



L'Art de la Viande

Corporate  
Social  
Responsibility



## NON-FINANCIAL PERFORMANCE STATEMENT FOR THE 2024 FINANCIAL YEAR

**This Social and Environmental Responsibility (CSR) Report constitutes the BIGARD Group's Non-Financial Performance Statement for the 2024 financial year (henceforth referred to as the "statement").**

The truthfulness and conformity of this statement was verified by the DE SAINT-FRONT firm, an Independent Third Party (ITP). To do so, in April and May 2025, its representatives carried out a verification and evidence gathering process using audits in five representative sites of the Group - Cholet, Flixecourt, Châteauneuf-du-Faou, Coutances, Castres et Vénarey-les-Laumes - as well as audits in the Group's Headquarters' Cross-Functional Departments, and documentary analyses.

The ITP concluded that this statement complies with all applicable regulatory provisions: the information, taken as a whole, was presented in a truthful manner. The verification notice is available in the appended methodology note.

The report details the risk assessment methodology used, and whenever necessary, for the period running from 1 January 2024 to 31 December 2024, presents the information pertaining to the BIGARD GROUP and its subsidiary companies CHARAL, SOCOVA VIANDES, BIGARD DISTRIBUTION, BBV, LAG, SOVIA RUNGIS, GALLAIS VIANDES, SOL, CODEVIA, TRACOVAL, BICHON GL, ARCADIE VIANDES, DESTREL VIANDES, CET, CETE, PORCGROS and ÉTABLISSEMENTS ABERA.

**BIGARD Group Management team wish to thank all site and Headquarter employees involved in the creation of this report. It shows our teams' commitment, thus contributing to spreading the Art of Meat.**

www.process-blue.com > RCS Vannes B 381 564 913 > Photos : PROCESS BLUE © Studio Erico D'Arío, Frank Bauer, Jean François Marin, Groupe BIGARD, Extra.Studio Jean Lagoarde - Printing: Microlynx on 100% PEFC paper - September 2025.



# Art

noun

Series of procedures, knowledge and rules concerning the implementation of an activity or action.

The means used to obtain a result.

Creations aimed at producing a particular sensory state, especially linked to pleasure.

# Meat

noun

The French word for meat, *viande*, comes from the Latin word *vivenda* meaning “that which sustains life.”

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**1**

CULTIVATING THE ART OF MEAT

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# The Art of meat, our signature

Behind every piece of meat to be enjoyed are essential principles upheld by our family company in the name of the Art of Meat. A motto that holds us accountable, which we embrace throughout the Group and apply from animal selection to harnessing meat and product value.

**REFLECTING THE QUALITY OF FRENCH FARMING**, rich livestock, diverse breeds and the commitment of livestock farmers who help to shape our territories and sustain farming and food heritage renowned both in France and abroad.



**OUR PASSION HAS BEEN PASSED DOWN SINCE 1968.** Lucien BIGARD founded the family company in Quimperlé (Finistère), and was later joined by his son Jean-Paul; the latter now works hand in hand with his sons, Mathieu and Maxence. In 1995, thanks to controlled organic growth and strategic acquisitions, the company became a Group, and one of the leaders in the meat sector in France. Since 2010, major investment programmes linked to external growth operations have enabled the Group to diversify its activities in order to further optimise the value harnessed from the materials used.

**BESPOKE INDUSTRIAL FACILITIES** comprised of buildings, infrastructures, high-end technologies and processes, in order to process meat while meeting the highest standards regarding working conditions, the quality of the products and services provided to customers, health control, animal welfare, resource preservation, etc.

**UNPRECEDENTED KNOW-HOW** devoted to harnessing the value of the entire animal. A unique disassembly logic that requires respect for the raw material used at every stage of production. These skills are ensured by the Group's men and women, passed down from one generation to the next.

**TERRITORIAL ROOTS.** As of 2024, the BIGARD Group, whose company headquarters have always been in Quimperlé, counts 58 sites devoted to the processing and preparation of meats and products, as well as to their distribution - 31 of which also do slaughtering. They are strongly rooted in the heart of French livestock farming territories.

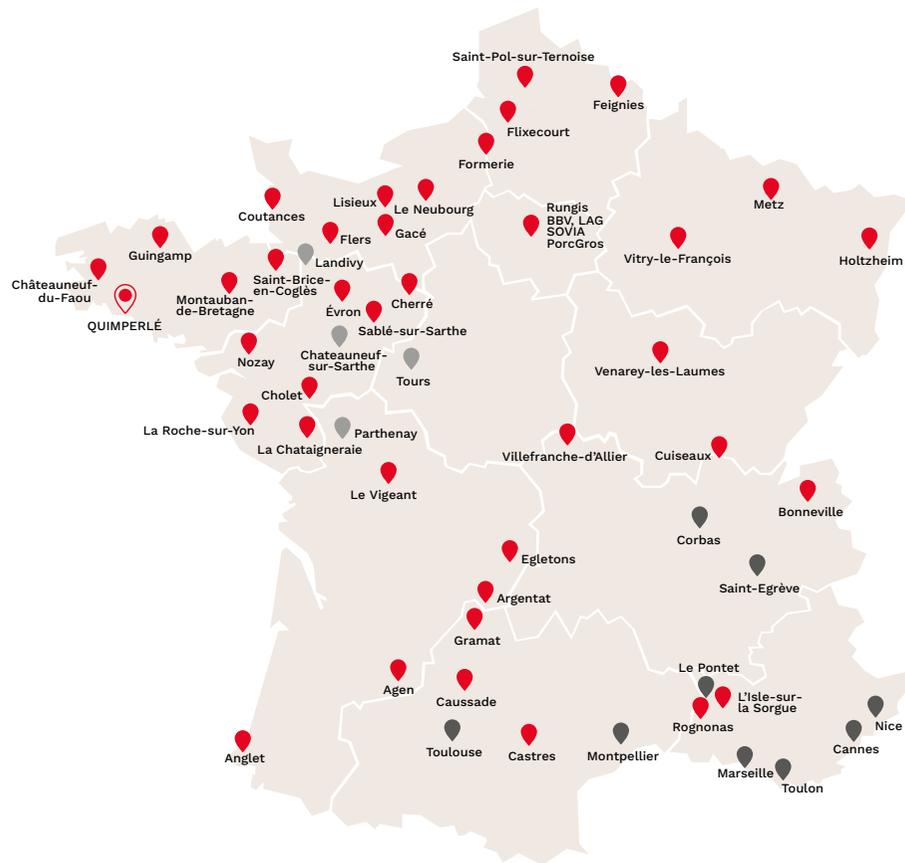
# Business model

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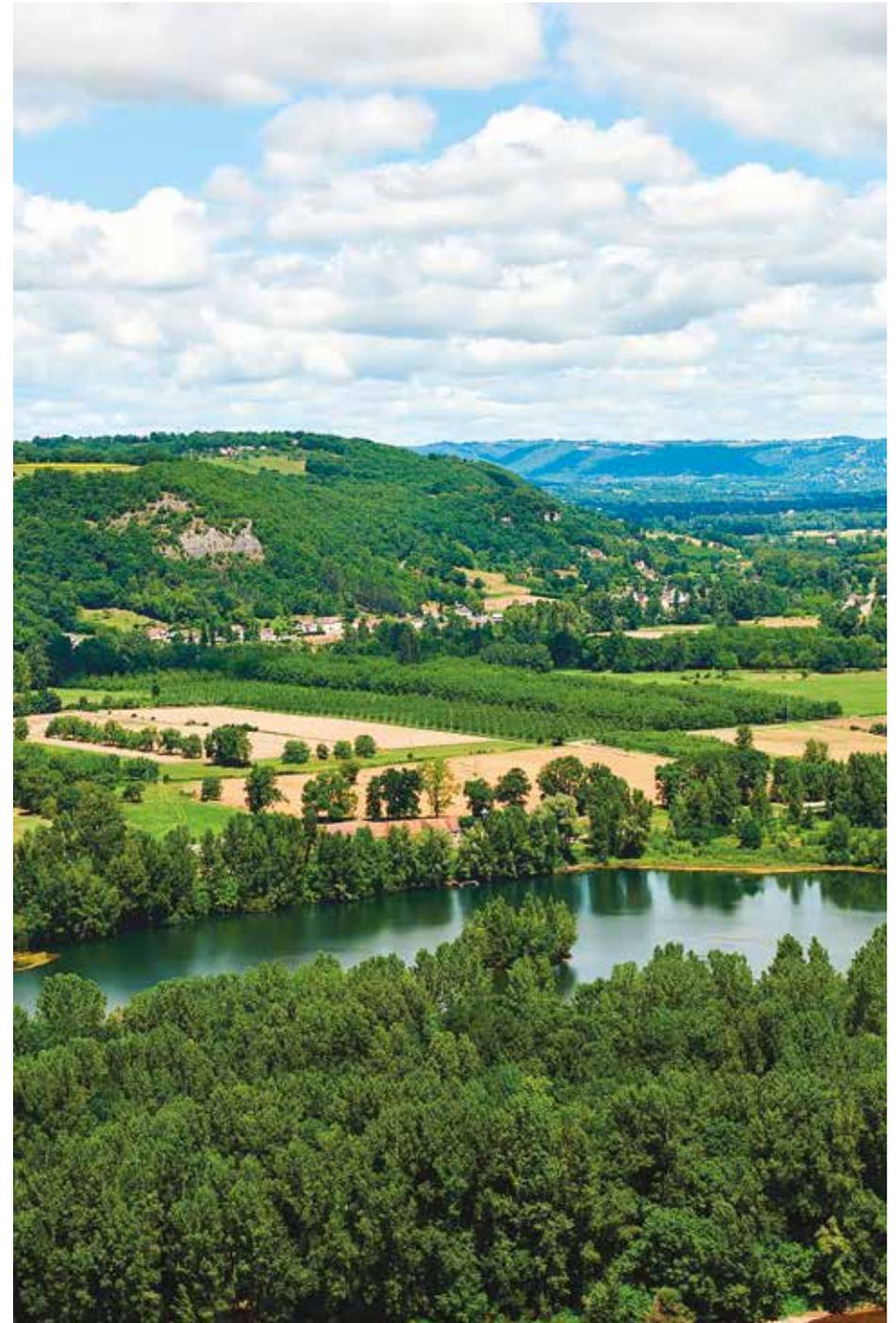
Thanks to precise animal selection, controlled processing and by harnessing the value of the material obtained, the BIGARD Group is able to offer **a broad and comprehensive range of meats and products, sold through multiple networks:** present on supermarket shelves with its three major brands BIGARD, CHARAL and SOCOPA, it also supplies and advises butchers, wholesalers, and private and public professionals from the catering sector. The Group also meets export requests from customers located in the rest of Europe and in Asia.



