films to promote safety throughout the year in internal communications. At the Estrées site in France, nine safety trainers are now responsible for training seasonal employees, who may number up to 100 new people a day at the height of the season. They receive four hours of training before taking up their posts, in accordance with group policy.

The **BSA operational holding company** has introduced its Single Document. It has also rolled out a specific safety policy at the Villeneuve-d'Ascq head office, encompassing the three safety essentials and the five golden rules applicable at the site.

The **BEAM business unit** has implemented a satellite monitoring system for service vehicles for road safety purposes and has achieved a twofold reduction in offences since September 2019. It has also implemented "My six safety principles", which aims to promote a safety culture, safe and responsible behavior at work, at home and elsewhere.

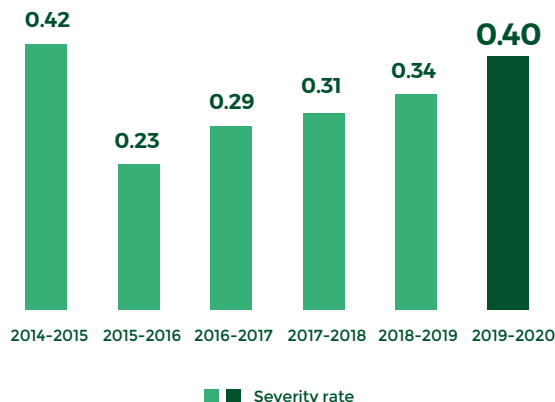
Results

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



BFA business unit data have been included since 2018-2019.

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



BFA business unit data have been included since 2018-2019.

Changes in the absenteeism rate at June 30

2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
3.43%	3.53%	3.72%	4.06%	4.38%	4.61%	4.92%

BFA business unit data have been included since 2018-2019.



COVID-19 crisis, a general mobilization to ensure the safety of everyone

Throughout the group, teams have been mobilized to maintain production while adapting to the restrictions necessary to combat the spread of the epidemic. In addition to basic measures (supply of protection kits, reorganization of spaces, provision and financing of tests, provision of equipment for teleworking), the Bonduelle Group has seen many initiatives flourish:

- the group has developed a common intranet site, “ALL TOGETHER”, to house in a single place all information concerning Bonduelle’s management of the period: videos, the weekly newsletters from Executive Management, good health and safety practices, a dedicated space for asking questions, and the “Bonduelleheroes” wall. Available to all employees, whether connected or not, it can be accessed in the group’s 11 languages;
- the BELL and BFE business units have set up psychological assistance units for all their employees;

- the BALL and BELL business units have developed recruitment by videoconference to meet the need to recruit seasonal workers;
- the BEAM business unit has provided its employees with training on how to manage stress and anxiety during the period and “flat parties” (informal online meetings) have been organized with the participation of top management to stay in contact and maintain social links;
- all business units have multiplied opportunities to keep in touch: challenges, Pulse and Office Vibe surveys, cooking classes, etc.

Throughout the group, the teams tested new working methods: training on “emotional intelligence in times of crisis: how to be a better Manager”; video meeting with top management on lessons to be learned from the crisis concerning Bonduelle’s managerial model; collective brainstorming on a large scale to change working methods.

6.3.2 Well-being and fulfilment

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.

The **BALL business unit** is working to bring together employees at four different sites; the move to the new head office, known as Station B, is planned for 2021. As a participatory project, this move has given rise to several working groups and creative workshops organized at the business unit's different sites. A dedicated working group has been set up to examine the following measures to support employees: the introduction of shuttle buses, flexible working hours, teleworking two days a week, mileage remuneration, and reimbursement of public transport costs.

The **BSA operational** holding company renewed its teleworking charter for an additional year, which had previously been on trial at the Villeneuve-d'Ascq head office.

The **BEAM business unit** reviewed the interior layout of the new Belgorod plant (offices and production lines) to improve safety and ergonomics. It also set up the "B!Fit" program to encourage employees to take up sport and thus prevent health problems.

The **BFE business unit** opened new offices in Italy in September 2019. Fueled by the results of the Climate survey, the layout of these new offices reflects the contributions of employees, who actively participated in the design of the spaces with the help of architects.

6.4 The B! Pact – Objective #7: 100% of our sites involved in local projects



With The B! Pact, Bonduelle has renewed its commitment to communities.

#7 100% of Bonduelle Group sites involved in local projects

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

Bonduelle has prioritized participation in local communities. The objective, enshrined in The B! Pact commitment aims to galvanize employees and help make local communities a better place to live, in line with the group's values. Depending on its specific characteristics, each production facility plans to develop at least one project in partnership with local stakeholders. In 2019-2020, mobilization in relation to the coronavirus epidemic has been particularly strong. While Bonduelle's total food donations for 2019-2020 amounted to 4,347 metric tons, they were intensified during the health crisis. Some examples are listed below:

Food donations in all countries

Bonduelle in Canada donated 24 tons of canned goods and 22 tons of frozen food to Quebec's Food Banks. Prepared by the association *La Table des Chefs*, these products are then served as meals to the most needy. In Ontario, solidarity was also organized in the form of donations of frozen food to the non-profit Agreed Second Harvest.

In Europe, in the Czech Republic, a group of Bonduelle volunteers came to the aid of senior citizens who were particularly affected by the epidemic and who were able to share some good times as Easter approached. The Hungarian teams donated nearly 1,000 cans of food to care staff at a Budapest hospital, as well as numerous Bonduelle products to senior citizens.

In Spain, 9,000 low-income families benefited from the 4.5 tons of canned food donated to the town of Alcobendas. The Las Palmas site donated 484 kg of canned food to the FESBAL food bank.

In France, the BFE and BELL business units have delivered over 200 additional tons of vegetables to food banks and other non-profits since the beginning of the year.

In the Eindhoven region of the Netherlands, Bonduelle teams donated more than 25,000 products to hospital and healthcare facility staff to enable them to enjoy a healthy and tasty meal at home.

Within the BEAM business unit, the Moscow team delivered 15 tons of Bonduelle products to a retirement home that it regularly supports. Romania played its part by donating frozen food to patients with COVID-19, while Slovakia focused its efforts on helping the elderly, who are particularly vulnerable at this time.

In the United States, the BFA and BALL business units gave more than 100,000 meals to very vulnerable people. In Ontario, in partnership with the hauler Wellington, Bonduelle donated 27 pallets of Del Monte fruit salad to food banks in Guelph, Cambridge and the Waterloo region.

Donations of protective equipment and products in France

All French sites contributed to the distribution of personal protective equipment⁽¹⁾ to local organizations (Care homes for the elderly (EHPAD), pharmacies, ambulances, town halls, fire brigades, etc.).

In Italy, the BFE business unit set up a system that allows its employees to donate the equivalent of an hour or more of work to the field hospital built in Bergamo.

Site participation in local community life – GRI 413-1

	2017-2018	2018-2019	2019-2020
Number of headquarters or agro-industrial sites to have initiated or renewed a joint project with their local communities during the year	24 or 35% of sites	46 or 49% of sites	38 or 44% of sites



Involving employees in the choice of initiatives

In September 2019, the BFE business unit organized "Climate Days" in San Paulo and Battipaglia. In a similar way to the Climate survey, over these two days employees were able to vote for initiatives set up by employees to help local communities.



At BALL, the B Local network drives initiatives that benefit communities

The B Local network covers all 13 sites in North America. It brings together one contact in each plant, who develops local initiatives during their working hours. A calendar predefined by the network allows for joint initiatives, etc.

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.

In 2019-2020:

- donations from employees funded 208 "back to school kits", 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;
- the non-profit organization offered more than 150 jars of made in Bonduelle honey to employees in exchange for a donation to help finance an art week at the Moineaux school;
- three employees from the Villeneuve-d'Ascq head office and two members of the Bonduelle family carried out a visit to Cameroon to assist as volunteers. they assisted the beneficiaries of the project in developing their activities: an art week at the Moineaux school and computing lessons for the agronomy teachers and teams;
- three conferences on APONH were held this year. The main objective of these conferences is to raise awareness among all internal teams and to motivate them to act: employees and families;
- a permanent but mobile APONH stand was set up at the Villeneuve-d'Ascq head office to allow sharing and discovery;
- at the Bordères plant, the teams set up a bimonthly auction of unused equipment (damaged pallets, non-returnable tanks, old office furniture, etc.) for the benefit of APONH. This action benefits the employees (very low prices) in a fair way and gives a second life to these objects.

6.4.2 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

(1) Gloves, blouses, overalls, over-shoes and masks.



6.5 Employee recognition

6.5.1 Salary policy and employee recognition – GRI 203-2

In all countries where Bonduelle has a presence, the group's salary policy exceeds 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.

In France, the Bonduelle Group decided to renew the special bonus⁽¹⁾ that is exempt from income tax, employer and employee social security contributions and social tax withholdings (CSG/CRDS). This bonus is authorized under the "Draft law on economic and social emergency measures", adopted by the French Parliament on December 21, 2018. It concerns employees whose compensation is less than three times the minimum wage. In 2019-2020, 83% of employees in France benefited from this bonus. Bonduelle paid a total amount of nearly 1.6 million euros.

First edition of the Bonduelle Awards

Starting in July 2019, the group's top 100 leaders identified the actions for 2018-2019 for which it was possible to measure success via defined criteria. Following this, using an internet platform, a jury validated 59 actions. These were divided into five categories: Consumer focus, Being the best for the world, Unleashing energy, Nourishing our growth, and Health & Safety. Two bonus categories were also created to award a Business Performance Trophy and a Jury's Favorite award. With these Bonduelle Awards, new processes, new products, innovation, new organizations or new working methods are collectively recognized in order to celebrate actions that create sustainable value for the group.

6.5.2 Benefits and healthcare

The Bonduelle Group has set the goal of giving all permanent employees access to a social welfare system by 2025. An audit was undertaken in 2017-2018 in all countries, with a view to deepening 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.



Funding of training and sports activities for BALL employees

The BALL business unit offers its employees a reimbursement program (up to \$CAD 5,000 per employee) for training to obtain diplomas or skills that help them to develop within Bonduelle. Employees also benefit from a plan to help fund sports activities, with up to \$CAD 250 available per employee. The business unit also organizes challenges to encourage employees to practice a physical activity.

6.6 Employability: Talent development and training – GRI 103-1, 103-2, 404-3

6.6.1 Training – GRI 404-1

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. All new Managers in the group can participate in three essential MBA programs. The programs enable them to learn about the group, its history, values and the VegeGo! vision. It also provides an opportunity to better understand their role as Managers:

- "Discovery" promotes specific exchanges and experiences, through diversified workshops, based on inspiration and collaboration. In 2019-2020, 97 Managers from different business lines and countries were able to take part in this seminar;
- "Finance For Growth" enables each participant to identify their drivers of financial value creation, understand the value creation chain and the cause and effect relationship in the ROCE (return on capital employed) tree. In 2019-2020, 75 participants followed this program;
- "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. In 2019-2020, 61 Managers from all countries have already had the opportunity to lead ManageGo! sessions.

(1) So-called PEPA bonus, bonus for employment and purchasing power.

Change in training resources – GRI 404-1

	2017-2018	2018-2019	2019-2020
Average training duration per individual (in hours)	34	14	14

Starting in 2018-2019, this data includes the BFA business unit. Also starting 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.

6.6.2 Career management

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 – GRI 404-3

	2017-2018	2018-2019	2019-2020
Percentage of employees with permanent employment contracts	72%	55%	80%

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

**B!tT@lent, a tool for all aspects of the employee career path**

The BALL business unit has rolled out B!tT@lent for all its employees during 2019-2020. This tool, accessible anywhere via a simple internet connection, facilitates talent management, annual bonus management and development interviews. Management of recruitment and internal mobility are being integrated within this tool. It enables the way processes are treated across all group entities to be harmonized and automation of data analysis and assessment follow-up. B!tT@lent exists in 12 languages and manages the HR process for almost 12,000 employees.

6.6.3 Mobility

A factor that boosts innovation for the Company, internal mobility, both national and international, also offers real added value in personal development. It enables the Company to have a fair distribution of skills and expertise, and provides employees with prospects for development within the group.

