

A photograph of two scientists in a laboratory. They are wearing white lab coats, hairnets (one blue, one green), and safety glasses. They are looking down at something out of frame. The background shows complex industrial equipment with pipes and tanks.

CSR REPORT

2019



CSR Report
2019

Editorial



Bringing together all our initiatives, explaining our actions and priorities, and detailing the impacts of our activities is something new for Lactalis Ingredients. This report is the result.

What is not new, is the sense of responsibility that inspires us each morning, whatever our position within the company.

Even less so is the solidarity we feel towards the territories that we live in and fully support.

Finally, what has always been a constant is the priority given to the clients who trust us and whose demands for information on the broad range of our responsibilities is increasing.

This document, through its clarity, ease of access to significant information and comprehensive focus, illustrates the meaning of our development model, in which the idea of responsibility has its rightful place.

And always has done.

JEAN-LUC BORDEAU

Chief executive of Lactalis Ingredients



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WHAT ARE THE ISSUES?

Presentation of the approach, main issues

LACTALIS INGREDIENTS AND THE CSR: POLICY FRAMEWORK

The history of Lactalis is intertwined with that of rural areas. Our family-run business has expressed its sense of responsibility and sustainability for more than 85 years. Our first responsibility is to ensure the sustainability of our business through economic performance, which alone can sustainably preserve our independence and freedom of action. We know that performance will be sustainable if it contributes to a transition in agriculture that enables farmers to make a living and the population to have access to healthy food while jointly protecting our shared asset: nature.

Lactalis Ingredients has formalised its approach to responsibility and sustainability. This includes the economic, social, environmental, and societal aspects of its activities. For each issue, we have determined the company's responsibility, the corresponding engagements and initiatives, and indicators for progress. This framework is the action guide presented to all our employees and other involved parties.

OPERATIONAL IMPLEMENTATION

The CSR approach is a question of general philosophy with increased operational implementation. We consider easy access to relevant information to be the first rule of conduct. This is made possible through the publication of our first CSR report, which is steered by a cross-disciplinary working group representing all departments within the company, taking its international scope into account.

SEDEX

To include the entire value chain in its approach, Lactalis Ingredients is part of the Sedex programme, a collaborative platform for sharing responsible sourcing data in relation to the supply chain. The company calls for regular audits to be performed at its plants.

These cover the following themes: safety, the environment, social and ethical business issues. Sedex consolidates the prerequisites, formalises good practices and is the standard reference for the group.



Lactalis Ingredients targets

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4.3 & 4.4	Training/Skills development:	P38	8.1	Local socio-economic dynamics	P34
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6.6	Renewable energy	P18	15.5	Climatic impact	P14

REFERENCE DOCUMENT

SDG

To provide a reference framework that is relevant to the Group's organisation and its international character, Lactalis has adopted the United Nations' agenda including 17 sustainable development goals (SDGs). This graph shows the objectives and targets that are relevant to the Group's activity. The table opposite provides a link to the major initiatives or practices by Lactalis Ingredients as presented in this report (pagination indicated).

INTERVIEW

“We are part of the rural community. We bring our expertise, technology and commitment.”

INTERVIEW WITH JEAN-LUC BORDEAU

CHIEF EXECUTIVE OF LACTALIS INGREDIENTS

What motivated you to publish your first CSR report?

Lactalis has always been aware of the major social issues that affect its activities. To make progress in all areas and enhance communication and dialogue with our clients, we decided to formalise this procedure.

This CSR report is being published at a time when the Covid19 crisis has caused disruption on many levels. In this context, what is the point of maintaining this publication?

The crisis we are experiencing echoes all CSR issues. This is true for our absolute priority which is the safety and health of people. It is also true for the continuity of our activities in terms of the role we play in the food industry, I am thinking of the regions that may have feared a supply chain breakdown. This is true in relation to the solidarity and particularly responsible behaviour that we have observed within our teams.

This crisis confirms and reinforces the validity of the commitments and choices presented in this report.

What is the general framework for your approach?

Lactalis Ingredients is in line with Lactalis Group's ambition to provide healthy, tasty food. Furthermore, we are part of the Group's recently adopted action plan that determines the Group's responsibilities in terms of governance, enjoyable and responsible nutrition, social and societal aspects and finally the impact of our activity on the planet. From an operational point of view, many issues are driven by the different departments. They have their own specific action plans monitored by a working group that stimulates progress and puts the company in project mode. This report is the result of that work. Finally, our commitment was formalised by way of a seminar to bring all our employees together.

How do you involve clients in this process?

The dynamics we have initiated already actively involve clients. Over the past few years, we have strengthened our relationship with them: we have put more resources into enabling them to benefit from our technological advances and the results of our research and development efforts, but have also been more attentive to their concerns to provide them with all the information they need concerning our products. This first report bears witness to this.

How do you integrate upstream issues?

We are part of the rural community. We bring our expertise, technology, and commitment. We have a strong relationship with our farmers. Their job goes far beyond just providing milk. Farmers participate directly in the quality of our landscapes, the environment, and rural preservation and development. My grandfather was a farmer,

and I feel totally committed to an adventure that supports progress in rural activity, which is not highlighted enough.

What does this progress include?

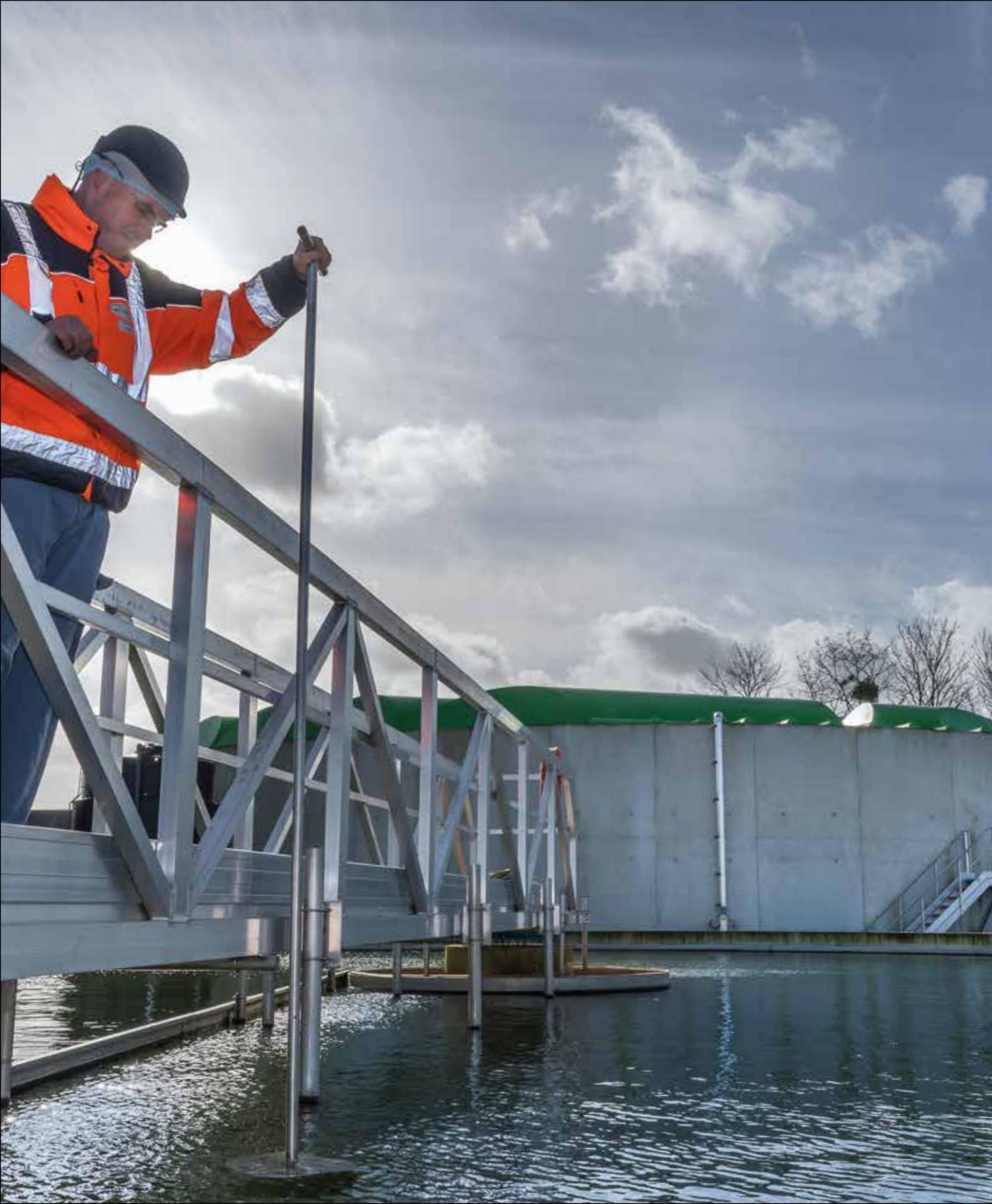
It overlaps with our client and consumer concerns and covers all the issues that have been identified, such as the different programmes to assist and support of farmers, on the theme of animal welfare, for example (see page 24). Regarding this example, the entire Lactalis Group pays special attention to this issue. We act pragmatically to reach beyond the good intentions level and carry out an analysis of the situation. In France, 163 audits have been carried out among volunteer farmers to obtain data and calibrate the Group's ambitions. The criteria outlined in the new guidelines apply the five fundamental freedoms for animals¹. In concrete terms, we encourage and support the efforts of dairy farmers breeders in this field.

