



L'Art de la Viande

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# Corporate Social Responsibility

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NON-FINANCIAL  
PERFORMANCE  
STATEMENT

→ DATA FOR 2021 - BIGARD GROUP





## L'Art de la Viande

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### ART

*Noun*

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All processes, knowledge and rules relevant to the performance of an activity or action

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Means of achieving a result

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Creations intended to induce a particular state of sensitivity, above all associated to pleasure

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### VIANDE (MEAT)

*Noun*

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From the Latin *vivenda*, meaning «that which is useful for life»

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*The asterisks following certain data refer to a methodological note specifying their calculation methods.*

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L'Art de la Viande

01

# WHO WE ARE



# 01

WHO WE ARE

## [ INTRODUCTION ]



L'Art de la Viande



*BIGARD site in Quimperlé - Head office of the BIGARD Group*



## «The Art of Meat» is our signature.



A signature that sums up the mindset in place within all our teams here at BIGARD since 1968. This signature implies for us to live up to the standards of the products we provide, as well as meet our customers' and consumers' expectations.

The Art of Meat means constant commitment, with a view to highlighting our unique yet complex raw meat materials, in line with professional standards. It requires unalterable know-how, which is cultivated and passed on from generation to generation.

The BIGARD Group has seen several generations succeed one another over the last 60 years. The company was built, invented and sometimes even reinvented, driven by many different men and women, all united by the Art of Meat.

This reference serves as a fundamental pillar we must all abide by, focus on and respect - regardless of society's changes or even turmoil.

Indeed, it is thanks to and for the Art of Meat that BIGARD's responsibility fully expresses itself. And at the heart of all this, our desire to take pleasure in eating every single day!

**Jean-Paul BIGARD**  
Chairman

# 01

## WHO WE ARE

### [ OUR SITES ]



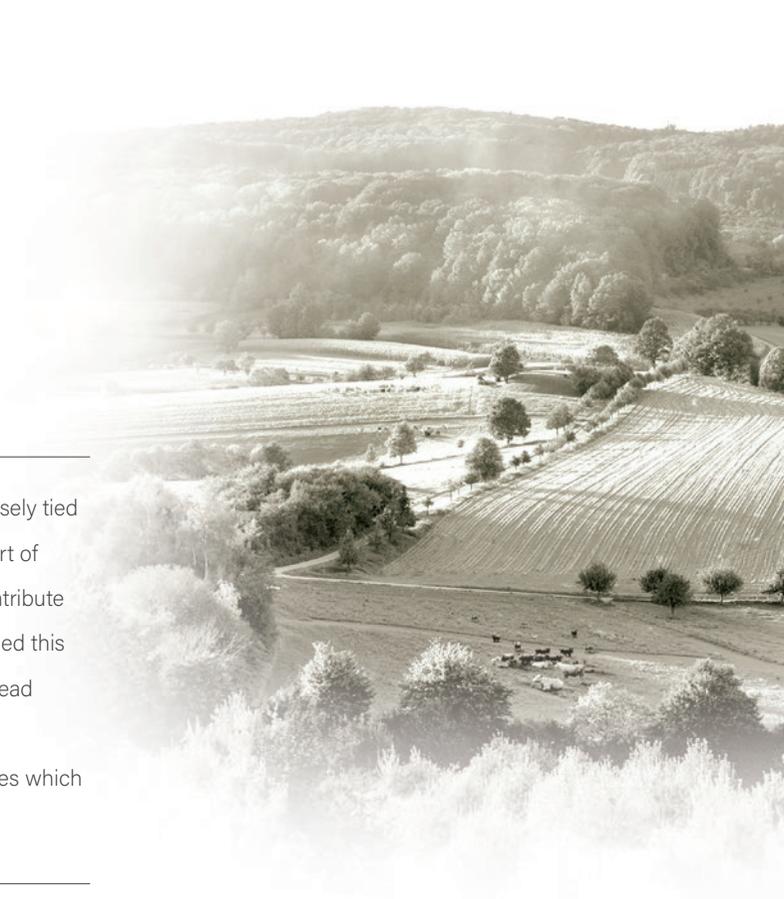
#### **The Art of Meat deeply rooted in France's territories**

France's world-renowned butchery and gastronomy traditions are closely tied to the **diversity** and **richness of its terroirs**. Deeply rooted in the heart of cattle, sheep and pig husbandry areas, the BIGARD Group's sites contribute to spreading their reputation. A series of acquisitions have strengthened this **territorial presence managed from Quimperlé**, where the Group's head office is located.

In 2021, the BIGARD Group had **60 sites**, including 30 slaughterhouses which are conveniently located close to the breeders.



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NATIONAL GEOGRAPHICAL COVERAGE

-  Product processing / Preparation
-  Trade and distribution
-  Hides and leather

BIGARD Group locations as of 15 May 2022

# 01

## WHO WE ARE

# [ GOVERNANCE ]

### The embodiment of The Art of Meat

The governance of the BIGARD Group is ensured by its Chairman, Jean-Paul BIGARD, with his sons Mathieu and Maxence BIGARD and assisted by the Executive Committee (EXCOM). In close collaboration with the site and cross-functional Directors, they handle day-to-day Group management and steer all strategic orientations.



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**Jean-Paul BIGARD**  
Chairman

#### EXCOM

##### Sector Directors (sourcing and trading)

Cattle sector  
Veal sector  
Pig sector  
Sheep sector  
Ready-made products sector  
Leather and by-products sector

##### Industrial Directors

Quality / Animal Welfare Department  
Logistics Department  
Industrial purchasing / consumables  
Industrial maintenance

##### Head Office Directors

Human Resources Department  
Administrative and Financial Department  
IT Department  
Technical Department  
Marketing Department  
R&D Department

**SITE DIRECTORS**  
**CROSS-FUNCTIONAL DIRECTORS**

# [ ETHICAL BUSINESS CONDUCT ]

## The rules of The Art of Meat

The BIGARD Group is a leader in the meat industry in France and an international player. Its development and success are based on the **trust** that the company maintains with its partners – suppliers, customers, etc. – and with its employees. For this reason, **every professional relationship is designed to last and implies high standards and reciprocity**, a philosophy that clearly guides the BIGARD Group and its employees' behaviour. Indeed, it forms the foundation of the Group's reputation. Therefore, business and commercial relationships of any kind follow ethical conduct based on the principles of **respect, integrity** and **responsibility**.