Human Resources Managers play an important role in supporting talents who wish to move within the group.

6.7 Diversity – GRI 103-1, 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.

**The BALL business unit implements its diversity policy**

In 2019-2020, the BALL business unit defined its diversity and inclusion policy and will set up a three-year action plan. The policy concerns under-represented groups: visible minorities, women, veterans, people with disabilities, First Nations.

6.7.1 Gender diversity

In France, Bonduelle continues to implement the actions defined under the agreement on Workplace Equality and Quality of Life at Work signed on February 12, 2018. Through this agreement, Bonduelle reaffirms its commitment to promoting professional equality between women and men. The group considers the diversity of its teams to be a key factor in the group's performance and to lead to the enrichment of each of its employees.

For the second year running, Bonduelle has calculated its "gender equality index" for the whole of France.



6.7.2 Inter-generational diversity

In France, Bonduelle is continuing to implement the agreement on Intergenerational Skills Management Forecasting of December 1, 2017. This is designed to anticipate and support the transformation of professions, and to forecast the skills that the Company will need in order to ensure that they are available in good time. It also makes it possible to manage and anticipate the large number of retirements that the group faces, given its age pyramid. Actions promote the sustainable integration and continued employment of young people and those employees known as "seniors." Others support the necessary renewal of skills by promoting mechanisms for transferring the knowledge and skills held by employees, which are a source of wealth for the Company.

6.7.3 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.

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 five agreements on the inclusion and retention of employees

with disabilities. The employment rate for employees with disabilities was 1.6% at the end of June 2020.

Through the fifth agreement on inclusion and job retention, the Bonduelle Group reaffirms its commitment to:

- renewing internal awareness and involvement actions for all employees;
- achieving a 6% employment rate for employees with disabilities across the group;
- adapting the objectives and resources made available to each establishment;
- 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 group's Executive Management identified five priorities: recruitment, retention, integration and training, relations with the sheltered/adapted environment, management and coordination.



Recruitment of people with disabilities

In 2019-2020, the BFE business unit launched a program to review its internal organization to promote the retention and recruitment of people with disabilities.

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

	2017-2018	2018-2019	2019-2020
Workers with a disability (full-time equivalents (FTE))	237	255	235

Starting in 2018-2019, this data includes the BFA business unit.

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

6.8.1 Forums for dialog and agreements signed in 2019-2020

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>⁽¹⁾, Bonduelle encourages openness and dialog in its internal relations. The group respects the right of its employees to form or join any representative organization

of their choice, trade unions or 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, 2020, 55% of the group's employees were covered by a collective bargaining agreement – GRI 102-41.

In accordance with the law, each French entity has a Social and Economic Committee. Further, the group has set up a health and safety at work committee at all its sites, 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.

(1) You are reminded that the elements of the www.bonduelle.com website are not part of the universal registration document.

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. It 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 prepared ready-to-eat 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-related subjects (including workplace safety) feature on the agenda of each Annual Ordinary Meeting (*GRI 403-4*). In addition to the mandatory items, the agenda of the 2020 EWC included the following topics: CSR policy, APONH and focus on Bonduelle employee savings plans.

In February 2020, the Bonduelle Group and employee representatives signed a group agreement on the management of jobs and career paths. This agreement has a number of objectives: to anticipate changes in jobs and needs in line with the group's strategy and projects; to provide employees with better visibility of changes in jobs; to support and prepare employees in their career development; to value skills and their transmission; to encourage professional mobility; to integrate young people into the group and manage the last stages of careers; to support the careers of employee representatives.

6.8.2 Employee surveys

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 what drives employee motivation and engagement and to put the necessary measures in place to meet their expectations. The next survey will take place in 2020-2021.



"Office Vibe": measures real-time team engagement and satisfaction

The BALL business unit has rolled out Office Vibe to all its employees, connected and not connected, since January 2020. Office Vibe complements the Climate survey; it is a fun way to quickly measure the real-time commitment and satisfaction of the teams.

"Pulse" surveys, a reactive barometer close to the ground

Since April 2020, the operational holding company BSA has sent its employees monthly or biweekly micro-subject surveys. In this format, which complements the biennial surveys, employees are questioned on subjects directly related to their current environment and their responses are processed immediately. During the crisis relating to the coronavirus epidemic, this tool provided valuable reactivity to monitor states of mind week-by-week and improve working conditions (teleworking, IT tools, protective equipment, etc.).

"Nimble" survey, to strengthen the feedback culture at BELL

The "Nimble Opinion Survey" reinforces the feedback culture by giving Managers the tools they need to measure the opinion of their teams. Starting in September 2019 and at business unit level, employees answered questions by e-mail or using a tablet at the plant, about their state of mind, their site and their business unit. They were also able to write freely about their expectations and their daily work.

6.8.3 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.



7 Ethics and vigilance

7.1 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.

Its commitment as it pursues B Corp certification, in a quest for continual improvement, spurs it to aim for excellence in matters of ethics.

7.1.1 The Bonduelle Group commitments

United Nations Global Compact

The Bonduelle Group has been a signatory to the United Nations Global Compact since 2003. Through this membership, Bonduelle is committed to respecting and promoting 10 principles in the areas of human rights, labor standards, the environment and fighting corruption. These principles are 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 Environment and Development, and the United Nations Convention against 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>)⁽¹⁾ 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 controlling 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 the B&Co intranet, a dedicated section "Ethics and Bonduelle", created in 2018, provides access to ethical principles and reminds all employees of their importance for the group. This section makes it easier for each employee to understand the tools that may assist them in implementing ethics in their daily activities. It gathers all the documents together in one space and explains all the codes, charters and procedures that constitute the corpus of rules and principles that employees need to be familiar with and apply. The page also contains a reminder of the ethics procedures to be followed: monitoring and assessment, audits, continuous improvement.

A video message from Guillaume Debrosse highlights the group's commitments to anti-corruption and vigilance (in application of the Duty of Vigilance law, see 2.7.2 Vigilance plan). In this message, the Chief Executive Officer reminds viewers of the existence of the ethics charter, the Code of Conduct for ethical business practices and whistleblowing procedures. In 2020, two new documents were added to this page: the group Gift Policy and the Supplier Code of Conduct for ethical business practices. By disseminating these educational tools, Bonduelle aims to support employees to apply ethics on a daily basis.

In 2020, Bonduelle added a page entitled "Our ethics and anti-corruption approach"⁽¹⁾ to its website [Bonduelle.com](http://www.bonduelle.com)⁽¹⁾, for the general public. This page presents the commitment of the Executive Management, the ethics charter, and the Code of Conduct for ethical business practices. It also provides an access link to the whistleblowing system, which is now open to all stakeholders, including those outside the group (see also 2.7.2.4 Alert system).

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

7.1.2 Governance – GRI 102-18, 307-1, 419-1

Internal governance bodies for compliance programs

The Bonduelle Group has put a comprehensive governance structure in place for its compliance programs.

Under the supervision of the Deputy CEO Finance & Development, a Member of the Chief Executive Board (CEB) and the Group Management Committee (GMC), the Compliance Steering Committee determines the major compliance projects, based on the guidelines defined by Executive Management. The CEB and the GMC are regularly informed of the programs, policies and measures put in place and their results.

In addition, for each compliance program, a monitoring body exists at group level:

- Anti-corruption Monitoring Committee;
- Vigilance Plan Monitoring Committee;
- Competition Monitoring Committee;
- Group Data Protection Committee (GDPO).

The Monitoring Committees meet once every six months and the GDPO meets approximately every two months. Additional meetings may also be arranged whenever necessary. These Committees are in charge of defining programs and coordinating their implementation in collaboration with the departments concerned:

- Anti-corruption program: group Legal Department, Head of Information Systems Security, Human Resources Department, CSR and External Communication Department, Internal Audit Department;
- Vigilance plan: group Legal Department, Internal Audit Department, Human Resources Department, CSR and External Communications Department, group Agronomy Department, Purchasing Department;
- Competition law compliance program: Human Resources Department, group Legal Department, Internal Audit Department;
- Data protection program: group Legal Department, Internal Audit Department, Head of Information Systems Security, IT Systems Department, Human Resources Department.

Bringing together group Managers and business units, a new body was set up in 2019-2020 to create further links with the business units: the Compliance Committee. This new body incorporates the Legal, Financial, Internal Audit, HR and CSR Departments and representatives from the business units. It supervises the implementation of compliance programs within the business units. Meeting for the first time in June 2020, it will meet every six months. This Committee acts as a link between the abovementioned four Committees and the business units.

Bonduelle SCA's Supervisory Board and Audit Committee ensure that the Company's activities take into consideration the social, societal, ethics, environmental and governance issues at stake. The role of these bodies is to ensure the existence of risk prevention and detection programs. They also assess the relevance and ensure the proper implementation of the anti-competitive practices programs, the vigilance plan, and the data protection and anti-corruption program. Information on the programs and measures implemented is regularly provided to the Supervisory Board.

The Ethics Committee is regularly informed of compliance programs, measures implemented and their results. It may issue recommendations.

Bonduelle SA's Board of Directors is also informed once a year of the compliance plans and ensures their implementation.

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 Company, 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 2019-2020 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 in case of failure in the alert system. In this case, the role of the Ethics Committee is not to receive all of the details of the case, nor to process it, but only to ensure that the processing of the alert is ongoing.

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

At its meetings, the Ethics Committee regularly reviews the alert system and monitors the proper implementation of the vigilance plan and the anti-corruption program. It does this in the form of recommendations, in particular.

7.1.3 Code of Conduct for ethical business practices

The Bonduelle Group has a Code of Conduct for ethical business practices which incorporates the "Declaration of Management Regarding the Principles of Ethical Conduct in Business" 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 fundamental rules to be followed by every employee in each situation. It describes the behaviors to be prohibited, the fundamental rules on fighting corruption and influence peddling (in particular, it describes the fundamental 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.

The Code of Conduct has been binding on all employees since 2018 and where necessary, employee representative bodies are consulted in accordance with relevant regulations.

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

Each year, all employees are reminded of the existence of the Code of Conduct and the whistleblowing system (see 2.7.2.4 Alert system). In addition, the training course entitled “Doing business ethically”, available from 2020 (see 2.7.1.6 Anti-corruption program) presents the main principles of the Code of Conduct.

7.1.4 Supplier Code of Conduct for ethical business practices

In 2019-2020, Bonduelle drafted a Supplier Code of Conduct for ethical business practice. It is one of the ways Bonduelle demonstrates its commitment to the principles of sustainable development and their promotion among its stakeholders. It draws up a set of fundamental rules to which Bonduelle asks its suppliers, subcontractors, intermediaries and service providers to adhere. As a signatory to this Code of Conduct, suppliers also undertake to impose equivalent requirements on their own suppliers, subcontractors and service providers and to ensure properly compliance by them.

With the same objective of improving control of its supply chain, Bonduelle also formalized its Purchasing policy in 2019-2020. This policy standardizes practices throughout the world and specifies the standards that the group wishes to impose on its relations with suppliers.

7.1.5 Alert system

The vigilance plan describes the alert system available to group employees and stakeholders in Section 2.7.2.4 Alert system.

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

In line with its CSR commitments and as a signatory to the United Nations Global Compact, Bonduelle has an anti-corruption program. This mechanism makes it possible to prevent and detect the commission of acts of corruption and influence peddling, in France and abroad, 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 2.7.1.4 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 alert system** that enables reports to be received from employees and outside suppliers or stakeholders working on Bonduelle sites of any conduct or situations that are contrary to the Code of Conduct (see 2.7.2.4 Alert system). 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** is conducted by the group's Internal Audit Department and Legal Department in consultation with the group's operating departments and support functions;
- **the Code of Conduct for ethical business practices sets out the principles of procedures for evaluating** the position of clients, leading suppliers and intermediaries based on the risk mapping. Contract templates now include the assessment of the integrity of third parties and their CSR performance. On the basis of the risk mapping, Bonduelle may send its third parties a due diligence questionnaire. This questionnaire makes it possible to collect information, in particular on the policies of the third parties questioned, on each of the areas of ethics and vigilance and to request any information or document that may be useful for evaluating, notably, 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. On-site or remote audits are also contractually provided for as well as the implementation of action plans in the event of failures (see 2.5.4.2 Engaging, evaluating and supporting suppliers in other categories);

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

- **internal and external accounting control procedures** are aimed at ensuring that the books, records and accounts are not used to conceal corruption or influence peddling;
- **training is provided for** Managers and staff who are most at risk of corruption and influence peddling; awareness-raising and training tools are also available to all employees;
- **a monitoring and assessment system** provides a report on the implementation of the anti-corruption program. This report is presented each year to the Group Management Committee, the Ethics Committee and the Supervisory Board by the Legal, Audit and CSR Departments. In terms of subsidiaries, evaluation is through existing reporting tools.