## BIGARD GROUP LOCATIONS IN 2024



- Processing / Preparation of meats and products
- Distribution / Trading
- Hides





L'Art de la Viande

## OUR THREE PILLARS

1

### RAW MATERIAL

Respecting and harnessing value for each animal

2

### OUR MEN AND WOMEN

"People at the heart of daily life"

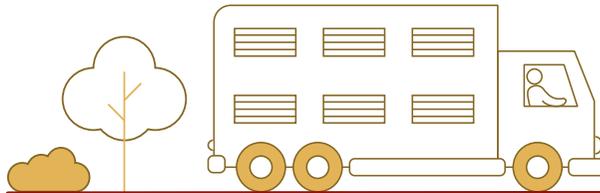
3

### INDUSTRIAL TOOLS

An ambitious investment dynamic

## SUPPLY

Selection of animals:  
large bovine cattle, calves, pigs and lambs



## PROCESSING

- Slaughter
- Cutting of carcasses and processing of meat
- Production of products

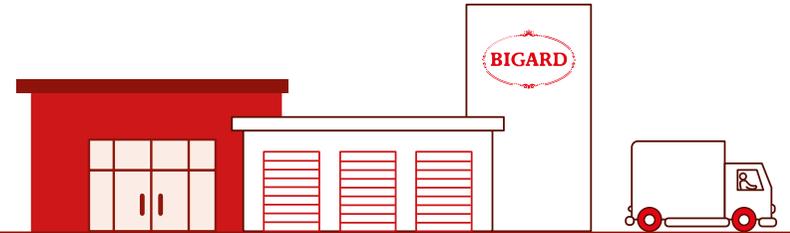


**58**

sites in France,  
of which 31 carry out slaughter activity

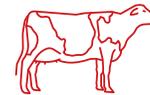
**13,070**

13,070 permanent and fixed-term contracts, so  
88 % of the total workforce



**933,125**

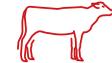
tonnes of slaughter in 2023



**47.7 %**  
Large bovine  
cattle



**47.4 %**  
Pigs



**3.2 %**  
Calves



**1.7 %**  
Lambs

### BREAKDOWN OF SLAUGHTERED VOLUMES PER SPECIES

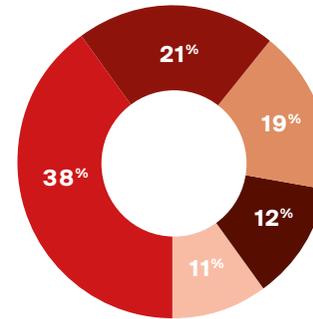
## SALE AND CONSUMPTION OF MEATS AND PROCESSED PRODUCTS

**45,000**  
unique points  
of sale served

**5.8**  
billion €  
in turnover

**1.7**  
million €  
in food donation

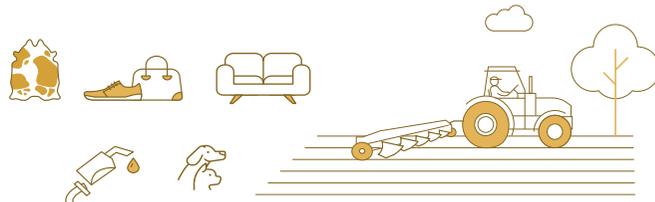
**1.2**  
million tonnes of meat  
and products sold



### BREAKDOWN OF VOLUMES SOLD IN 2024

- Large and medium-sized retailers
- Food manufacturers
- Export
- Catering / Wholesalers
- Artisan butchers and delicatessens

### ADDED VALUE OF CO-PRODUCTS



### MASTERY OF OUR RAW MATERIAL

Through its complete control of the processing chain, the volumes of meat and products marketed by the BIGARD Group are exclusively and totally processed within our workshops in France, thus meeting all of our requirements and know-how in terms of animal selection, quality of production and food safety, as well as social policy and environmental objectives.

# Governance

The BIGARD Group's Senior Management is ensured by the Management Board, chaired by Jean-Paul BIGARD under the control of the Supervisory Board, assisted by the other members of the Executive Committee (COMEX) who ensure management on a daily basis and drive all the strategic approaches, in close conjunction with site and cross-functional department heads.



## ACTING RESPONSIBLY

The BIGARD Group is a leader in the French meat sector and a major international stakeholder. Its success is based on its teams' professionalism, who build trust and legitimacy amongst partners, customers and stakeholders in various meat sectors. It is a member of and active within several professional organisations, helping to represent and develop the profession in several areas, namely trade, social aspects, quality & nutrition, animal welfare, environmental matters, etc. Each and every professional relationship is intended to last and contribute to the company and to the Art of Meat. This requires high standards and reciprocity. A fact that clearly guides the BIGARD Group's Senior Management, and its employees' overall behaviour. It forms the bedrock of its reputation. As such, all forms of business and commercial relations comply with an ethical standard based on the principles of respect, integrity and responsibility.

## FORMALISING AND DISSEMINATING OUR RISK MANAGEMENT POLICY

Senior Management has established a policy pertaining to compliance within the BIGARD Group, notably regarding the fight against corruption, influence peddling and all related crimes. This policy is embodied by a Code of Conduct, which was published and is distributed to teams. Failure to comply with it is likely to result in disciplinary measures. Members of Management teams particularly exposed to these risks are specially trained in the principles of competition law as well as the best practices to apply.

## THE ABILITY TO ALERT

Employees of the BIGARD Group can confidentially use the professional whistleblowing system established by Senior Management, making it possible to report any situation that may constitute a breach of the Code of Conduct regarding corruption, non-compliance with competition law, breaching of the law, infringement of fundamental freedoms, human rights, health and the safety of people or the environment.

## MANAGING INCIDENTS

The BIGARD Group's Senior Management has created a unit responsible for managing internal and external incidents which could affect the continuity of its activities, compromise its commitments to stakeholders and/or damage its reputation. The unit works alongside competent counterparts to foresee and, when necessary, to identify and describe the incident, and coordinate its management until the situation is brought into conformity, as well as inform and communicate.

## PROTECTING PERSONAL DATA

The company may collect any personal data needed to implement its activities: collection of applications for job offers, administration of human resources, commercial relationships, interactions with consumers, etc. This data is not subject to any commercial use. In compliance with the European Data Protection Regulation, the BIGARD Group has established a dedicated procedure and appointed a Data Protection Officer. The Group ensures the security of databases and the prevention of associated risks, working closely with the Group's Information Systems Department.



# 2024 milestones

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**The 2024 financial year was in keeping with that of 2023: still navigating through complex and even uncertain times, the BIGARD Group stayed its course and consolidated its meat sectors thanks to its teams' hard work and involvement - guided by their passion for the Art of Meat and the exacting standards it implies.**

It seemed essential to safeguard sourcing and procurement, at a time when the depletion of herds in France is unrelenting - all species combined. This trend is little known to the general public, yet stands out as a major threat for the country's food sovereignty - with meat production sustaining a spectacular blow.

 information available page 15

Within the Group, weekly animal sourcing has become a real challenge. Indeed, we seek to ensure activity levels in slaughterhouses that line up with sustained demand both in France and Europe - considering that herd depletion can be observed throughout the entire continent.

Upstream teams and units fervently work to knit a tight local network, thus securing procurement thanks to partnerships with livestock farmers and farming groups. The Group's participation in the Sommet de l'Élevage (Livestock Summit) in Cournon in October 2024 was praised: teams witnessed the many possible approaches to promoting and valuing animal production - gradually moving towards more and more contractual arrangements and incorporations.

As such, adapting our industrial capacity to slaughterhouse activity is key to consolidating competitive meat sectors. In 2024, beef production activities run

by the Sablé-sur-Sarthe site were transferred, thus consolidating those operated by the Cherré, Cholet, Quimperlé and La Chataigneraie sites. Sheep production was bolstered by the addition of a slaughtering unit in Le Vigeant.

Constantly adapting requires us to modernise our industrial estate. This momentum was continued in 2024, with a special budget allocated to "new capital projects" - reaching record amounts (over 126 million euros). Simultaneously, many other projects were launched in support of the BIGARD Group: purchasing & sales, operational, and administrative departments. Our goal was to modernise, harmonise, secure and sustain our know-how...and adapt to new market evolutions to ensure overall competitiveness.

Both upstream and downstream, we strive for professionalism and a true sense of service - with a view to meeting each and every requirement set out by our sales partners, to whom we offer a variety of meats from 4 different species. We find strength in our ability to adapt, and this stems from our absolute proficiency in the meat sector - from animal selection to product distribution...to over 45,000 points of sale in 2024, both in France and abroad.

We are currently working within a food industry gravely disrupted by the increase in raw materials since 2023, with meat being no exception. Quotations reached historical levels for pork in 2023, as well as for beef and lamb in 2024. In this context, BIGARD remains a steady landmark for customers. This year's SIAL international food show in Paris in October was a real success. We exchanged with many partners, and it was the perfect opportunity to promote our know-how and commitments.

Our meats and products are part of millions of consumers' lives - whatever the season. This closeness is embodied by our French brands BIGARD, CHARAL and SOCOPA in supermarkets, as well as in playing fields where we share some of our most prized values with sport enthusiasts: commitment, togetherness, team spirit...and a taste for performance!

There were many challenges for us to face in 2024, which came with their share of difficulties and turning points. We navigated through these rough times and came out stronger thanks to our employees' involvement and commitment. "People at the heart of daily life" is a motto we strive to enforce within each and every site, to help boost our teams' loyalty and unity, ensure their safety and preserve their health - as well as work on developing their skills. Our social policy acts as a true lever: it was once again reinforced in 2024 following the negotiation of six structural agreements, all accompanied by strong social performance objectives complied with by all our teams.

**The latter can confidently look to the Group's future: our model is robust, we have been consolidating it for decades and are still strengthening it in 2024...so we may carry on cultivating the Art of Meat with great passion!**



### **Safeguarding animal sourcing**

Bovine herds have lost over 1.366 million head between 2020 and 2024; short-term perspectives are concerning, given that the number of viable calf births has remained low since the end of 2024. This is namely due to the epizootic haemorrhagic disease virus, which has struck several breeding areas in France.

In the pork sector, reproductive herds have lost 10 % of their sows since 2020. The drop in pork production was nonetheless dampened in 2024 thanks to increased productivity in farms - the quantity of which is incidentally steadily decreasing.

Sheep populations have suffered from a stunning drop in births over the last few decades. The impact following the structural decrease in milk- and meat-producing ovines hit hard (- 62,500 head in the space of a year, at the end of 2024), as did epizootic diseases throughout France.

Source: "Les marchés des produits laitiers, carnés et avicoles : bilan 2024 / perspectives 2025", FranceAgriMer



## 2

### EXPRESSION OF OUR CORPORATE SOCIAL RESPONSIBILITY

**Six challenges are considered as important to the expression of the BIGARD Group's social and environmental responsibility, demonstrating its non-financial performance. The response to these challenges contributes to the company's economic performance, as well as to the sustainable continuity of its activities - as described in its business model.**

# The Bigard Group's 6 CSR challenges

## CHALLENGE N°1

DEVELOP EACH  
OF OUR EMPLOYEES' SKILLS

## CHALLENGE N°2

PROTECT OUR EMPLOYEES'  
OVERALL HEALTH

## CHALLENGE N°3

GET OUR WORKFORCE  
TO MAKE A LASTING COMMITMENT

## CHALLENGE N°4

GUARANTEE OUR MEATS AND  
PRODUCTS' QUALITY

## CHALLENGE N°5

ENSURE ANIMAL WELFARE

## CHALLENGE N°6

HELP PRESERVE RESOURCES AND  
PREVENT ENVIRONMENTAL RISKS

As pillars consolidating the BIGARD Group's non-financial reporting since 2021, 6 challenges were defined and formalised by Senior Management, considering:

**1. Policies considered to define strategic approaches, and guide and frame operational actions - all devoted to ensuring the company's overall and lasting performance.**

The 6 CSR challenges are at the heart of the daily work carried out by site Managers, responsible for implementing them within their scope according to a framework followed by cross-functional management. Moreover, the BIGARD Group's non-financial performance indicators compiled in this report are first associated with the implementation of policies, which are regularly monitored in accordance with the objectives defined each year.

**2. Expectations of the company's major stakeholders in relation to the activities described in its business model, without whom the latter could not be implemented nor could any value be brought to the company:**

- suppliers for animal sourcing
- employees and their representatives
- customers
- other suppliers
- consumers
- regulatory authorities and bodies
- professional and inter-professional organisations

These stakeholders are taken into consideration by the BIGARD Group on a global scale, as well as on a local one for each individual site - being so deeply rooted in local territories.

Ensuring the long-lasting application of our policies, and regularly reporting on their roll-out in our way of upholding sustainable and constructive relations with each and every partner. We pursue this dynamic whole-heartedly, more convinced than ever that the BIGARD Group is a benchmark: acting as a local partner, a manufacturer of meats and products that are consumed each day by a large majority of French people, a stakeholder in France's food sovereignty and obviously, an employer. Indeed, many employees spend a great proportion of their careers working for our company.