## → Fighting corruption and anti-competitive practices

The BIGARD Group complies fully with regulatory requirements with regard to the **fight against corruption** and the **respect of competition law**. To this end, it has developed a dedicated policy, which includes regular training for the 680 employees considered to be most exposed. As a result, these employees are aware of the existence of a dedicated unit and a whistleblowing procedure.



## → Protection of personal data

**Personal data** are used for the implementation of several activities within the company, such as the collection of applications for job offers, staff management, commercial and consumer relations. No personal data collected by the BIGARD Group within the scope of these activities are used for marketing purposes. In compliance with the European General Data Protection Regulation (GDPR), the BIGARD Group has designed a dedicated procedure and appointed a Data Protection Officer who works closely with the IT Department to ensure database security.



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02

# WHAT WE DO

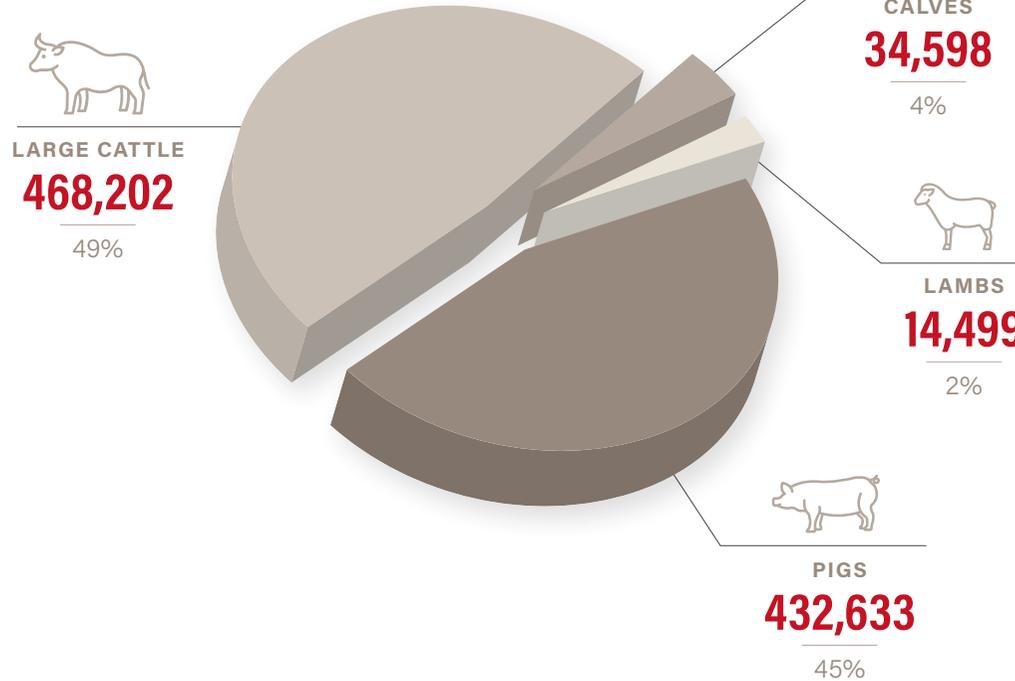


# 02

## WHAT WE DO

### [ KEY FIGURES FOR 2021 ]

#### ► SLAUGHTERING BREAKDOWN (in tonnes)



#### ANIMAL ORIGIN\*

**99.86%**  
of the animals  
slaughtered by the  
BIGARD Group, all  
species included,  
are of French origin

#### NUMBER OF SUPPLYING BREEDERS

- Cattle sector  
(incl. calves)  
**88,000** breeders
- Pig sector  
**3,000** breeders
- Sheep sector  
**3,400** breeders



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NUMBER OF SITES

**60**  
incl.  
**30** slaughterhouses



WORKFORCE

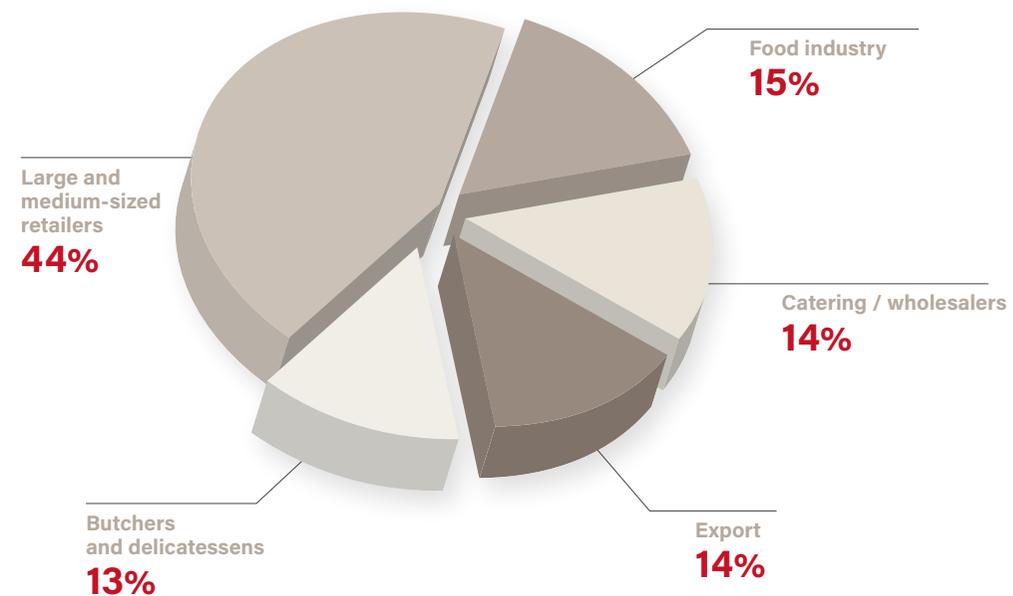
**13,512**  
employees

TRAINING

**177,624**  
hours of training  
(excl. integration)

► SALES BREAKDOWN

(in turnover per distribution network)