In 2018-2019, the Bonduelle Group made it a priority to raise the awareness of 18 Management Committees to the ethics, anti-corruption and vigilance system. Among them were the Management Committees of the business units and countries and the Purchasing Department, and seven Plant Management Committees. This face-to-face training was continued during 2019-2020. As of June 30, 2020, 487 people had received face-to-face training.

In addition to face-to-face training, which is aimed more specifically at the most exposed employees and Management Committees, training materials ("Doing business ethically") were prepared in 2019-2020 for distribution to the group's connected employees. These materials set out the eight points of the Sapin 2 law (on transparency and the fight against corruption). They describe the Code of Conduct for ethical business practices in detail. For educational purposes, these materials also detail what situations comprise active and passive corruption. They provide a series of questions and answers and, through the use of role-playing, also list the questions to be asked on a case-by-case basis (gifts, sponsorship, sponsoring, specific risks in purchasing and sales functions). In addition, they list the points of vigilance when selecting a third party for business relationships (facilitation payments, conflicts of interest) and explain how to use the due diligence questionnaire (see 2.7.1.6 Anti-corruption program). Available from 2019-2020 in seven languages, the materials will be available in all languages in which the Code of Conduct is available, i.e. 13 languages. These materials will be rolled out from September 2020.

During the second half of the 2019-2020 fiscal year, the group and all subsidiaries carried out a self-assessment of the measures put in place to fight corruption. The conclusions were presented to the CEB in the summer of 2020 and priorities were defined for 2020-2021.

In accordance with the principles set out in the Code of Conduct for ethical business practices, the group has established a gifts policy common to all teams. It defines two levels of thresholds to be specified by each business unit according to its culture and currency, and validation rules applicable throughout the group. In 2020, this gift policy was published online on the Bonduelle.com website⁽¹⁾. It enables the Bonduelle Group's co-contractors to be aware of the rules that the Bonduelle Group imposes on itself and to take them into account in their gift practices towards the group's employees.

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

7.1.7 Anti-competition training program

Since 2016-2017, the Bonduelle Group has offered e-learning on the main principles of competition law. It is intended for employees who have access to strategic information in order to deepen their knowledge, increase their vigilance and give them the ability to alert the appropriate people. As of June 30, 2020, more than 800 employees in Bonduelle countries had participated in this training program. To date, over 90% of the target population has received training.

Employees are due to be reminded of the principles of compliance with competition law through campaigns every two years. A new campaign is expected to run throughout 2020-2021. In addition, from the 2020-2021 fiscal year, new employees at whom this training is targeted should receive this training in the first few weeks following their arrival.

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

When they are likely to have an impact on its share price, any convictions imposed upon Bonduelle are disclosed in the regulated information. In 2019-2020, no major convictions for social, economic or environmental infringements that might affect the share price were imposed upon any companies in the Bonduelle Group.

(1) Please note that information appearing on the www.bonduelle.com website is not part of the universal registration document.



7.2 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 human rights abuses, infringements of fundamental freedoms, 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 (hereafter the “Duty of vigilance law”).

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

Bonduelle has implemented a vigilance plan that 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 accordance with Article L. 225-102-4 of the French Commercial Code, an annual report on the implementation of the vigilance plan follows its presentation.

7.2.1 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 extra-financial risks (see Section 2.8 Extra-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 group has harmonized these maps with that produced to identify major CSR risks in the context of the extra-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⁽²⁾ Index, produced by the Kids Rights Foundation in cooperation with Erasmus University Rotterdam, ranks countries based on their child protection measures.

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

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

Risk assessment of Bonduelle's activities in these countries

The Bonduelle Group has identified the CSR risks associated with the group's three main activities (Agriculture, Agro-Industry, Transportation) using reference sources such as EcoVadis, the World Economic Forum, the World Bank and UNICEF. The group then selected the risks 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 • Transport • Agro-industry 	Environment: <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 Politics: <ul style="list-style-type: none"> • geopolitical conflicts • food shortages • poverty • social instability • child labor Social: <ul style="list-style-type: none"> • health and safety at work • working conditions 	Russia Brazil Hungary Poland Spain Canada United States France Germany Italy

Analysis of the Bonduelle Group's supplier risks

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. Establishment of a list of around 13,000 suppliers corresponding to these 82 purchasing sub-categories. The volume of purchases is also part of the criteria for each purchasing 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 (purchasing volumes) and those with a high CSR risk score.

The BELL, BFE and BEAM business units have been involved in this process since 2017. Since 2020, BALL and BFA have, as planned, adopted this approach by carrying out their supplier risk analyses (see 2.5.4 Responsible purchasing). 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

Duty of vigilance risk mapping is updated every two to three years in conjunction with the CSR, Legal and Internal Audit Departments. In 2019-2020, Bonduelle had not planned a complete review of its risks.

In 2020-2021, the Bonduelle Group is planning a review of its materiality matrix as well as an overall review of its risk mapping, in particular that carried out in application of the Duty of vigilance law.

7.2.2 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 promote principles equivalent to



those of the group's ethics charter and the United Nations Global Compact. That also ensure that the stakeholders take the necessary steps to identify and prevent the risk of human rights abuses, infringements of fundamental freedoms, violations of human health and safety rights, and environmental damage within their organizations.

The agronomic sourcing charter and the contracts renewed year after year (see 2.3 A better business for the planet, with our farming partners) provide a framework for relations with farming partners (upstream agricultural suppliers). 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 2.5.4 Responsible purchasing and applies to tier-1 suppliers. The evaluation relates first and foremost to suppliers identified as at-risk in the mapping exercise. From 2017-2018, contracts with subcontractors and suppliers include clauses specifying that their CSR performance may be evaluated by Bonduelle and/or a third party, such as EcoVadis. On-site or remote audits are contractually provided for in contracts, as well as the implementation of action plans in the event of shortcomings.

In 2019-2020, the BELL and BFE business unit Purchasing Department worked on the integration of its due diligence questionnaire in its tool for monitoring the documents required from its suppliers, to make its application more systematic. This integration has been effective since autumn 2020. This questionnaire is intended for its commercial partners to better understand the measures implemented by them to prevent Duty of vigilance risks.

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.

In addition, as part of the Internal Audit Department's audit plan and the work of the Legal and Compliance Department, the implementation and application of group policies and procedures are subject to targeted controls.

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

In accordance with the ethics charter, Bonduelle complies with international labor standards. 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.



Know more in order to act, a training program dedicated to the duty of vigilance and respect for human rights

This training, developed during 2019-2020, aims to make participants aware of the social, environmental and ethics issues facing companies and the risks that their activities can cause for themselves and their stakeholders. Through this training, they learn the notion of Duty of vigilance and can identify the risks to be prevented in terms of human rights, fundamental freedoms, health and safety or environmental protection. They take ownership of the measures in the Bonduelle Group's vigilance plan in order to become active and involved. This training will be rolled out to all connected employees during 2020-2021.

Summary of procedures

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	Assessing suppliers using the EcoVadis platform (Europe and International sourcing) Mapping supplier risks (Europe and International sourcing) Ingredient quality analysis		
Farmers	Agronomy sourcing charter (see 2.3) signed by farming partners Oversight by the field supervisor of compliance with the agronomic sourcing charter and regulations by farming partners Quality control of vegetables entering industrial plants		

The Audit Department is involved in ensuring that the compliance program is implemented.

7.2.3 Appropriate actions to mitigate risks and prevention measures

The table below summarizes the targeted risk mitigation and prevention measures implemented by Bonduelle:

Scope of actions	Human rights and fundamental freedoms	Environment	Health and safety of people
	Human resources policy (see 2.6.2) Update on data protection Roll-out in 2020 of training on the duty of vigilance and human rights	Environmental policy (see 2.4.1)	Zero workplace accidents policy (see 2.6.3) Product quality and nutrition policy (see 2.5) Louis Bonduelle Foundation (see 2.5)
Subsidiaries	Ethics charter (see 2.10.2) Code of Conduct for ethical business practices (see 2.7.1.4), part 3 of which describes the obligations to prevent vigilance risks Continuous improvement of our CSR reporting with external audits (see 2.9.1 and 2.9.6) Raising awareness among Management Committees of the fight against corruption and the duty of vigilance (see 2.7.1.6) Raising employee awareness of corruption and the duty of vigilance (see 2.7.1.6) Commitments to local communities (see 2.6.4)		
Subcontractors and suppliers	Supplier Code of Conduct for ethical business practices (see 2.7.1.4) Responsible purchasing policy (see 2.5.4) Contractual clauses inserted in contracts, depending on the risk mapping: <ul style="list-style-type: none"> requiring service providers, suppliers and subcontractors to commit to ethical business practices, including respecting the equivalent of the 10 principles of the United Nations Global Compact and those set out in the Bonduelle ethics charter; and that they take the necessary steps in their organizations to identify and prevent risks of corruption, serious abuses of human rights, infringements of fundamental freedoms, and risks to people's health and safety, or to the environment; providing for the possibility that measures put in place by third parties may be evaluated and audited and that improvement action plans may be monitored, where appropriate ; providing for the termination of the contract in the event of non-compliance with the clauses. 		
Farmers	See the agroecological transition strategy (see 2.3)		

7.2.4 Alert system

The Bonduelle Group has an alert system which meets its various obligations under Articles 8 and 17 of the Sapin II law and the Duty of vigilance law. The alert system is open to group employees and external collaborators, and since 2020, to all stakeholders, in particular consultants, service providers, customers, suppliers, subcontractors, intermediaries, etc. 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 non-connected people in the

BFA business unit, which has a special hotline for historical reasons.

Since 2019, as part of the update of the BRC Global Standard for Food Safety, Bonduelle has been encouraging use of the alert system to report any issues linked to the safety, quality and legality of the products manufactured and distributed by the group. The Bonduelle Group has also included a clause in these various contracts specifying that this alert system is available to any third party. In addition, a new poster and its posting procedure were prepared for each of the group's sites. Whatever channel is used, whistleblowers are guaranteed protection (including confidentiality) and follow-up on their report.

7.2.5 Monitoring procedure

The Bonduelle Group has a number of bodies responsible for monitoring the implementation of the vigilance plan. These bodies and their monitoring activity in 2019-2020 are described in paragraph 2.7.1.2 Governance.

The table below shows the monitoring indicators for actions already implemented:

Scope of monitoring procedure	Human rights and fundamental freedoms	Environment	Health and safety of people
Subsidiaries	Social dialog (see 2.6.8) and respect for human rights (see 2.7.2.2) policies	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 (vegetable waste/ordinary waste/special waste) Proportion of sites having identified areas of outstanding natural interest on their land	Frequency of work-related accidents (see 2.6.3.1)
		Evaluation of progress towards CSR objectives by the Group Management Committee Monitoring the number of employees trained in the Duty of vigilance law and anti-corruption Monitoring the implementation of HR procedures and proper communication of ethical principles to employees Testing the technical functionality of the alert website Auditing staff compliance with third-party evaluation procedures	
Subcontractors and suppliers	Monitoring indicators, 2019-2020 results: <ul style="list-style-type: none">number of suppliers evaluated by the EcoVadis platform: 144 suppliers, or 48% of the group's purchasing expenditure;number of suppliers at risk: 103 suppliers identified as at-risk in the mapping exercise.		
Farmers	Proportion of farmers having signed the agronomic sourcing charter (see 2.3)		

7.2.6 Report on the implementation of the vigilance plan in 2019-2020

Procedures for the regular evaluation of subsidiaries

As part of the Internal Audit Department's audit plan and the work of the Legal and Compliance Department, the following elements were subject to targeted controls:

- verification of the information given to employees concerning the alert system;
- verification of the implementation of contractual clauses and the application of group policies and procedures through targeted controls.