# Develop each of our employees' skills

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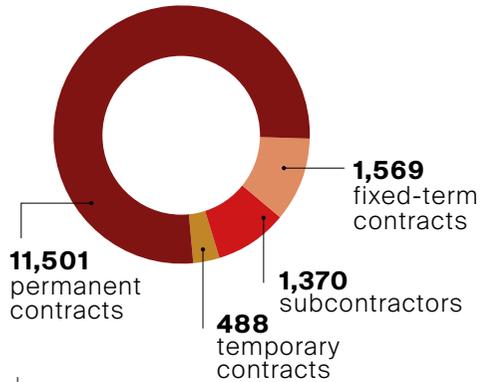
## CHALLENGE N°1

The Art of Meat is a well-reputed know-how, cultivated on a daily basis within our company and relying on our employees' many skills. Ensuring proficiency and proper transmission is essential for sustaining the BIGARD Group's performance. As such, Management engaged in a "Skills Approach" and once again injected resources into its "Pro Path" Policy. Backed by site Managers and included in an Agreement renewed in 2024, it aims to enhance employee loyalty and development - at every stage of their career path. It revolves around three requirements: having a permanent contract with the Group, encouraging practical training, and acknowledging personal development requests.



**14,928**  
employees

**CULTIVATING UNPRECEDENTED  
STAFF MANAGEMENT**



**77.04%** of the total workforce has a permanent contract

**1.85%** temporary contracts, expressed as a % of the total employed workforce

**TRAINING THROUGHOUT OUR EMPLOYEES' CAREER PATH**



**296** employees trained thanks to the **Pass IFRIA** programme

**270** apprentices

**206,979** hours of training in total<sup>1</sup>

Close to **80%** of permanent employees took part in at least one training course in 2024<sup>1</sup>

**ENSURING PROFESSIONAL DEVELOPMENT FOR EVERYONE** **17.32%** of employees with permanent contracts were promoted



**BIGARD TRADE SCHOOL**

**184** internal on-site trainers

**3.40%** total budget allocated to training, expressed as a % of the total workforce for 2024

<sup>1</sup>See note on following page

### OUR SKILLS APPROACH MAKES SURE OUR KNOW-HOW IS PRESERVED

Our Skills Approach was launched in 2022 by the Group's Management to ensure proficiency in and the transmission of our know-how - thus guaranteeing the lasting continuation of the Art of Meat. The approach consists in developing tools that list the required skills and expected results at each work station, when it comes to harnessing the value of the material obtained (referred to as "references"). Since 2024, a digital app has been made available on the BIG'EXPLOIT tablet to encourage managers to assess on-site compliancy with these references on a daily basis.

Simultaneously, in November 2024, the company's management and workforce unanimously voted for a project to rewrite all the Groupe's job descriptions. All 250 of them will be redrafted to precisely detail the skills required to conduct each operation, according to several competency levels. They will also present career development perspectives more clearly. First designed in 2024, the project will start its roll-out in 2025 in all slaughtering units (1<sup>st</sup> transformation process), then in cutting units (2<sup>nd</sup> transformation process). Ultimately, all jobs within the company will be concerned.

These new job descriptions should therefore become an in-field tool used by both workers and managers to organise training and boost expected skills, thus structuring each person's professional development. In 2025, Development and Skill Assessments will be conducted via the BIG'EXPLOIT tool: as much as necessary, and at the very least every 3 years, employees can ask their managers to check in on their skill proficiency, what measures can be taken to develop their career or even discover a new position.

As negotiated in March 2024, these Assessments are a novelty within the Agreement, aiming to personalise career paths and better preserve know-how. They are an integral part of the "Pro Path", driven by the company's Human Resource teams.



### INTEGRATING NEW EMPLOYEES ON A LONG-TERM BASIS

Given how specific our know-how is, the very best training is truly on-the-job. In 2005, the BIGARD Group adopted the "Pass IFRIA" programme, and as such trained over 5,000 work-linked trainees in basic meat processing skills - including slaughtering and disassembling carcasses, large cuts, boning and trimming, packaging, machine use, etc. In 2024, 296 employees started working for us as part of the Pass IFRIA programme. Our 2025 goal is to reach 460 trainees, necessary for best facing the challenges relating to natural staff renewal and loyalty. Over 76 % of employees having completed an IFRIA Pass successfully carry on working in our company for many years.

The Group's sites and cross-functional departments also supported the career-based training of 270 higher technician apprentices (BTS in France), set to become engineers, thanks to our mentors' and tutors' devotion.

## CULTIVATING UNPRECEDENTED STAFF MANAGEMENT

Quite contrary to trends promoting human resource externalisation, the BIGARD Group has confirmed its staff management policy, aiming for as many permanent contracts as possible, regardless of the position. In 2024, 77 % of staff had permanent contracts, with temporary work representing 1.85 % of the total workforce. 941 new employees signed a permanent contract - whether newly-recruited and/or confirmed after several months spent within the Group namely in the form of work-linked training. This strong momentum confirms that once again in 2024, HR teams were proactive in terms of recruitment, working alongside schools and with social media to promote our jobs and know-how, as well as our development perspectives, corporate package and the human adventure at hand. All this thanks to a career within the BIGARD Group.

To make things more understandable for people outside the profession, a job entitled “Production Operator” was created in 2024: it is offered first-hand to employees so they can discover their working environment and the different work stations they could train in: production, logistics, maintenance, IT, etc.

## TRAINING THROUGHOUT OUR EMPLOYEES' CAREER PATH

The means allocated to this continuous training dynamic were confirmed in the new Pro Path Agreement, entailing a budget equivalent to 3.4 % of the 2024 workforce. Close to 70 % of all employees (permanent and fixed-term contracts) underwent at least one continuous training programme - whether on-site, in-classroom or online. Close to 207,000 hours<sup>1</sup> of training were accounted for by Headquarters.

Training efforts and traceability must be pursued - as must the commitments agreed to by the company's management and workforce in the Pro Path Agreement: aiming for permanent contracts for all employees regardless of their job or seniority, employees must undergo at least 2 continuous training courses (aside regulatory ones) between 2024 and 2028.

The BIGARD Trade School is a key player in this. The 10 Trade School trainers travel to all the Group's sites. Some of the most sought-after modules include knife use for 1<sup>st</sup> and 2<sup>nd</sup> transformation processes for operators and sharpeners, and training for managers as part of the Manager Course modules. In 2024, 2,152 participants were trained.

All throughout, carefully-monitored on-site training is a strategic element of the course. Internal trainers are fully-devoted (184 employees are currently trainers), and programmes suited to each and every operation are available. As part of the Skills Approach, another project is in the pipeline that will boost on-site trainers' skills and provide them with more adequate tools. It will be rolled out in 2025, at the same time as the new job sheets.

## ENSURING PROFESSIONAL DEVELOPMENT FOR EVERYONE

Individual promotions, otherwise known as “social mobility”, is a strong value in the company, which recognises the legitimacy of great skill. Job versatility, internal mobility, certifications, etc.: these milestones crop up during a person's career, and are associated with discussions about wage increases. These milestones are set to become much more understandable and accessible with the arrival of the new job descriptions.

In 2024, over 17 % of employees with permanent contracts were promoted<sup>2</sup>, thus enhancing their loyalty. The latter is an indicator closely linked to the Group's objective set at 15 % per year for the period running from 2024 to 2028. On the other hand, 2024's annual mandatory negotiations focused on the implementation of “personal development requests” for workers and employees. This being an opportunity for managers to value skill development and/or commitment by granting a wage increase: over 5,300 workers/employees benefited from one in 2024. The same system will be applied and even reinforced in 2025.

<sup>1</sup> The data pertaining to continuous training for the 2024 financial year published in this CSR Report will be consolidated by Headquarters in late February 2025. The number of continuous training hours done in 2024 was actually higher - as determined during on-site checks - especially when it comes to work station training. Indeed, recording these training actions requires a number of approval steps - from on-site validation to Headquarters, who admit that a fairly large difference may come to light during consolidation. Our training system modernisation and digitalisation projects should make information feedback easier as of 2025 - meeting specific deadlines for obtaining information at every level of the company, in accordance with operational realities. A “continuous training action” refers to an educational programme enabling employees to develop their knowledge and skillset, with a view to reaching set professional goals. These actions are formalised by a training programme, and are done either in-classroom, at the work station or in the form of e-learning courses.

<sup>2</sup> Changes in grade and/or levels and/or status within the classification grid, in accordance with the Agreement on Job Classification currently in force.



# Protect our employees' overall health

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## CHALLENGE N°2

Protecting employee health, above and beyond being an obligation, is a commitment based on Senior Management's deep conviction. In 2023, social partners unanimously defined a policy aimed at promoting Overall Health for employees - so physical, mental, social and relational. At work, this involves strengthening the approach to occupational risk prevention, and linking it back to commitments relating to the respect for diversity and equality between men and women. Proper integration of each employee contributes to health in the workplace. These objectives perfectly align with those set out by Ma Solution Santé, the health insurance developed by the company for employees and their family.

**KEEPING THE PREVENTION MOMENTUM  
GOING AND IMPROVING OUR JOB  
SAFETY PERFORMANCE**

**2024 PERFORMANCE**

**6.69%** overall  
**absenteeism**

**43.32** overall **frequency**  
rate

**5.01** overall **severity**  
rate

**2025 GOALS**



- Preventing workplace accidents and work-related illnesses
- Reducing absenteeism, all causes combined:  
**less than 6 % of overall absenteeism**

**RESPECTING DIVERSITY AND PROMOTING PROFESSIONAL EQUALITY**

**5.78%** employment rate for  
**disabled employees**



**89 / 100** score on the  
**Professional Equality** Index



results for the BIGARD GROUP, CHARAL and SOCOPA  
VIANDES for 2024, with these 3 companies representing a  
majority of the Group's workforce



**MA SOLUTION SANTÉ,  
THE COMPANY'S PRIVATE  
HEALTH INSURANCE**

**33,493** people benefiting from  
**supplementary health  
insurance offered by  
Ma Solution Santé**

(excluding those benefiting from  
policies dedicated to former  
employees - including retired workers)



## KEEPING THE PREVENTION MOMENTUM GOING AND IMPROVING OUR JOB SAFETY PERFORMANCE

In accordance with the Agreement in force, whose roll-out is steered by Human Resources Management, the Annual Prevention Framework was circulated throughout the Group as of November 2023 - setting our 2024 Group-wide performance goals in terms of Prevention and Health at Work.

In 2024, the Annual Prevention Framework's goals for all the BIGARD Group's sites were as follows

**- 6%** of total **absenteeism**

**fewer than 45** **workplace accidents** every month

**fewer than 180** **work-related illnesses** throughout the year

Site managers, who are deeply committed to this high-priority matter, applied this Annual Prevention Framework to their environment - applying concrete objectives and actions, all compiled in a Site Prevention Action Plan, that goes hand in hand with work-related risk assessment. These goals give our yearly "Prevention and Health at Work" programme added momentum. In 2024, they helped improved results - namely in terms of incident frequency (-5.55 points).



Our 2025 Annual Prevention Framework aims once again to reduce workplace accidents (fewer than 40 per month throughout the Group) and work-related illnesses (fewer than 170 in a year throughout the entire Group). This will require us to be all the more rigorous and unyielding on a daily basis when it comes to safety. Just like in 2024, all “Prevention and Health at Work” fundamentals must be complied with, regarding work organisation and manual handling. These fundamentals also cover workplace accident and work-related illness management if and when necessary - as well as their analysis to make sure they do not occur again.

On a daily basis, our “Prevention and Health at Work” fundamentals consist in making sure everyone remains involved and accountable - regarding both their own safety and that of their colleagues. This is made possible thanks to:

- initial two-part training upon arrival, with regular awareness sessions afterwards;
- communication: monthly (if not more regular) meeting run by the supervisor, posters, organisation of Health and Safety Days, etc.;
- circulation of “Prevention and Health at Work” results every month;
- scheduled inspections: in 2024, machine inspections were digitalised and run by a BIG'EXPLOIT app.