How is the core of Lactalis Ingredients profession concerned?

Lactalis Ingredients' rationale is to bring value to Lactalis Group's milk and whey surpluses, in order to market them to food manufacturers. Consequently, the core of our profession is concerned on several levels. Food safety is subject to continued effort throughout all production stages, the principle of continued improvement means we constantly progress. There is also what we might call the field of nutritional quality. The division's drying activity enables populations that do not have local milk collection to enjoy the benefits of milk in powder form. Lactalis Ingredients goes much further in this field by carrying out many research programmes. The division makes dairy protein concentrates and isolates for nutrition products. This provides quality proteins for different groups of the population: children, athletes, undernourished patients, the

elderly. It must be said that the end consumer on this market has increasingly high, even technical, requirements and expectations. Lactalis Ingredients' process control meets these requirements. Indeed, there is a demand for naturalness throughout society. It echoes the unique and irreplaceable natural nutritional value of milk.

¹: These 5 principles were outlined by the Farm Animal Welfare Council in 1992. They are included in the definition of animal welfare by the World Organisation for Animal Health. (OIE). See page 24



INTRODUCTION

Responsible for the Planet

The Group considers the environmental issue for all upstream impacts, as it does for the processing stage.

The main concerns for Lactalis Ingredients are

- the carbon footprint,
- water resources,
- animal welfare.

The main contributor to Lactalis Ingredients' carbon footprint resides in its drying activity, which requires large heating installations and usually has high energy requirements.

Lactalis Ingredients' water footprint includes use both upstream and during the processing stage, and downstream management of effluents to preserve the natural ecosystem, waterways, and groundwater.

Animal welfare is a theme that is addressed by the Group by means of assistance and support to farmers.

WHAT ARE THE ISSUES?

Our Carbon Footprint

Lactalis Ingredients' carbon footprint resides in its drying activity, which requires large heating installations and high energy requirements.

In Retiers, Christophe Guérin, Energy Manager is steering the site's energy transition.

Consequently, energy savings and the use of alternative energies (new fuels) are the two preferred methods of reducing Lactalis Ingredients' carbon footprint.



OUR INITIATIVES

EFFORTS UPSTREAM AMONG FARMERS

The Group is attentive to the upstream carbon footprint:

- CAP'2ER (*Calcul Automatisé des Performances Environnementales en Élevage de Ruminants - Automated Calculation of the Environmental Performance of Ruminant Rearing*) allows for assessment of the environmental impact on the scale of a ruminant-rearing farm. Participation in the assessment is voluntary. Lactalis Group sends one of its trained dairy technicians to the farm to assess all environmental impacts, particularly the carbon footprint. The Group contributes financially to the cost of planting hedges on grazing land. For each farm, Lactalis aims to increase wooded areas with at least 60% of grazing plots providing natural shaded areas that contribute to carbon storage and preserve biodiversity.
- The Clairalim* scheme also incorporates several good practices to reduce greenhouse gas emissions by optimising dairy cow feed.

RESEARCH AND DEVELOPMENT

The Group is heavily invested in developing alternative energies, particularly new fuels (steam supply, use of non-recycled waste). This is an area in which significant results and considerable advances in technology can be expected within 15 to 20 years.

PROGRAMME FOR CONVERSION TO NATURAL GAS

Lactalis Ingredients is conducting a comprehensive programme to convert sites from heavy fuel oil to natural gas. All sites are concerned, and the plan will be complete in 2020. The Retiers site, that currently uses coal, will also undergo the same transition to natural gas by the end of 2020.

* This scheme, set up by Lactalis among manufacturers of feed for livestock, consists in improving the composition and contents of these foodstuffs by eliminating soya bean and incorporating flax.

TRIALS

A study contract has been signed with a start-up for producing hot water using solar power at the Verdun site. This solar plant will be one of the largest thermal solar plants supplying an industrial site with 4.5 ha of solar panels producing water at a temperature of 90°C for the drying site. In Retiers, we have introduced the use of solid recovered fuel (SRF) in addition to natural gas.

COMMON SENSE AND SUITABLE SHOES!

Managing energy consumption and adapting it to the real needs of a site is at the heart of a strategy to reduce greenhouse gas emissions. This implies that, above all, reducing the footprint requires practice in the field: *"Every day, I walk around my site. I check that there are no leaks, that the boiler has been set correctly, I put on my boots and go out into the field!" says one site manager.*

CENTRALISING PRODUCTION TOOLS

Centralising factories concentrates the impacts, but also the potential to reduce them significantly. It reduces the loss of materials, makes the cleaning process easier and limits energy consumption.

REDUCING THE LOSS OF MATERIALS

Reducing the loss of materials has always been part of the Group's DNA and is an efficient way to reduce our impact on the environment. In concrete terms, it means not treating materials at a loss. From one manufacturer to another, there are significant differences and in the case of external acquisitions, the Group endeavours to relay this culture that leads to immediate progress.



INDICATORS

0.53 t

of CO₂ per tonne produced
GRI 305-1
Direct greenhouse gas emissions (CO₂)

Target for 2025
-10%

94.77%

CAP sur l'Avenir* guidelines
compliance rate - environment

* "CAP sur l'Avenir" is a good practices policy launched in 1999 and regularly updated since then. These guidelines integrate several elements including good practices to limit greenhouse gas emissions: energy diagnosis of livestock buildings, treating bedding to control the heating temperature, or the installation of milk pre-coolers or heat recovery units on milk tanks.