Procedures for evaluating subcontractors or suppliers

At the end of 2019-2020, the group had used EcoVadis to evaluate 144 suppliers, representing 48% of the group's purchasing expenditure.

Appropriate actions to mitigate risks and prevention measures

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

The Supplier Code of Conduct for ethical business practices (see 2.7.1.4) has been systematically included with the contracts negotiated by the BELL and BFE Purchasing Department since autumn 2020. As part of the implementation of the group's purchasing policy, it is planned to gradually extend its use to all supplier contracts.

In 2018-2019, the Bonduelle Group had ensured that members of the business unit Management Committees and the most exposed Managers and staff were aware of the five points of the vigilance plan.

FY 2019-2020 was devoted to training the Financial Services Department and the External Communication and CSR Department, as well as members of the GMC. As of the date of this universal registration document, 487 people had taken the Duty of vigilance law training course, including members of the Management Committees of the business units and countries, as well as the buyers.

In addition, as part of the program set up by Bonduelle in compliance with the General Data Protection Regulation, 570 people in Europe received training on the prevention of breaches of the fundamental right to data protection (GDPR).

Alert system

In the 2019-2020 fiscal year, Bonduelle recorded 12 whistleblowing alerts at group level. These were all handled according to the whistleblowing procedure.

Procedure for monitoring and evaluating the effectiveness of the measures implemented

Since the last universal registration document, presentations on the vigilance plan were made in December 2019 to the GMC and January 2020 to the Supervisory Board. A report was presented to the CEB in the summer of 2020.

The Board of Directors is kept up to date on the implementation of the vigilance plan by the Deputy CEO Finance & Development.

Since the last universal registration document, the Compliance Steering Committee met twice to discuss, in particular, the application of the measures in the vigilance plan. The Vigilance Monitoring Committee also met twice, the Compliance Committee met once and a presentation on the vigilance plan was made to the Ethics Committee.

The monitoring actions focused on the following points:

- follow-up of face-to-face training courses;
- follow-up of communication actions in view of the roll-out of new distance learning materials on the duty of vigilance and human rights;
- roll-out and follow-up of communication actions, particularly on the intranet and using notices, to ensure that the Code of Conduct for ethical business practices and the alert system had been properly disseminated to new and existing employees throughout the group, whether connected or otherwise;
- follow-up of the implementation of a procedure for welcoming employees locally, ensuring in particular that all new arrivals receive the documents presenting their undertaking and providing a framework for the exercise of this in their day-to-day activities;
- third-party evaluation;
- follow-up to whistleblowing alerts.

8 Extra-financial performance statement

Table cross-referencing EFPS items

The group's business model is presented in Sections 1.2 Bonduelle Group key figures, 1.3 To be "the world reference in 'well-living' through plant-based food", 1.4 Bonduelle in its ecosystem and 1.5 Group organization structure as

of 2020/07/01. 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	Policies, due diligence and performance indicators	Section
Accidents at work	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 	2.6.3 2.6.3.1 2.9.7.5
Soil not suitable for agricultural purposes	Policies and Due Diligence: the Bonduelle Strategy for the agroecological transition, at the heart of The B! Pact commitment Pact commitment Five environmental fundamentals to be implemented in order to further the agroecological transition Indicators: Agronomy <ul style="list-style-type: none"> Share of surface areas cultivated using precision irrigation management techniques Share of surface areas cultivated using crop cover techniques Share of surface areas cultivated using soil conservation techniques For BFE, BFA BEAM, BELL (Portugal and Brazil only): percentage of cultivated surface areas covered by an adequate combination of alternative cultivation techniques 	2.3 2.3.2.1 2.3.2.2 2.9.7.1
Climate variability	Policies and Due Diligence: The B! Pact – Objective #2: reduction of 20% in greenhouse gas emissions – GRI 103-2 Indicators: Natural Resources <ul style="list-style-type: none"> Global greenhouse gas emissions Energy and water consumed per metric ton 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) 	2.4 2.4.2 2.9.7.2
Product shortages	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 prepared ready-to-eat vegetables Proportion of Bonduelle sites with at least one certification Number of sites certified for the production of organic products Number of audit days completed by external bodies in Bonduelle plants Proportion of industrial partner suppliers of finished products audited on their performance and compliance with their product quality commitments 	2.5 2.5.2.1 2.9.7.4

CORPORATE SOCIAL RESPONSIBILITY

Extra-financial performance statement

Main CSR risks	Policies, due diligence and performance indicators	Section
Conviction for anti-competitive practices	Policies and due diligence: the risk of conviction for anti-competitive practices is dealt with under the group's ethical approach. Policy and due diligence are presented in Section 2.7 Ethics and vigilance.	2.7.1 2.7.1.3
	Indicators: <ul style="list-style-type: none">• Number of employees trained in the main principles of the Duty of vigilance law.	2.7.1.7

Tax evasion has not been identified as a major risk due to the measures already in place within the Company. Other legal information required under the EFPS (energy/climate, circular economy, food waste, etc.) is dealt with in Chapter 2

of the universal registration document. A cross-reference table is provided in Section 2.8, allowing the reader to locate the specific elements required in the EFPS within Chapter 2.



9 Note on the CSR reporting methodology

9.1 Context and objectives – GRI 101, 102-48, 102-50, 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. Furthermore, this report was prepared in accordance with the GRI Standards: Core option (see Section 2.11 – Cross-reference table of the Corporate social responsibility report with the 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. *GRI 102-54*

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, 2019 to June 30, 2020. *GRI 102-50*

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 extra-financial performance statement published in Chapter 2 of the universal registration document.

This report does not contain any changes to or deletions of information provided in previous reports regarding material items.

9.2 Procedure – GRI 101, 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 the CSR 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 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.

9.2.1 Checks and validation – GRI 101

An automatic consistency check is carried out for all areas: if the value recorded deviates significantly (+/-15%) from the previous year, this triggers an alert. The member of staff concerned can then modify or confirm the value by adding a note.

Approval is required for each value entered. Plant Managers are responsible for validating their site's Natural Resources and Quality data. Agricultural Managers 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.

9.2.2 Data consolidation – GRI 101

The consolidation of indicators at business unit and group level is based on data from the Metrio® tool. A group consistency review is carried out by the CSR Department, experts in the field and management control.

9.2.3 Human resources reporting tools – GRI 101

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.

9.2.4 Coordination of reporting – GRI 101

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

9.3 Scope – GRI 101, 102-45, 102-49, 103-1

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 2020-2021 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 scope;
- the head offices 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.

9.3.1 Change in scope during fiscal year 2019-2020 – GRI 102-49

Change in reporting scope in fiscal year 2019-2020: consolidation of the Lebanon and Shebekino sites.

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 checks and validations of BFA data followed the same



process as the other business units. In 2019-2020, work on including the data from the BFA business unit continued.

Only indicators related to purchases of processed fruit and vegetables are not published.

9.3.3 Upstream agricultural activities

Reporting is carried out at the level of production and activity areas: France Nord-Picardie; South-west France; Fresh Europe; Hungary; Poland; Russia; Portugal; Quebec, Ontario and Alberta (Canada); United States (Fresh and Long Life); Brazil; Mushroom segment (France Champiland and Poland).

9.3.4 Transport

Transport has been included in Bonduelle's CSR strategy since 2007-2008. In 2019-2020, the operational scope of transport reporting is defined as follows; it now includes BFA and BALL (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 United States	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 United States	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 United States Canada	France

Transport-related CO₂ emissions are calculated based on kilometers traveled and metric tons transported by road and rail, now monitored automatically and reported in real time. Air transportation is excluded due to its low share in the transport of goods. 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 and BFA business unit. 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.

9.3.5 Purchases

The scope of responsible purchasing reporting covers purchases made by Bonduelle, in particular:

- packaging: metal cans, cardboard and films used in packaging, raw materials;
- vegetables, ingredients and plant- and animal-based foodstuffs used in its recipes that are not grown or produced by group;
- indirect purchases: including energy, spare parts and services.

The BFA business unit is now included in this scope in 2019-2020.

This scope varies by country:

- Europe: also including seeds;
- 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.

The supplier evaluation indicator is reported based on the calendar year, with the exception of the BALL business unit which reports the data for the fiscal year.

9.3.6 Packaging

The reporting scope of the indicator “Quantity of recycled materials used in packaging” includes all the business units, as well as subcontractors.

The reporting scope of the indicator “Quantities of packaging designed to be recyclable” includes all the business units but not subcontractors.

Bonduelle Prospective & Development is excluded from the scope for the calculation of both indicators, since it accounts for a very small proportion of total packaging production.

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 items and their correlation to the Grenelle initiatives. Section 2.7.6 of the Deloitte reports lists the indicators selected for verification work.

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 Fall. 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 – irrigation management (water balance or sensors), plant cover (before vegetables) and soil conservation techniques – are not relevant for the Mushroom segment, which does not use soil. As such this segment has been excluded from the scope of reporting on alternative cultivation techniques.

The source and level of granularity of the data reported on alternative cultivation techniques depends on each area. This can be explained by the different agronomic data management systems used. Some information may therefore be based on producer declarations. Consistency checks by agronomic experts are carried out on the data collected in this way. In the case of areas that report at farm level, an alternative cultivation technique is considered when it is used on more than 75% of the surface area.

Concerning the macro-indicator, as of June 30, 2020, for the first year of implementation of this indicator, the area agronomy teams are able to report on approximately 30% of the surface areas cultivated by farming partners (excluding equivalent supplier surface area and excluding the Mushroom segment, for which this indicator is not applicable).

The penetration rate for plant cover before cultivation and soil conservation techniques is calculated over the entire surface area cultivated by Bonduelle producers (excluding the Mushroom segment, for which these indicators are not applicable), excluding equivalent supplier surface area.

The penetration rate for irrigation management (water balance or sensors) is calculated on the basis of all irrigable surfaces (excluding the Mushroom segment, for which this indicator is not applicable), excluding the equivalent supplier surface area.

Surveillance network: Bonduelle Fresh Europe (BFE) 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 (BFE) scope;
- a number of surveillance networks used by farmers for the rest of the group.



9.4.2 Additional information on a human resources indicator

For fiscal year 2019-2020, the reporting date for HR data from the French sites was June 22, 2020.

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.

9.4.3 Additional information on 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.

NOx, SOx 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. For more details on the scope covered for the indicator "Quantities of packaging designed to be recyclable", see Section 2.9.3.6. Packaging.

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 metric tons for a 40-metric-ton road tractor and for a 44-metric-ton 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 metric tons;
- emissions generated by road transportation for the Fresh and Prepared Ready-to-eat 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 Prepared Ready-to-eat 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;
- purchases of ingredients, raw materials (excluding upstream agricultural) and/or packaging (i.e. all purchases from a third party);
- 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 and BFA business unit is based on the GHG Protocol (BFA, however, uses the ADEME emission factors per liter, which are non-regional). For the other business units, the emission factors used are those recommended by ADEME.

The indicators calculated as at 2020/06/30 are expressed in metric tons of CO₂ and in the ratio kg CO₂ emitted per metric ton transported. For 2019-2020, the indicator for the BFA business unit was calculated separately from the other business units due to a difference in calculation methodology: the ratio of kg CO₂ was calculated per metric ton transported during the agricultural upstream flow, whereas the ratio of the other business units was calculated per metric ton transported during the distribution flow.

