

Building a sustainable future.



2023
Corporate and Cooperative
Responsibility Report
Sollio Cooperative Group



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What is Sollio Cooperative Group?

Founded in 1922, Sollio Cooperative Group is the largest Canadian agricultural cooperative with Quebec roots and the 24th largest agricultural cooperative in the world according to the World Cooperative Monitor 2022. We spend every day growing, rearing, farming and processing, building the economy of tomorrow in the process. For over 100 years, serving farmers has been our primary purpose. Our members are farmers and consumers belonging to one of 42 agricultural and special purpose cooperatives.

Sales from our three divisions total \$8.3 billion. With strong roots in rural Canada, the organization helps drive economic and social development.

Sollio Cooperative Group's three divisions are:



A Canadian leader in the agriculture industry, the division specializes in marketing agricultural inputs and value added agronomic services. It supplies the Agrocentre, Agrico and Agromart distribution networks and cooperatives in Quebec and the Atlantic provinces. It produces and markets Maizex Seeds, as well as F. Ménard animal feed products.



This division includes over 275 renovation centres and hardware stores in Quebec, Ontario and the Maritime provinces. It is a leading player in Quebec's hardware sector and operates under the BMR, Agrizone and Potvin & Bouchard banners. With additional stakes in the Lefebvre & Benoît business group and CDL Sugaring Equipment, BMR continues to find new ways to maximize synergies.



A Canadian leader in the production, processing and distribution of pork and poultry, Olymel has production and processing facilities in Quebec, Ontario, Alberta, Saskatchewan and New Brunswick. It primarily markets its products under the Olymel, Lafleur, Flamingo, Pinty's, Tour Eiffel and F. Ménard brands.



Our mission

Rooted in the regions and leveraging our collective strengths, we contribute to feeding people and bringing prosperity to farming families while ensuring that the world has a sustainable future.

Our vision

Be recognized as the reference point for our Canadian retail sales sectors, the North American agricultural sector and internationally in the agri-food sector.

Values

Honesty

Equity

Responsability

Solidarity

Recognized and promoted by the International Cooperative Alliance, our four cooperative values reflect who we are and bring us together, giving meaning to our work and guiding our daily choices and actions. They are also a reflection of how we put cooperation into practice.



Richard Ferland

President

As president of Sollio Cooperative Group, it brings me great pride to co-sign our 2023 Corporate and Cooperative Responsibility Report.

I believe we have the best mission of all: to feed the world, help farming families prosper, and ensure a sustainable future for generations to come. That mission is the guiding light for our corporate responsibility strategy, and I'm proud to see our organization pursuing that strategy in a way that reflects the values that make us who we are.

Our industry is facing many environmental and societal challenges. To better address them, we need strong collective action in both the agri-food and retail sectors. Sollio Cooperative Group has a role to play with its members

and cooperative network: we have a duty to help, equip and support them in their efforts to reduce their environmental footprint, meet consumer expectations and tackle the difficult task of adapting to climate change. We also have an economic responsibility to foster greater prosperity for our farming families and the communities in which we operate. Through our mission and actions, we are making a positive contribution.

For farmers, the earth is our bread and butter. That's why we must continue to promote best practices and look out for it —so that we can keep farming and fulfilling our mission. The earth is on loan to us, and we have a duty to pass it on to the next generation. Those that came before us were incredibly resilient and adaptable; let's look to them for inspiration as we work to ensure the sustainability of farming communities in Quebec and Canada. For over 100 years, we've been the guardians of the cooperative heritage and its working model. We're responsible not only for protecting it, but for making it even better for our communities and farming families.

One of the great strengths of our cooperative business model is our ability to join forces and work together for the benefit of all. This is reflected in how closely we work with our three divisions to develop corporate responsibility action plans.

I'm also pleased that a corporate responsibility committee has been established across our cooperative network to share best practices, capture potential synergies, keep everyone informed on the progress of our various initiatives, and accelerate our corporate responsibility skills development.

Together, we can build a better future. Remember: there is no such thing as a small step when it is taken by thousands. Every action counts, no matter how small. Together, let's continue to show solidarity, create value for our communities, feed people, and ensure a sustainable future for the world.

I hope you appreciate the results and highlights presented in this report. We're proud of what we've accomplished and ready for what lies ahead.



Pascal Houle

Chief Executive Officer

Sollio Cooperative Group is proud to present its sixth Corporate and Cooperative Responsibility Report. As Canada's largest agri-food cooperative with roots in Quebec, we have a role to play. We're determined to keep protecting and promoting our heritage and our business model, both of which have a positive impact on our agricultural industry.

The key to success is to ground our approach in our core values and keep people at the heart of our decisions. At Sollio Cooperative Group, we apply this approach every day-taking care of our people, valuing local resources, meeting community expectations, generating collective wealth, listening to the needs of our members, consumers and partners, and constantly striving to improve.



Stéphane Forget

Senior Vice-President, Public Affairs,
Cooperation and
Corporate Responsibility

We're also working to better help our members adapt to the many challenges facing the industry as a result of climate change.

In Canada, global warming is expected to be about twice the world average. Our farmers are already feeling the effects of climate change and can expect to see extreme weather systems sweep in faster than ever before. The need for action is clear. As the 23rd largest agricultural cooperative in the world and the 85th in terms of sales, Sollio Cooperative Group is keen to play a unifying role in this as well. We know that we can make a difference through our involvement and decisions on a daily basis.

Throughout its 100 year history, Sollio Cooperative Group has never failed to adapt and innovate, and we intend to continue to do so. The new reality of climate change brings challenges, but it also creates opportunities. The potential for production is growing. We need to examine how organizations are affected to help them identify appropriate solutions and seize opportunities to make a difference.

To do this, we'll use new and innovative practices to improve our strategic position, reduce risks, and maximize opportunities. We'll also leverage our ability to adapt in order to keep meeting stakeholder expectations while creating wealth and redistributing it for our members.

Of course, to achieve all this and pursue our mission, we'll need to uphold our commitment to our members and customers and support them through these changes.

Our competitive advantage lies not only in our cost efficiency, but also in our identity, our culture and our vision, which give meaning to what we do. Our business model puts people at the heart of our decisions, and our mission reminds us that what we do today must be done to build a better tomorrow.

Knowing all this, we decided to consult our stakeholders on our impact and vulnerabilities. You can read an overview of the consultation in this report.

We also updated and modernized our Business Resilience and Continuity Policy in the past year to ensure we remain responsible and viable over the long term.

We're constantly working to improve our performance and our reporting practices. Following the first detailed assessment of our greenhouse gas emissions and water consumption in 2022, we're very proud to have implemented a process to be more efficient and track our results on an annual basis so that we can better identify ways to tackle both.

The entire organization is working hard to take the necessary steps to improve our environmental performance, influence our partners, encourage and support young farmers and create sustainable wealth for our members and the communities in which we operate. Our mission to create a sustainable future for everyone is a major responsibility, and we intend to meet it head on. Please join us in this powerful collective effort and do what you can to further our shared goals. Together, we can build a sustainable future for generations to come.



Casper Kaastra

Executive Vice-President and
Chief Executive Officer
Sollio Agriculture

Our approach to corporate responsibility (CR) involves every team and department at Sollio Agriculture. In 2023, we focused on implementing our CR action plan, with the aim of achieving the 20 targeted results established in line with our eight commitments, all by 2025. To this end, we held workshops to formalize the CR actions required of every team and department and create clear roadmaps for each of them.

We're very proud to be sharing projects and notable achievements from the past year in this report. These include formally adopting our definition of sustainable agriculture, creating a research project prioritization grid, launching our CRF AgriTech plant in St. Thomas—thereby improving farmer access to coated fertilizer technology and the improved yields and environmental benefits it delivers by limiting nutrient loss

and greenhouse gas emissions—and reducing our occupational health and safety incident rate by 22% over the past 12 months.

We also updated our Working Alliance, an internal code of ethics complete with a reporting hotline, which serves our CR commitments by safeguarding the well being of our employees and the good governance of our organization. We know there's still much work to be done. Our commitment to CR remains a central pillar of our business strategy and is closely linked to our vision of helping Canadian farming families prosper by providing them with the inputs and sustainable solutions they need. We're proud of what we've achieved so far and committed to keep moving in the right direction.

Together, we'll meet the challenges ahead and deliver on our commitments. The year 2023 has yielded results in so many ways. Let's keep up the good work.

Happy reading!



Alexandre Lefebvre, MBA

Executive Vice-President and
Chief Executive Officer
BMR Group

Sollio Cooperative Group's recent stakeholder consultations gave us the opportunity to better understand the Cooperative's corporate responsibility (CR) goals and organizational challenges, helping to inform future decisions and actions for the network and, more specifically, for BMR Group.

As part of establishing its CR governance framework, BMR Group is committed to developing a strategic vision, goals and guidelines that reflect its strategic objectives. This process will be guided by Sollio Cooperative Group's mission and will be in line with the sustainable development goals shared by the entire organization. It will also lead to the creation of a CR action plan by fall 2024, which will be tailored and designed

to integrate seamlessly with BMR Group's overall business strategy, demonstrating our commitment to combining economic performance with corporate responsibility.