THE WIDER PICTURE

Solar plant project at the Verdun site

Lactalis has chosen thermal solar energy to reduce its CO₂ emissions.

In a year's time, the Lacto Serum France plant, specialising in drying will partially operate using solar energy. Keen to reducing its carbon footprint, Lactalis has partnered with newHeat for the construction of a solar thermal power plant near its Verdun site. The mere size of the site makes it one of the Group's most energy intensive.

The Verdun plant produces standard and demineralised whey powder. Production of these two ingredients requires a high consumption of water and gas. In 2019, Lactalis Ingredients engaged in considerable renovation work at the site: two outdated spray dryers were replaced by a highly efficient new dryer. This was an opportunity for the Group to reconsider its energy supply.

Work on the Lactosol thermal solar power plant will start in the summer 2020. It will be in Fromeréville-les-Vallons and will be the largest in Europe to be connected to an industrial process. It will span close to five hectares.

The energy produced by more than 15,000 m² of large solar thermal collectors will be stored in a hot water storage tank then carried to the site through pipes.

"This is a fundamentally innovative and groundbreaking project since it is the first time that such a facility will be connected to a spray drying tower, a cutting-edge industrial tool," says Hugo Petat, Industry Project Manager at newHeat. "It was imperative for us to be part of the site as much as possible without disrupting the production process," he adds.

The project, which consists in replacing fossil fuels with carbon-free, renewable energy, will lead to a significant reduction in the site's carbon footprint and considerable ecological benefit. Lactosol will provide roughly 8,000 MWh of solar heat that can be used for the new spray dryer.

By helping to reduce the site's gas consumption, it will prevent the emission of roughly 2,000 tonnes of CO₂ per year or practically 50,000 tonnes over 25 years, the duration of the contract signed between Lactalis and the Bordeaux-based start-up newHeat.

'Our service provider will provide us with hot water so we will be able to do without part

of our steam consumption, and thus reduce our gas consumption. We are committed to buying energy from the power plant for 25 years,' says Mahmoud Kamal, manager of

Environment and Energy Management) heat fund. The Grand Est region is also investing in this major project which has been met with local approval for the activity it will bring to

"The project, which consists in replacing fossil fuels with carbon-free, renewable energy, will lead to a significant reduction in the site's carbon footprint."

the Lacto Serum France site. For their part, newHeat will ensure the running and maintenance of the installation during the entire duration of the contract. The cost of Lactosol is €5 million part of which is covered by the ADEME (*Agence de l'Environnement et de la Maîtrise de l'Énergie* - Agency for the

companies and the contribution it will make to local and national goals to reduce greenhouse gas emissions in the fight against climate change.



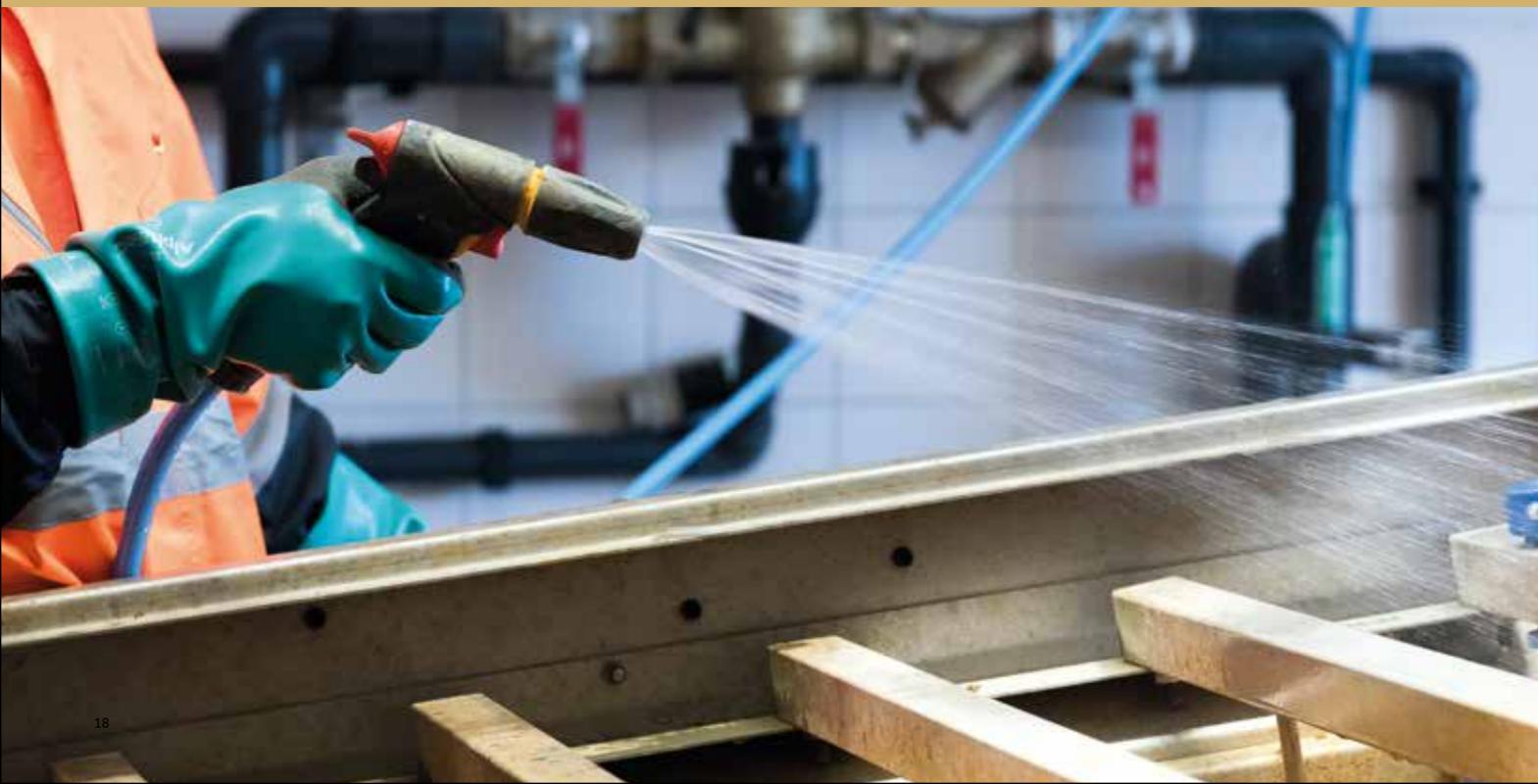
WHAT ARE THE ISSUES?

Preserving Water Resources

Water resources are a major issue for the dairy sector. It is even more so for Lactalis Ingredients due to the processing stage that represents 30% of its water footprint.

LACTALIS INGREDIENTS' WATER FOOTPRINT INCLUDES:

- upstream use: livestock watering, cleaning the milking parlours, production of fodder and cereal crops to feed the herds,
- use during the processing stage: essentially cleaning equipment to meet hygiene quality requirements,
- downstream management of effluents to preserve the natural ecosystem, waterways, and groundwater.



OUR INITIATIVES

UPSTREAM: "CAP SUR L'AVENIR"

As early as 1999, Lactalis Group decided to go beyond collective endeavours by launching its "Cap sur l'Avenir" guidelines which are updated regularly. The breeders who participate are committed to adopting practices that save energy and water and protect resources (e.g. effluent storage).

TECHNICAL SUPPORT

The Lactalis Group uses the CAP'2ER audit, an assessment and technical support tool that assesses the impact at livestock farm level and integrates several indicators including water quality.