9.4.5 Additional information on quality indicators

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

9.5 2019-2020 reporting schedule – GRI 102-50, 102-51, 102-52, 102-53

Date	Action	Department
January	Update of the reporting grid including the requirements of the GRI and Article 225 of the Grenelle Environment 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 correspondents in the tool and reporting method	Reporting coordinator and representatives
July	Gathering of information	Subsidiary sites/areas to the subsidiary coordinator
	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
	Reporting audits at the production facilities	Production facilities audited
September	Audit of the group consolidation	Group management control
	Audit of the CSR policy	Experts in the field
	Review of the universal registration document for regulatory compliance	Group Communication
	Validation of the universal registration document and detailed management charts	Experts in the field, group communication and group management control

The previous published CSR report is included in the Bonduelle Group's universal registration document, available at www.bonduelle.com⁽¹⁾ since October 2019.

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

(1) Please note that information appearing on the [Bonduelle.com](http://www.bonduelle.com) website is not part of the universal registration document.



9.6 Assurance report – GRI 101, 102-8, 102-56, 103-2, 301-2, 302-1, 303-1, 305-1, 305-2, 306-1, 306-2, 401-1, 403-2, 404-1

Report of one of the Statutory Auditors, appointed as independent third party, on the consolidated extra-financial statement

This is a free translation into English of the Statutory Auditor's 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 30th, 2020

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 extra-financial statement for the year ended December 31, 2019 (hereinafter the "Statement"), presented in the group management report pursuant to the legal and regulatory provisions of Articles L. 225102-1, 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 has been 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 the requirements of 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 the requirements of 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. 225105 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 nor on the compliance of products and services with the applicable regulations.

Nature and scope of procedures

We performed our work in accordance with Articles A. 2251 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 activities and the description of the principal risks associated.
- We assessed the suitability of the Guidelines with respect to 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. 2251021 governing social and environmental affairs, the respect for human rights and the fight against corruption and tax evasion.
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code.
- We verified that the Statement presents the business model and a description of principal risks associated with all the entity's activities, including where relevant and proportionate, the risks associated with its business relationships, its products or services, as well as its policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks.

—we referred to documentary sources and conducted interviews to

- assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
- corroborate the qualitative information (measures and outcomes) that we considered to be the most important⁽¹⁾; concerning certain risks (soils not being suitable for agricultural purposes, climate variability, product shortages), our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities.

—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 obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information.

—We carried out, for the key performance indicators and other quantitative outcomes⁽²⁾ that in our judgment were of most significance:

- 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 (3) and covered between 10% and 40% of the consolidated data for the key performance indicators and outcomes selected for these tests;

—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 five people between April and September 2020.

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

Based on our work, nothing has come to our attention that cause us to believe that the extra-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 25th, 2020

One of the statutory auditors,
Deloitte & Associés
 Pierre-Marie Martin
 Partner

(1) *Qualitative information selected:* Recyclable or reusable packaging policy; Approach to reducing the carbon footprint; Commitment to agroecological transition; Responsible purchasing process and evaluation of supplier CSR performance; Nutritional quality of products; Implementation of B Corp certification within the group.

(2) *Human Ressources indicators:* Full-time equivalent employees; Average training duration per individual; Frequency rate and severity rate of work-related accidents.

Natural Ressources Indicators: Energy consumption (by type of energy); Proportion of renewable energy in Bonduelle energy mix; Packaging (Number of tons of packaging and breakdown by type of material; quantity of packaging designed to be recyclable, quantity of recycled materials integrated into the packaging); Greenhouse gas emissions scope 1 and scope 2; CO₂ emissions linked to transports. *Agronomy Indicators:* Cultivated surfaces using alternatives to synthetic pesticides; Cultivated surfaces using means to reason nitrogen use; Cultivated surfaces using precision irrigation management; Cultivated surfaces using covercrop before the crop; Cultivated surfaces using soil conservation techniques; Cultivated surface using an adequate combination of alternative cultural techniques.

(3) *Entities and sites selected:* BELL Nord Picardie (Agronomy), BFA Irwindale (Human Ressources and Natural Ressources), BFA (Agronomy and CO₂ Transport), BFE Rosporden (Human Ressources and Natural Ressources), BELL Renescure (Human Ressources and Natural Ressources), BEAM South Russia (Agronomy), BELL Conserves Vaulx Vraucourt (Human Ressources and Natural Ressources).



9.7 Results for all indicators – GRI 102-7, 102-8, 102-48

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Bonduelle Group revenue (in millions of euros) GRI 102-7	1,968	2,288	2,777	2,777	2,855

9.7.1 Agronomy

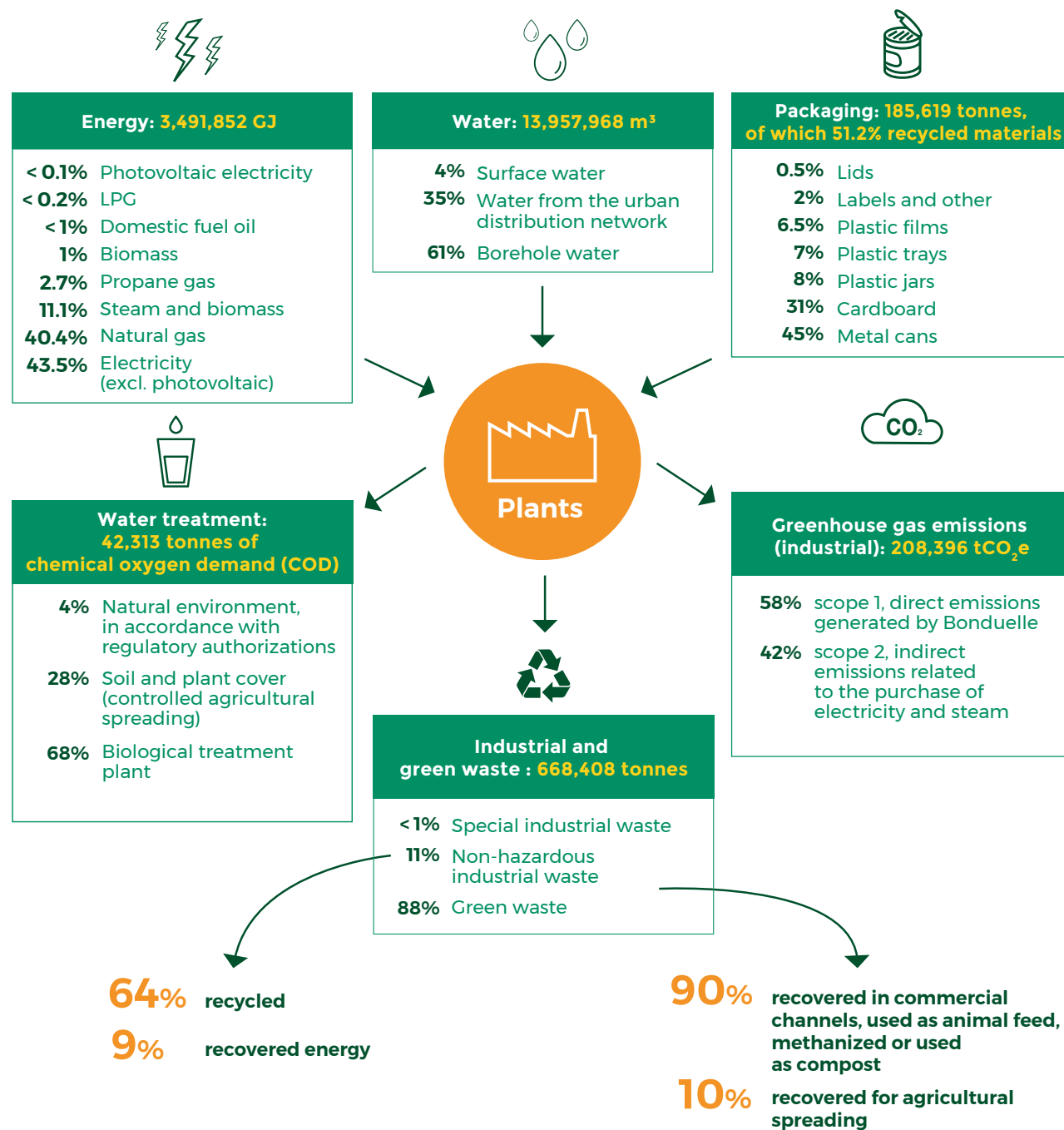
Indicators*	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Varietal diversity Number of varieties tested across all regions where the group operates (2014-2015 data not comparable due to change in methodology).	1,330	1,013	1,299	1,077	864
Agronomic contributors Number of people (full-time equivalent Agronomy Department employees, including administrative staff, seasonal employees, trainees and those on permanent and non-permanent contracts).	258	261	264	269	315
Sourcing charter Percentage of farmers having signed it (either directly or included in contracts). GRI 308-1	95%	96%	96%	92%	94%
Farmers assessed Percentage of farmers assessed by an initiative with the aim of compiling an annual budget.	84%	88%	79%	96%	95%
Security network Number of Bonduelle Group trapping networks – excluding Fresh Europe and America (BFE and BFA).		59	54	54	34
Security network Number of farmers benefiting from trapping networks in the Fresh Europe and America business units (BFE and BFA).		130	132	87	124*
Farmer loyalty Percentage of farmers who renewed their contracts versus the previous year.		91%	93%	91%	89%

* Integration of BFA data from 2019-2020 onwards.

9.7.2 Natural Resources – GRI 101

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.



Indicators	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Metric tons of manufactured product (TMP*) <i>GRI 102-7⁽¹⁾</i>	1,060,882 TMP	1,054,278 TMP	1,218,180 TMP	1,223,529 TMP	1,251,826 TMP
Water consumption – GRI 303-1					
Number of m ³ consumed ⁽¹⁾	11,660,490 m ³	12,424,679 m ³	14,632,188 m ³	13,609,215 m ³	13,957,968 m ³
Number of m ³ per metric ton of manufactured product (TMP) ⁽¹⁾	11.0 m ³ /TMP	11.8 m ³ /TMP	12.0 m ³ /TMP	11.1 m ³ /TMP	11.2 m ³ /TMP
Water sourcing – GRI 303-1					
Borehole water	8,291,365 m ³	8,876,085 m ³	8,866,962 m ³	8,457,145 m ³	8,546,177 m ³
Water from an urban network ⁽¹⁾	2,979,323 m ³	3,055,151 m ³	5,187,131 m ³	4,721,018 m ³	4,852,607 m ³
Surface water	389,803 m ³	493,443 m ³	578,095 m ³	431,052 m ³	559,185 m ³
Energy consumption – GRI 302-1					
Total consumption in GJ (gigajoules)	3,069,997 GJ	3,131,844 GJ	3,544,729 GJ	3,427,253 GJ	3,491,852 GJ
of which Electric ⁽¹⁾	1,268,663 GJ	1,290,175 GJ	1,532,557 GJ	1,486,579 GJ	1,519,453 GJ
of which Natural Gas ⁽¹⁾	1,291,732 GJ	1,343,891 GJ	1,446,750 GJ	1,406,897 GJ	1,413,809 GJ
of which Propane	64,535 GJ	40,928 GJ	81,168 GJ	81,126 GJ	95,015 GJ
of which LPG	2,648 GJ	1,975 GJ	3,312 GJ	5,491 GJ	5,341 GJ
of which Domestic fuel oil	39,165 GJ	27,965 GJ	29,475 GJ	28,694 GJ	28,035 GJ
of which Biomass	81,322 GJ	68,783 GJ	80,549 GJ	31,229 GJ	38,418 GJ
of which Purchase of Steam	316,662 GJ	352,694 GJ	368,206 GJ	383,528 GJ	383,608 GJ
of which Biogas	5,271 GJ	5,434 GJ	2,711 GJ	3,708 GJ	5,787 GJ
Breakdown of Electricity by country					
France	47%	46,1%	38%	39%	38%
Canada	26%	25,7%	22%	23%	23%
United States	13%	13,6%	28%	25%	26%
Portugal	4%	4,5%	4%	4%	4%
Poland	3%	3,4%	3%	3%	3%
Hungary	3%	2,9%	3%	3%	3%
Germany	2%	1,5%	1%	1%	1%
Russia	2%	1,5%	1%	1%	2%
Brazil	0.6%	0.7%	0.5%	0.3%	0.3%
Generation of ordinary waste – GRI 306-2					
Metric tons	43,077 t	48,876 t	48,930 t	72,242 t	74,886 t
kg per metric ton of manufactured product	40.6 kg/TMP	46.4 kg/TMP	45.8 kg/TMP	59.0 kg/TMP	59.8 kg/TMP
Treatment – GRI 306-2					
Industrial landfill center	17%	11,6%	9,4%	30%	26,6%
Energy recovery	3%	7,6%	10,7%	10,7%	9,1%
Recycling	80%	80.9%	79.9%	59.3%	64.3%
Production of special waste (hazardous waste) – GRI 306-2					
Metric tons	167 t	206 t	188 t	276 t	225 t
kg per metric ton of manufactured product	0.16 kg/TMP	0.20 kg/TMP	0.18 kg/TMP	0.23 kg/TMP	0.18 kg/TMP
Production of green waste – GRI 306-2					
Metric tons	592,689 t	552,068 t	569,917 t	593,883 t	593,297 t
kg per metric ton of manufactured product	559 kg/TMP	524 kg/TMP	468 kg/TMP	485 kg/TMP	474 kg/TMP

* "TMP = Net drained weight without packaging".