SALES  
OUTLETS SERVED

**39,000**

TURNOVER

**4,9**  
billion  
euros

► THREE KEY COMMERCIAL BRANDS



# 02

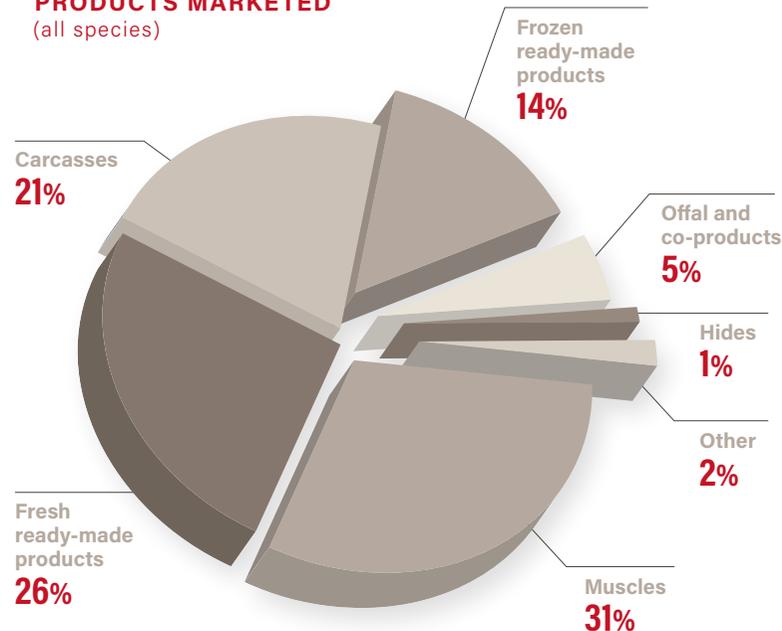
## WHAT WE DO

### [ KEY FIGURES FOR 2021 ]

#### The BIGARD Group's strong point

is offering its customers a diversified range of products and meat, such as carcasses, vacuum-packed muscles, raw and cooked ready-made products, both fresh and frozen, etc.

#### ► RANGE OF PRODUCTS MARKETED (all species)



This complete product range is the result of **enhancing the value** of all the materials that make up each animal, regardless of its species. This is a challenge specific to the Group's activity: unlike any other industry, including the food industry, we must first disassemble a whole animal... before making the products. With this unique logic, raw materials are at the heart of the production process. To derive maximum benefit, each stage of processing, from slaughtering onwards, requires the mastery of precise and accurate gestures that reflect BIGARD's know-how.

In addition to enhanced-value, there is also **matching**, i.e. the 'signposting' of the animal and the carcass towards the recovery circuit that will ensure maximum benefit from the material. This is a daily challenge, as every animal is unique. This is particularly the case with the cattle industry. Given the wide range of breeds and livestock (dairy cows, suckler cows, young cattle, etc.), the specific characteristics of each animal (its build and fattening rate) and its breeding sector must also be considered.

Finally, the **preparation** of products must meet customers' quality requirements and specifications..



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 **FOCUS ON  
BY-PRODUCTS**

In 2021, the BIGARD Group increased its capacity for enhanced hide recovery. In addition to the first treatment (salting of fresh hides), the company now tans hides, thanks to newly-acquired internal expertise. Apart from hides, nearly 390,000 tonnes of by-products were recovered in 2021 and utilised in various sectors, such as human and animal health, pet food, biofuels and bioenergy.





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03

A man with short brown hair and a beard is shown in profile, smiling while talking on a dark mobile phone. He is wearing a dark-colored zip-up jacket with a logo on the left chest that reads "ARD" above "SOCIÉTÉ". The background is a blurred indoor setting with a white cabinet and a dark object on top. The overall image has a soft, muted color palette.

# OUR CORPORATE SOCIAL RESPONSIBILITY



## 03

OUR CORPORATE  
SOCIAL  
RESPONSIBILITY

L'Art de la Viande

## [ INTRODUCTION ]



**Benjamin CASTEL**  
Deputy Managing Director



**The preparation of this CSR report not only meets the requirements of the BIGARD Group's Non-Financial Performance**

**Statement but also provides an opportunity to take stock of the year 2021 and to look forward to the future!**

### **An essential trade**

Once again, 2021 was a year marked by the global Covid-19 pandemic – a crisis that disrupted our lives and our habits and reminded us just how important our health and that of our loved ones is.

The BIGARD Group's teams have continued to play an essential role, as they have done since the crisis began in March 2020. They have worked tirelessly to ensure the continuity of the French food chain. They have met an equally essential need, namely feeding the people in complete safety. **For this is the primary objective of the BIGARD Group: pursuing an activity recognised as being of vital importance and enabling everyone to eat quality meat.**

## The BIGARD Group operates at the heart of society...

In this way, the company does its part to ensure France's food sovereignty. Striking this balance is not a given: recent dramatic geopolitical events are already impacting the French food 'ecosystem', from upstream to downstream. These combine with the concrete effects of global warming, which no one can ignore at present.

In this constantly changing world, each BIGARD Group site must **be a landmark in its territory and cultivate** sincere and reciprocal **human relations** with all of its "stakeholders": business partners, suppliers, consumers... and of course its employees.

## ... and incorporates CSR into its daily work

The BIGARD Group's CSR approach reflects the daily work of the **company's departments**. These departments were directly involved in drawing up this annual report. Moreover, the indicators associated with each CSR issue primarily serve to monitor the operational deployment of our industrial, quality, animal welfare, human resources and environmental policies, etc.

## A collective vision

This is a dynamic that we plan to pursue... despite major challenges. One such issue is the imperative need to **conserve natural resources**, such as energy and water, but also to **secure our supply of raw materials**, which is essential for our business continuity.

Business continuity also depends on the **skills of BIGARD Group employees**. Preserving company know-how, a real asset, is a vital issue, closely associated with the **personalisation of each employee's career path**. Our social policy aims to **foster long-term commitment from the team of men and women that form the Group whom we know we can rely on to go even further in the future!**

## WHAT FORM DOES OUR SOCIAL AND ENVIRONMENTAL RESPONSIBILITY TAKE?



# 03

## OUR CORPORATE SOCIAL RESPONSIBILITY



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### ISSUE 1

## [ BUILDING UPSTREAM RELATIONSHIPS ]

When referring to French livestock, we may speak of “heritage”, because it is so rich and emblematic due to its wide range of breeds and territories, but also thanks to its history and that of the breeders who have developed it and forge it every day.

The relationship between the breeders and the slaughterhouses in each breeding area is natural. **The location of BIGARD Group slaughterhouses is strategic in this respect and ensures permanent local outlets for partner suppliers and breeders**, who numbered nearly 95,000 in 2021 for all species. It also helps to optimise animal transport time.