DEVELOPING THE ORGANIC SECTOR

As the leading player in organic dairy products in France, Lactalis encourages the development of the organic sector, which is more ethical in terms of water conservation. Several studies have shown that phosphate and nitrogen emissions in water on organic milk-producing farms were lower than those on traditional farms. Indeed, measuring eutrophication, expressed as a phosphate (PO₄) equivalent, and calculated by considering the run-off of phosphorus particles and nitrogen leaching, is revealing in this respect. On the 60 farms in the network of farms studied in 2011 by the Brittany Chamber of Agriculture, the risk of eutrophication is lower in an organic system than in a conventional one (23 kilos PO₄/ha compared to 40 kilos for conventional).

GOOD PRACTICES

The Lactalis Group assists producers (through funding, training, technical support) and encourages the adoption of high standards in terms of water quality, fighting wastefulness and effluent management.

FIGHTING WASTEFULNESS

Very early on, the Group's industrial culture of rigorous management of raw materials contributed to defining the process for fighting wastefulness of resources. Indicators for water consumption and loss of materials in waste water have been reported daily for more than 30 years.

CLEANING: A CLOSELY MONITORED ACTIVITY

Water management figures prominently in the continuous improvement programmes and is therefore subject to regular monitoring. With respect to cleaning, the objective is to standardise practices. The installation of CIP (Clean in Place) equipment at the division's plants means water can be recycled and limits drawing water unnecessarily.

WATER TREATMENT PLANTS MANAGED LIKE FACTORIES

The Group has a simple rule: consider the water treatment plant in the same way as a manufacturing plant.

HIGHLY EFFICIENT WATER TREATMENT PLANTS

Most sites have their own water treatment plant. Analyses of the pollution load of discharges as they enter or exit the treatment plant, combined with the quantification of losses, make it possible to assess the quantities of water and the materials discharged in detail. Concerning treatment of waste water, the Lactalis Group has quite a track record: it set up its first water treatment plant over 40 years ago. Today, investment in La Société Laitière de Mayenne's new water treatment plant, which is a model for the Group, proves that the Group's ambition is still intact.

RECOVERING WATER FROM MILK

The Lactalis Group has expertise in process water recovery practices¹. This water has been recovered for many years in most of the Group's dairy ingredients plants, thus reducing the need to draw water from elsewhere.

REACHING OUT TO STAKEHOLDERS

To go further still, the Group has reached out to stakeholders, particularly those who use water (for fishing, recreation, and sports).

¹ water extracted during concentration/drying operations.



INDICATORS

The division has chosen two indicators that reflect its ambitions in terms of reducing consumption and preserving resources and biodiversity:

8.63 m³

of water consumed per tonne produced

Target for 2025
-5%

0.43 kg

per tonne produced

COD from water-treatment plant

FOCUS

Why is water a challenge?

At a time when water availability is becoming more and more critical on a global scale and water stress is increasing in many regions of the world, it is essential for the dairy sector, and all the more so for Lactalis Ingredients, to identify levers for adaptation and potential for progress in order to make the best possible contribution to managing and economising this resource.

The main impacts on water resources for Lactalis Ingredients Division concern the consumption and discharge of waste water into the natural environment after treatment. It is worth noting that the division returns more water than it consumes, since this water comes from the raw material used (milk) from which the dry matter is extracted and used as ingredients. Generally speaking, cleaning is the most important activity, far ahead of steam production to power the boilers required for the pasteurisation operation, or the manufacturing process itself.

The Group has a well-established resource management culture that encourages operators to adjust the quantities consumed as closely as possible to needs. But the increase in the number of product references, due to market segmentation, has an immediate effect on the increase of required volumes: between

each production cycle the installations need to be cleaned. This is even more relevant as hygiene standards always tend to become more stringent. The installation of CIP (Clean in Place) equipment at Lactalis Ingredients' plants means water can be recycled and "wasting water" during cleaning is limited, leading to significant savings. It is also worth remembering that centralisation carried out in the 2000s reduced the number of sites in favour of high-performance units. This made it possible to rationalise overall consumption and ultimately generate savings. In other words, if, particularly in mature countries, there are large-scale plants housing production lines with substantial installations, at both Lactalis Ingredients and Group level, all industrial tools use less water.

In view of the public health issues at stake and the associated bacteriological hazard, cleaning

equipment with water is systematic at each stage of the process:

- cleaning milk collection trucks and the tankers of the transporters involved in internal logistics,
- cleaning closed-circuit process equipment (transfer pipes, manufacturing tanks, evaporators, spray dryers, etc.). Cleaning is often carried out by specially designed, water-saving CIP (recycling loop),
- cleaning workshops: floors and the outside of equipment,
- water consumption linked to the toilet facilities, hygiene of the premises and workers.

The division does all it can to circulate good practices on the matter. Downstream, the issue of waste water management is also central to Lactalis Ingredients' activity as it produces evaporation water during processing.

Recovered by concentration during the production of milk

powder, this water is loaded with organic matter that is a component of milk. After appropriate treatment, it is already reused in the industry for certain operations such as cleaning the outside of trucks, premises, and floors. The Group has a strong track record in these practices. Recovery, treatment, and reuse of evaporation condensates have been in place for several decades in most plants, whether in Retiers, France (Ille-et-Vilaine), in Villarrobledo, Spain, in Nampa, United States or Tres de Maio, Brazil. Progress in treatment techniques (sorting and oxidation, osmosis, nanofiltration...) suggest the range of reuse of this water will increase. However, there is generally a surplus: recycling it is complex, and much of this alternative resource is not yet recovered. The array of regulations and the costs that the processing systems represent means it is difficult to make it systematic and global.

Consequently, recycling evaporation water is confined to a perimeter that is still too limited. Whether it results from cleaning

maximum level of 125 mg/l of COD¹ in water discharged into the natural environment after treatment). The division has had

The cleaning of equipment with water is systematic

or the industrial process, this water can have an impact on the natural ecosystem and cannot be discharged. Management and treatment after processing are also essential. While some of the matter contained in such water could be part of a virtuous circular economy by being used as land spreading, the risk of pollution is nevertheless real if it is discharged directly into the natural environment. Furthermore, legislation provides a framework for practices involving industrial effluents (European legislation imposes a

its own waste water treatment plants since as early as 1973, meeting stringent treatment standards that enable it to return the resource to the environment without causing it any harm. Given what is at stake, the installation of high-performance equipment, in the hands of trained personnel, is a major focus of the division that invests heavily in this area. In this respect, the new Société Laitière de Mayenne water treatment plant is symbolic (see following page).

¹ The COD, or Chemical Oxygen Demand, makes it possible to assess the pollution load of waste water. This is the consumption of oxygen by strong chemical oxidants to oxidise organic and mineral substances in water.

THE WIDER PICTURE

The new Société Laitière de Mayenne water treatment plant: a model for the group

In 1973, the Lactalis Group inaugurated the first of its own water treatment plants in Mayenne. A new generation water treatment plant began operating on the same site 46 years later.

The water treatment plant for La Société Laitière de Mayenne, which mainly manufactures dairy ingredients (casein and whey) began operating in February 2019 and was designed to minimise the impact on the environment as much as possible. This stance can be considered binding as the construction required considerable investment.