CORPORATE SOCIAL RESPONSIBILITY

Note on the CSR reporting methodology

Indicators	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Valuation					
Agricultural spreading	8%	8%	3,9%	9%	10%
Animal feed	63%	59.8%	59.7%	48%	45.5%
Energy recovery	2%	2.8%	6.6%	9%	10.5%
Marketable product	19%	19,8%	18,8%	17%	16%
Other (compost)	8%	9.6%	11.1%	17%	18.1%
Pollution discharge					
Breakdown by treatment channel in m³ – GRI 306-1 – GRI 303-1					
Percentage (by m ³) discharged to treatment plant	84%	84%	85%	87% m ³	88.6% m ³
Percentage (by m ³) discharged for spreading after pretreatment	10%	11%	10%	9% m ³	7.6% m ³
Percentage (by m ³) discharged directly for spreading on crops	6%	5%	5%	4% m ³	3.8% m ³
Discharge of pollutants and proportion treated – GRI 306-1 – GRI 303-1					
Number of metric tons of COD (Chemical Oxygen Demand) produced at production facilities	41,090 TCOD	40,447 TCOD	37,343 TCOD	40,752 TCOD	42,313 TCOD
Percentage of COD treated at Bonduelle treatment plants	73%	75%	90,1%	71%	61.5%
Percentage of COD treated by the soil and plant cover (controlled agricultural spreading)	21%	19,8%	1,7%	21%	28.3%
Percentage of COD treated at external treatment plants	3%	2,6%	3,5%	5%	6.4%
Percentage of COD discharged into the natural environment in compliance with regulations	3%	2.6%	4.7%	3.4%	3.8%
Biosolids					
Metric tons of dry biological sludge	2,358 t	3,065 t	3,228 t	2,987 t	2,840 t
Nm ³ of biogas	1,318,384 Nm ³	1,201,007 Nm ³	885,304 Nm ³	1,422,050 Nm ³	1,244,973 Nm ³
Packaging					
Number of metric tons	149,196 t	144,992 t	149,886 t	181,498 t	185,619 t
Breakdown by type of material					
Metal cans	55.6%	55.1%	56.5%	46%	44.9%
Cardboard	23.1%	23.6%	22.7%	31%	31.0%
Glass jars	10.5%	9.9%	10.0%	8%	8.3%
Plastic film	5.7%	6%	5.6%	6%	6.5%
Lids	1.8%	1.6%	1.6%	2%	0.4%
Plastic trays	1.5%	1.6%	1.5%	6%	6.8%
Labels and other	1.7%	2.1%	2.1%	2%	1.9%
Recycled materials					
Proportion of recycled materials in packaging (World – All business units combined) – GRI 301-2					51.2%
Proportion of recycled materials in packaging (Europe – BFE and BELL) – GRI 301-2		48%	46%	50.2%	55.2%



Indicators	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Biodiversity					
Number of production facilities an area of outstanding fauna or flora		6	6	10	10
Expenditure, in euros, for minimizing the impact of activities on the environment					
Water and sludge from treatment station	€1,181,274	€1,111,173	€2,378,665	€3,545,992	€3,195,786
Industrial and green waste	€131,716	€360,437	€203,407	€669,223	€170,968
Air and energy	€1,355,453	€1,441,496	€4,030,771	€3,726,407	€6,315,657
Greenhouse gas emissions					
				96,440 tCO ₂ e update	
Scope 1 ⁽²⁾	95,558 tCO ₂ e	89,823 tCO ₂ e	110,779 tCO ₂ e	120,527 tCO ₂ e	120,781 tCO ₂ e
Scope 1: Metric tons of CO ₂ equivalent direct emissions (fossil fuels purchased and refrigerant fluid leaks for agro-industrial sites, freight and own agricultural production updated in 2018-2019, excluding tertiary sites) – GRI 305-1					
				91,111 tCO ₂ e update	
Scope 2 ⁽²⁾	74,637 tCO ₂ e	70,533 tCO ₂ e	84,674 tCO ₂ e	92,321 tCO ₂ e	87,615 tCO ₂ e
Scope 2: Metric tons of CO ₂ equivalent indirect emissions (electricity and steam purchased for production facilities, excluding tertiary sites) – GRI 305-2					
				1,781,749 tCO ₂ e update	
Scope 3		2,038,388 tCO ₂ e	2,089,269 tCO ₂ e	1,806,451 tCO ₂ e	2,138,349 tCO ₂ e
Scope 3 upstream and downstream: Metric tons of CO ₂ equivalent indirect emissions					
Emissions of ozone-depleting gas					
Metric tons of CO ₂ equivalent for R22, R134A, R404A, R422A	2,600 tCO ₂ e	2,009 tCO ₂ e	3,379 tCO ₂ e	8,403 tCO ₂ e	7,412 tCO ₂ e

(1) Inclusion of data from the BFA business unit from 2017-2018.

(2) 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 2.4.2.1. The history is updated retroactively to take into account changes in emission factors.

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.

The allocation of free allowances for the year 2016 is 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 did not have to make purchases on the carbon allowance market in 2016.

9.7.3 Transport (excluding Brazil)

Indicators	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
CO ₂ emissions (metric tons of CO ₂)					
Upstream agricultural activities	18,620 t CO ₂	22,485 t CO ₂	22,758 t CO ₂	39,590 t CO ₂	66,506 t CO ₂
Inter-site	14,499 t CO ₂	14,498 t CO ₂	14,347 t CO ₂	59,565 t CO ₂	55,268 t CO ₂
Distribution	69,994 t CO ₂	67,111 t CO ₂	66,854 t CO ₂	131,755 t CO ₂	177,477 t CO ₂
TOTAL (EXCLUDING BRAZIL)⁽¹⁾⁽²⁾	103,113 T CO₂	104,094 T CO₂	242,189 T CO₂	230,910 T CO₂	299,250 T CO₂
Ratio of kg CO ₂ emitted per metric ton transported (Excluding BFA ⁽³⁾ and Brazil)					
Upstream agricultural activities	21 kg CO ₂ /T	26 kg CO ₂ /T	25 kg CO ₂ /T	26 kg CO ₂ /T	26 kg CO ₂ /T
Inter-site	19 kg CO ₂ /T	19 kg CO ₂ /T	20 kg CO ₂ /T	36 kg CO ₂ /T	32 kg CO ₂ /T
Distribution	70 kg CO ₂ /T	68 kg CO ₂ /T	68 kg CO ₂ /T	95 kg CO ₂ /T	104 kg CO ₂ /T
Ratio of kg CO ₂ emitted per metric ton transported (BFA)					
Upstream agricultural activities					95 kg CO ₂ /T
Inter-site					663 kg CO ₂ /T
Distribution					190 kg CO ₂ /T

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

(2) In 2019-2020, BFA data have been included in the total only.

(3) In 2019-2020, the ratio of kg CO₂ emitted per metric ton transported was calculated separately for BFA, due to a different calculation methodology. See Section 2.9.4.4. for more details.



9.7.4 Quality

Indicators	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Security analysis – GRI 416-1					
Number of tests conducted on fresh, prepared ready- to-eat and frozen product categories	20,537	19,985	20,237	22,142	26,486
Number of tests conducted on the canned products category	43,788	43,900	44,451	43,502	46,141
Certified facilities					
Number of ISO 9001-certified facilities	12	11	9	2	2
Number of ISO 22000-certified facilities	3	3	3	3	3
Number of IFS-certified facilities	20	19	19	19	19
Number of FSSC 22000-certified facilities	4	4	5	5	5
Number of BRC-certified facilities	16	15	15	15	16
Number of SQF-certified facilities	3	3	4	8	8
Number of facilities certified “organic”	17	14	16	21	22
Number of days of system or product audits carried out by certification bodies, authorities or customers		291	282	367	345
Number of hours raising employees' awareness of food quality, food safety, food defense, etc.		16,409	16,869	22,917	19,781
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	105	96	104	105	101
Percentage of suppliers (excluding partner vegetable producers) who have signed the Simplified agronomic charter	42%	38%	40%	37%	36%
Number of tests conducted on phytosanitary waste and trace metal elements (TME)	465	564	619	630	785
Percentage of compliant results obtained from tests on phytosanitary waste and trace metal elements (TME)	95%	98%	99%	100%	100%
Percentage of suppliers audited	16%	19%	7%	15%	11%
Percentage of suppliers evaluated	79%	82%	80%	66%	80%
Percentage of suppliers audited – Canada and the United States*		18%	20%	-	-
Percentage of suppliers evaluated – Canada and the United States*		96%	99%	-	

* The indicators relating to the “Percentage of suppliers audited and evaluated for Canada and the United States” were not comparable in 2016/17 and 2017/18 due to the use of different scopes and measurement methodology. Since 2019/20, the indicators have been consolidated using the initial scope.

9.7.5 Human Resources – GRI 102-8

Indicator	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Number of permanent employees present at June 30 of the year*	7,100	7,330	10,957	10,655	10,861
Number of full-time equivalent permanent, non-permanent and seasonal employees and employees on other contracts over the reporting period	9,961	10,220	10,519	14,589	14,617

* Inclusion of data from the BFA business unit from 2017-2018.

Total employees by type of employment contract and geographical area (full-time equivalents in 2019-2020)

	France	Europe excl. France	Non-Europe	Total
Open-ended contracts	3,173	1,672	5,725	10,570
Non-Permanent	326	160	201	686
Seasonal	555	534	655	1,744
Other	459	186	972	1,616
TOTAL	4,513	2,552	7,552	14,617

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

GRI 405-1	France	Europe excl. France	Non-Europe	Total
Women	1,303	729	2,587	4,619
Men	1,911	1,001	3,330	6,242
Managers	826	331	594	1,751
Non-Managers	2,388	1,399	5,323	9,110
Permanent employees aged under 26	130	47	412	589
Permanent employees aged 26-35	661	330	1,213	2,212
Permanent employees aged 36-45	891	514	1,296	2,701
Permanent employees aged 46-49	473	246	534	1,253
Permanent employees aged 50-55	543	303	930	1,776
Permanent employees aged over 55	516	282	1,532	2,330

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

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Percentage of women who are Managers	17%	18%	19%	15%	15%
Percentage of women who are non-Managers	83%	82%	81%	85%	85%
Percentage of total employees who are women	40%	40%	40%	43%	42%

Inclusion of data from the BFA business unit from 2018-2019.

Seniority and hires

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Seniority (permanent staff)					
0 to 3 years	1,988	2,099	2,194	3,825	4,032
4 to 9 years	1,545	1,616	1,652	2,388	2,528
+9 years	3,567	3,615	3,596	4,442	4,301
Average Seniority	13.00	12.27	12.00	10.44	10.09
New hires, in number of contracts – GRI 401-1					
Open-ended contracts	549	654	701	1,275	1,465
Non-permanent	683	896	829	1,030	1,190
Seasonal	4,515	5,103	5,037	5,167	4,931
Disability – GRI 405-1					
Workers with a disability (full-time equivalents (FTE))	281 FTE	281 FTE	237 FTE	255 FTE	235 FTE

Inclusion of data from the BFA business unit from 2018-2019.