### **PREVENTING PROFESSIONAL MARGINALISATION**

Conscious of the significant physical strain required by many jobs within the Group, the company's management and workforce created a “PMO” programme, standing for Prevent-Maintain-Orientate - defined and rolled-out in 2024. Its goal is to prevent professional marginalisation, and keep employees at their jobs for as long as possible until retirement - at a time when career lengthening is becoming a real source for concern. Customised based on each employee's situation, fixed-term and with no effect on salary: the programme namely aims to support people going back to work after long period without working, or helps organise employees' work better if they are feeling any discomfort or unease - so with more support and follow-up (with no effect on salary). Employees nearing the end of their careers are offered a wide array of solutions to choose from, including: end-of-career leave after 25 years' seniority, workday adjustments by converting C2P points, turning their retirement package into more time, etc.

### **RESPECTING DIVERSITY AND PROMOTING PROFESSIONAL EQUALITY**

The BIGARD Group's policy is based on two main constraints, strongly-asserted in the Agreement: respecting diversity and ensuring zero tolerance for discrimination; and guaranteeing a suitable work-life balance for each employee individually.

The Group's action plan relating to professional equality, to do with recruitment, training, salary, parental support and work-life balance, will help reassert the results of the Professional Equality Index in 2024 - set at 89/100 for each of the Group's three companies, representing 90 % of its total workforce. Even more support should be provided to disabled employees, by improving their employment rate - set at 5.78 % in 2024. This role will be taken on by our Improved Work Life teams, scheduled for reinstatement in 2025 in each of the BIGARD Group's sites. These specialists are specifically trained, and will be tasked with impartially and respectfully conducting prevention and awareness actions, as well as listening and possibly running internal surveys in the event of certain flagged situations.

### **PROMOTING MA SOLUTION SANTÉ, THE COMPANY'S PRIVATE HEALTH INSURANCE**

As a main component of BIGARD's “corporate package”, Ma Solution Santé is a private medical insurance covering close to 33,500 beneficiaries - the Group's employees and their families - giving them access to Health and Prevention offers (excluding former and retired staff). Insurance policies can adapt to individual situations, allowing each person to benefit from both preventive and curative healthcare - ensuring their physical, mental and social well-being.



# Get our workforce to make a lasting commitment

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## CHALLENGE N°3

Maintaining trusting relationships contributes to the BIGARD Group's economic and social development. While the absenteeism rate is a reflection of the site's Prevention and Health at work programme performances, it also reflects the working environment, the integration and involvement of each team member, working as part of a whole. As a key indicator of corporate dynamics, its improvement depends on the overall roll-out of the company's prevention policy - negotiated and followed by the company's management and workforce - as well as on compliance with our "People at the heart of daily life" actions, steered by upper management.



**14,928**  
employees

**42.30**  
years  
**average age**  
of employees  
(permanent + fixed-term)

**13.54**  
years  
**average seniority**  
of employees  
(permanent + fixed-term)



## CULTIVATING ON-SITE SOCIAL DIALOGUE

**100%** of sites concerned elected an Economic and Social Committee

**51** **Site-level Economic and Social Committee**  
Each one has 3 themed commissions



## DEVELOPING SOCIAL POLICIES

In 2024  
**6** **Agreement negotiations opened up on a Group level**



Since 2020  
**100%** **of negotiations** ended with the signature of a **majority or even unanimous Group Agreement**

**31** **Group agreements** were signed (not including amendments)

## DEVELOPING SOCIAL POLICIES

Collective negotiations are led on a Group level, between Management and employee representatives, who are elected to be part of one of the four representative trade unions. The negotiated Agreements make up the BIGARD Group's corporate policy.

In 2024, in accordance with the corporate agenda and negotiation due dates, 6 Agreements were negotiated and signed:

- the constitution and operating conditions for the Group Committee, and the information & consultation body - namely regarding the company's strategic approaches;
- all mandatory annual negotiations for 2024, pertaining to salaries and compensation methods (→ see compensation zoom later on);
- individualised career paths and know-how preservation - referred to as the "Pro Path";
- the employee profit sharing scheme, based on the company's results for the 2024, 2025 and 2026 financial years;
- job classifications, structuring major development ambitions and covering the new job-description project;
- operating conditions for our institutional Social Dialogue, on a site, company and Group level.

## CULTIVATING ON-SITE SOCIAL DIALOGUE

In sites counting over 11 employees, Social and Economic Committees - renewed every 4 years following company elections - are there to represent employees and follow up on the corporate policy's roll-out in the workshops. The Agreement pertaining to Social Dialogue, signed unanimously by trade union organisations, confirmed the resources allocated to each site for:

- representing employees in dealing with Management, and following the roll-out of the corporate policy - in particular Safety Dynamics in the Workplace, and the company's Pro Path;

- following the site's orientations;
- managing social and cultural activities, thus contributing to better "living together" within the site.



## IMPLEMENTING “BIGARD MANAGEMENT”

“BIGARD Management” is based on skill legitimacy, a result-orientated culture, and the care taken every day in upholding authentic human relations with each and every employee. The Group’s management, counting 2,230 managers and supervisors, play a major role in ensuring the functioning of each department and workshop, as well as in implementing social policy mechanisms in the most individualised way possible. They are tasked with an intense, key mission in that they are the leading representatives of the motto “People at the heart of daily life” - driven by Management.

Programmes designed to support them are constantly adapted and developed, including:

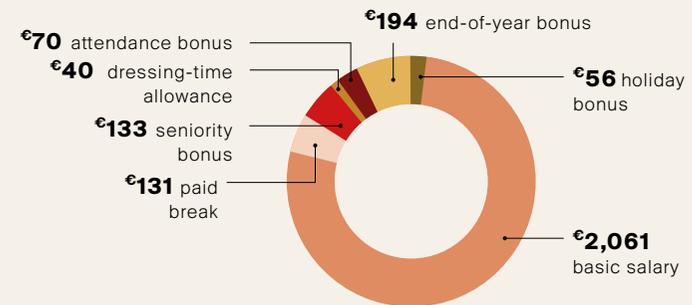
- Management training, dedicated to leaders - whether just starting out (cycle 1), having evolved from another position (cycle 2), or even with an ambition to move on to Management functions (cycle 3 scheduled for roll-out in 2025);
- the BIG’EXPLOIT digital tool developed by Information Systems Management. It centralises several applications to be used on tablets or computers, aimed at supporting, structuring and simplifying managers’ on-site daily tasks: safety, material and quality checks, communication, etc. As of 2025, this tool will also be used to conduct the Annual Management Assessment with each team member;
- the possibility of deciding on individual salary increases for employees - within a framework set jointly by the company’s management and workforce on a Group level - to value their commitment and/or skill enhancement.

## INFORMING AND PROMOTING

BIGARD Group employees can download the BIG’APP smartphone app. On it they will find useful services for managing their career on a day-to-day basis: following up on paid leave, access to the digital version of their payslip, access to their employee saving scheme and the Ma Solution Santé app, etc. They will also have access to a newsfeed published by Group and site Management, broadcasting any key events or highlights within the teams, product and brand information, etc. This live feed comes in addition to the BIG’MAG - our company magazine sent to all employees, with issue n°52 having been released in July 2024.

### Details of the corporate package offered to workers/employees within the BIGARD Group (close to 80 % of the total workforce).

**€2,685** **gross/month**  
excluding transport and employee saving schemes



The different elements constituting a monthly salary, as presented here (not including transport or employee saving schemes) result from the Group’s Agreements, signed following mandatory annual negotiations (worker/employee of the BIGARD Group on 31 December 2024: 13 months expressed as a 12-month period - on average).

Though the compensation system is based on a universal amount, the BIGARD Group’s corporate policy encourages commitment and skill development. As such, several programmes are likely to result in the payment of exceptional bonuses and/or individual salary raises - based on each individual situation.



# Guarantee our meats and products' quality

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## CHALLENGE N°4

On a daily basis, BIGARD's teams work together to satisfy each and every customer and boost their loyalty - regardless of the product or distribution network. As such, the quality of our meats first and foremost has to do with food safety - which must be guaranteed. This is the goal set out by the Group's Quality Department, at the head of a Group-wide policy based on performance requirements and objectives involving each site's management, and more generally each employee. These Quality fundamentals mean our products comply with the Art of Meat, giving people the desire to consume them - both for their health and simply for pleasure.

**HIGH INSPECTION LEVELS  
EVERY STEP OF  
THE TRANSFORMATION PROCESS**

**FOR THE 2024 FINANCIAL YEAR**

**+ 1 million** physiochemical and microbiological tests run internally



**10**  
internal laboratories

**100%** of slaughterhouses audited by State Services

about

**2,000** internal inspections



**19** audits carried out for food product manufacturers

**DEVELOPING  
OUR QUALITY  
PERFORMANCE**

**ANNUAL AUDIT FOR THE CONTROL OF  
HEALTH RISKS**

**100%** of all slaughtering and cutting units in the Bovine sector (A or B rating)

**100%** of all fresh and frozen minced meat manufacturing units (A or B rating)



**RELYING ON OUR TEAMS' SKILLS**

**11,320**  
hours



i.e.

**3,829**

time dedicated to training teams in "hygiene / health & safety" topics (excluding initial welcome and integration)

training courses in total

The data pertaining to continuous training for the 2024 financial year published in this CSR Report will be consolidated by Headquarters in late February 2025. The number of continuous training hours done in 2024 was actually higher - as determined during on-site checks - especially when it comes to work station training. A "continuous training action" refers to an educational programme enabling employees to develop their knowledge and skillset, with a view to reaching set professional goals in terms of hygiene and health quality. Employees may undergo several hygiene and health quality actions in 2024.

**CERTIFYING OUR QUALITY MANAGEMENT SYSTEMS**

**63%** of sites certified their management system  
100% renewed their certification in 2024

**95%** of sites including a Processed Product unit have certified management (the goal being 100% in 2026)

Reinforcing our Quality Culture has been the Group's Quality Department's operational goal for the last two years, with a view to committing and involving each and every employee - at their own level, so they may work according to the BIGARD Group's requirements, as well as promote and develop them.

### GUARANTEEING HEALTH SAFETY

Health safety is of course a strict requirement regardless of the product. This dynamic was supported in 2024, based on figures imposed by the Group's Quality Department throughout all sites, monitored on a quarterly basis thanks to "Quality Indicators":

- Training teams in hygiene and health safety requirements: a digital module was rolled out amongst new recruits upon induction, to raise awareness about the company's risks - thus ensuring their own safety, and product and good safety. This "1st level" knowledge is strengthened during the IFRIA Pass course, as well as during employees' careers: as such, in 2024, over 3,830 continuous training actions on these topics were conducted (11,320 hours, so + 20 % compared to 2023). Within this framework, awareness is raised amongst operators about the traceability imposed at every stage of the meat and product transformation process.
- The proper cleaning of production tools is a strategic point for preventing any contamination risks. This key step is done after each daily production cycle in slaughter and cutting units, as well as in product processing workshops. A plan has been implemented, materialised in 2025, to further strengthen Cleaning/Disinfection performance - which relies first and foremost on our teams' skills.
- The inspection and analysis plan was carefully rolled out, in line with sales volumes. Over one million physiochemical and microbiological tests were run in 2024 in all 10 of our internal laboratories; the Group's Quality Department also calls upon external partners to conduct additional tests. Over 2,000 internal inspections were counted and formalised; they have now been digitalised thanks to the BIG'EXPLOIT app - as were all the recordings. Furthermore, 100 % of our sites underwent inspections conducted by State authorities, which led to the renewal of all our health & safety certifications.