**Maintaining close relations upstream is essential for the BIGARD Group, since securing supplies is a vital issue.**

**First of all, there is a need to secure flows**, in an unprecedented context of decapitalisation of livestock in France, particularly cattle. This trend has been visible for several months now and looks set to last. The BIGARD Group is committed to preserving the network and model of livestock breeding, firstly by defending and promoting the sectors, then by signing contracts with breeders.

**Secondly, it is necessary to secure quality**, enabling the creation of value by highlighting the know-how of all players involved: breeders, producer organisations, slaughterer-processors and distributors.

Consequently, the BIGARD Group is involved in several specification-driven quality brands, such as Label Rouge, Porc fermier, OPALE and Bleu Blanc Coeur, etc.



### FOCUS ON LABEL ROUGE

**For consumers, Label Rouge is not only a sign of product quality but also good animal husbandry conditions and better remuneration for farmers. More precisely, for beef, the following criteria must be respected:**

- ▶ Emblematic suckler cattle breeds
- ▶ 5 months minimum on pasture
- ▶ 80% food autonomy
- ▶ Respect for animal welfare on the farm
- ▶ Feed free of GMOs and palm oil
- ▶ Controlled administration of antibiotics
- ▶ Pain management during dehorning or castration (by anaesthesia and/or analgesia)
- ▶ Superior product quality: selected carcasses, meat maturation, consumer tests

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## ISSUE 2

## [ ENSURING ANIMAL WELFARE ]

Within its Quality Department, the BIGARD Group has elaborated a policy and committed resources to ensure animal welfare within its sites and, more generally, to make sure that all players in its supply chain treat animals well.

This policy is based on recognition of animals as sensitive beings that can feel emotions, and on the respect of the five fundamental freedoms, as defined by the *Farm Animal Welfare Council*:

- ▶ Freedom from hunger or thirst
- ▶ Freedom from discomfort by providing an appropriate environment
- ▶ Freedom from pain, injury or disease
- ▶ Freedom to express (most) normal behaviour
- ▶ Freedom from fear and distress

### ➔ Securing practices

The commitment of all breeders, producer organisations, assembly centres and transport operators is demonstrated by the signature of **precise specifications** incorporating regulatory requirements and good practices related to animal care: monitoring their state of health and cleanliness, feeding them properly, housing and transporting them comfortably, etc. These specifications cover more than **75% of overall supply volumes**.

In 2021, the BIGARD Group also drew up an **animal welfare charter** designed to strengthen supplier commitments. It features inter alia training for specialised animal welfare officers and the organisation of audits at each stage of the animal's journey. Animal welfare is also an objective incorporated into the BIGARD Group's **infrastructure modernisation programmes**, which focus on lairage, i.e. slaughterhouse barns, pig pens and sheepfolds. Ethologists inspect all new facilities to ensure that they comply fully with animal welfare requirements.

**NB:** The official veterinary services, which represent the State and are totally independent, are present in all BIGARD Group slaughterhouses and monitor compliance with regulations on a daily basis.

ARCADIE VIANDES is excluded from the 2021 data relating to issue 2.

## ➔ Employee training

Within the sites, **animal welfare is a skill in its own right**, the outcome of a dynamic process of training and awareness-raising among employees. All BIGARD Group operators in contact with live animals have a certificate of competence in animal protection, and all drivers have a certificate of competence for the transport of live animals. Some **120 Animal Welfare Officers** supervise the protection of animals within the sites. They use Group-standardised self-monitoring grids, and report directly to the site's management and to the veterinary services.

## ➔ Performance assessment and improvement

Each year, **all BIGARD Group slaughterhouses are audited by independent veterinary experts or ethologists**, in accordance with inter-professional diagnoses of animal protection in slaughterhouses and an internal grid for the sheep sector, for which a benchmark will be completed in 2022. The cattle benchmark has been validated by the French authorities and specialised non-governmental organisations. These annual audits are carried out unannounced.



### FOCUS ON THE INTER-PROFESSIONAL DIAGNOSIS

**More than 200 control points, evaluated at all stages, from the unloading of animals to their slaughter.**

Audits are based on the observation of animals, operators, infrastructures and equipment in operation. They are rounded out by interviews and knowledge tests of operators, as well as the analysis of documents.

The average score for audits carried out in 2021 was **88.8%** (target 90%)



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## ISSUE 3

[ RECRUITING EMPLOYEES AND ENSURING THEIR  
SAFETY AT WORK AND THEIR OVERALL HEALTH ]

## → Key figures for 2021



## WORKFORCE

**13,512**  
employees

(permanent and fixed-term  
contracts)

▶ Average age  
**42**

▶ Average length of  
service  
**13.63** years

▶ Percentage of disabled  
workers  
**6.13%**

## ▶ Absenteeism rate\*

**5.94%**

(6.21% in 2020)

Target: - 5.8% in 2023

## Focus on work-study training

▶ **402** employees received  
Pass IFRIA training

▶ **77%** (3-year target: 80%)  
Pass IFRIA success rate\*

▶ **397** work-study programme  
students in initial training  
(including apprenticeships)

INTEGRATION  
PROCESS

**1,186**  
new permanent employees

▶ **360** direct hires  
(180 in 2020)

▶ **300** hires following work-linked  
training (295 in 2020)

▶ **526** permanent contracts  
granted following a fixed-term  
contract, an internship, etc  
(233 in 2020)



**IN-SERVICE  
 TRAINING  
 PROCESS**

- ▶ **8,848**  
 employees participated  
 in at least one in-service  
 training session

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- ▶ **177,624**  
 hours of in-service  
 training

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- ▶ **Budget devoted to  
 training in 2021:**  
**3.15%**  
 of payroll

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- ▶ **178 professional  
 trainers**  
 associated with the BIGARD  
 École des Métiers (Training  
 School) (10 dedicated  
 trainers; 2,028 trainees in  
 2021, excluding integration)

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- ▶ **7,987**  
 career development  
 interviews conducted

## ➔ An ambitious social policy

Matching and enhanced-value of materials, product development: from sourcing to marketing, the men and women of the BIGARD Group are a working demonstration of The Art of Meat and all the know-how it entails. Their commitment and skills underpin the performance of the company, which for many years has been driven by an ambitious, three-pronged social policy: career paths, overall health and social dialogue.