With more than 40 years' experience, the Lactalis Group conducted the project by pursuing the aim of making this 'new generation' plant a very safe water treatment site for the natural environment, but also respectful of the immediate environment in all its components. In doing so, it sets out a proactive policy and meets the ambitions it has established in this field: this plant could serve as a model within the international

perimeter of the Group. The project, installed around an aeration basin with a capacity of 11,000 m³, includes a continuous metering device, or "TOC-meter", which assesses the total organic carbon (TOC) content of the effluent when it arrives at the plant and triggers an alert in the event of an anomaly. A monitoring operation that is carried out in addition to the daily sampling for COD measures.

The plant also has a tertiary safety treatment bypass device that is triggered if an abnormally high quantity of dry matter is present at the water treatment plant outlet. This ensures compliance with discharge standards. Furthermore, upstream, and downstream of the water treatment plant, an effluent diversion circuit also makes it possible to isolate the untreated water in sealed basins if there is a risk of pollution. Another noteworthy fact: the water treatment plant has its own testing laboratory. This autonomy not only reinforces the control of the process, but also the team's reactivity if the results were to lead to specific interventions. They are represented by the site's 'Environmental Safety' manager, Damien Le Bris, who defines his role as ensuring the



preservation of the natural environment and operation of the plant. He therefore complies with the Group Industrial Manager, Philippe Laborne's instructions: if the production units are unable to comply with discharge standards, they must be shut down. The water treatment plant is second on the morning agenda he discusses with the plant management, just after human safety. He

securing the system, he compares to a tool box: "If we encounter a problem, we have an advisor on the end of the line who immediately provides the solutions or commits to finding them! The members of the department do all they can to help us." The surroundings are also considered, resulting in the choice of turbines fixed to concrete rather than floating structures. By limiting water spray,

The water treatment plant has its own analytics laboratory, autonomy that reinforces the control of the process.

systematically starts his days by examining the data collected the previous day. Trained both internally—a plant operator must have six months' operational experience at one of the Group's water treatment facilities—and externally, Matthieu Madec, is a plant operator, works full time and also reports daily on the 'life of the plant'. Damien Le Bris further highlights the importance of the Group's environment department, which beyond

this choice has the advantage of reducing the quantity of aerosols but also the noise generated. Similarly, the aeration equipment has been soundproofed. The sludge storage infrastructure, which is entirely covered, includes an odour treatment system. Finally, the green merlon landscaping project aims to hide the installations and make the view as pleasant as possible for local residents.

WHAT ARE THE ISSUES?

Animal Welfare

The attention that the Lactalis Group pays to animal welfare is based on the conviction that improving it is not only compatible with production constraints but will also benefit (among other things) progression in terms of food quality and safety.

IN THIS FIELD, LACTALIS HAS ELABORATED AN ANIMAL WELFARE PROTECTION POLICY ADAPTED TO THE DIFFERENT FARMING METHODS IN THE COUNTRIES WHERE MILK IS COLLECTED, BASED ON THE PRINCIPLES AND 'FIVE FREEDOMS' OUTLINED BY THE O.I.E. (WORLD ORGANISATION FOR ANIMAL HEALTH)

- freedom from hunger and thirst—access to fresh water and adequate nutrition to ensure the animals' good health and vitality.
- freedom from discomfort—suitable environment including shelter and a comfortable rest area.
- freedom from pain, injury, and disease—prevention or quick diagnosis and treatment.
- freedom to express normal patterns of behaviour specific to the species—enough space, environment suited to the animals' needs, and contact with other cows.
- freedom from fear and distress—rearing conditions and practices that do not cause psychological suffering.

OUR INITIATIVES

NEW LACTALIS GUIDELINES

The Group has taken the initiative of grouping all guidelines and criteria on animal welfare in place across Europe (France, Germany, Sweden, Poland) in order to establish a common reference document (Group). A benchmark has also been set for all Group companies, including those that have joined recently. The new Lactalis guidelines (new version of "CAP sur l'avenir") will include roughly 30 criteria relating to animal welfare. The new version will incorporate criteria such as the absence of competition to access water, in concrete terms: one drinking trough for ten cows.

IN-DEPTH FIELD STUDIES

To validate its recommendations and calibrate the Group's ambitions, several tests were carried out on voluntary farms. One hundred and sixty-three volunteer farmers participated in the study.

A SPECIAL EFFORT AMONG YOUNG DAIRY FARMERS

Convinced that it is when setting up that awareness is raised, Lactalis is mobilising young farmers so that they immediately opt for free-stall cowsheds (as opposed to tethered cowsheds).

ORGANIC-ORIENTED APPROACH

The Group's organic-oriented approach incorporates notions of grazing, fair pay for producers, animal welfare and biodiversity.

CAP SUR L'AVENIR

The Group promotes external certification (Certipaq) of the 'Cap sur l'Avenir' scheme that regularly carries out audits on farms. This ensures that requirements and procedures are followed. External audits are carried out every two or three years.



INDICATOR

97.87%

"CAP sur l'Avenir" guidelines compliance rate—animal welfare



INTRODUCTION

Responsible, Enjoyable Nutrition

Emanating from the end consumer, a demand for naturalness exists throughout society. It echoes the unique and irreplaceable natural nutritional value of milk that we convey.

To meet these trends, it is important to name things properly and to provide tangible information that can be checked.

This is what we are doing in the field of food safety and better nutrition for everyone.

WHAT ARE THE ISSUES?

Ensure Food Safety and Promote Overall Better Nutrition

Food safety consists in ensuring food hygiene and safety throughout the food chain.

Several internal campaigns increase employee awareness.

This issue is linked to that of nutritional information and, more generally, to that of client and consumer information, which must be totally transparent.



OUR INITIATIVES

QUALITY ADVISORS

Since 2015, each client has a quality advisor, a unique contact person for clients, both internal and external, to gather and share reliable, transparent, and traceable information.

JOB QUALITY VISITS (JQV)

Product quality is managed every day within our plants. One of the tools used to bring awareness to everyone in their daily activities is the JQV. With their agreement, an employee from another service observes an operator at his workstation for roughly ten minutes. They then share what they observed. It is an opportunity to point out the positive elements and congratulate the person. When the best practices are not entirely respected, discussions make it possible to understand why and give meaning to the rules in place and help the operator improve their practices. "Quality is everybody's business, so everyone is concerned by the process. From the plant manager to the operators, everyone is involved in turn following a predefined schedule," the plant quality manager explains.

CONTINUED IMPROVEMENT

Within the plants, the continuous improvement managers help the workshops to methodically work on fundamental or recurring topics to implement sustainable solutions. These people are even more efficient as they regularly exchange information within the internal network of continuous improvement managers. This enables them to benefit from the experiences and solutions implemented on other sites.

STANDARDS THAT ARE HIGHER THAN EUROPEAN STANDARDS

Lactalis Group standards go beyond European regulations. The Group ensures that good practices are shared whatever the maturity of the country.

FACTORY CERTIFICATION

The company has embarked on a food safety certification process for all its plants. With the chosen FSSC 22000 certification, based on the ISO 22000 standard, in the food industry can be sure that the company effectively controls the dangers related to food safety.

EXTERNAL COLLABORATION, RESEARCH

The company is permanently connected to university scientific research. Several organisations, the Institut Pasteur in Lille, Clermont University, the INSERM and INSEP have been called upon to carry out and present clinical trials. These studies help to make progress on different themes: malnutrition among the elderly, infant digestion and nutrition.

A PIONEER IN SEVERAL FIELDS

The Research and Development means deployed have enabled the group to be a pioneer in several fields. This is the case for soluble milk proteins rich in leucine, an essential amino acid that plays a role in muscle synthesis, or the optimisation of whey drying to produce non-hygroscopic powder marketed under the brand name Flowhey®.