<sup>1</sup>See note on page 23

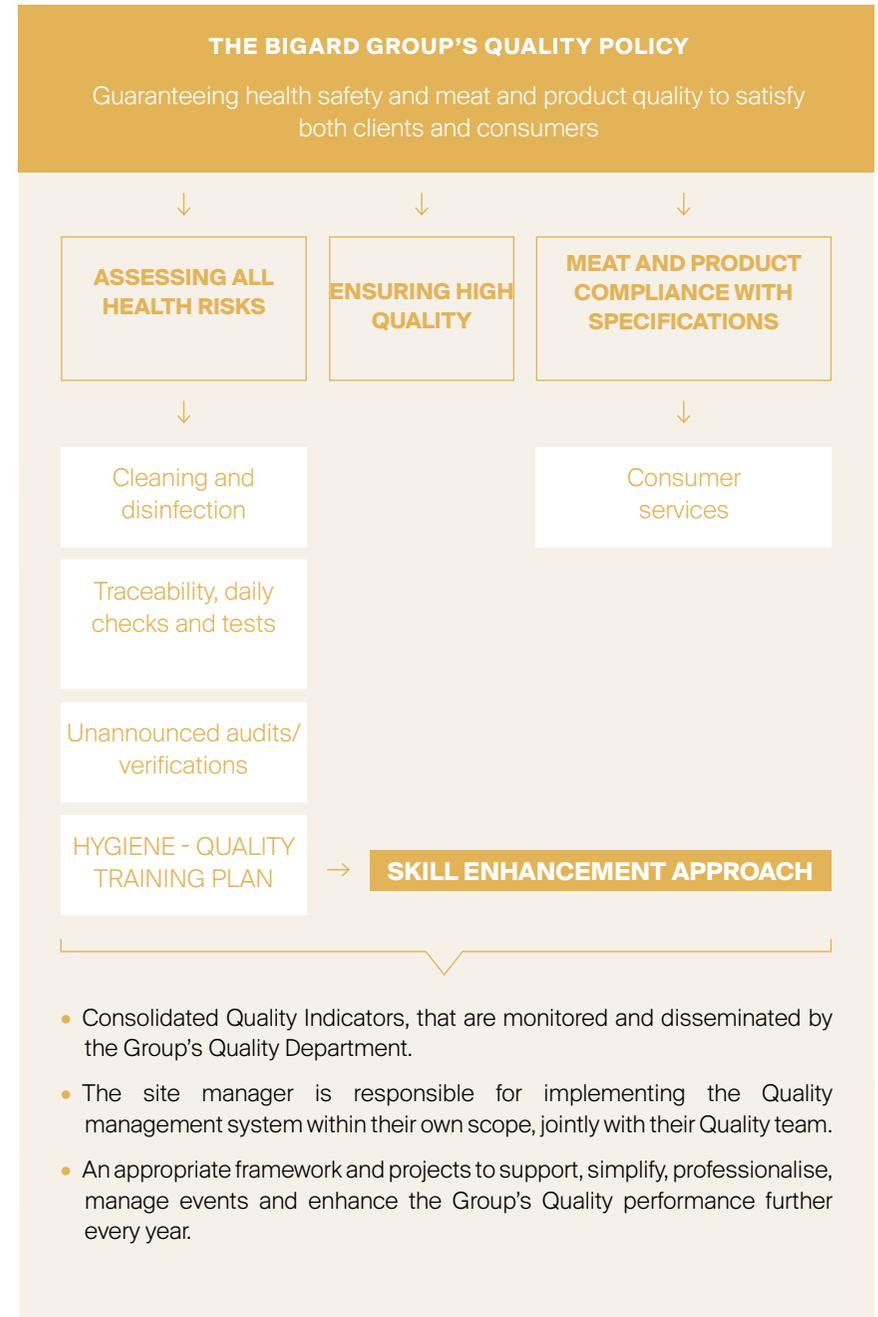


Keeping control of all health-related risks is at the very core of our annual verification plan, led by Culture Viande (the French meat industry union) for French meat companies. Unannounced audits are conducted, and a team of experts verifies that all health risks are kept in check as per common standards. In 2024, 100 % of all slaughtering and cutting workshops within the Group's Beef sector, as well as 100 % of all minced meat workshops (so about 54 % of all processed products sold in 2024), and 100 % of internal laboratories were audited, and obtained a rating of A or B. These results show improvement compared to 2023, and must be reproduced or even improved in 2025. Workshops from the Pork sector should also soon be included in the inspection scope.

### CERTIFYING OUR MANAGEMENT SYSTEMS

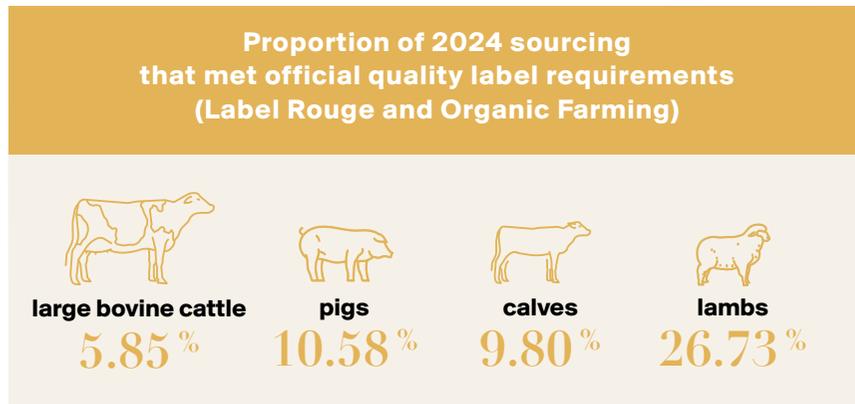
In 2024, all concerned sites were fit for renewal or for certification, as per at least one Quality standard – IFS, BRC and/or FSC 22000, ISO 9001 (some sites even had their environmental management system certified according to ISO 14001 or ISO 50001 standards too). This optional certification commits the Group to operating under an overall Quality approach, thus meeting the expectations of many customers. As such, the Group's Quality Department aims to certify the management system for 100 % of sites with a processed meat product activity (3<sup>rd</sup> transformation process) by the end of 2025; 95 % were covered in 2024, with 64 % of the Group's total sites, all activities combined.

It should be noted that in 2024, as part of an approach driven by Culture Viande and largely supported by the BIGARD Group, South Korean authorities certified the opening of their country to French beef. This new market will help expand Export opportunities and showcase our know-how.

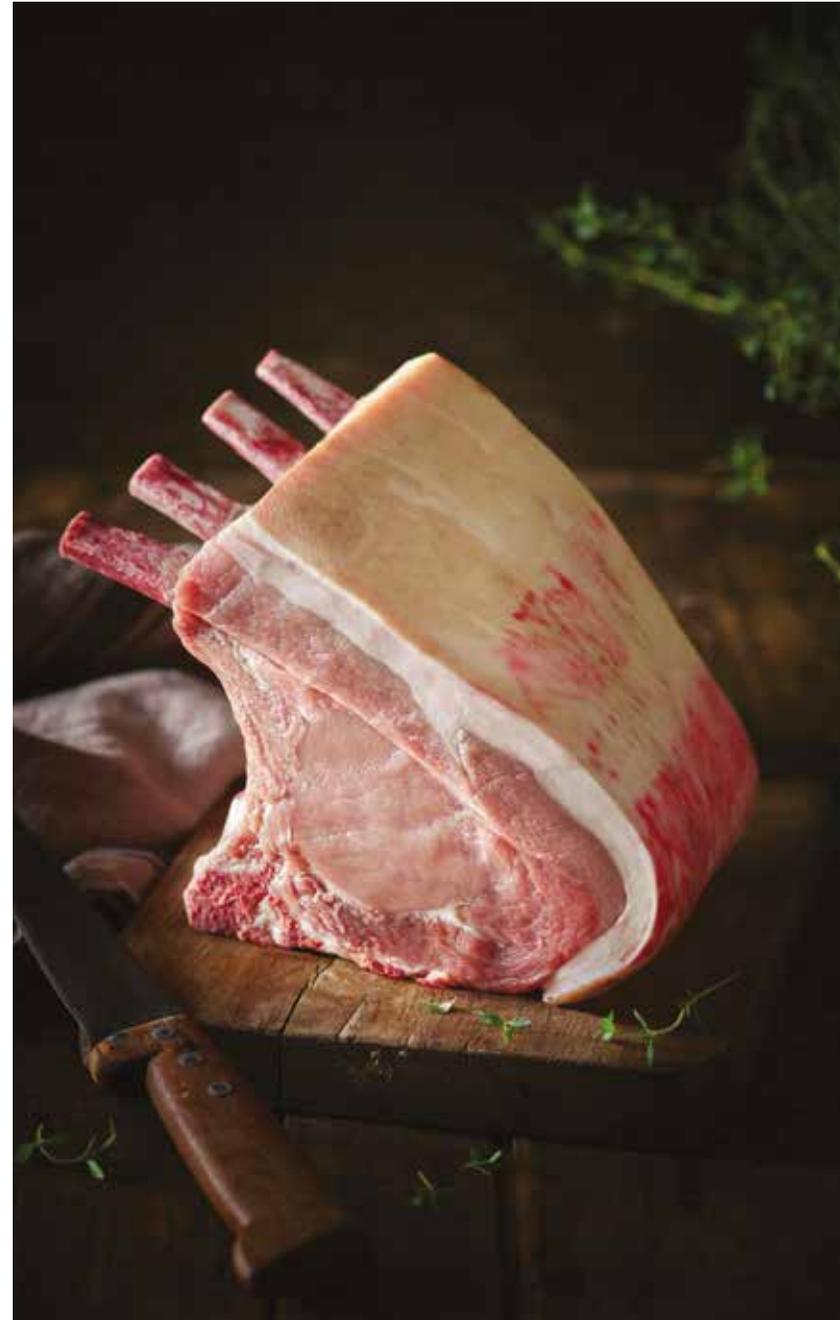


**ENSURING MEAT AND PRODUCT QUALITY**

Ensuring consumer satisfaction implies for our meat and products to meet taste and sensory expectations. This starts with animal selection, the sourcing of which was France-based for 2024, all species combined (99.85 % of animals used were born and bred in France). Concerning the BIGARD Group's Pork sector, the quality of all meats sold is based on the exclusive selection of female and castrated<sup>1</sup> male pigs - ensuring better structured meat, with the ideal fat content, no unpleasant smells during cooking, or unpleasant taste when eating. The Group's Beef sector is pursuing the development of large bovine integration projects - namely as part of the BOVI'PACTE programme - to produce meat that aligns with market expectations (sizing, marbling, tenderness, etc.), with guarantees also in place for breeders.



<sup>1</sup>Castration is done by the breeder, and compensated for accordingly. It respects strict protocols resulting from scientific discussions between sector stakeholders and approved by the Ministry for Agriculture. Castration services follow protocol, namely when it comes to considering the animal's comfort and pain levels during the operation - done under anaesthesia.



As it is proficient throughout the entire processing chain, all meats and products sold by the BIGARD Group in 2024 were entirely and exclusively processed by our French workshops, thus perfectly respecting our requirements and know-how in terms of animal selection, processing quality and health safety.

As such, 70 % of all sold meat was “crude” in 2024, free of any added ingredients: carcasses, muscles ready to be cut, meat cuts, minced meat made of 100 % beef, and beef patties meeting the “100 % muscle” standard<sup>2</sup>.

If other ingredients must be added to our recipes, external suppliers are required to comply with the Quality Protocol's listing procedure, and respect its rules (19 audits conducted in 2024). These products are inspected using a BIG'EXPLOIT app. Furthermore, standard sausages, merguez sausages and other marinated or cooked meats are analysed as part of R&D projects, aiming to reformulate recipes - with a view to simplifying them and reducing the use of allergens and additives, without deteriorating the products' organoleptic qualities. With regard to preparations made using minced meat, any plant-based protein used originates from markets excluding South America - given the deforestation issues.

These products meet consumer expectations: they are accessible, appreciated for their taste, texture, and juiciness. With regard to our products' nutritional quality, societal expectations require the purest forms possible, without any ultra-processing.

This information was namely communicated in response to consumers having called upon our “Consumer Services” in 2024. The latter answered 100 % of all messages received.

<sup>2</sup> Fresh and frozen beef patties are exclusively made using muscles carefully selected in accordance with the “100 % muscle” standard. These specifications apply to the French market, backed by the professional Code of Practice, and defended by the BIGARD Group. It contributes to the success and, quality and taste reputation of our 100% pure beef mince.

The BIGARD Group, through its meat industry union (Culture Viande), is a signatory of the DURALIM Charter of commitments for the improvement of animal feed sustainability. It is based on 3 underlying commitments:

- Recognising, supporting and promoting the quality and safety of ingredients, animal feed and animal products, guaranteed by voluntary and collective schemes.
- Adopting responsible professional practices both in the company and with stakeholders, within a strict regulatory framework.
- Contributing to achieve 100 % sustainable sourcing for animal feed, aiming for zero deforestation and zero conversion for vegetable raw materials.