### CAREER PATHS

From recruitment onwards, deploying personalised career paths to build loyalty, develop the skills of each individual, and help to preserve BIGARD's know-how

### OVERALL HEALTH

Preventing occupational risks in the field and empowering employees to look after their health

### SOCIAL DIALOGUE

At all levels of the Group, cultivating ties and dialogue within the company by involving staff representatives

Social policy evolves regularly within the framework of collective bargaining and social dialogue. In 2021, the social partners signed seven majority agreements, which consolidated the "BIGARD social package".

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OUR CORPORATE  
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## ISSUE 3

[ RECRUITING EMPLOYEES AND ENSURING THEIR  
SAFETY AT WORK AND THEIR OVERALL HEALTH ]→ A career path  
for everyone

The BIGARD Group, together with the representative trade unions, negotiated and validated the Group's strategy on employee career paths while bearing two requirements in mind:

- ▶ **Personalisation of career paths**, from recruitment to career-end.
- ▶ **Skills development**, the key to professional and salary development.

OBJECTIVES  
OF THE SOCIAL PARTNERS

Each employee with a permanent contract should take at least two non-compulsory training courses between 2021 and 2024

13% of the workforce should receive annual salary increases

## → Preservation of know-how

This policy also delivers on a vital challenge: that of preserving know-how to promote "The Art of Meat" on a lasting basis. It entails the following:

- ▶ **Pursuing a dynamic recruitment policy** in the heart of employment areas and promoting the social policy to candidates via digital and physical employer communication (school relations, job dating, etc.).
- ▶ **Supporting the integration of new employees**, thanks to work-linked training schemes leading to certification: the IFRIA Pass for production operators, as well as work-study training programmes and apprenticeships leading anywhere from technical to engineering degrees.
- ▶ **In-service training for all employees** as part of the Skills Development Plan. The objectives are to build loyalty, secure career paths and enable professional development, by incorporating versatility, mobility, certification and so on. All trades in the Group are concerned; a specific action plan has also been launched for the "core trades", with the Bigard École des Métiers and professional trainers in the field to ensure that know-how is passed on properly in primary and secondary processing.
- ▶ **Taking measures for senior employees**, to encourage job retention, provide individual support at career-end, and enable them to pass their know-how on to new generations.



**FOCUS ON  
 EQUAL OPPORTUNITY, PROMOTION OF DIVERSITY  
 AND SUPPORT FOR DISABLED WORKERS**

The training and career development policy, marked by and based on the skills of each employee, acts as a lever for the professional equality policy defined by the social partners. This policy also aims to promote diversity and prevent all forms of discrimination. In the field, a specific commission attached to the Social and Economic Committee monitors action undertaken.

Each stage of the career path, from recruitment onwards, must also be adapted to disabled workers.

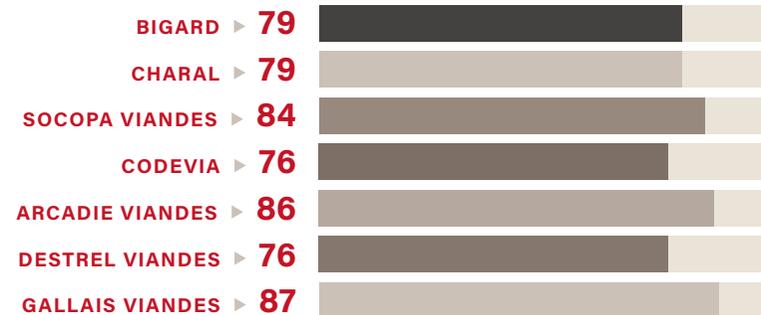
- ▶ The Human Resources contact is the Disability Adviser present on each site. He or she guides, informs and assists disabled employees individually, including during professional mobility phases. Their continued employment is a priority.
- ▶ The BIGARD Group also offers specific arrangements:
  - adapting workstations and/or work organisation (including part-time work for senior employees)
  - helping with the payment of home services
  - offering additional cover to employees with disabilities or suffering from a chronic illness, etc.



**▶ PROFESSIONAL EQUALITY INDEX**

(out of 100 points)

The 2021 results are in line with the objectives as defined by the regulations and the social partners of the BIGARD Group



## 03

OUR CORPORATE  
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## ISSUE 3

[ RECRUITING EMPLOYEES AND ENSURING THEIR  
SAFETY AT WORK AND THEIR OVERALL HEALTH ]

➔ **Comprehensive health prevention  
for all employees**

**Employee safety is an essential objective of the BIGARD Group.**

Occupational health performance is analysed every month, firstly through the absenteeism rate. Occupational risk prevention measures are initiated by the Human Resources Department and implemented within each site. These involve risk assessment and, where appropriate, the management of accident-prone events.

Above all, **prevention is at the heart of the policy**. It requires **the contribution and commitment of all those involved** – the management and staff representatives via the Health, Safety and Working Conditions Committees. The focus is on concrete action: welcoming and training employees, regular staff rotation, warm-ups, mastery of honing and sharpening and thus of the knife's cutting power, communication campaigns, support for employees returning to work, prevention of psychosocial risks, suitable workstations layout and equipment for employees, etc.

Prevention also involves **raising employee awareness of overall health**, not just at work. Ma Solution Santé ("My Health Solution" as described in the focus point on the right) is designed to inform and offer personalised health and welfare solutions to each employee and, more generally, to all 33,296 beneficiaries\* (employees and their dependents) of the BIGARD Group's company mutual insurance scheme.



**FOCUS ON  
"MY HEALTH SOLUTION"**

- ▶ A mutual insurance scheme managed by BIGARD Group's social partners
- ▶ A wide and evolving range of health and life insurance schemes
- ▶ Equal contributions for all employees, 75% of which is paid by the company
- ▶ Coverage of non-subsidised care practices to prevent, treat or live with illness
- ▶ Provision of support services to guide employees through the prevention and care process and/or to provide assistance in difficult situations
- ▶ Provision of services for BIGARD Group employees-retirees

## ➔ Maintaining social dialogue

**Social policy is transmitted to individual employees by management and staff representatives.** This is done not only through the social dialogue bodies, namely the Economic and Social Committee within each site, but also via internal communication tools, such as the three annual issues of the Big'Mag magazine and the [avoirsocial.com](http://avoirsocial.com) website. As regards the latter, a mobile app is being developed for launch in 2022. This medium will include all the services available to employees (such as electronic pay slips, management of employee savings plans, remote training, and health and life insurance schemes, etc).

### FOCUS ON LOCAL MANAGEMENT

**Local supervisory staff play a key role in implementing social policy measures.** Their objective, through listening to employees, is to encourage the involvement, recognition and development of employees and to monitor their working conditions. To assist managers in their team leadership roles, the Group has introduced a dedicated managerial course. Some **206 employees** have started this training programme aimed at the acquisition and development of managerial skills.