To help us reach those goals, we created a CR committee in late 2023. Each CR committee member will be responsible for spearheading the initiatives needed to meet the targets set by the vice presidencies in charge. The purpose of the CR Committee is also to have its members play a key role in identifying new opportunities for actions and act as ambassadors for the vision within the organization.

In conjunction with the recent release of our equity, diversity and inclusion policy, we want to strengthen our corporate culture and values to promote employee engagement and better serve our network. To that end, we've created an action plan for 2023–2025 focused on four main goals: improve information transparency, build an inclusive and engaging culture, recruit people and help them reach their full potential, and create internal and external networks.



Yanick Gervais

President and CEO
Olymel

For Olymel, feeding the world and thinking about tomorrow means ensuring access to quality food that is safe, nutritious and environmentally friendly. As a leader in the agri food industry, we must also preserve the environment and implement sustainable practices. That's why we've adopted a corporate responsibility policy that will help us improve our performance while reducing our energy consumption, conserving natural resources and optimizing the way we manage waste.

The year 2023 was marked by the launch of initiatives designed to optimize our practices. One of these was the appointment of a senior ESG director in the fall to bolster our actions in this area.

In 2023, Sollio Cooperative Group consulted its stakeholders, including us, to hear our views on its approach to CR. We also ran our own internal consultations and organized online information and awareness sessions to present our five CR pillars. And we added a supplier code of conduct to our new procurement policy to integrate CR in our purchasing processes.

Olymel has always aimed to exceed the highest industry standards. Our company has set an example through its animal welfare practices, environmental standards, and commitment to supporting the communities in which it operates. As a food producer, processor and distributor, we're committed to implementing industry best practices at every stage of production and ensuring our products are safe, traceable and meet our high standards for quality across the entire supply chain. Only in this way can we passionately fulfill our mission to feed the world, as future generations expect us to do.

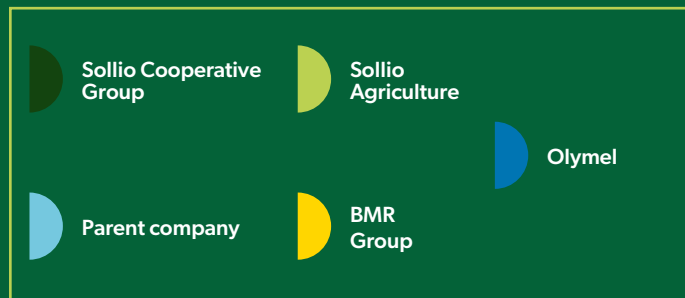


About this report

This report outlines the work done by Sollio Cooperative Group and its three divisions (Sollio Agriculture, BMR Group and Olymel) in the area of corporate and cooperative responsibility (CCR). It covers the period from November 1, 2022, to October 31, 2023—the organization’s fiscal year.

The report begins with a look at Sollio Cooperative Group’s CCR governance, followed by three main sections based on the pillars of the organization’s CCR approach: prosperity, planet and people.

Legend



The topics covered in this report result from a materiality analysis process led by Sollio Cooperative Group’s Senior Vice-President, Public Affairs, Cooperation & Corporate Responsibility, assisted by an outside party and several internal committees and teams. The process builds on national and international best practices for sustainable development reporting, such as the United Nations Sustainable Development Goals. It also benefits from insights derived from several meetings with the Corporate Responsibility Functional Committee, senior management, and the Corporate Responsibility Committee of Sollio Cooperative Group’s Board of Directors. The performance indicators used in this report are inspired by the Global Reporting Initiative (GRI)¹ framework and the Sustainability Accounting Standards Board (SASB)².

The terms “the Cooperative,” and “the organization” used in the report refer to Sollio Cooperative Group, which comprises the parent company and its three divisions, namely BMR Group, Sollio Agriculture and Olymel. The term “parent company” refers only to Sollio Cooperative Group and not to its three divisions. As the parent company, Sollio Cooperative Group plays an essential federative role for its members. It is also the primary body that, in addition to stewarding cooperative values, ensures the organization performs and functions effectively, issues guidelines, promotes synergy and carries out the decisions of the Board of Directors.

The data contained in this report was collected by the organization. While this data has not been subject to an external audit, the organization believes it to be reliable and accurate.

¹ Global Reporting Initiative (GRI): The Global Reporting Initiative is an independent international body that sets standards for the sustainability performance of companies, government bodies and non governmental organizations, as well as for disclosure. The GRI provides guidelines for annual social and environmental responsibility reporting.

² SASB: The Sustainability Accounting Standards Board (SASB) is a non profit organization that sets sector specific standards for U.S. public companies regarding calculation and disclosure for issues with significant environmental, social responsibility and governance impacts.

The three pillars of our approach:



Planet

Protecting resources,
ecosystems and life



Prosperity

Contributing to the prosperity of
the regions in which we operate



People

Putting people at the centre
of our decisions

Our 14 ambitions

For each of these pillars, we've formulated goals based on six of the United Nations Sustainable Development Goals (SDGs).

Planet



1. Set and meet a greenhouse gas reduction target for our operations
2. Give farmers the tools to manage the effects of climate change
3. Minimize the impact of our operations on water resources



4. Help farmers manage water sustainably
5. Reduce waste generated by our facilities and aim for zero waste to landfills
6. Strive to eliminate food waste and reclaim organic waste generated by our operations



7. Promote sustainable agriculture among farmers and other agri food industry players



8. Be a leading player in sustainable agriculture and agri food in Canada

Prosperity



9. Use our investments and business development projects to lift up local communities

10. Make our cooperative model central to all our business activities



11. Offer our customers healthy, responsible products

People



12. Develop a forward thinking work model built on a strong employer brand

13. Support the physical and mental well being of every member and employee, across all our operations

14. Put the right measures in place to reach our goal of zero accidents

Governance

Stakeholders

Sollio Cooperative Group maintains close ties with its stakeholders. Through our cooperative model, we stay in close contact with our members and work closely with various levels of government, sector committees and working groups to promote the agri food industry and the interests of our stakeholders. We use several formal and informal communication channels to build and maintain lasting relationships with our stakeholders.

<p>Members and stakeholders</p> <ul style="list-style-type: none"> Annual general meeting Bi annual meeting President’s tour General Managers Committee Network Governance Committee Ambassador network Social network communications Satisfaction surveys Coopérateur magazine Newsletters 	<p>Employees</p> <ul style="list-style-type: none"> Intranet Surveys Training Employee forum Team meetings Internal committees 	<p>NGOs and interest groups</p> <ul style="list-style-type: none"> Meetings and discussions Committees 	<p>Business partners</p> <ul style="list-style-type: none"> Meetings and discussions
<p>Government bodies</p> <ul style="list-style-type: none"> Lobbying Participation in initiatives related to Sollio Cooperative Group in various sectors (e.g., cooperatives, agrifood) Consultations 	<p>Suppliers</p> <ul style="list-style-type: none"> Meetings and discussions 	<p>Financial institutions, insurers, investors and pension funds</p> <ul style="list-style-type: none"> Quarterly and annual reports Meetings and discussions 	<p>Universities working on cooperation</p> <ul style="list-style-type: none"> Meetings and discussions
		<p>Industry federations and associations and professional bodies</p> <ul style="list-style-type: none"> Association memberships Industry committee positions Conferences 	

Materiality



As part of the consultations carried out with stakeholders in 2023, Sollio Cooperative Group conducted a double materiality analysis to get their views on the organization's environmental, social and governance vulnerabilities and impacts. The results will be used to inform decision making and shape the cooperative's priorities in the coming years.

The analysis was conducted with an external consulting firm, in collaboration with Sollio Agriculture. The issues raised were selected based on recognized sustainability standards and a broad understanding of the business sectors in which Sollio Cooperative Group and its divisions operate.

Sollio Agriculture consults its stakeholders

Sollio Agriculture also conducted its own external stakeholder consultations in 2023, having carried out internal stakeholder consultations in 2021. The issues raised by the division have been incorporated into Sollio Cooperative Group's matrix. Sollio Agriculture's materiality matrix is provided in the [appendix](#).

Materiality matrix

Perception of internal and external stakeholders regarding the proposed CR issues

<p>+</p> <p>Perceived level of vulnerability</p> <p>+</p>	<ul style="list-style-type: none"> • Labour shortage • Data security 	<ul style="list-style-type: none"> • Climate change and adaptation 	<ul style="list-style-type: none"> • Next generation of farmers and business owners 	
	<ul style="list-style-type: none"> • Regulatory compliance • Ethics and integrity • Product traceability • Public policy and lobbying • Rights of vulnerable workers • Biodiversity and natural environments 	<ul style="list-style-type: none"> • Cohabitation with local communities • Use of antibiotics • Genetic selection • Transparency and accountability • Responsible procurement • Waste management • Phytosanitary product management 	<ul style="list-style-type: none"> • Farm productivity • GHG emissions reduction • Food security • Innovation and R&D • Animal health and welfare • Employee working conditions and quality of life • Water management • Environmental compliance • Soil health 	
	<ul style="list-style-type: none"> • Circular economy • Diversity, equity and inclusion • Consideration of stakeholders 	<ul style="list-style-type: none"> • Energy efficiency • Contribution to society • Responsible investment 	<ul style="list-style-type: none"> • Regional economic benefits • Work and community health and safety 	
	-	Perceived level of impact	+	

Issue categories:

- Environment
- Social
- Governance

Note

The issues in the grey boxes are those raised by more than 50% of respondents. These issues will therefore receive special attention as part of the parent company's CR action plan.