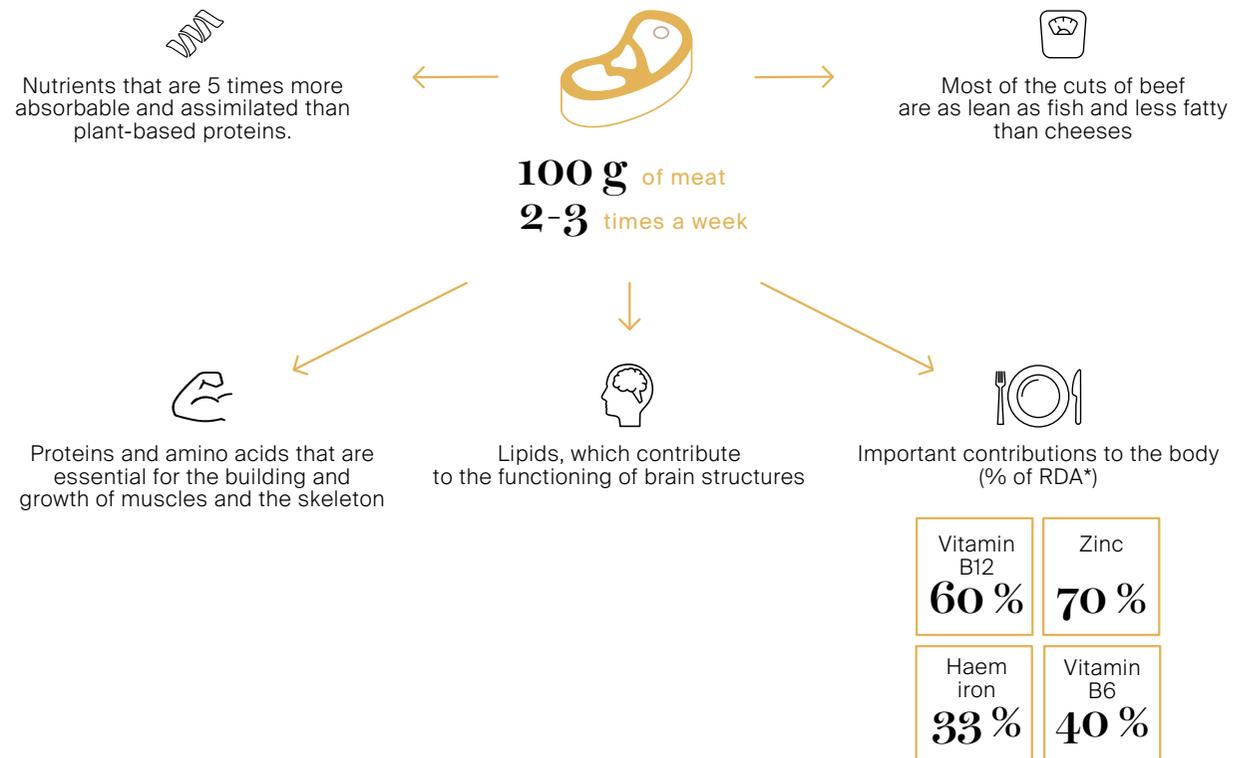


# THE BENEFITS OF MEAT

**CONSUMING MEAT, AS PART OF A BALANCED DIET WITH REGULAR PHYSICAL EXERCISE, OFFERS A NUMBER OF BENEFITS FOR CONSUMER HEALTH, ASIDE FROM THE PLEASURE ASSOCIATED WITH THE TASTE.**

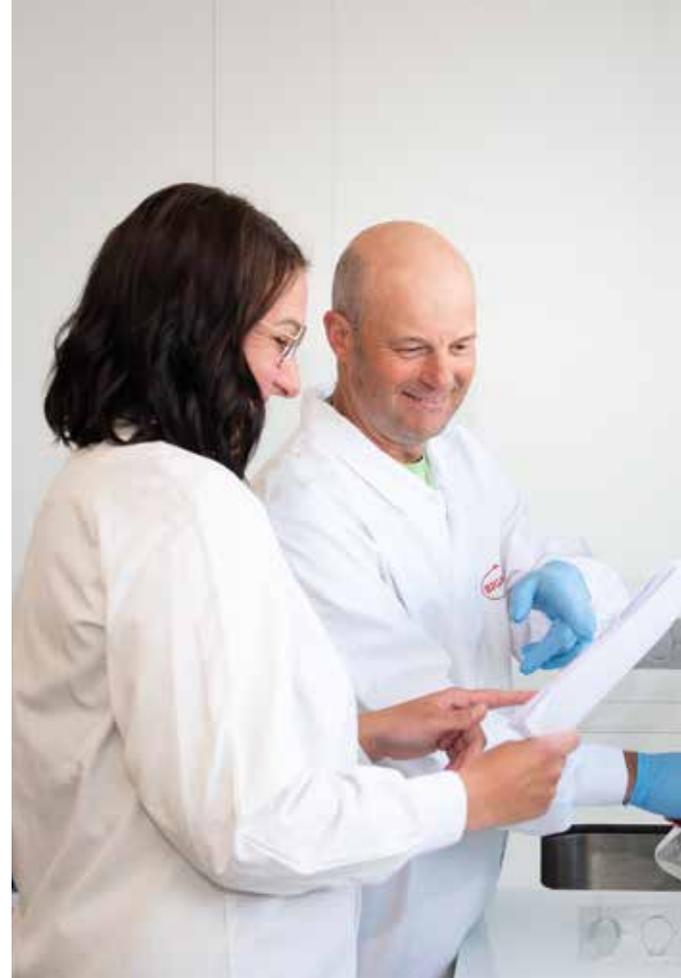
On average, French people have a balanced intake of meat (excluding poultry): they eat it 2 to 3 times a week, that is to say around 300 grammes. The National Nutrition Health Programme in force recommends a maximum consumption of 700 to 750 grammes of raw meat.

Through inter-professional organisations, in conjunction with medical and nutritional entities, and based on the most recent and stable scientific studies possible, the BIGARD Group upholds an objective and impartial information system for consumers so they can make informed decisions, according to general principles and objectives of food information.



Sources are available in the methodology note appended to this CSR report.

\*RDA: Recommended Daily Allowance





# Ensure animal welfare

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## CHALLENGE N°5

The Group's Quality Department has rolled out a policy aiming to ensure the welfare of each and every animal used within the Group - no exceptions made. It is based on the very latest scientific knowledge and techniques, respecting both French and European regulatory standards. Most importantly, animal welfare has become deeply rooted in our teams' day-to-day operations: each employee who works in contact with animals must demonstrate a certain number of skills stemming from official standards. Inspections are run on a permanent basis. In that respect, based on recognised standards, the BIGARD Group has reached high animal welfare levels. This contributes to meeting customer and consumer expectations in that regard, all the while consolidating Group know-how.



**31** **BIGARD Group sites** operated a **slaughtering activity** in 2024



**157** **Animal Protection Officers (APO)**, so about 5 per site



All drivers and operators working in contact with live animals are trained and holders of a specific skills certificate



Ongoing presence and checks carried out by State vets



All slaughtering units are fitted with a video-surveillance system<sup>1</sup>

## ASSESSING OUR PERFORMANCE

**100%** of slaughtering units were included in the **programme of unannounced audits** for 2024



**94.50 / 100**



**2024 compliance rate with animal welfare requirements**

(Group's overall performance)<sup>2</sup>



**in animal welfare performance** in the space of 3 years

## CIRCULATING OUR REQUIREMENTS UPSTREAM

**92%** of procurements were covered by specifications signed with our partners (livestock dealers and producer organisations)

**80** reference workers trained in animal protection in our partners' assembly centres

**760** livestock farm audits



<sup>1</sup>Excluding the site Le Vigeant, which joined the BIGARD Group over the course of 2024. It benefited from specific support to ensure compliance with the Group's systems and requirements - including Quality and Animal Welfare.

<sup>2</sup>Same as previous note, and excluding the slaughtering unit in Anglet, whose audit was conducted at the beginning of January 2025 / no effect on the overall rating.

In 2024, the Group's Animal Welfare approach was applied as per the operational objectives set out by the Group's Quality Department. The policy's goal is to ensure that each animal is treated in conditions that respect its 5 fundamental freedoms: freedom from hunger, thirst and malnutrition; suitable shelter and freedom from climate and physical stress; freedom from pain, injury and illness; freedom to express normal behaviour for an animal's of its kind; freedom from fear and distress. With this in mind, every single animal is monitored at different stages of the production process.

### CERTIFYING ANIMAL WELFARE SKILLS

Employee training is our policy's main pillar: Animal Welfare is a skill in itself. Three modules were included in the 2024 training course (excluding specific certifications), taught to over 380 employees: Animal Welfare basics, Animal Protection Skills Certificate (APSC), and Animal Protection Officer certificate. Once again in 2024, in accordance with regulatory requirements, 100 % of employees working in contact with live animals passed the APSC, and 100 % of in-house drivers specialised in live animal transport had a specific skills certificate.



### ASSESSING AND IMPROVING

Compliance with animal welfare requirements are constantly checked within the Group.

Each site appointed one or several Animal Protection Officers (APO): there were 157 in total in 2024, so 7 more than the previous financial year. Under Management's auspices, they oversee in-field activities and ensure compliance with good practices and Animal Welfare regulations - jointly with the State Vets. As of 2025, APOs from slaughtering units in the Beef sector will start using the BIG'EXPLOIT digital app, which promises to be much more practical on a daily basis for ensuring "2<sup>nd</sup> level" inspections. The latter are based on grids, sampling methods and tests directly overseen by the Group's Quality Department.

Video-run inspections are also carried out in 100 % of slaughtering units - from animal unloading until they enter the slaughtering area. This tool is used as support, only under the site manager's auspices, with a view to continuously improving practices.

Once again in 2024, 100 % of the Group's slaughtering units<sup>3</sup> were audited as part of the Animal Welfare performance assessment programme. These audits are unannounced, and are carried out by independent ethologists and/or vets, as per interprofessional standards specific to each species, counting over 200 checkpoints. Following the 2024 campaign, the slaughterhouses' consolidated score was 94.5/100, so +1 point compared to 2023, and +3 points compared to 2022. This bears testimony to our Animal Welfare practices and programmes. Developments are to be expected in 2025, driven by the Group on an inter-professional level: the Animal Welfare verification programme will be based on new standards according to species, with an even more exacting scoring system.

As such, and given the reinforced checkpoints, the Group's Quality Department has maintained its 2025 performance goals, aiming for a consolidated score of 90/100.

<sup>3</sup> Excluding the site Le Vigeant, which joined the BIGARD Group over the course of 2024. It benefited from specific support to ensure compliance with the Group's systems and requirements - including Quality and Animal Welfare.

## INNOVATING AND ADDING VALUE

One of the many points checked during the audit was the configuration of the farm's cattle sheds, pigsties and sheep pens: the project to make infrastructure more secure and modern on the Coutances site (close to 77,000 large cattle and 62,500 calves processed in 2024), and Saint-Pol-sur-Ternoise site (close to 389,000 pigs processed in 2024) was finalised in 2024; projects for the sites of La Chataigneraie and Gacé should be launched in 2025.

In 2024, the reputation of the BIGARD Group's Animal Welfare policy, as well as our requirement level, were materialised by:

- final stages of the work carried out at INTERBEV and INAPORC to harmonise the Animal Welfare diagnosis standards;
- the Group's Quality Department's participation in the Culture Viande Animal Welfare Commission - namely in charge of organising annual APO meetings for French meat companies, to discuss the sector's most fundamental issues and perspectives, in light of new scientific knowledge;
- presenting our Animal Welfare policy and its results to our customers;
- training over 80 assembly centre stakeholders, via the French Institute of Livestock Farming (IDELE);
- continued actions to raise awareness amongst upstream partners and farmers: 760 livestock audits were conducted by our teams, as per our Animal Welfare charter, which also became an integral part of our BOVIPACTE partnership approach.