Departures by status in 2019-2020 (number of people – all contract types)

	France	Europe excl. France	Non-Europe	Total
Managers				
Due to layoff	7	3	19	29
Due to a death, retirement or agreed departure	37	10	13	60
Due to the employee (resignation, end of probationary period)	46	25	59	130
Due to transfer	17	2	11	30
Non-Managers				
Due to layoff	59	62	383	504
Due to a death, retirement or agreed departure	100	111	97	308
Due to the employee (resignation, end of probationary period)	298	180	1,153	1,631
Due to transfer	12	1	18	31

Turnover – GRI 401-1

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Total group turnover*: (Scope: departures at the request of the employee, i.e. resignation at the end of a probationary period)					
	14.82%	16.27%	15.82%	29.43%	12.05%

Inclusion of data from the BFA business unit from 2018-2019.

* Since 2019-2020, retirements, deaths and contractual terminations are excluded.

Turnover by gender * in 2019-2020 (full-time equivalent) – GRI 401-1

	France	Europe excl. France	Non-Europe	Total
Turnover – Women	7.35%	10.02%	16.85%	12.55%
Turnover – Men	7.81%	6.60%	19.46%	13.11%
Departures of Women	188	161	532	881
Departures of Men	293	165	790	1,248
Unspecified departures	0	0	0	0

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

Turnover by age * in 2019-2020 (Full-time equivalent) – GRI 401-1

	France	Europe excl. France	Non-Europe	Total
Turnover of employees aged under 26	2.79%	3.10%	3.75%	3.34%
Turnover of employees aged 26-35	2.53%	3.49%	4.30%	3.61%
Turnover of employees aged 36-45	1.55%	2.66%	3.31%	2.65%
Turnover of employees aged 46-49	0.58%	0.90%	1.11%	0.91%
Turnover of employees aged 50-55	0.78%	0.78%	1.63%	1.22%
Turnover of employees aged 55+	2.44%	1.76%	2.61%	2.41%
Unspecified turnover	0%	0.08%	0.79%	0.42%
Departures of employees aged under 26	126	79	283	488
Departures of employees aged 26-35	114	89	325	528
Departures of employees aged 36-45	70	68	250	388
Departures of employees aged 46-49	26	23	84	133
Departures of employees aged 50-55	35	20	123	178
Departures of employees aged 55+	110	45	197	352
Unspecified turnover	0	2	60	62

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



Training – Permanent, non-permanent, seasonal

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Training as a percentage of payroll	1.44%	1.4%	1.26%	1.04%	0.91%
Total number of training hours	177,979	174,102	185,938	187,702	181,095
Average duration of training per individual – GRI 404-1	29 hours	31 hours	34 hours	14 hours	14 hours
Breakdown of training hours by gender – GRI 404-1					
Women	32.82%	35.62%	30.80%	36.09%	34.02%
Men	67.18%	64.38%	69.20%	63.91%	65.98%
Breakdown of training hours by status – GRI 404-1					
Managers		18.66%	15.46%	18.32%	19.68%
Non-Managers		81.34%	84.54%	81.68%	80.32%

Inclusion of data from the BFA business unit from 2018-2019.

Breakdown of work-related accidents, frequency rate, severity rate and occupational diseases in 2019-2020 (all contract types) – GRI 403-4

	France	Europe excl. France	Non-Europe	Total
Women – Frequency rate	16.82	1.91	3.12	6.65
Men – Frequency rate	15.08	7.48	4.57	8
Frequency rate	15.79	5.20	3.73	7.20
Women – Number of work-related accidents with lost time	46	3	18	67
Men – Number of work-related accidents with lost time	60	17	36	113
Number of work-related accidents with lost time	106	20	54	180
Women – Severity rate	1.19	0.09	0.18	0.44
Men – Severity rate	1.00	0.25	0.12	0.39
Severity rate	1.08	0.19	0.14	0.40
Women – Number of lost days due to work-related accidents	3,243	134	1,029	4,406
Men – Number of lost days due to work-related accidents	3,975	578	962	5,515
Lost days due to work-related accidents	7,218	712	1,991	9,921

	France	Europe excl. France	Non-Europe	Total
Women – Occupational disease (OD) severity rate	1.97	N/A	N/A	1.97
Men – Occupational disease severity rate	0.85	N/A	N/A	0.85
Occupational disease severity rate	1.29	N/A	N/A	1.29
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
Work-related accidents (all contract types)				
Frequency of work-related accidents	4.03	6.19	6.91	7.2
Work-related accident severity rate	0.23	0.29	0.31	0.40
Severity rate of occupational diseases for France	1.08	0.96	0.97	1.29

N/A: Data not available.

Change in the number of safety training hours at June 30

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Number of safety training hours	45,467	48,359	30,570	47,915	61,352

Inclusion of data from the BFA business unit from 2018-2019.

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

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Safety expenditure	23%	19%	18%	18%	20%

Inclusion of data from the BFA business unit from 2018-2019.

Remuneration and development (All contract types)

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Staff affected by industrial restructuring plans who have received outplacement support	62	0	17	59	11
Number of hours worked	16,889,400	17,125,082	17,368,538	24,970,070	25,016,231
Absenteeism rate	3.72%	4.06%	4.38%	4.61%	4.92%
Amount of compensation (permanent, non-permanent and seasonal employees)	€259,398,219	€266,972,624	€288,609,131	€409,745,598	€432,391,851
Percentage of employees receiving regular performance and career development reviews – GRI 404-3	79.42%	80.61%	72.14%	54.93%	80.08%
Breakdown by gender of employees receiving regular performance and career development reviews – GRI 404-3					
Women	80.94%	81.88%	72.86%	54.59%	78.75%
Men	78.45%	79.76%	71.68%	55.16%	80.99%
Breakdown by status of employees receiving regular performance and career development reviews – GRI 404-3					
Managers		92.52%	77.14%	80.79%	88.85%
Non-Managers		78.62%	71.19%	51.19%	78.57%

Inclusion of data from the BFA business unit from 2018-2019.

Breakdown of absenteeism rate and hours worked in 2019-2020 (All contract types)

	France	Europe excl. France	Non-Europe	Total
Women – Absenteeism rate	6.79%	5.25%	5.76%	5.99%
Men – Absenteeism rate	4.87%	4.13%	3.99%	4.30%
Absenteeism rate	5.67%	4.61%	4.58%	4.92%
Women – Hours worked	2,734,086	1,569,780	5,772,626	10,076,492
Men – Hours worked	3,979,663	2,274,205	7,873,948 NS*: 811,923	14,127,816 NS*: 811,923
Hours worked	6,713,749	3,843,985	14,458,497	25,016,231

* NS = gender unspecified by the employee at the time of hiring.



10 Appendices

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, and its role and activity in 2.7.2.1.

10.2 Bonduelle Group ethics charter – GRI 102-16

The Bonduelle Group ethics charter is published in French and English at Bonduelle.com, under “sustainable development”, documents: <https://www.bonduelle.com/fr/developpement-durable/espace-documentaire.html>⁽¹⁾.

10.3 Materiality of risks and challenges – GRI 101, 102-42, 102-44, 102-46, 102-47, 102-48, 103-1

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. Bonduelle produced its first materiality matrix in 2014-2015 at group level in consultation with its stakeholders. Some countries in the group applied the approach between 2015 and 2017. The lessons learned from their analyses were then integrated into the group's results.

The Bonduelle Group plans to update its materiality matrix in 2020-2021. With this objective in mind, in 2020, the group developed the methodology in line with its ambition to become a B Corp-certified company: updating the list of stakeholders, the list of issues and the questioning method.

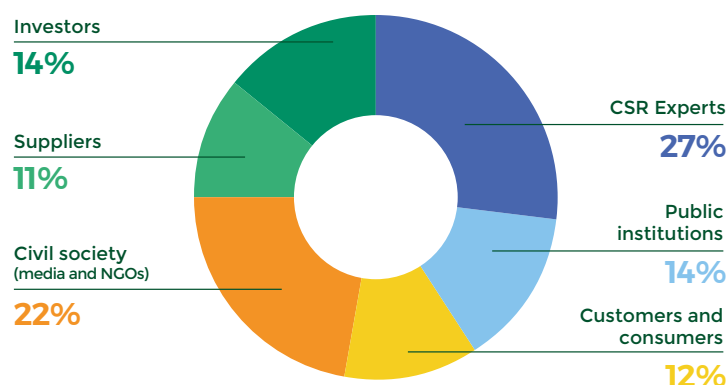
10.3.1 Identification of Bonduelle's CSR challenges – GRI 102-44

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 target tables detailed in 2.3.2.2, 2.4.1, 2.5.1, 2.6.3, 2.6.4.

10.3.2 Consultation with stakeholders – GRI 102-40, 102-42, 102-43

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



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

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.

10.3.3 Prioritizing challenges – GRI 102-44

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

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

- cross-referencing with the Bonduelle Group's risk mapping, to ensure consistency of the results with the Company's key risk (Detailed Risk Management Procedure, part 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 farming partner;
- 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.

10.3.4 Materiality – GRI 102-44, 102-47, 103-1

The materiality analysis (see Section 2.10.3 Materiality of risks and challenges) identified 17 of the 51 CSR challenges at Bonduelle 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 farming partners:

- product quality and safety (detailed in Sections 2.5.2.1 and 2.5.2.2);
- food traceability (detailed in Section 2.5.2.1);
- workplace health and safety (detailed in Section 2.6.3.1);
- ethical business practice (detailed in Section 2.7.1);
- food safety (detailed in Section 2.5.2.1);
- compliance with international labor commitments (detailed in Sections 2.7.1.1 et 2.7.2.2);
- relations with producers (detailed in Sections 2.3 and 2.4);
- soil conservation (detailed in Section 2.3.2.2);
- water conservation (detailed in Sections 2.3.2.2 and 2.4.4);
- responsible packaging (detailed in Section 2.4.3);
- water pollution (detailed in Section 2.4.4);
- use of agricultural inputs (detailed in Section 2.3.2.2);
- legal compliance (detailed in Section 2.7.1);
- compliance of teams with the group's CSR commitments (detailed in Section 2.2);
- integration of CSR challenges in relations with customers (detailed in Section 2.5.3);
- nutritional composition of products (detailed in Section 2.5.3);
- energy savings (detailed in Section 2.4.2).