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OUR CORPORATE  
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## ISSUE 4

[ PREVENTING ENVIRONMENTAL IMPACTS  
AND CONSERVING RESOURCES ]

**Working conditions and employee safety, product quality and safety, animal welfare – given the wide range of issues it covers, The Art of Meat requires high-level infrastructures.**

Ensuring the long-term viability of these infrastructures over time is the objective of **BIGARD's dynamic investment policy**. The Group allocated nearly 90 million euros in 2021 for developing and modernising infrastructures: production processes, stalls, storage and freezing areas, social premises, offices, etc., and also took steps to maintain and secure buildings and industrial facilities.

Investment programmes are also designed, with the support of the Environment Department's expertise, **to optimise consumption of natural resources and energy and prevent discharges into the environment** – soil, air, water, noise and so on.



**FOCUS ON  
THE INDUSTRIAL HERITAGE OF  
THE BIGARD GROUP**

The history of the **BIGARD Group is marked by the development of its industrial heritage**. The network of its facilities reflects the strategy of lasting roots in the heart of rural and agricultural areas. Such roots generate positive external effects: employment and social ties, contribution to collective costs (local taxes), impact on the supplier chain... and support for maintaining the French butchery tradition!

## ➔ **Conserving resources (energy and water)**

**The industrial activity carried out by the BIGARD Group requires significant resources. Just like the raw materials that the company processes, respecting these resources is a fundamental value, which consists of conserving them or optimising their use if necessary.**

The energy mix, which relies on external sources, meets the needs for the continuity of the Group's activity, primarily:

- ▶ **Cold production** in workshops and areas directed at cooling carcasses and storing products (refrigeration and freezing areas);
- ▶ **Hot water production** for operating processes and cleaning the workshops and equipment daily.

To optimise water consumption (5 million m<sup>3</sup> per year), several sites have implemented

good practices for recycling water that is subsequently reused for industrial purposes. This is particularly the case with container cleaning units, where water is reinjected into the washing tunnels.

The daily cleaning of infrastructures represents a major source of water consumption.

Consequently, steps are being taken to develop the use of structured water, i.e. water that is free of electrical or electromagnetic pollution.

This technique has two beneficial effects: improved cleaning and a positive impact on related consumption (25% water flow reduction; reduced cleaning temperatures).

Local initiatives are also underway to adjust uses to local conditions, particularly during periods of drought.

### **Energy mix\*** consumption in MWh LCV (lower calorific value) - 2021

- ▶ **Electricity**  
**59%**
- ▶ **Natural gas**  
**25%**
- ▶ **Diesel**  
**8.7%**
- ▶ **Heavy fuel oil**  
**4.8%**
- ▶ **Urban network**  
**1.8%**
- ▶ **Non-road diesel**  
**0.5%**
- ▶ **Butane / propane**  
**0.3%**
- ▶ **Domestic fuel oil**  
**0.02%**

### **Energy consumption by use \*** in MWh - 2021

- ▶ **Cold production**  
**34%**
- ▶ **Hot water and steam  
 production**  
**27%**
- ▶ **Process**  
**24%**
- ▶ **Transport**  
**9%**
- ▶ **Other**  
**6%**

### **FOCUS ON THE IDEA THAT CONSERVING RESOURCES STARTS UPSTREAM**

Through its trade union, the BIGARD Group is involved in the DURALIM initiative, designed to ensure that farm animals are fed sustainably, i.e. to guarantee that the raw materials used in animal feed are produced in compliance with environmental, social and economic criteria.

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## ISSUE 4

[ PREVENTING ENVIRONMENTAL IMPACTS  
AND CONSERVING RESOURCES ]

## ➔ Reducing the carbon footprint

**Reducing greenhouse gas emissions is a clear goal.**

An **assessment** is carried out every four years on a representative scale:

- ▶ Between 2012 and 2015, emissions fell by 8%
- ▶ Between 2015 and 2020, emissions fell by 9%

Efforts are already underway to reduce quantities used and even to replace refrigerants that have a high global warming potential.

Steps are also being taken by the BIGARD Group's Logistics Department. **Transport** is a key activity. It concerns both the daily supply of live animals to slaughterhouses and the distribution of products, either between the sites of the Group or to sales outlets and customers, many of whom are located in low-emission zones (LEZs).

**Every kilometre counts.** This implies a search for optimisation and logistical synergies involving the Group's external partners. Between 2020 and 2021, the loads covered by "industrial carpooling" increased by 66%. An effort was made to rethink the

return to the sites of the containers used to deliver products to customers (trolleys, rolls, etc.), in order to reduce related logistics movements (induced cost reduction of nearly 15% between 2019 and 2021).

The Group's vehicle fleet is being redesigned accordingly: 67% of heavy goods vehicles have been equipped with engines intended to cut polluting emissions (primarily nitrogen oxide and fine particles). The use of alternative energies is also under study, especially for the light vehicle fleet (electric or rechargeable hybrid technologies).

**THERE ARE 326 DRIVERS,**  
all of whom will have to develop  
their eco-driving skills.

## → Managing discharges

**Our local roots imply respect for the environment, first and foremost the one closest to each site.**

The BIGARD Group is subject to **strict environmental control**: the majority of its sites come under the regulations relating to Classified Facilities for the Protection of the Environment (ICPE) as per the declaration, registration and/or authorisation plan. We are thus required to regularly assess risks and take steps to control the impact of all our activities and any construction work we may carry out, as well as to avoid environmental accidents.

**All wastewater from our activities is treated.** In view of its high value for agriculture, the organic waste stemming from such treatment is reused in farming, for spreading, composting and so on. It can also serve to produce biogas: in 2021, more than 70,000 tonnes of such waste were channelled towards external methanisation circuits as part of coherent circular economy schemes in the geographical vicinity of the Group's sites.

Waste\*  
**166,000**  
 tonnes in 2020

- ▶ **71.6%**  
wastewater treatment residues
- ▶ **21.6%**  
stercoral matter
- ▶ **3.6%**  
Assimilated to domestic waste -  
soiled plastic, hand towels, gloves,  
hairnets, protective masks
- ▶ **1.4%**  
cardboard and paper
- ▶ **0.7%**  
metal waste
- ▶ **0.3%**  
wood and pallets
- ▶ **0.3%**  
recyclable plastics (clean plastics)



In all, **94%**  
 of all waste is  
 recovered, with a  
 systematic preference  
 for sorting and  
 recycling.