## THE BIGARD GROUP'S ANIMAL WELFARE POLICY

Guarantee that all animals are treated  
in conditions that respect  
its 5 fundamental freedoms

**Developing and certifying  
our teams' Animal Welfare skills**,  
as part of mandatory annual training plans

**Rolling out a complementary and coordinated inspection  
programme**, as per regularly reinforced requirements:

- 1<sup>st</sup> level by operators and 2<sup>nd</sup> level by the employees in charge of Animal Protection + regulatory inspections carried out by State vets + video-surveillance in all slaughtering units
- Annual mandatory programme of unannounced audits, with performance objectives

**Carry on making our cattle sheds,  
pigsties and sheep pens more secure and modern**,  
namely regarding working conditions for employees  
and living conditions for animals

**Innovating and promoting our Animal Welfare requirements**  
within the French meat industry, alongside professionals  
from different sectors, and with upstream partners



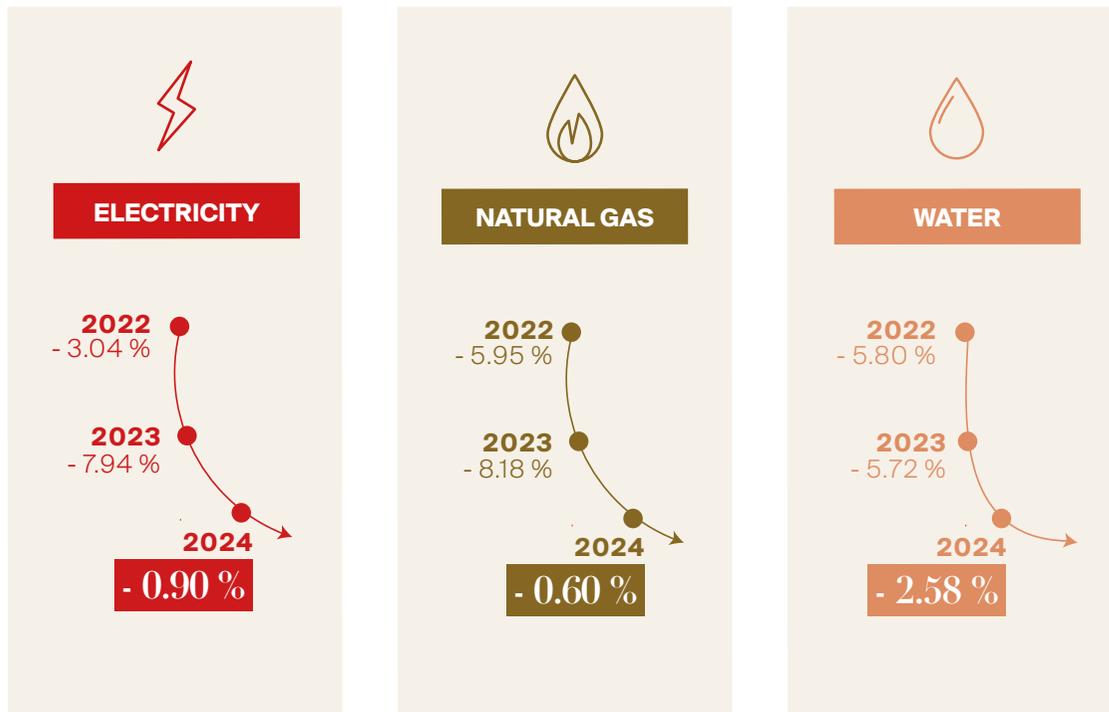
# Help preserve resources and prevent environmental risks

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## CHALLENGE N°6

The BIGARD Group has defined a pragmatic approach for reducing its environmental impact for all industrial and commercial activities. The Group's Technical Department monitors the roll-out of additional actions aiming to root our energy-saving dynamic in the heart of all sites, and prevent any pollution or damage to the environment. These requirements contribute to local territories being respected, in which the Group has and always will be established. This also leads to ecosystems and lifestyles - including livestock farming - being respected too. This represents a virtuous commitment, as does the recovery of waste and discarded materials generated by meat processing, as well as the recovery of co-products - in accordance with circular economy principles. Our Supply Chain Management also meets this CSR approach, according to the various regulatory developments and internal or external innovations: packaging, transport, environmental performance for the vehicle fleet, etc.

## ROOTING OUR ENERGY-SAVING APPROACH



## REDUCING THE CARBON FOOTPRINT OF OUR INDUSTRIAL AND COMMERCIAL ACTIVITIES

**-28%** Scope 1 — between 2011 and 2022 — **-42%** Scope 2

## RECOVERING WASTE AND DISCARDED MATERIALS

**171,991** tonnes of waste generated

**-1.24%** annual evolution in the volume of waste generated

**89%** of organic waste, expressed as a proportion of total waste

**93.73%** of waste integrated into recovery channels

**14** treatment plants run by the Group

**61.80%** of used water was treated by these plants

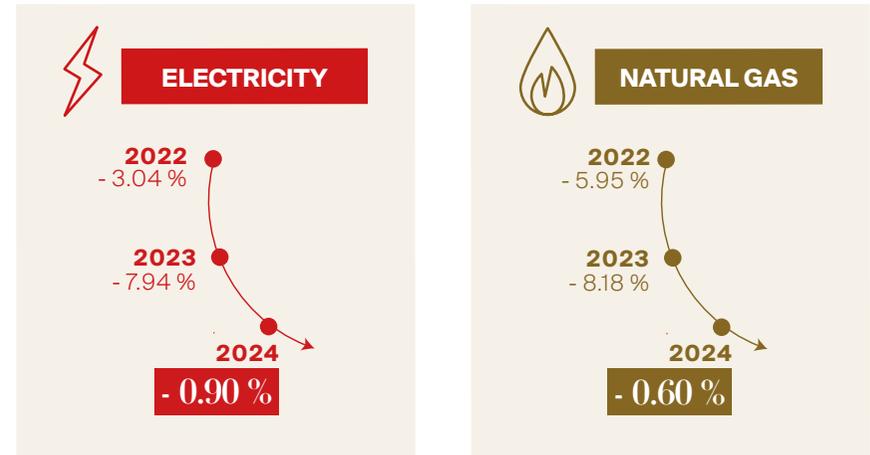
The Group's Technical Department, in close collaboration with site managers, ensure regulatory compliance when it comes to Installations Classified for the Protection of the Environment - which the Group's industrial sites are required to respect, namely given their activities and the waste/discarded materials generated.

### REDUCING ENERGY CONSUMPTION

The 2024 investment plan mostly focused on modernising industrial infrastructures, production processes and storage facilities - thus taking into consideration the goal of reducing/optimising energy consumptions, like with the major projects carried out in Cholet and Villefranche-d'Allier:

- changes in construction authorisations: increased thickness of insulation panels (+15 % to +20 %) to avoid cold air loss, floor insulation, the use of cladding on roofs with a higher sunray absorption;
- renewing equipment and opting for lower-consumption solutions;
- implementation of energy-recovery solutions, namely the calories generated by cold air production;
- installation of photovoltaic panels configured in self-consumption mode to produce green electricity or hydrogen, or the use of shading roofs on top of car parks, etc. In 2025, 19,000 m<sup>2</sup> of panels should therefore be operational, producing 8,000 megawatt hours - i.e. the equivalent of what a site specialised in processed foods consumes on a yearly basis;
- Implementation of frequency-controlled equipment, so cold air, heat or compressed air production can be adjusted, and so consumption peaks can be better managed.

In this respect, 2024 marks the end of a 3-year cycle during which energy saving was a priority goal:



A low-energy approach was required and driven by the Group's Technical Department, given the growing shortage of resources, as well as sky-rocketing costs since 2021. The structural actions implemented since 2022 have made it possible to deeply root this approach in our day-to-day on-site operations. This is something that must be upheld and properly managed, to optimise consumption in line with our activity volumes:

- machine room operation, which aims to be better regulated both during and outside production hours. Some were even entirely renewed, like in Villefranche-d'Allier;
- the implementation of monitoring and system supervisory tools;
- properly adjusting setpoints to reach precise temperatures - as cooling systems and hot water/steam production count for close to 2/3 of total electricity and gas consumption;
- optimising consumptions benchmarks;
- raising awareness amongst employees.

## RECOVERING WASTE AND DISCARDED MATERIALS...

On a Group level in 2024, the amount of waste generated has slightly decreased by - 1.24 %, so a total of 171,991 tonnes. Recovery objectives are in place for each type of waste, so monitoring is possible on a Group level. The volume generated in each category, as well as treatment methods, are all traced and recorded by the sites, and are then consolidated by the Group's Technical Department. As such, in 2024, close to 94 % of the total waste volume was treated and recovered - in line with the desired minimum of 90 %.

Close to 90 % of waste is organic: faecal matter, straw, manure and residue stemming from wastewater treatment. Close to 60 % of wastewater is treated by 14 treatment plants, run within the Group's sites.

These elements' methanogenic and agronomic potential is well-known: over 162,000 tonnes of waste served as organic fertiliser and was spread directly either after composting or after methanisation; as such, close to 106,000 tonnes were sent to methanisation plants to produce biogas (i.e. + 4.76 % compared to 2023).

The water volumes used within the Group's various sites (a little over 5.02 million m<sup>3</sup> in total) dropped by 2.58 % between 2023 and 2024.

Reusing water stemming from slaughtering activities, even after treatment and filtering, is prohibited. Yet it would create a major lever for harnessing the value of our materials, for industrial use. On the Quimperlé site, the treatment plant processed over 740,000 m<sup>3</sup> of wastewater in 2024, and includes the tertiary treatment of filtered water based on UV-C technology (ultraviolet type C). It can be used to treat residual micro-organisms without needing to use chemicals. Water quality thus meets the health and environmental quality thresholds set by the Re-Use regulation.



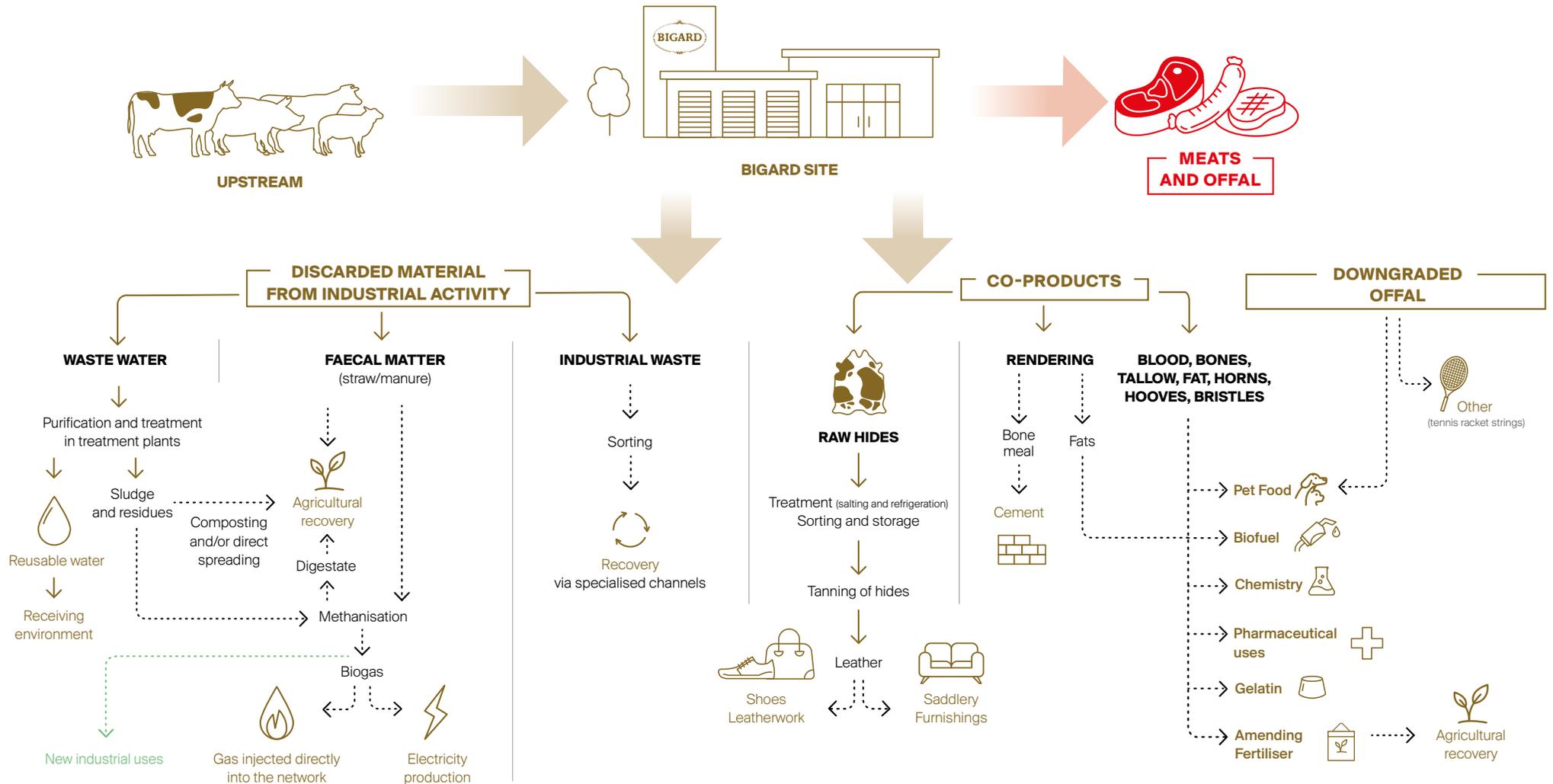
**...AND MORE GENERALLY ALL CO-PRODUCTS**