Governance structure

Sollio Cooperative Group has established a CR governance structure aligned with that of its divisions to implement its approach.

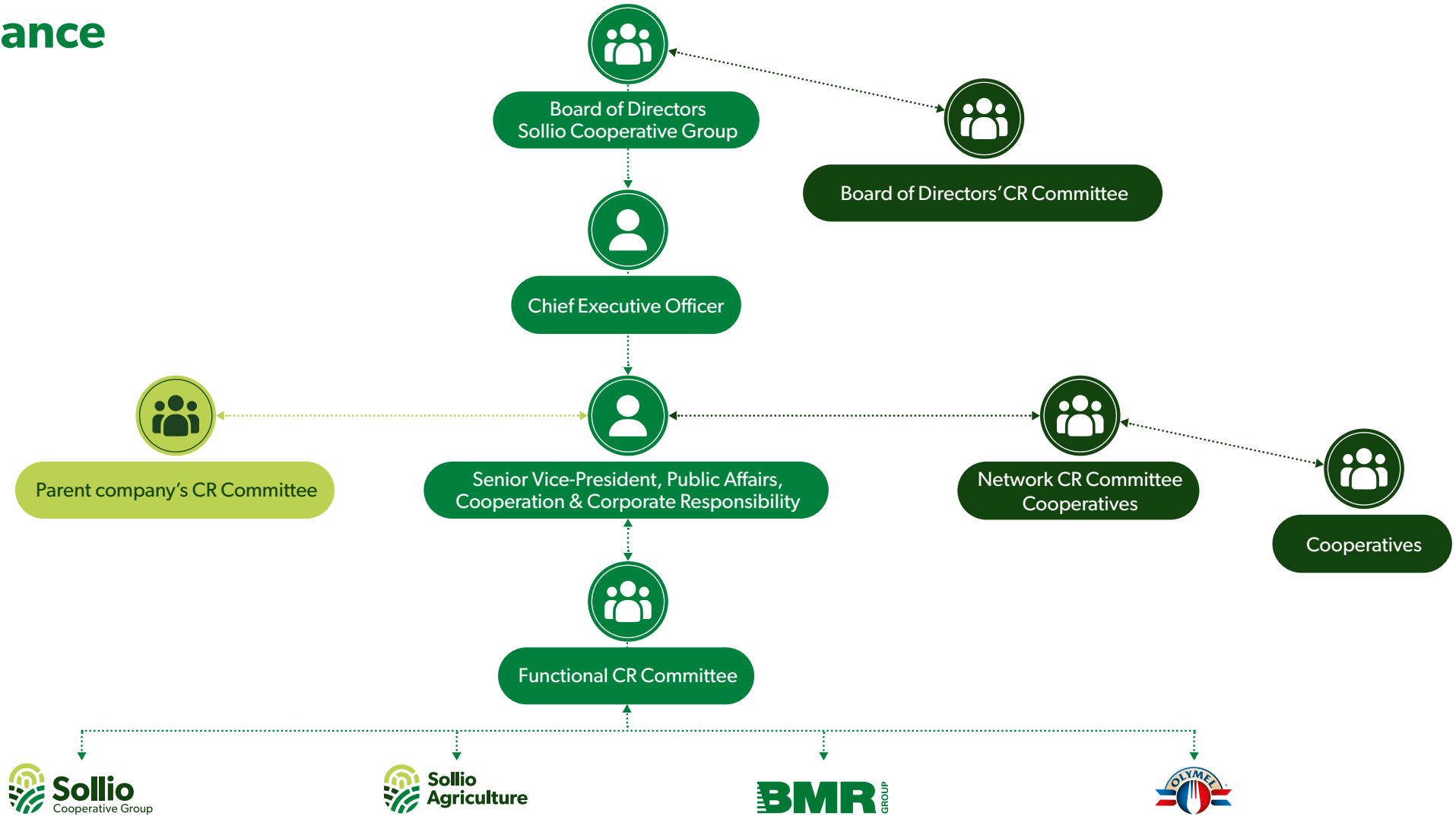
The roles and responsibilities of the various bodies and committees that deal more closely with corporate responsibility are set out below.

<p>Board of Directors</p>	<ul style="list-style-type: none"> • Establishes the CR mission, vision and goals of Sollio Cooperative Group and its divisions • Participates in the company’s CR strategy • Monitors environmental compliance and CR activities and disclosure through the CR Committee
<p>Board’s CR Committee</p>	<ul style="list-style-type: none"> • Oversees the CR approach of Sollio Cooperative Group and its divisions • Provides assurance to the Board that its environmental compliance obligations are being met • Ensures Sollio Cooperative Group and its wholly owned subsidiaries continue to comply with environmental and agri environmental laws and regulations • Monitors best CR and sustainable agriculture practices • Analyzes, oversees and makes recommendations for the Donation and Sponsorship Policy
<p>Chief Executive Officer</p>	<ul style="list-style-type: none"> • Ensures CR priorities are integrated into the business strategy and objectives are met • Has a delegated responsibility for resilience management

Governance structure (suite)

<p>Vice-President, Public Affairs, Cooperation & Corporate Responsibility</p>	<ul style="list-style-type: none"> • Develops strategic CR guidelines • Develops and coordinates the parent company’s CR plan • Develops a consistent CR strategy across the organization and ensures it is followed • Supports the network of cooperatives in their CR initiatives
<p>CR Functional Committee</p>	<ul style="list-style-type: none"> • Comprises members from the parent company and each of the divisions • Shares CR best practices across the divisions and parent company • Coordinates work planning and execution • Helps capture execution synergies
<p>Network CR Committee</p>	<ul style="list-style-type: none"> • Comprises members from the parent company and the network cooperatives • Shares the progress of the CR initiatives of Sollio Cooperative Group and its divisions, including those in the network • Facilitates best practice sharing within the network • Monitors regulatory changes
<p>Parent company CR Committee</p>	<ul style="list-style-type: none"> • Comprises parent company members • Shares progress updates on the execution of the parent company’s CR action plan • Coordinates work • Facilitates best CR practice sharing

CR Governance



Resilience Management Policy

In addition to the risks associated with its operations and those of its divisions, Sollio Cooperative Group must also contend with unpredictable weather and the risk of interruptions to power, transportation and technology services.

That's why the organization adopted a new Integrated Resilience Management Policy for emergency measures, crisis management and business continuity in 2023. The cooperative is committed to taking proactive and preventive steps to increase its resilience, minimize current and anticipated risks and consequences during emergencies, and address stakeholder concerns.

The policy is also part of the parent company's CR action plan and applies in its entirety to the parent company, its divisions—BMR Group and Sollio Agriculture—and its wholly owned subsidiaries. It also serves as a reference for the controlled partners and other joint ventures of the divisions.



Environmental policy and compliance

Various bodies (the Board of Directors, the Board's CR Committee and divisional executive committees) receive updates on the environmental performance of the company's facilities on a regular basis. This well established process provides directors and managers with an overview of the environmental risks associated with operations and ensures resources are properly allocated to manage them.

Environmental policy

Our environmental policy is based on ISO 14 001 and ensures that the practices adopted by the network are compatible with current environmental concerns and those of our stakeholders. Sollio Cooperative Group has implemented and updated the environmental management system in its most high risk facilities to account for, reduce and control their environmental impact.

Environmental compliance auditing

The facilities of Sollio Agriculture, BMR Group, and their partners are audited every three to five years (depending on their risk level), by Sollio Cooperative Group's Environment and Emergency Measures Department in accordance with the principles of Canadian Standards Association (CSA) standard Z773-03. Environmental compliance auditing is a systematic, documented process designed to identify activities that may not comply with environmental legislation or that may be a source of significant impact or risk. It helps ensure sound environmental management and improve the performance and compliance of our facilities and operations. Monitoring and action plans are put in place to improve the organization's environmental performance and ensure proper reporting to the various governing bodies.

Olymel's facilities are audited every five years by the division's own Environmental Department. This team is also in charge of monthly tracking and the application of operational procedures and action plans to manage the environmental impacts of plants, distribution centres and other facilities.



Non-compliance with environmental legislation and regulations

Fines and non financial penalties			
Amount in \$	0	0	0
Number of fines and non financial penalties incurred	0	0	1
Proceedings against the entity	0	0	1
Explanatory comments	Cases of non-compliance were observed during environmental compliance audits, but steps are being taken to address them.	Cases of non-compliance were observed during environmental compliance audits, but steps are being taken to address them.	Cases of non compliance were observed during monthly monitoring.

Ethics at Sollio Cooperative Group

The divisions continued to roll out Sollio Cooperative Group's ethics program in 2023. The program aims to create a healthy, trustworthy business and work environment. It has three main components.