PRODUCT FOCUS

Development in the nutrition and speciality products market is a sustainable course of action. The Group's expertise in separation techniques means it can position itself on the sports, medical and infant nutrition markets.

YOPI* APPROACH

YOPI is a global approach aimed at constantly reminding all involved within a plant (internal, external, regular, one-off) that consumers of our products can be extremely sensitive. It is reflected in many actions, including communication campaigns at the heart of the workshops and for new employees.

**young, old, pregnant women, immunocompromised individuals.*



INDICATOR

80% of food factories FSSC 22000 certified

Target for 2025
100%

THE WIDER PICTURE

Customer quality service: all requests are legitimate!

Meeting with Jessie Braire who has overseen the customer quality service for three years. She testifies to a client-oriented mindset, based on personalised relations, listening skills, proactivity, and a scientific mind.

"Very early on we understood that all requests, even those that are the result of a misunderstanding or misuse of a product, was information that required both a specific, personalised response and was an opportunity for the company to reflect and move forward." Jessie Braire has been instilling this 'client-oriented' approach in her service for three years. With significant experience in the agro-food sector, she uses her scientific skills (chemistry/biology) to provide information that is transparent, rigorous, and educational.

Bénédicte Doué, Ahmed Toumi and Walid Chaari form the customer quality service alongside Jessie Braire. Each of them manages a stable client portfolio. This personalised approach was chosen to provide continuity

and confidence in the relationship with clients. It is a question of learning to speak and listen to each other by considering cultural differences (profession, country, regulations), but also by making the exchange of information as effortless as possible. The service manages complaints, specific requests, client audits and is called upon to contribute in validating specifications and terms of reference. Finally, the team develops a proactive strategy based on the implementation of quality reviews and assessments.

"Depending on its nature, each request for information generates exchanges with the different departments within the group. Industrial managers, of course, quality managers, sales staff, the purchasing department, but also supply chain teams and the marketing department, which are sometimes inspired by a new request. In short, we are the interface of the company in all its dimensions," emphasises Jessie Braire, who is at ease in the role of spokesperson for clients within the company, as well as being the 'voice of the company' for clients. The department is also there to contribute to the organisation and follow-up of client audits as support to the plant staff. The aim is to anticipate requests beforehand and ensure that



the company is ready to open its doors, detail its processes and listen to the auditors and their recommendations. But the team does not just respond to requests, it also takes the lead by organising quality reviews carried out among clients and sometimes at the client's, to review all current quality issues. These reviews are the subject of systematic internal feedback and assessment.

"We are the interface of the company in all its dimensions."

They provide an information base shared with the client, a common reference for future exchanges and are also a way of keeping up to date with market developments in order to understand and anticipate the main trends. The entire quality team is committed to client satisfaction and is on the front line when

answering client questionnaires. Its members also manages various indicators, summaries of which are distributed internally. Finally, it is called upon to validate client requirements and meet their expectations: *"We consider these requests with the aim of making the Lactalis Ingredient's commitments as reliable as possible in a context where the specifications have become more extensive and complex.*

In concrete terms, it takes a little time, but when it's a yes, it's a yes!" Jessie Braire concludes. Always the scientific mindset!

Ahmed Toumi, Bénédicte Doué, Walid Chaari, Jessie Braire. The service handles over 600 requests per year and more than 40 days of audits.



INTRODUCTION

Responsible for the people

Men and women are at the heart of the social issues and are in keeping with the Lactalis family business model.

The main issues are

- Maintaining health and safety at work,
- Quality of work life,
- Encouraging better professional development and inclusion.

WHAT ARE THE ISSUES?

Worker Safety, a Priority

The ambitions for Lactalis Ingredients and each of its sites are to:

- develop an interdependent safety culture, where everyone is responsible for their own safety and the safety of others,
- involve not only managers and their teams, but also people from outside the sites, to move towards zero accidents.



Job Safety Visits, a great opportunity for dialogue and immediate action

This tool aims to involve the managers of all departments and at all levels to prevent risk situations, if they exist, through dialogue and persuasion that in turn must lead to the implication of the person who was visited.

How does it work? Two managers from different departments go on the job to observe how a task is carried out in real conditions. The task may be carried out by external operators. Above all, the idea is to make people think about practices in a constructive and benevolent way, from a fresh, multi-disciplinary perspective. Visitors may call to mind a practice that an operator no longer necessarily pays attention to every day. But above all, it is about praise. Everyone has good practices: they must be reinforced and perpetuated.

Each manager must carry out two 30-minute JSVs per month. The quantity is important. As is the quality of the JSVs.

Every month, nearly 600 JSVs are carried out. Six hundred opportunities to talk about safety in the field, in an operational manner.

OUR INITIATIVES

A STRUCTURED APPROACH AT ALL LEVELS

To establish the Group's 'safety roadmap', a safety seminar was organised in December 2018. Thanks to the work and mobilisation of roughly one hundred people, it was possible to plan for about fifteen subjects, with increasing levels of demand, over the next few years.

SPECIFIC GUIDELINES DISTRIBUTED ACROSS THE ENTIRE DIVISION

The safety guidelines resulting from the safety seminar was then distributed to all employees. It specifies the division's principles, values, vision, and goals. The slogan: Nothing warrants being injured on the job.

ACTIVE "ON THE JOB" RISK PREVENTION

Among the priorities are consignment and confined spaces. The division is also attentive to risks related to transport and physical exertion, which are the two main causes of its accidents. Beyond the technical aspect of these problems, Lactalis Ingredients cultivates a humane and benevolent approach, with local communication tools: JSV (Job Safety Visits) (see focus opposite) and safety contacts, training courses, safety breaks. The division combines action- and result-oriented goals.



AN "OFF THE JOB" COMPONENT

Safety culture is incomplete if the "off the job" part is not treated, particularly when we know that the number of accidents in the home is much higher than the number of accidents at work. Working both on safety at work and at home therefore makes it more natural to adopt the correct safety reflexes. One of the tools for tackling the 'off the job' aspect in a calm manner is the safety minute, which allows any employee who so wishes to speak in a short and unprepared manner at the beginning of a meeting, to share a personal safety experience: something they have seen on television, heard on the radio, read in the media, etc. Safety at work and at home are always related. Another tool to get people involved in a fun way is the safety drawing competition for employees' children, illustrating the risks at home and at work simultaneously. The winners' drawings will appear on the safety calendar for the following year. Finally, additional prevention messages on current issues are published throughout the year.

INVOLVEMENT AT THE HIGHEST LEVEL

Within 48 hours of an accident occurring on a site, a telephone meeting is held between Industrial Management and the Safety Unit on the one hand, and the Site Manager, HR Manager, Safety Coordinator and the injured person's manager on the other hand, to analyse the incident and draw conclusions.

CONTINUED IMPROVEMENT AND PROGRESS STRATEGY

Lactalis Ingredients' safety goals are set each year by Industrial Management. They take the form of undertakings, which are then implemented at each site.



INDICATORS

21.87

Frequency rate 1

Target for 2022
16

0.47

Severity rate

559

Number of JSVs carried out by all managers/ month, 92% of the goal

Target
To carry out two JSVs per month and per manager

WHAT ARE THE ISSUES?

Work-Life Quality

Beyond prevention in terms of health and occupational hazards, the quality of work life revolves around social issues relating to equity, diversity, work organisations, skills development and employability, and the meaning of completed missions.

For Lactalis Ingredients, the implication of its employees can be measured by their degree of achievement and personal development. QWL (Quality of Work Life), as conceived by Lactalis Ingredients, should enable employees to:

- work better,
- live together better,
- reach their potential.