10.4 Procedure for dialog with stakeholders – GRI 101, 102-40, 102-42, 102-43, 102-44

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. 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 Questionnaire	<ul style="list-style-type: none"> Web-based communication tools (intranet, company social network) Brochures and reports Dynamic display at all Bonduelle sites Common intranet site, "ALL TOGETHER", created to house all information concerning management of the coronavirus crisis 	<ul style="list-style-type: none"> Dialog with employees, employee representatives and trade unions European Works Council – at least one meeting per year Real-time measurement of team engagement and satisfaction in the BALL business unit using the Office vibe tool "Climate" Internal Climate Survey – every two years (see 2.6.4.1) 	<ul style="list-style-type: none"> Collective agreements with employee representatives and trade unions
ECONOMIC SPHERE			
Customers Questionnaire Discussion meeting	<ul style="list-style-type: none"> CSR report containing the extra-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.)
Citizens/Consumers Questionnaire Discussion meeting	<ul style="list-style-type: none"> Communication on product packaging Media communication, including social networks and dedicated country-specific websites Social networks and website: bonduelle.com(1) 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 	

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

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

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

Stakeholders	Information Communication	Dialog Consultation	Agreement – Partnership – Collaboration
Farmers under contract with Bonduelle <i>Questionnaire</i>	<ul style="list-style-type: none"> • Brochures and reports • Specific events, such as plant visits • Social networks and website: bonduelle.com⁽¹⁾ 	<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 Salon international de l'agriculture (International Agricultural Fair) in Paris – once a year
Suppliers <i>Questionnaire</i> <i>Discussion meeting</i>	<ul style="list-style-type: none"> • Brochures and reports • Social networks and website: bonduelle.com⁽¹⁾ 	<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 <i>Questionnaire</i> <i>Discussion meeting</i>	<ul style="list-style-type: none"> • Social networks and website: bonduelle.com⁽¹⁾ • Corporate social responsibility report included in the universal registration document • Specific questionnaires 	<ul style="list-style-type: none"> • Answers to questionnaires/ad hoc requests – once a year 	
Investors <i>Questionnaire</i> <i>Discussion meeting</i>	<ul style="list-style-type: none"> • Quarterly financial information • Annual and interim financial results • Annual report and corporate social responsibility 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 	<ul style="list-style-type: none"> • The Bonduelle Group has been listed on the Gaia index, a listing of the best midcaps in terms of sustainable development, since 2009
Social 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 website: bonduelle.com⁽¹⁾ • CSR report containing the extra-financial performance statement in the registration document 	<ul style="list-style-type: none"> • Specific meetings and individual interviews on request • Participation in the UN Global Compact – once a year 	<ul style="list-style-type: none"> • Bonduelle is classed as GC Advanced level by the UN Global Compact

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



Stakeholders	Information Communication	Dialog Consultation	Agreement – Partnership – Collaboration
NGOs Questionnaire Discussion meeting	<ul style="list-style-type: none"> Social networks and website: bonduelle.com⁽¹⁾ CSR report containing the extra-financial performance statement in the universal registration document 	<ul style="list-style-type: none"> Replies to questions 	
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 Questionnaire Discussion meeting	<ul style="list-style-type: none"> Press releases and/or files – at least once a year Social networks and website: bonduelle.com⁽¹⁾ 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 Questionnaire Discussion meeting	<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 charter on "Brands for health and well-being")⁽²⁾ and the European Plastics Pact
Education and research Questionnaire Discussion meeting	<ul style="list-style-type: none"> Initiatives in schools close to headquarters, subsidiaries and sites Social networks and websites: www.bonduelle.com⁽¹⁾ 	<ul style="list-style-type: none"> Trainee and apprenticeship programs Partnerships and studies 	
CSR Experts Questionnaire Discussion meeting	<ul style="list-style-type: none"> Social networks and websites: www.bonduelle.com⁽¹⁾ Corporate Social Responsibility report 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 	

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

11 Appendix – 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	1.3.1	Bonduelle's value creation model		8
		1.4	Bonduelle in its ecosystem		12-13-14-15
		2.9.1	Context and objectives		79
		2.9.3	Scope		80
		2.10.3	Materiality of risks and challenges		99
		2.10.4	Procedure for dialog with stakeholders		101
	Principles for defining report quality	2.9.2	Procedure	2.9.6	79-80
		2.9.3	Scope	Assurance report	80
	Use of GRI standards for sustainable development reporting	2.9.1	Context and objectives		85
		2.9.2	Procedure		79
		2.9.3	Scope		79-80
	Statements related to utilization of the GRI standards	2.9.1	Context and objectives		80
Organizational profile					
GRI 102: General Disclosures 2016	102-1: Name of the organization	7.6	General information regarding the Company		79
	102-2: Activities, brands, products, and services	1.3.1	Bonduelle's value creation model		280
		1.4.3	Bonduelle is the only pure player in the plant-based food market		8
		1.6	Bonduelle worldwide as of 2020/07/01		15
	102-3: Location of headquarters	7.6	General information regarding the Company		18
	102-4: Location of operations	1.5	Group organization structure as of 2020/07/01		280
		1.6	Bonduelle worldwide as of 2020/07/01		16
	102-5: Ownership and legal form	7.2	Shareholder structure		18
		7.6	General information regarding the Company		273
	102-6: Markets served	1.3.1	Bonduelle's value creation model		280
		1.6	Bonduelle worldwide as of 2020/07/01		8
	102-7: Scale of the organization	1.2	Bonduelle Group key figures		18
		1.2.2	Key financial figures 2019-2020		6
		1.5	Group organization structure as of 2020/07/01		6
		2.9.7	Results of all indicators		16
		2.9.7.2	Natural resources		87
	102-8: Information on employees and other workers	2.9.7.5	Human resources	2.9.6	89
				Assurance report	94
	102-9: Supply chain	2.3.1	The vegetable sourcing model		85
		2.5.4	Responsible purchasing		28
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		2.10.3.4	Materiality		100
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GRI 301: Materials 2016	301-2: Recycled materials used	2.4.3.3	Choosing recycled and environment-friendly materials	2.9.6 Assurance report	85
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		2.2.1.3	The B! Pact		25
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		2.10.3.4	Materiality		100
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	103-3: Evaluation of the management approach	2.2.1.4	Governance		26
GRI 302: Energy 2016	302-1: Energy consumption within the organization	2.9.7.2	Natural resources	2.9.6 Assurance report	89
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		2.2.1.3	The B! Pact		25
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		2.10.3.4	Materiality		100
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	103-3: Evaluation of the management approach	2.2.1.4	Governance		26
GRI 303: Water 2016	303-1: Water withdrawal by source	2.9.7.2	Natural resources	2.9.6 Assurance report	89 85
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GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	The B Corp ambition		25
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	103-2: The management approach and its components	2.4.2.1	The Bonduelle Group's greenhouse gas emissions assessment: a key baseline		36
	103-3: Evaluation of the management approach	2.2.1.4	Governance		26
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions	2.9.7.2	Natural resources	2.9.6 Assurance report	91 85
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	103-3: Evaluation of the management approach	2.2.1.4	Governance		26
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	90 85
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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	The B Corp ambition		25
		2.2.1.3	The B! Pact		25
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		2.10.3.4	Materiality		100
	103-2: The management approach and its components	2.4.1 2.7.1	Environmental Strategy Ethical business practices		36 67
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GRI 307: Environmental Compliance 2016	307-1: Non-compliance with environmental laws and regulations	2.7.1.2 2.7.1.8	Governance Amounts of fines and significant convictions in social, economic and environmental areas		68 70

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GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	The B Corp ambition		25
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		2.10.3.4	Materiality		100
	103-2: The management approach and its components	2.5.4	Responsible purchasing		53-54
	103-3: Evaluation of the management approach	2.2.1.4	Governance		26
GRI 308: Supplier Environmental Assessment 2016	308-1: New suppliers that were screened using environmental criteria	2.5.4	Responsible purchasing		53
		2.5.4.1	Engaging fruit and vegetable suppliers and manufacturers of finished products		53
	Specific information: Social category, employment aspect				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	The B Corp ambition		25
		2.2.1.3	The BI Pact		25
		2.6.1	Bonduelle's "well-living" strategy, a strategy for People		55
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	103-2: The management approach and its components	2.6.2	Human Resources policy and means implemented		55
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GRI 401: Employment 2016	401-1: New employee hires and employee turnover	2.9.7.5	Human Resources	2.9.6 Assurance report	96
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	Specific information: Social category, health and safety at work aspect	Correspondence with Bonduelle's material challenges: Health and safety at work			
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		2.6.1	Bonduelle's "well-living" strategy, a strategy for People		55
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		2.10.3.4	Materiality		100
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	103-3: Evaluation of the management approach	2.2.1.4	Governance		26
GRI 403: Occupational Health and Safety 2016	403-2: Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	2.6.3.1	Workplace safety and working conditions	2.9.6 Assurance report	98
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		2.6.6	Employability: Talent development and training		63
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	103-2: The management approach and its components	2.6.6	Employability: Talent development and training		63
	103-3: Evaluation of the management approach	2.2.1.4	Governance		26
GRI 404: Training and Education 2016	404-1: Average hours of training per year per employee	2.6.6.1	Training	2.9.6 Assurance report	97
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	404-3: Percentage of employees receiving regular performance and career development reviews	2.6.6.2	Career management		64
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GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	The B Corp ambition		25
		2.2.1.3	The BI Pact		25
		2.6.7	Diversity		64
		2.9.3	Scope		80
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	103-3: Evaluation of the management approach	2.2.1.4	Governance		26
GRI 405: Diversity and Equal Opportunity 2016	405-1: Diversity of governance bodies and employees	2.6.7	Diversity		64
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Specific information: Human rights category, freedom of association 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	The B Corp ambition		25
		2.2.1.3	The BI Pact		25
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2.7.2.2		Procedures for evaluating subcontractors, suppliers and subsidiaries (Human Rights and labor standards)		73	
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GRI 407: Freedom of Association and Collective Bargaining 2016	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2.5.4	Responsible purchasing		53
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		2.6.8	Transparency: Social dialog		65
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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	The B Corp ambition		25
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	103-2: The management approach and its components	2.7.1	Ethical business practices		67
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GRI 408: Child Labor 2016	408-1: Operations and suppliers at significant risk for incidents of child labor	2.5.4	Responsible purchasing		53
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Specific information: Human rights category, forced 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	The B Corp ambition		25
		2.2.1.3	The BI Pact		25
		2.9.3	Scope		80
		2.10.3.4	Materiality		100
	103-2: The management approach and its components	2.7.1	Ethical business practices		67
2.7.2.2		Procedures for evaluating subcontractors, suppliers and subsidiaries (Human Rights and labor standards)		73	
	103-3: Evaluation of the management approach	2.2.1.4	Governance		26
GRI 409: Forced or Compulsory Labor 2016	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	2.5.4	Responsible purchasing		53
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Specific information: Human rights category, investment aspect		Correspondence with 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	The B Corp ambition		25	
		2.2.1.3	The B! Pact		25	
		2.9.3	Scope		80	
		2.10.3.4	Materiality		100	
	103-2: The management approach and its components	2.5.4	Responsible purchasing		53	
		2.6.2	Human Resources policy and means implemented		55	
		2.7.2.2	Procedures for evaluating subcontractors, suppliers and subsidiaries (Human Rights and labor standards)		73	
	103-3: Evaluation of the management approach	2.2.1.4	Governance		26	
	GRI 412: Human Rights Assessment 2016	412-3: Significant investment agreements and contracts including human rights clauses or that underwent human rights screening human rights	2.5.4	Responsible purchasing		53
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Specific information: Society category, local communities aspect						
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	The B Corp ambition		25	
		2.2.1.3	The B! Pact		25	
		2.6.1	Bonduelle's "well-living" strategy, a strategy for People		55	
		2.9.3	Scope		80	
		2.10.3.4	Materiality		100	
	103-2: The management approach and its components	2.6.4.1	Participating in the local community life and rallying employees		61	
	103-3: Evaluation of the management approach	2.2.1.4	Governance		26	
	GRI 413: Local communities 2016	413-1: Activities involving the local community, evaluation of impacts and development programs	2.5.3.1	Healthy and sustainable food information and awareness-raising actions		50
			2.6.4.1	Participating in the local community life and rallying employees		61-62
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GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	The B Corp ambition		25	
		2.2.1.3	The B! Pact		25	
		2.9.3	Scope		80	
		2.10.3.4	Materiality		100	
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	103-3: Evaluation of the management approach	2.2.1.4	Governance		26	
	GRI 416: Customer Health and Safety 2016	416-1: Assessment of the health and safety impacts of product and service categories	2.5.2.1	Quality and traceability		46
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GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	2.2.1.2	The B Corp ambition		25	
		2.2.1.3	The B! Pact		25	
		2.9.3	Scope		80	
		2.10.3.4	Materiality		100	
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		2.5.2.2	Nutritional quality		48	
	103-3: Evaluation of the management approach	2.2.1.4	Governance		26	
	GRI 417: Marketing and Labeling 2016	417-1: Requirements for product and service information and labelling	2.5.1	Food strategy		46
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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	The B Corp ambition		25
		2.2.1.3	The B! Pact		25
		2.9.3	Scope		80
		2.10.3.4	Materiality		100
	103-2: The management approach and its components	2.7.1	Ethical business practices		67
	103-3: Evaluation of the management approach	2.2.1.4	Governance		26
GRI 419: Socio- economic Compliance 2016	419-1: Non-compliance with laws and regulations in the social and economic area	2.7.1.2	Governance		68
		2.7.1.8	Amounts of fines and significant convictions in social, economic and environmental areas		70

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