Ethics program



**The Working
Alliance**

Alliance-Line

**Ethical
reflection**

Ethics at Sollio Cooperative Group

1 The Working Alliance

The Working Alliance is a document that reiterates the values that are central to the cooperative culture and that guide the actions of all our teams on a day-to-day basis. The Working Alliance aims to reinforce ethical behaviour to ensure the trust of members. It defines Sollio Cooperative Group's four organizational values and ensures a common understanding of cooperative ethics.

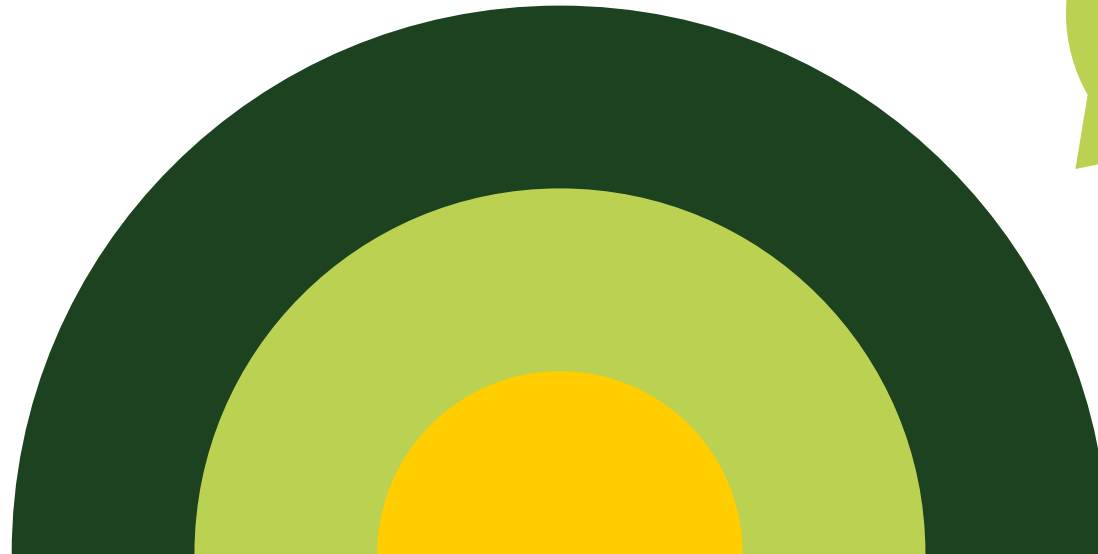
In addition, it provides a guide for reflection on personal ethics that can be used as a decision-making tool when doubt arises regarding ethics or a breach thereof. The Working Alliance contains reference tools, including all the information on the Alliance-Line. Employees and board members receive a copy when they first join the organization and are asked to read and agree to abide by it.

2 The Alliance-Line

The Alliance-Line is an anonymous and confidential reporting system that allows employees to share their concerns, flag issues, ask questions and convey their thoughts in order to keep building trust within the Cooperative and ensure that employee actions are compliant. The Confidentiality and Non Retaliation Policy provides employees with a positive, healthy and safe work environment free from any form of retaliation for reporting.

3 Ethical reflection

Ethical reflection comprises all conversations and tools necessary to facilitate our work on both an individual and collective level. It also supports decision-making and the expression of our cooperative identity and values.





Ethics program implementation

Sollio Agriculture and BMR Group adopted the ethics program in 2023.

A number of communication actions were carried out to inform Sollio Agriculture staff about the Working Alliance and Alliance-Line and encourage all employees (office and operations employees) to sign the Working Alliance. Sollio Agriculture has achieved an 89% signature rate. All new employees are required to sign the Working Alliance.

At BMR Group, the ethics approach aimed at putting Sollio Cooperative Group and BMR Group's values into practice has been broken down into six objectives:

1. Establish mutual commitments;
2. Develop a common understanding of the behaviours to be adopted in the workplace;
3. Promote a healthy work environment;
4. Uphold the company's reputation;
5. Support discussions on ambiguous situations;
6. Drive awareness of reporting mechanisms.



Reporting hotline rollout

Olymel has created a hotline for reporting unethical behaviour. It's being piloted at six sites with a view to rolling it out at all company sites by 2024.



Policy revision

Olymel also updated its code of conduct and its violence, harassment and discrimination prevention policy, which includes promoting ethics and civility in the workplace. The revised policies were distributed to employees in early 2024.

Cybersecurity and data protection

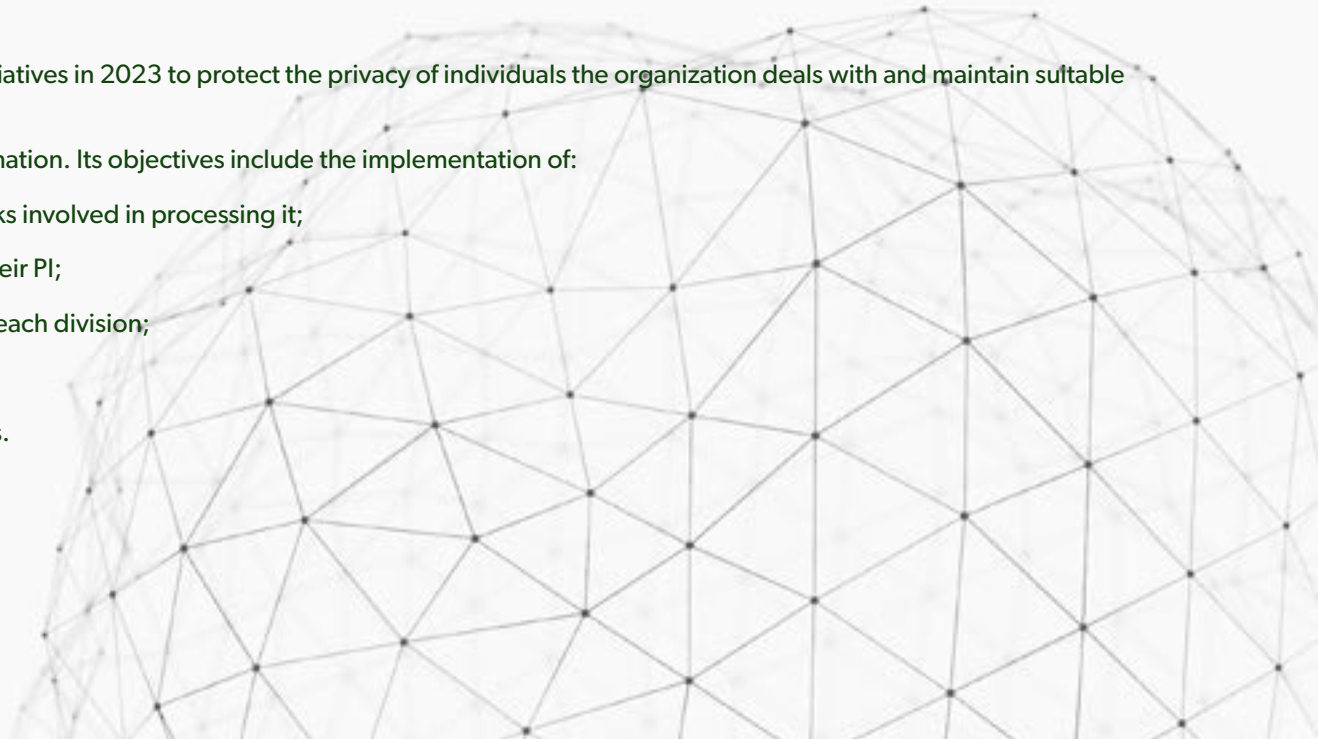
The digital shift in the economy and among businesses has resulted in a major increase in available data. Our organization also relies on various computer and industrial control systems essential to our operations. In addition to allocating resources to improve and increase the efficiency of our tools and methods, we also have security measures in place to protect against fraud and cyberattacks. It's all part of our ongoing delivery of the security roadmap to protect our assets, our operations and the personal information (PI) for which we're responsible.

Law 25

The Act to modernize legislative provisions as regards the protection of personal information (Law 25) increases our organizational responsibility to protect the privacy of our employees, our suppliers and any individuals we deal with.

The parent company, Sollio Agriculture and BMR Group all launched a wide range of initiatives in 2023 to protect the privacy of individuals the organization deals with and maintain suitable practices to protect PI. Highlights include:

- o The publication of the Regulatory Framework for the management of Personal Information. Its objectives include the implementation of:
 1. Organizational and technical measures to ensure PI is protected, based on the risks involved in processing it;
 2. Mechanisms for individuals to be informed about and exercise their rights over their PI;
- o The appointment of a Person in Charge of the Protection of Personal Information for each division;
- o The creation of a Privacy Committee.;
- o The launch of an information campaign and the creation of employee training videos.