Each year a QWL roadmap is drawn up with employees and staff representatives.



OUR INITIATIVES

A MANAGERIAL BAROMETER AND A QWL ACTION PLAN REVIEWED EVERY THREE YEARS

Lactalis Ingredients uses a managerial barometer to assess its employees' level of implication, their perception of the missions entrusted to them and their working environment. This barometer is associated with an action plan to improve employee satisfaction in terms of career development within the division. Our action plan includes several initiatives relating to:

- improving the work environment and comfort (break rooms, cloakrooms, company restaurant, workshop refurbishment, etc.),
- workstation layout (ergonomics, strain) and work organisation,
- access to health/wellness services (sports classes, osteopathy sessions).

BROADENING THE COMPANY'S SOCIAL FABRIC

Since 2010, Lactalis Group has committed to welcoming, integrating and supporting its employees with disabilities through the Lacta'Cap programme, which was renewed in 2018 for a further three years. The Lactalis Ingredients division implements the programme's main components:

- events to raise awareness of disability,
- keeping employees with RQTH* in employment (ergonomic equipment, work organisation, etc.),
- personalised aid (funding for reduced work time, CESU** cheques, etc.). Thanks to these actions, the disabled worker recognition rate increased from 3.5% to 5.6% between 2010 and 2018.

* RQTH reconnaissance de la qualité de travailleur handicapé - disabled worker status

** CESU: Chèque emploi service universel - Universal Employment Services Cheque



MANAGERIAL BAROMETER INDICATORS



WHAT ARE THE ISSUES?

Training and Developing Skills

Within the division, employee training and skills development addresses several issues:

- meeting the resource requirements for all professions,
- preserving and renewing key expertise for the activity,
- developing the skills of employees at their workstations,
- broadening their professional perspectives within the division and the Group,
- and more generally, to maintaining and perpetuating our industry, which paves the way for promising, attainable career paths at all levels of study.



OUR INITIATIVES

TRAINING PLAN

Lactalis Ingredients training plan is based on an annual roadmap that is established well in advance: seventy percent of actions to be carried out are planned in January of each year. These actions cover continued professional training and internal promotion along with integrating and retaining new employees.

INTERNAL TRAINING

To expand on continued professional training, Lactalis Ingredients plans to centralise and structure internal training. This necessary change for Lactalis Ingredients has several advantages: training adapted to the specificities of the division's activity by experts in the profession, transfer of internal expertise, agility, and flexibility. The division, which currently has 56 internal instructors, intends to increase this number to fully represent all its industry expertise. At Lactalis Ingredients, becoming an internal instructor is a vector for internal promotion. Internal instructors stay in their job: their training activities are treated as secondments and give rise to additional remuneration.

CAREER PATH AND TRAINING PROGRAMMES (DETAILS IN THE WIDER PICTURE PAGE 40)

In terms of career progression and development, various measures have been implemented: professional qualification certificates (PQC) for technical professions in both production and maintenance; training courses for managers.

INTEGRATING NEW RECRUITS

In terms of integration, several measures exist depending on the employees' profile: on-the-job training supervised by an experienced technician for industrial professions with progressive validation of prior learning; internal professional training contracts offered to recently graduated engineers, and introduction seminars for managers. Lactalis Ingredients also promotes the pre-employment of work-study students, apprentices, and trainees in order to retain these future talents. On average, 60% of apprenticeships, placements and work-study positions are converted into jobs each year.

ENCOURAGING INTERNATIONAL EXPERIENCES

Each year, young employees have the opportunity to gain experience at Lactalis Ingredients. For two years, they hold an industrial position at an international site.



INDICATOR

56 Number of internal training instructors

Target for 2022 **60**

THE WIDER PICTURE

A successful career in Retiers

The Lactalis Group has an efficient operational organisation based on participant responsibility. This operating principle is expressed in the priority given to internal promotion. On-site meeting in Retiers with several employees whose backgrounds illustrate this aspect of the company's culture.

Lactalis' dairy hub in Retiers has 800 employees. Each year, 170,000 tonnes of end products are manufactured: butters, cheeses, and ingredients made from milk in one of the three plants there. Here, as elsewhere, the Group widely supports internal promotion and promotes local talent in a context where the attractiveness of the company is an important issue. Job offers stipulate that Lactalis ensures training for each employee's position and offers suitable training pathways as well as opportunities to progress. The Retiers site has a new infant and nutrition ingredients unit (lactose and serum proteins).

This strong investment context creates many opportunities.

This is how Jean-Pierre Rabu recently seized the opportunity for change. Son of a farmer, trained as an agricultural mechanic, Jean-Pierre had a work accident in 1992. After his military service, he registered with a temporary work agency and had his first experience in the sector as a warehouse worker in the "veal feed" department. This was the start of a remarkable career in the milk industry. In 1994, he started a job as a depot operator at the Reception Skimming Pasteurisation (RSP), and then had various experiences in pasteurisation and micro-filtration. In 2012, eager to learn and take on responsibilities, he completed a Professional Qualification Contract as a dairy production plant operator: "This meant I could go back to the dairy basics and better understand our trades and the context in which they are performed," says Jean-Pierre, who completed nine months' training at the Dairy School in Saint-Lo Thère. "They reached out to me, I said yes, why not? And the fact is it was particularly useful to become more efficient in my position. I have a better understanding of how skimmers, pasteurisation and microfiltration work, and I've



Jean-Pierre Rabu & Yann Cotrel

been able to do my bit." New prospects then opened up to him, he successfully replaced a team leader and, from 2017 onwards, he was asked to follow the construction of the new whey plant. As such, he took part in a study trip to Italy, observing and learning the subtleties of lactose crystallisation. "It's a training course that has served us well, we have attended all the test phases in order to achieve industrial excellence," pursues Jean-

works shifts. He is keen to pass on his experience to young recruits both on a professional level as the profession has evolved considerably, but also on adjustments to life in order to cope with this strange schedule: 'A healthy lifestyle, sleep, food, work-life balance, you need a balanced life to be able to handle this constraint, be ready to seize new opportunities and know how to learn from others,' Jean-Pierre concludes.

"They reached out to me, I said yes, why not," Jean-Pierre Rabu

Pierre, who appreciates the personalised follow-up from the human resources teams with whom he talks regularly. Today he is an installation manager at the new whey plant, where he manages the whey station and

Yann Cotrel has been a production technician for four years within the whey plant service (lactose powder for human consumption). His job is to optimise production and the overall environment by inspecting

several things (air pressure in the workshop, monitoring filters, etc.) to support operator production part. *"I started in 1995 as an operator in the whey plant, where I stayed four years. In 1999 I joined RSP (milk reception) as an operator."* For a long time, Yann did Jean-Pierre's job. Through distance learning, he too completed a course in dairy trades on milk techniques and environment, 18 months of training provided by the École de Surgères (ENILIA-ENSMIC - School specialising in agro-food, particularly dairy and cereals). It was the plant's operations manager who suggested it to me, and I immediately accepted. Yann is convinced that knowledge makes work more interesting, but also makes him more efficient: *"Knowing why pH is being monitored is a factor in improving controls."* This thirst for knowledge has undoubtedly played a role in his evolution: *"Eight years ago, I went from being a plant operator to becoming a foreman at RSP. Four years ago, I left the RSP, the manager suggested I supervise the construction of the new whey plant, it was a real challenge, we were a team of up to 130 people busy on the site. I report to the Lactalis project manager who is part of the Group's own design office,"* says Yann who as a technician now has a multi-disciplinary role. He works in all areas of the workshop and its environment, among the operators.