This recovery logic is right at the heart of BIGARD's industrial approach, aiming first and foremost to harness the value of all consumable meat and offal as it is gradually disassembled from the animal, and prevent any waste or deterioration/loss. Otherwise, economic loss is immediate.

Following resource economy principles, lots of other recovery channels have existed for years, often little known and yet operated internally thanks to external partners. As such, co-products can be used in various ways, as described in the following diagram. Within this framework, the hides and co-product sector drives the treatment and reuse of raw hides for large cattle, calves and lambs - some of which are tanned on our Châteauneuf-sur-Sarthe site - as per Quality requirements recognised by even the most exacting customers.



# RECOVERY CHANNELS



- - - - -> Internal recovery at the BIGARD Group
- > Treatment/Recovery by external parties
- - - - -> New forms of recovery which are being studied

### REDUCING GREENHOUSE GAS EMISSIONS

Since 2011, the BIGARD Group has embarked on a path to reduce greenhouse gas emissions linked to the implementation of its industrial activities, animal transport and the distribution of meats and products, including internal flows between sites. The following is underway, and were carried on throughout 2024:

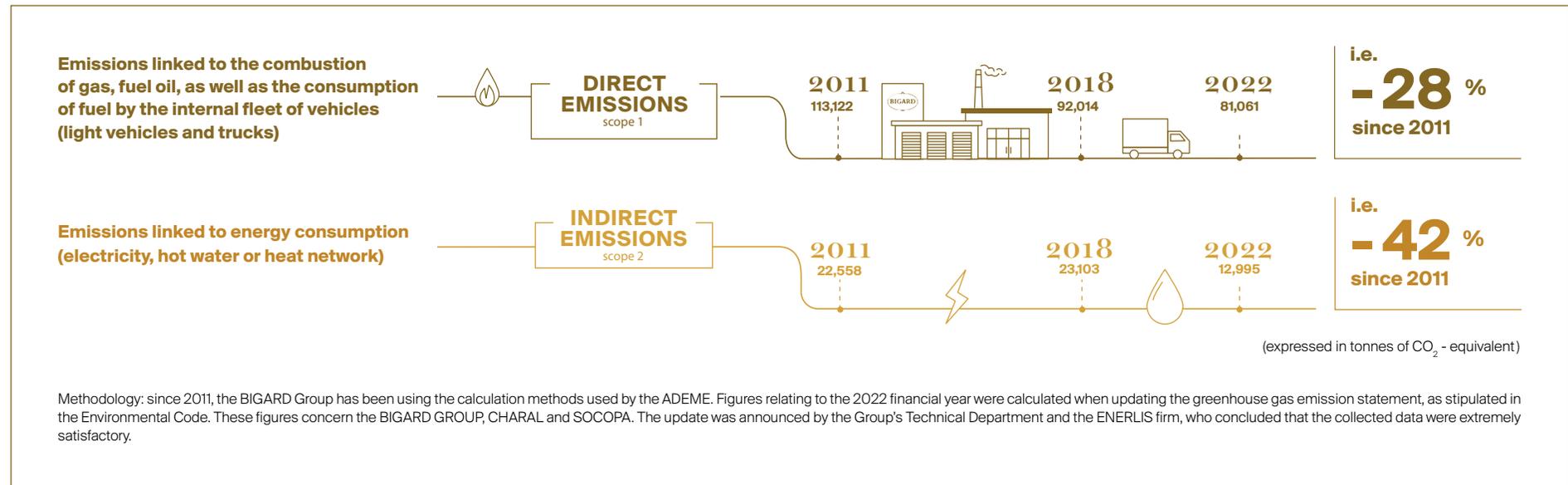
- structural projects aiming to modernise cold and heat/steam-producing infrastructures;
- energy-saving and energy reduction goals concerning electricity and gas consumption;
- concentration of industrial activities in sites whose processes and operations show fewer emissions and lower energy consumption.

Regarding Scope 1, transport is a major lever for reducing greenhouse gas emissions. 2022 was the reference year for monitoring emissions linked to fuel consumption in the internal fleet (light vehicles and trucks) and for external transport.

The following actions are ongoing:

- improved driving practices and consumption per vehicle. Monitoring will be enhanced in 2025, with a goal to develop a vehicle fleet (including electric and hybrid models) truly in line with the journeys covered;
- logistical optimisations and synergies. In this respect, the Logistical Platform operated since November 2024 in the Sablé-sur-Sarthe site made it possible to consolidate internal and external transport flows, thus helping to significantly reduce associated greenhouse gas emissions. As an example, a truck carrying 8 tonnes of goods on a journey from Coutances to Isle-sur-la-Sorgue generates 142.8 kg of CO<sub>2</sub> equivalent per tonne transported. For the same trip, the truck whose load was consolidated on the Logistical Platform in Sablé-sur-Sarthe to reach 19 tonnes generates 78.22 kg of CO<sub>2</sub> equivalent per tonne transported, so a reduction of -45 %.
- modernising all the refrigerated trucks operated by the Group. Since 2024, they all meet Euro VI standards, aiming to reduce polluting emissions (nitrogen oxide and fine particles).

The BIGARD Group's carbon footprint (scopes 1 and 2) has gradually reduced since 2011 - when looking at the major spending categories. This must continue, and the goal will be to reduce all direct and indirect emissions by at least 10 points - within the same scope.



## ECO-DESIGN FOR PACKAGING

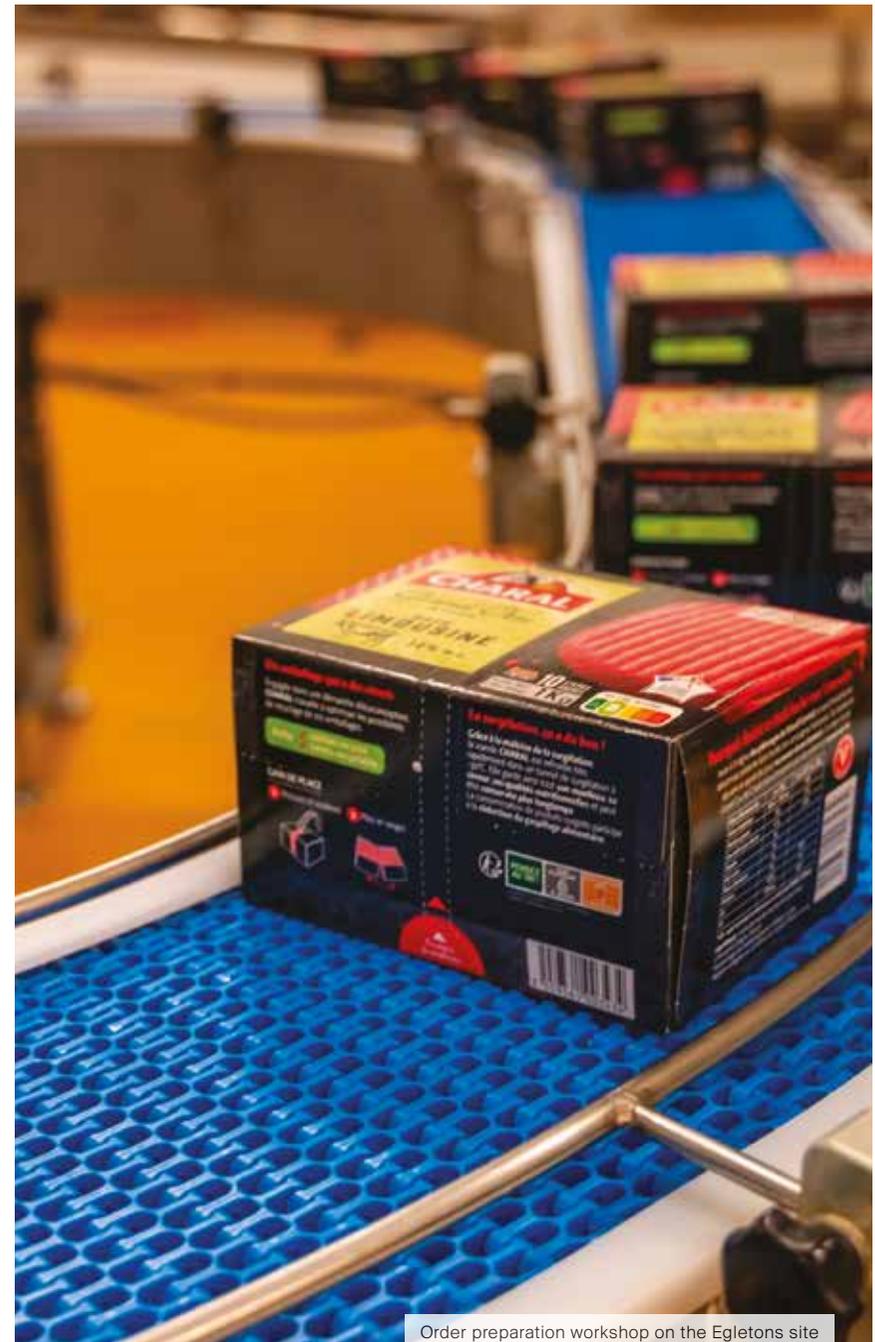
The proper packaging for meats and products is fundamental for ensuring health safety and quality throughout the entire distribution chain - right up until their use-by date. It therefore helps reduce food waste. It is also useful for conveying all necessary information to consumers.

In complying with these health safety and service quality objectives, the Group's Supply Chain Management has pursued its eco-design strategy for packaging, looking to minimise its environmental impact:

- since 2023, the Group has standardised the use of FSC-certified postage boxes (fibres originating from sustainably managed forests);
- 64.5 % of packaging is recyclable or made of a single material. Our ambition, despite the technical difficulties and required economic balance, is to generalise this approach, so recycling is made much easier;
- 85 % of packaging and consumables are purchased in France; procurement is optimised to reduce the distance between the provider and the site (fewer ranges, logistical pooling).

The BIGARD Group takes part in several working groups and consortia on developing packaging recycling possibilities - namely under the auspices of CITEO:

- MONOFILM Project: looking for packaging tray seals that are compatible with recycling, whether made from polyethylene terephthalate (PET) or polypropylene (PP);
- Consortia for PS25 (polystyrene), PET25 or Flex25 to provide overall visibility on associated constraints and, above all, the levers allowing the creation of recycling channels for trays.



Order preparation workshop on the Egletons site



L'Art de la Viande

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