New governance framework and new practices

Olymel implemented a comprehensive governance framework to ensure the privacy and security of personal information in strict compliance with the new legislative framework for the protection of PI. The organization has:

1. Developed clear guidelines and control mechanisms to ensure compliance with the strictest privacy standards
2. Published new information protection policies, both internally and externally, to make data management practices more transparent
3. Raised awareness among employees and collaborators through dedicated information modules and practical training sessions
4. Introduced a mechanism to conduct the in depth privacy risk assessments needed to anticipate and mitigate potential data security impacts
5. Adopted new requirements regarding consent that emphasize how important it is for individuals to control and understand how their data is used



1

Planet

Protect resources, ecosystems and life



	Key initiatives	Status
 Parent company and three divisions	<ul style="list-style-type: none"> Update the organization’s greenhouse gas inventory Create a governance structure to optimize the collection of data needed to quantify greenhouse gas emissions Develop a strategy to reduce greenhouse gas emissions Prepare a submission for the federal Sustainable Agriculture Strategy 	<ul style="list-style-type: none"> ✓ ✓ ↻ ✓
 Sollio Agriculture	<ul style="list-style-type: none"> Update the greenhouse gas inventory Update the water assessment Analyze energy efficiency projects Quantify emissions from rented assets and the processing and use of products sold by Sollio Agriculture Bring the CRF AgriTech plant into operation Enteric carbon calculator Deploy a new diagnostic tool for sustainable agriculture practices Launch AgroCarbone Grandes Cultures Support the digital transition of agricultural businesses – 9,300 businesses brought up to speed to date Create a guide to sustainable crop farming 	<ul style="list-style-type: none"> ✓ ✓ ↻ ↻ ✓ ✓ ✓ ✓ ↻ ✓

Key initiatives		Status
Olymel	Update the greenhouse gas inventory	✓
	Update the water assessment	✓
	Optimize transport logistics	🔄
	Analyze energy efficiency projects	🔄
	Reduce energy use through various heat recovery projects	✓
BMR Group	Update the greenhouse gas inventory	✓
	Work with Cleanfarms to create agricultural plastic collection points	✓

✓ : Complete
 🔄 : Ongoing



Setting and meeting a greenhouse gas reduction target for our operations

Setting a reduction target for greenhouse gas emissions requires a high level of knowledge of the emissions generated in our value chain. To meet this objective, we began updating our greenhouse gas emissions inventory in 2023. This inventory had previously been prepared during our 2019–2020 fiscal year. Our methodology is based on the Greenhouse Gas Protocol.

Greenhouse gas emissions inventory

By updating our inventory, we gained a better understanding of the largest sources of emissions in terms of impact, especially within Sollio Agriculture and Olymel, for selected sources of indirect emissions (scope 3). This exercise was also conducted for BMR Group in order to increase the quantity and accuracy of procurement data.

At Sollio Cooperative Group, we also launched a governance process for inventory, which allowed us to ensure the quality and reliability of collected data.

2024 objective

With a view to continuous improvement, analysis is underway to quantify emissions generated by rented assets (upstream and downstream), as well as the processing and use of products sold by Sollio Agriculture.

Organizational and operational limitations of the inventory

The inventory includes the facilities under our operational control. Scope 3 emissions include our purchases, upstream and downstream transport for purchased goods, capital purchases, the management of waste generated by our operations, business travel, employees' commutes, activities relating to power generation, and investments (this final category applies to Sollio Agriculture only).

GHG emissions in tonnes of CO₂ equivalent

	Scope 1		Scope 2		Scope 3	
	2020	2023	2020	2023	2020	2023
Parent company	188	74	3	1	95%	97%
Sollio Agriculture ¹	55,457	52,211	3,112	1,999	99%	99%
BMR Group ¹	10,970	6,041	138	20	98%	98%
Olymel ²	531,254	429,641	74,637	60,377	75%	74.47%
Total	597,869	491,967	77,890	62,397	N/A	N/A

¹ Scope 1, 2 and 3 emissions in the 2020 Sollio Agriculture and BMR Group inventory were adjusted to reflect divestments.

² For the 2020 Olymel assessment, scope 3 emissions (including purchases of hogs and poultry from farms not operated by Olymel), which make up 66% of Olymel's total emissions, were adjusted to reflect underestimates. The calculation methodology was improved in 2023 to better reflect these sources of greenhouse gas emissions.

Strategies to reduce greenhouse gas emissions

Working with our divisions, we documented the practices and objectives adopted by the actors in our business environment (customers and suppliers), as well as the expectations of our stakeholders. In the coming year, we'll be launching a number of projects to quantify the work involved in establishing our reduction targets. These initiatives will be conducted in collaboration with all the actors in the agricultural value chain and all our stakeholders, be they suppliers, members or customers. This is a major undertaking that involves all our divisions and is essential if we are to meet the challenge of fighting climate change.

Bringing the CRF AgriTech plant into operation

The CRF AgriTech plant in St. Thomas was brought into operation in September 2023, bringing with it improved access to coated fertilizer technology. Coated fertilizers have a beneficial impact on yields and the environment by reducing nutrient loss and greenhouse gas emissions. According to the International Fertilizer Association, the use of controlled release fertilizer reduces the amount of fertilizer needed by 20–30% compared to conventional fertilizer. The St. Thomas plant is strategically located near rail lines and Sollio Agriculture's procurement sources, which reduces shipping costs, product delivery times and greenhouse gas emissions from transport. Each rail car of fertilizer that leaves St. Thomas and travels to the Port of Quebec, for example, reduces CO2 emissions by approximately three tonnes compared to fertilizer procured from companies in Western Canada or the USA, with which Sollio Agriculture typically did business for this product category in the past. The technology also reduces the quantity of polymer required to coat fertilizer by 40% compared to previous generations of products, which also has a positive impact on transport.





Analyzing energy efficiency projects

Olymel conducted an energy efficiency potential analysis of its facilities to identify the investments and actions required to reduce its emissions. The division will use the findings to set a reduction target for scope 1 and 2 emissions.

Sollio Agriculture has begun the same exercise, which should conclude in 2024.



Optimizing transport

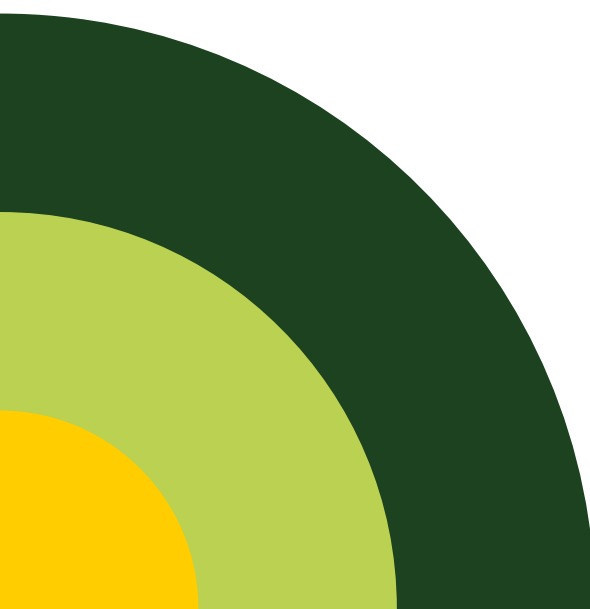
Olymel worked to optimize its terminals (truck transport) to reduce empty return trips and thereby reduce costs and greenhouse gas emissions. Approximately 8,000 fewer kilometres were travelled by truck per week in 2023 compared to the previous year, which amounts to over 600 t CO₂ eq.

Transport performance data has also been put to better use. It allows the company to utilize enhanced decision-making tools and establish performance indicators to better measure our impact.



Reducing energy use

The heat recovery projects that Olymel initiated in 2019 have been completed and are fully operational in Saint-Esprit, Yamachiche and Sainte-Rosalie. Recovering secondary energy has had significant benefits, including a substantial 31% reduction in natural gas consumption at these plants. High-efficiency burners were also installed in the boilers of several plants, which has enhanced performance while reducing emissions.