Glenn Diraison has been Technical Service Manager for water management, guarding and STEP (Station d'épuration - water treatment plant) since 2019. He has also had a rich and varied career. With an Advanced Agricultural Technician Certificate, he started his career in 1996 doing shift work as an operator, then became a warehouse worker before becoming assistant for the manufactured products workshop. *"I thought that when I hit forty, I would no longer evolve, but at Lactalis they seek us out, they call on us. Many young people around me have moved on, I don't feel that I'm a unique case, you have to be curious, interested and motivated."* He also followed a course at ENILIA-ENSMIC from 2004 to 2006 to improve his skills in the dairy field.

Sonia Botrel is a process operator. She oversees product launches, participates in the mix and manages a team (handling, pouring, packaging). A function with responsibilities that she occupies after having also benefited from a PQC following professional reconversion: *"I worked in a hospital environment, then I was unemployed for a while,"* says Sonia, who confirms that there are many opportunities for development within the company: *"The size of the company means there is room for me to progress, I am prepared to move again in the future should the opportunity arise."*



Glenn Diraison, Sonia Botrel & Christophe Guérin

Finally, let's meet Christophe Guérin, the site's energy manager. A particularly sensitive position at a time of energy transition (see page 16). He has had this job for three years and began his career in electromechanics then joined the industrial automation

production shutdowns. He also benefited from internal and external training and, as a tutor (BTS Maintenance), he strives to pass on an interest in learning and progress, but also his high standards: *"Human relations are very important to me, but you need to*

"I am prepared to move again in the future should the opportunity arise."

Sonia Botrel

and computing service in 2005. *"I am research-minded, it's a profession where you need to ask questions."* He has been a team manager in the department since 2014, supervising operators and the production side and handling key issues by managing

be motivated and prepared to work hard." A conclusion that shows the general mindset at Retiers and within the Group!

LACTALIS INGREDIENTS PROCEDURES**Lactalis Ingredients' social, societal and environmental reporting covers the financial year ending 31 December 2019.**

It was carried out in several phases:

- setting up a cross-disciplinary pilot group,
- a survey phase among those who have subjects to present,
- a phase designating contact and reference people per subject,
- a strategy approval phase,
- a collection phase to gather the contents,
- a consultation phase with the Management Committee to approve the issues and indicators,
- a phase outlining the issues and the corresponding initiatives,
- an indicator collection phase.

The main principles

Lactalis Ingredients is consistent with the strategic goals adopted by Lactalis Group, an approach based on the following principles:

- information given is authentic and genuine,

- taking upstream elements into account,
- quality of operational execution,
- reporting on coherent perimeters,
- consistency between the issues/initiatives/indicators/progress goals

This reporting process was inspired by the reporting principles of the GRI (Global Reporting Initiative). The recommended dialogue is widely engaged, particularly with clients, employees, networks, and representative NGOs, but it has yet to be extended, documented, and perpetuated in a recurring framework.

The principle of relevance was the subject of an in-depth analysis by the working group to ensure that the report highlights aspects that reflect the substantial economic, environmental, and social impacts of Lactalis Ingredients. The conclusions of this work

have structured the summary of this report, by choosing to pay plenty of attention to the aspects deemed relevant and a priority for the interested parties as for the company. This work also made it possible to prioritise the development of certain indicators according to a selective policy that consists in limiting their number, but ensuring they are relevant and monitored over time.

Concerning the survey phase identifying and gathering content

This phase included:

- in-depth interviews in relation to the CSR spectrum (social, societal, and environmental aspects)
- a comparative study of the profession's reporting practices,
- an analysis of client requests.

Concerning the designation of contact and reference people per subject

Each theme was placed under the responsibility of a contact

and reference person responsible for proposing and defining the indicators in terms of relevance and available information. Everyone is responsible for integrating reporting into existing processes to ensure the availability of the data.

Concerning the outlining of relevant issues.

The arguments considered for determining relevant issues were as follows:

- the subject is central for our clients,
- the subject is part of public debate,
- the company has received requests on the subject.

Concerning the development of certain indicators

Most indicators considered are present in the GRI reference materials and in the European directive on non-financial information. Several indicators that are specific to the professional environment of the company have been

created or adopted to ensure the information obtained is relevant.

This is notably the case for:

- animal welfare,
- protection of water resources,
- workplace well-being (internal barometer resulting from the average of different items),
- health and safety (number of JSVs).

The percentage of 'CAP sur l'Avenir' compliance was for criteria linked to the environment and animal welfare.

Reference to Sustainable Development Goals (SDG)

In 2019, the company considered adhering to Sustainable Development Goals. It has undertaken work to:

- identify the objectives to which it contributes,
- specify the targets concerned for each of them.

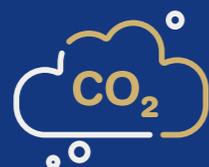
This work carried out at Group level was completed specifically for Lactalis Ingredients.

Ways to move forward

This report can be improved. While some aspects have been examined in detail - work on the relevance of the issues in relation to the activity - others are a work in progress.

ENVIRONMENTAL INDICATORS

Carbon footprint



0.53 t
of CO₂ per tonne
produced
GRI 305-1
Direct greenhouse
gas emissions (CO₂)
Target for 2025: -10%

94.77%
“CAP sur l’Avenir”
guidelines compliance rate
- environment

Water

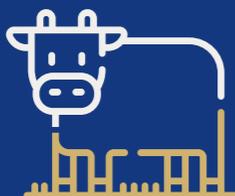


8.63 m³
of water consumed
per tonne produced
Target for 2025: -5%

0.43 kg
per tonne produced
COD from water-treatment
plant

SOCIETAL INDICATORS

Animal welfare



97.87%
“CAP sur l’Avenir”
guidelines
compliance
rate – animal
welfare
Observation:
Situation on
31/12/2019
(visits from
01/01/2016 to
31/12/2019)

Food safety



80%
Percentage of
FSSC 22000
certified plants
(food perimeter
including
international)
Target for 2025: 100%

SOCIAL INDICATORS

Workplace well-being



76%
implication rate
Target for 2022: 78%

73.80%
Workplace well-being
Target for 2025: 75%

Skills and training



56
Number of internal training instructors
Target for 2022: 60

Health and safety



21.87
Frequency rate
Target for 2022: 16

0.47
Severity rate

559
Number of JSVs carried out by all
managers/month
Observation: 2019 - 92% of target
**Target: 2 JSVs Carried
out per month and per
manager totalling 92**



THANK YOU!

Many people were involved in producing this first CSR report. This demonstrates not only the Group's commitment, but also the interest in the subject shown by a growing number of employees.

Members of the working group

- Ingrid Angoujard
- Marion Bucas
- Fanny Cosnard
- Eugène Henninot
- Véronique Leonet
- Élodie Macariou
- Louis Matheron
- Olivier Recejac
- Frédéric Verger

Interviewees

- Sonia Botrel
- Jean-Luc Bordeau
- Jessie Braire
- Yann Cotrel
- Glenn Diraison
- Christophe Guerin
- Mahmoud Kamal
- Damien Le bris
- Matthieu Madec
- Jean-Pierre Rabu

The experts

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- Véronique Carbon
- Fabien Choiseau
- Xavier Cleuziou
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Realization

Histoire de Comprendre
June 2020

Photo Credits

- Groupe Lactalis
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