**THIRTEEN OF THE BIGARD  
 GROUP'S INDUSTRIAL SITES**  
 incorporate wastewater treatment  
 directly into their autonomous  
 treatment plants, which treat 58%  
 of all wastewater generated by  
 industrial activity.

## 03

OUR CORPORATE  
SOCIAL  
RESPONSIBILITY

L'Art de la Viande

## ISSUE 4

[ PREVENTING ENVIRONMENTAL IMPACTS  
AND CONSERVING RESOURCES ]➔ “Optimal packaging”  
and eco-design

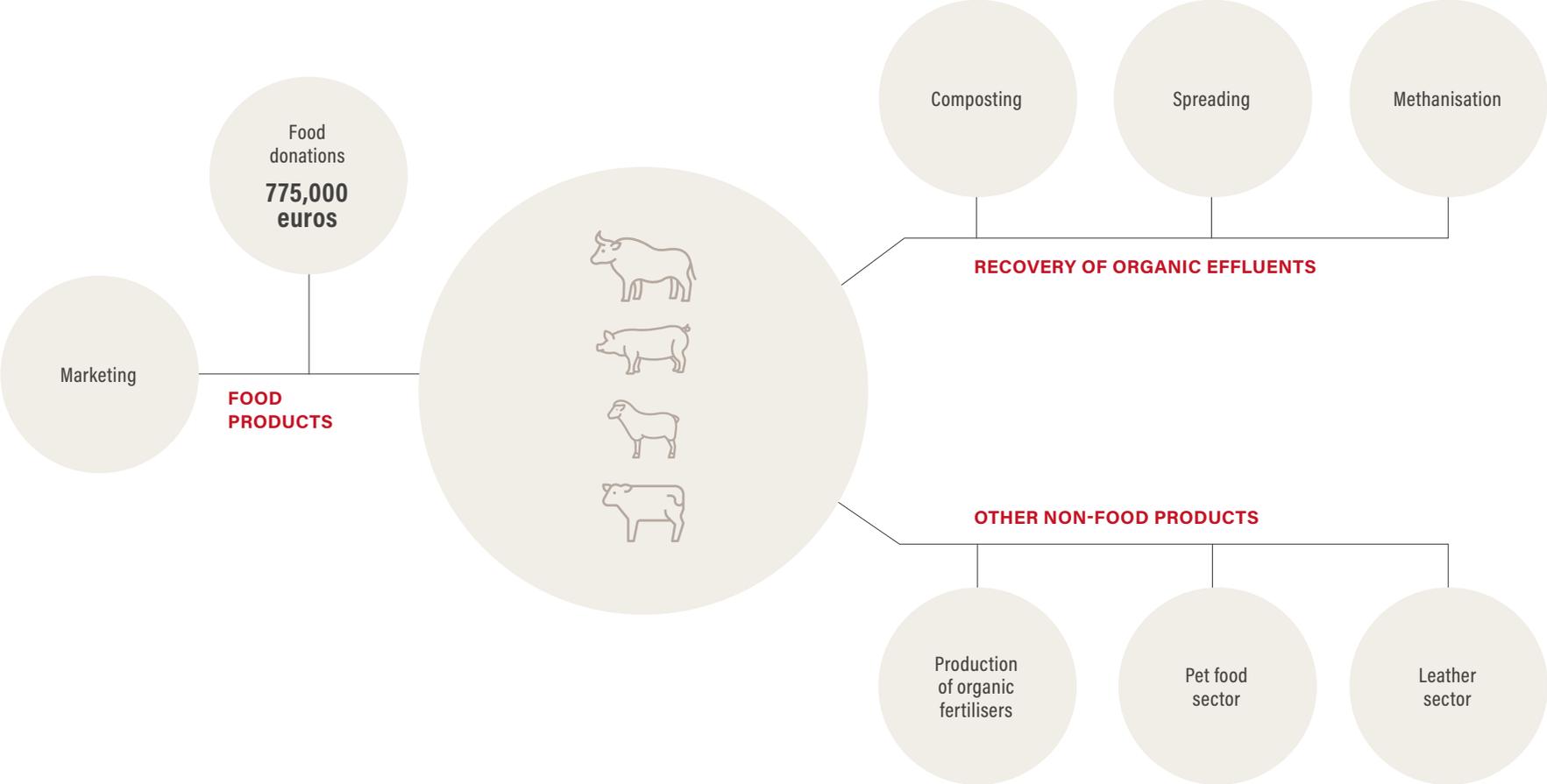
The BIGARD Group's Consumables Management Unit pursues an “optimal packaging” strategy by seeking to minimise its impact on the environment, in particular through the eco-design of packaging:

- ▶ All cartons containing vacuum-packed products and fresh ready-made products have been **FSC certified** since the end of 2020 (fibre from sustainably managed forests);
- ▶ **Hybrid cardboard/plastic ranges** are being developed
- ▶ There has been an internal campaign to **eliminate over-packaging** and promote the use of washable, reusable containers.

In this respect, the Group is involved in several working groups, especially under the auspices of CITEO. Efforts are focused on the **widespread use of mono-material packaging** and the **emergence of new recycling channels**, such as the Monofilm project and the PS25 and PET25 consortiums, etc.



➔ **BIGARD Group circular economy in 2021**



## 03

OUR CORPORATE  
SOCIAL  
RESPONSIBILITY

L'Art de la Viande

## ENJEU 5

[ ENSURING FOOD QUALITY  
AND SAFETY ]

**The Art of Meat implies a commitment to offer our customers and consumers high-quality, safe products.**

**The BIGARD Group relies on a pragmatic and operational Quality Policy making hygiene and food safety a daily requirement.**

The pursuit of Quality is the objective of the BIGARD Group, which relies on a network of 165 dedicated employees, as well as its entire staff. **All employees are involved in efforts to ensure product quality and safety.** Annual training programmes are run to raise awareness, right from the outset, of hygiene, good working practices and control and traceability procedures.