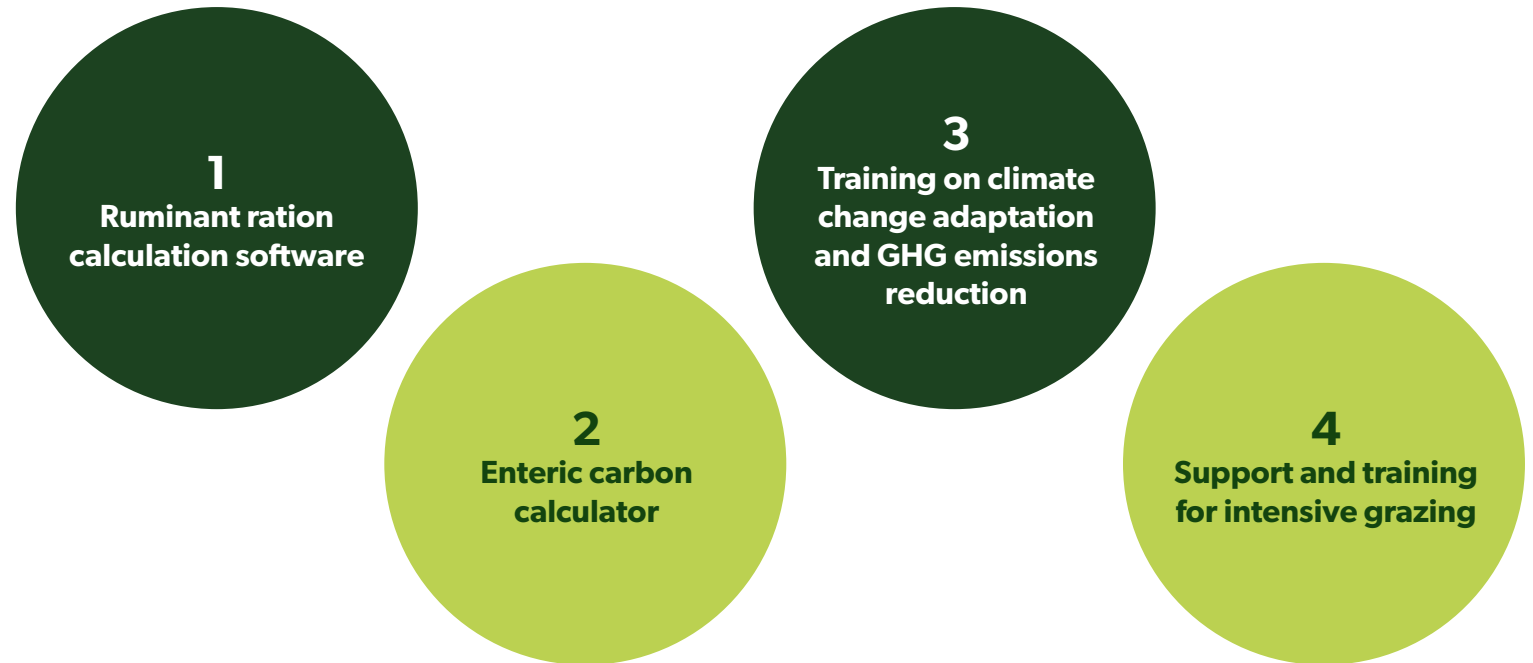


Giving farmers the tools to manage the effects of climate change

The year 2023 is one that farmers will not soon forget. They faced many challenges due to changing, fickle and unexpected weather. Because agriculture is especially impacted by climate change, Sollio Cooperative Group and its divisions know that they must implement strategies and techniques to support farmers and help them adapt and innovate. In this vein, several research projects and new tools were launched during the year.

Reducing greenhouse gas emissions from ruminants

Different types of rations and agricultural practices can increase or decrease the amount of greenhouse gases produced by ruminants. New tools and training programs were created and rolled out by Sollio Agriculture during the year to help agri-advisors and cattle farmers better leverage the emission reduction potential of their operations.



1

Rolling out ruminant ration calculation software

A new ration formulation software program for cattle and dairy farming was launched over the period from October 2022 to March 2023. Since then, it has been used on a daily basis by all agri-advisors, in cooperatives and at Sollio Agriculture, including in the Atlantic provinces. The objective of this software program is to help agri-advisors improve the accuracy of calculated rations at a lower cost in order to optimize nutritional efficiency and reduce the environmental footprint of ruminants. The parameters taken into account to select the right feed combination include:

- Cost
- Methane emissions generated during digestion
- Yield (e.g., in litres of milk or kilograms of meat)

2

Deploying Enteric, our carbon calculator

Enteric was launched in fall 2023. This new carbon calculator uses results from the ration calculation software and other farming data to create a dashboard for agri-advisors and farmers. In concrete terms, it helps them:

- Track the carbon footprint of feeding over time
- Understand the options for reducing greenhouse gas emissions on a farm

Agri-advisors can thus use the calculator to help dairy farmers reduce the environmental footprint of milk production.



3

Providing training on climate change adaptation and GHG emissions reduction

This online training program for beef agri-advisors aims to equip them with the tools to better advise farmers on:

- Adapting to climate change
- Reducing greenhouse gas emissions
- Carbon sequestration

This training program was developed by Les Producteurs de bovins du Québec (PBQ) and its partners; Sollio Agriculture; the Conseil pour le développement de l'agriculture du Québec (CDAQ); Lactanet; Ouranos; and the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ).

4

Providing support and training for intensive grazing

The number of hectares used for intensive grazing in beef production is on the rise. Sollio Agriculture's OptiBoeuf team and cooperatives affiliated with the Sollio network have developed training programs and delivered them to cattle farmers to increase their knowledge of intensive grazing. This type of grazing improves technical and economic performance while sequestering carbon and reducing tillage. In all, 48 projects totalling an investment of nearly \$1.7 million were submitted by farmers and received funding from the On-Farm Climate Action Fund. Five on-farm training activities also took place, in addition to six online graziers' club sessions. Over 100 cattle farmers took part in these activities.

Introducing a new amino acid

Feed efficiency for chickens is a key mission for Sollio Agriculture and part of a continuous improvement process in the poultry sector. Feed accounts for a significant portion of production costs, and the vast majority of greenhouse gas emissions in poultry farming come from the production of grain and feed consumed by birds. Using fewer nutritional resources to produce more kilograms of chicken and eggs therefore delivers both economic and environmental benefits. One ongoing project aims to introduce a new synthetic amino acid into chicken feed formulations. The objective is to determine whether adding this amino acid helps reduce the total quantity of protein in the feed, as well as production costs, without affecting performance. If so, it would lower nitrogen emissions and reduce the use of soybean meal, thereby reducing the quantity of resources produced and consumed.

Launching AgroCarbone Grandes Cultures

A collaboration between Sollio Agriculture and Coop Carbone got underway in May 2023 to help farmers reduce and sequester greenhouse gas emissions. The 36-month project, titled AgroCarbone Grandes Cultures, will develop new protocols for carbon offsets in Quebec's agricultural sector.

This long-term strategic collaboration will involve financial feasibility studies for carbon reduction and sequestration solutions. These studies could stimulate the development of agricultural practices aimed at reducing greenhouse gas emissions and sequestering carbon.



Powering precision agriculture with AgConnexion™

The use of digital agriculture technology, such as data-driven technology, precision agriculture, artificial intelligence and connected objects helps farmers enhance productivity while minimizing environmental impacts. It also ensures the traceability of agronomic advice. Enter AgConnexion™, a tool developed by Sollio Agriculture to help power precision agriculture.

A plant protection reference guide with health and environmental risk indices was integrated into AgConnexion™ in 2022. This reference guide was produced in partnership with the Ordre des agronomes du Québec. It allows farmers and agri-advisors to opt for the lowest-risk plant protection solution, encouraging responsible product use and helping achieve the governmental target of reducing risk indices by 40% by 2030.

Bringing over 9,300 farm enterprises up to speed

As part of the Québec Ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE)'s Offensive de transformation numérique (digital transformation offensive), Sollio Agriculture received a \$1 million grant to help farm businesses make the digital shift. It allowed AgConnexion™ to provide information to over 9,300 farm businesses and assist 297 of those businesses over the course of the year. That assistance helped farmers acquire the knowledge they need to better leverage digital technology on their farms and maximize the benefits.



AgConnexion™



Over
6,2 millions
acres digitized



Over
23 000
connected farms

AgConnexion™ allows users to:

- Obtain real-time data through advanced collection and analysis technology
- Evaluate field productivity
- Make informed decisions

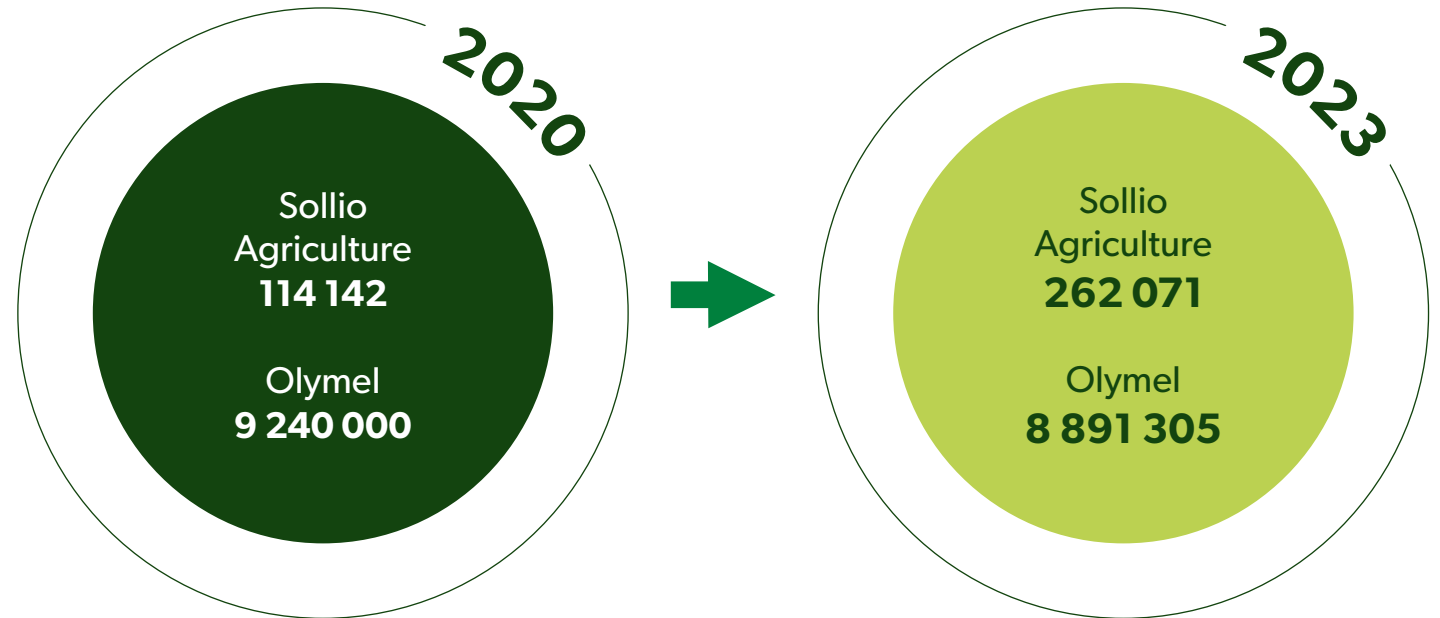
Minimizing the impact of our operations on water resources

Water is a precious resource, and conserving it is a major concern for Sollio Cooperative Group. In addition to optimizing equipment in certain Sollio Agriculture and Olymel plants, the organization is pursuing the work of the 2020 water assessment to quantify the volume of water consumed directly by facilities and identify high-priority opportunities for reduction.

Water assessment

Over the course of the year, Sollio Cooperative Group calculated the water consumption over which it has operational control. The definition of water consumption used in the proposed study is that of the ISO 14046 standard, and the timeframe considered is fiscal year 2022–2023. The water consumption of the parent company and BMR Group was not calculated because it is immaterial.

Total water consumed in m³



Note: The calculation of Sollio Agriculture’s water consumption in 2023 included more facilities than in 2020, resulting in a significant increase in the volume of water consumed. An adjustment will be applied in 2024 to enable better comparability of water assessments over time.

Optimizing our equipment at the Victoriaville hatchery

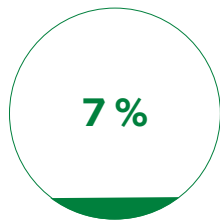
The energy efficiency analysis and project development to replace two pieces of equipment at the Victoriaville hatchery were carried out in 2023. The new equipment should be commissioned in spring 2024 and will reduce water and gas consumption at the facility.

Chick box washer

This washer is used to clean chick boxes.



Estimated reduction in water use



Reduction in gas consumption

Hot water boiler

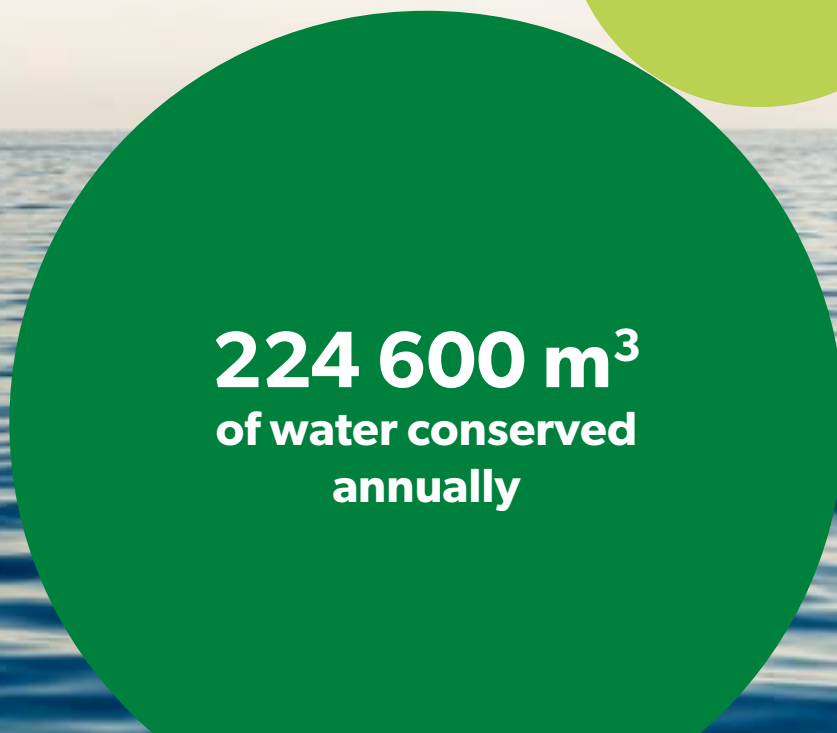
The hot water boiler provides water for washing hatching components and equipment. In addition to curbing water usage, the new boiler reduces gas consumption by approximately 5%.



Water efficiency projects in the poultry sector

The past year saw the launch of multiple initiatives aimed at reducing water consumption in Olymel plants. Here are a few examples:

- Replacement of water-rinsed sieves with gravity filters in Saint-Jean-Baptiste, Saint-Damase and Berthierville
- Reduced pressure on the municipal intake pump in Saint-Damase
- Use of recycled water for rinsing crates and feather sieves at Sunnymel
- Use of automated stop controls on poultry showers at Berthierville and Sunnymel



224 600 m³
of water conserved
annually

Helping farmers manage water sustainably

Water management has become an increasingly critical issue in farming, as a changing and variable climate can impact the availability of water.

What's more, agriculture impacts the quantity and quality of available water through irrigation, drainage, wastewater and leachate. Because of this, Sollio Cooperative Group feels it is essential to support its member farmers and customers in managing their water consumption sustainably. The agricultural practices a farmer chooses can increase or decrease demand for water. They can also have a positive or negative impact on the water capacity of soil.

A daily challenge

Sustainable water management is a daily challenge at the Sollio Agriculture research farm, where a variety of projects to address the issue are currently underway. These include improving the identification of riparian buffers and building a stormwater pond for irrigation. Tests on PurYield are also in progress, including an assessment of residual nitrogen in soil, which is then used to estimate fertilizer leaching rates.

The *Guide to Sustainable Crop Farming* published in 2023 features proven methods such as:

- Cover crops: Some cover crops are excellent at trapping nitrogen to prevent it from entering waterways.
- Riparian buffers: Wide strips of vegetation planted along waterways and ditches trap some fertilizer, pesticides, and sediment, preventing it from getting into the water.
- The 4Rs of fertilization: Applying the right amount of the right product at the right time and in the right place prevents the overfertilization of certain areas of a field. Variable-rate application, made possible by precision agriculture, is key to achieving this goal.

Agri-advisors are trained to provide farmers with practical advice on how to adopt these practices.



Reducing waste generated by our facilities and aiming for zero waste to landfills

Striving to eliminate food waste and reclaiming organic waste generated by our operations

Sollio Cooperative Group applies the 3R-RD principle to reduce the amount of waste that ends up in landfill. It prioritizes (in order of importance) reducing, reusing, recycling and reclaiming, with disposal as a last resort. The organization is also involved in working groups to support initiatives that would benefit the entire network.

Under this framework, reclaiming organic waste and reducing food waste are especially important, as they are challenges for the agri-food industry. Optimizing operational efficiency is a direct way to fight climate change by limiting food waste and reducing the organic matter in landfills. Achieving better agricultural waste management, finding innovative ways to reclaim organic waste, and recovering products can all be part of the solution.



Participating in the Cleanfarms/AgriRÉCUP program

Several partner retailers in Sollio Agriculture's networks continued their voluntary participation in the Cleanfarms program, which aims to improve the management of agricultural waste and resources in the community.

Agricultural plastic collection points have been set up in the Agrocentre network in Quebec and the Agromart network in Ontario to sort different types of plastic such as seed and fertilizer bags, pesticide jugs, bale wrap, twine and more.

Since 2016, these networks have helped recover over 1,000 tonnes of agricultural plastic, diverting it from landfill. The plastic is recycled into new products or safely disposed of. As recovering agricultural plastic became mandatory on October 31, 2023, this initiative will continue to expand throughout the various retailer networks.

No more disposable lunch boxes!

In 2022–2023, the parent company set an objective to reduce the amount of waste generated during meetings of the Sollio Cooperative Group Board of Directors. It acquired washable dishware and now uses a caterer that serves buffet-style meals instead of lunch boxes. This caterer is a social insertion enterprise that assists immigrant women in greater Montreal. Through the catering company, the office of the General Secretary works with a cooperative that rents out, collects and washes reusable dishware. Everyone at headquarters now has these options for meetings where food is served.