**EXCLUDING PASS IFRIA INTEGRATION SCHEMES, WHOSE PROGRAMME INVOLVES DEDICATED THEORETICAL AND PRACTICAL TRAINING:**

**2,800**  
trainees

were trained in hygiene and quality

Nearly  
**8,000**  
training hours

devoted to hygiene and quality were provided

## ➔ Quality policy

**In addition to employee awareness-raising and training, the BIGARD Group's Quality policy is implemented as follows:**

- ▶ **Rigorous application of good hygiene and working practices,** control of raw materials and mastery of the manufacturing process. At each stage, risk prevention is governed by the Hazard Analysis and Critical Control Points (HACCP) principle. This comprehensive risk analysis tool determines the organisation of inspections on materials and products, the application of essential hygiene practices by employees, the maintenance and sterilisation of working tools, etc.
- ▶ **Respect for the cold chain** within the sites is ensured by continuously monitoring the temperature of the premises and meat at all stages

of production, in particular when carcasses are cooled after slaughter and before any boning process. Determining and maintaining optimal cold temperatures entail ongoing efforts by the sites.

- ▶ **Monitoring the traceability** of foodstuffs, packaging and finished products. Traceability is structured by a Group system, which is rigorously applied by operators, commencing as soon as the animal is received. Each animal has a passport, a system which allows precise monitoring of the meat from the farms to the processing and distribution of the finished product.
- ▶ **Protection of the integrity of the food chain** through the deployment of "Food Defence" plans in all BIGARD sites.
- ▶ **Product checks and analyses:** every year, 600,000 product analyses are carried

out beyond regulatory requirements. This analysis scheme is designed to comprehensively monitor risks covering all potential contaminants, whether physical, chemical or biological. It focuses on the E. coli and salmonella bacteria, which are responsible for the majority of food poisoning cases. Special attention is paid to sensitive products (above all ranges intended for children), which cannot be delivered until so-called "discharge" checks have been validated. In this respect, the BIGARD Group relies on its network of **10 internal laboratories, which are equipped with state-of-the-art technology and materials.**

- ▶ **Checks by the State veterinary services:** before products can be placed on the market, a European health certification must be granted, which each BIGARD Group site holds. This certification is reviewed

every year by the State, via its official veterinary services and the General Food Directorate. One specific feature of slaughtering and meat processing activities is that agents from these services are always present on the premises. They continuously monitor the effectiveness of the measures and procedures in place, from the moment the animal arrives.

- ▶ **Cleaning and disinfection:** every day, all slaughtering and processing premises are cleaned and disinfected. This process often requires the complete dismantling of machines to access all parts that may come into contact with raw materials. Risk prevention in production facilities is covered by an action plan aimed at optimising health control and further improving the quality of cleaning and disinfection.

## 03

OUR CORPORATE  
SOCIAL  
RESPONSIBILITY

L'Art de la Viande

## ENJEU 5

[ ENSURING FOOD QUALITY  
AND SAFETY ]

**Certification**

All BIGARD Group sites have introduced food safety and quality management systems, whose certification is a medium-term objective.

Some 23 sites\* have already been certified according to the IFS or BRC and/or ISO 9001 or ISO 14001 quality standards. These constitute objective and impartial certifications, which offer our customers and consumers quality guarantees (for example, the IFS, an international benchmark, is a prerequisite for accessing certain markets). The goal to have an additional four sites certified between 2019 and 2022 has been reached.


**FOCUS ON  
QUALITY ASSURANCE**

For the preparation of certain products, the BIGARD Group relies on a network of strictly selected external suppliers (not including the supply of animals). Their referencing entails an audit-driven procedure, the application of specifications and a commitment by the supplier to comply with regulations as well as the quality, safety and CSR requirements of the BIGARD Group. In 2019, 47 suppliers were audited by the Quality teams in eight countries.\*



## 03

OUR CORPORATE  
SOCIAL  
RESPONSIBILITY

L'Art de la Viande

## ENJEU 5

[ ENSURING FOOD QUALITY  
AND SAFETY ]

The Art of Meat also means offering meat in all its forms and providing consumers with pleasure, flavour and quality by meeting their expectations.

### ➔ Nutritional quality of products

Meat is rich in protein, minerals (iron, zinc, selenium) and vitamins B3, B6 and B12. As part of a balanced diet (one serving of meat of 100 to 120 grammes per day; 500 grammes of meat excluding poultry per week), it meets a large share of the recommended daily intake.

Although most of the meat marketed by the BIGARD Group is raw (carcasses, muscles, cuts), one focal point of the R&D Department is the **composition of ready-made products**, in particular the reduction of allergens and additives, the reduction of the number of foodstuffs, and the replacement of artificial ingredients by natural products. "Clean labelling" is incorporated at the start of the development process for new products. As a result, the number of additives in certain products has been reduced from 12 to 3, and ingredients without colourings or carrageenans have been referenced with no loss of their initial organoleptic quality. This process meets the high expectations of consumers, who are looking for **transparency in product composition**. For instance, they can refer to the Nutriscore label affixed to products.

## → Controlling the environmental impact of products

Packaging is a front-line activity. The “optimal packaging” strategy aims first of all to meet two essential functions:

- ▶ **Product safety:** packaging protects the product from any external contamination. It is also designed to guarantee product taste and nutritional qualities over time, with the aim of extending shelf life and limiting food waste.
- ▶ **Consumer information.**

In addition to the **eco-design of packaging**, the BIGARD Group prefers materials that can be included in **recycling channels**: more than 62% of all packaging used is recyclable or made of mono-materials.

**NB:** in 2021, the BIGARD Group's purchases of soya proteins came from sources that incorporate anti-deforestation measures. Sourcing from South America has been excluded.

## → Promoting quality lines

The BIGARD Group has invested heavily in the development of labelled meats, particularly in the sheep sector.

- ▶ 30% of the animals slaughtered come from “Organic” or “Label Rouge” quality approaches (as well as 15% of pigs, 7% of calves and 5% of large cattle).
- ▶ These constitute benchmarks for consumers. Moreover, these quality assurance approaches, which add value for breeders, include more responsible and sustainable specifications.





*BIGARD site in Feignies*



L'Art de la Viande



## L'Art de la Viande

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This document presents information from the BIGARD Group and its subsidiaries CHARAL, SOCOPA VIANDES, BIGARD DISTRIBUTION, GALLAIS VIANDES, ARCADIE VIANDES, CODEVIA, TRACOVAL, BBV, LAG, SOVIA RUNGIS, DESTREL VIANDES, BICHON GL, CET, CET ENVIRONNEMENT, FRAIS VIANDES, SOL.

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[www.groupebigard.fr](http://www.groupebigard.fr)

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