More eco-friendly packaging

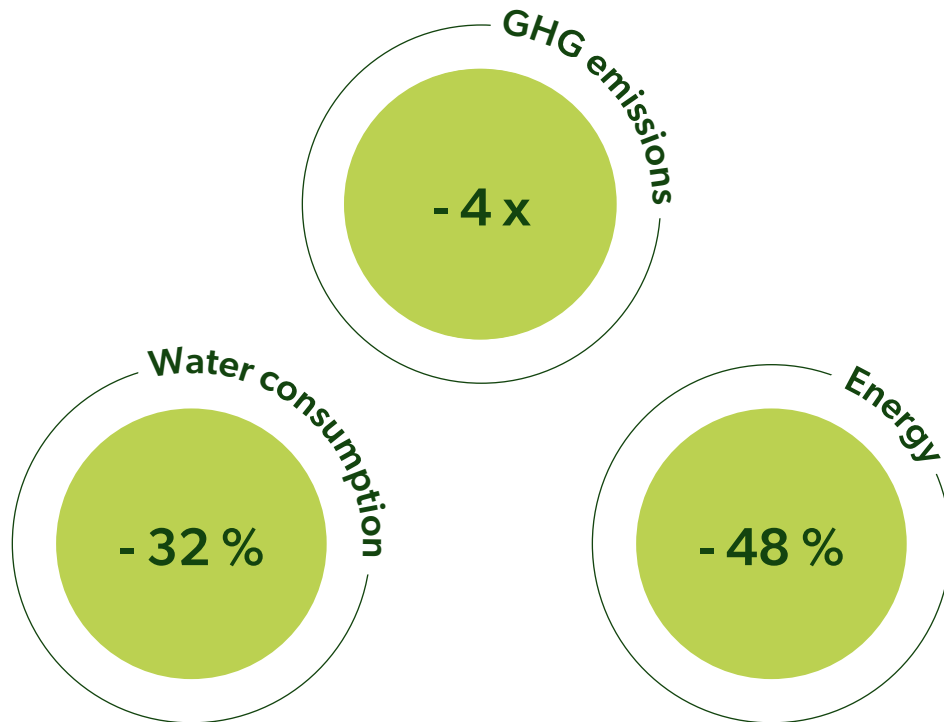
A multi-departmental packaging committee was formed at Olymel in the past year. Its main objective is to amalgamate all packaging-related initiatives. Ongoing projects include:

- Testing and production of recyclable ePET trays for sausages and cuts of fresh poultry. This is an option to replace non-recyclable polystyrene trays.
- Studies and testing of various types of eco-friendly plastic wrap. Once again, ePET is the recommended material.
- A feasibility study for compostable packaging materials.



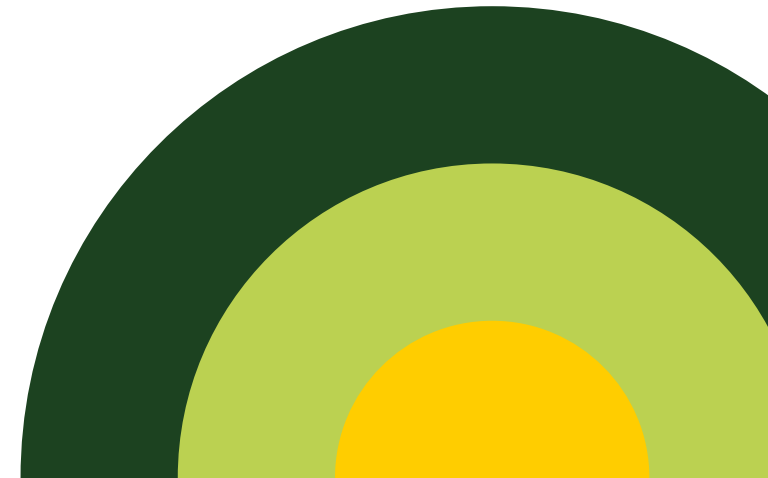
Replacing white boxes with brown boxes

Olymel has begun transitioning from white boxes to brown, unbleached boxes for its fresh pork product packaging. By eliminating bleaching, the company can avoid using toxic and chlorinated substances and emitting these substances into the environment. This process change reduces greenhouse gas emissions and water and energy needs.



Reducing product waste

Olymel has implemented various initiatives in its plants to prevent product, cuttings and ingredients from falling onto the floor due to poor equipment design or improper handling during production. Guides and signage have been added to equipment, and some equipment has been modified to prevent wastage of raw material and finished products. In addition, bins have been placed between conveyors so that small pieces that fall from the conveyors can be collected and reused.

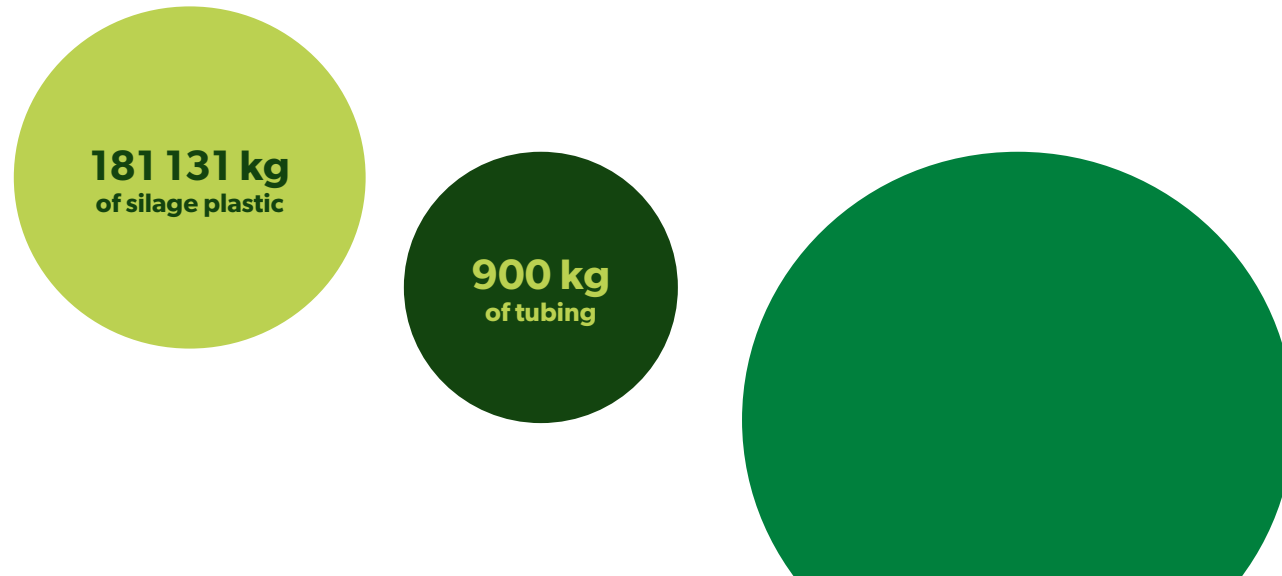


Collection points and eco-fees for agricultural plastic

For several years, BMR Group has worked with Cleanfarms on pilot projects to recover agricultural plastic. It has also set up drop-off points across its network to offer farmers a secure place to dispose of their plastic waste. This plastic is converted into a clean flake that is used to manufacture a variety of items (agricultural fenceposts, composite dimensional lumber used in industrial construction, plastic pallets and drainage tiles).

On October 1, 2023, an eco-fee was introduced for agricultural plastics, as required by the regulations established in 2022. In response, BMR Group provided Cleanfarms with the necessary information to facilitate the implementation of eco-fees within the BMR Group network.

Collected in 2023



Drop-off points for paint, batteries and lightbulbs

BMR Group collects paint, batteries and lightbulbs at its locations across Quebec to offer consumers a safe place to dispose of hazardous waste. Over 238 drop-off points in the BMR network offer this service. Through these drop-off points, over 110,000 kg of paint was collected in order to be recycled into new paint.

Number of drop-off points (paint, batteries, light bulbs) in stores:



Promoting sustainable agriculture among farmers and other agri food industry players

To help it hone in on the right actions and decisions, Sollio Agriculture established a definition of sustainable agriculture in 2023 that will guide the organization in selecting projects and investments, especially those involving innovation and technology.

Sustainable agriculture must establish minimum requirements and foster positive outcomes while accounting for compromises and competing priorities. This definition, which reflects the priorities of Sollio Agriculture, is intended to have functional utility for decision making. The definition and the tools in place enable strategic alignment and cohesion between the organization's business strategy and its deployment.

Sustainable agriculture workshop

A workshop on sustainable agriculture took place during the agronomic clinics in June 2023. These day long training sessions at the Sollio Agriculture research farm are designed to help agri advisors better inform and equip the farmers with whom they work.

The sustainable agriculture workshop covered the following topics:

- Crop rotation
- Reducing pesticide and fertilizer use
- The importance of riparian buffers
- Managing GHG emissions from nitrogen use

Sustainable agriculture:

Any model of production that accounts for human, ethical, environmental and economic impacts in order to optimize production and adapt to climate change and society's ever evolving expectations of the agri-food industry.

Creating the Guide to Sustainable Crop Farming

In 2023, Sollio Agriculture developed and distributed its Guide to Sustainable Crop Farming. This reference tool contains proven solutions and practices to help farmers adopt agri-environmental best practices. It aligns with the five objectives of Quebec's Sustainable Agriculture Plan:

1. Reducing pesticide use and its health and environmental risks
2. Improving soil health and conservation
3. Improving fertilizer management
4. Optimizing water management
5. Promoting biodiversity

This guide was distributed to all agri-advisors at the network's Congrès végétal conference in February 2023.

Launching a new diagnostic tool for sustainable agriculture practices

Sollio Agriculture launched a new diagnostic tool for sustainable agriculture practices to agri-advisors in February 2023. It helps crop farmers establish a customized, prioritized set of actions for their farm based on best practices in sustainable agriculture.

The tool can generate an annual assessment of the practices on a given farm. The resulting diagnosis incorporates several practices, including cover crop management, crop rotation, nitrogen management, soil management, surface residue management and riparian buffers. It is presented in the form of graphs that agri-advisors and farmers can consult to determine the farm's progress and help them adopt or continue beneficial practices.

Research project: Calculating greenhouse gas emissions from PurYield nitrogen fertilizers

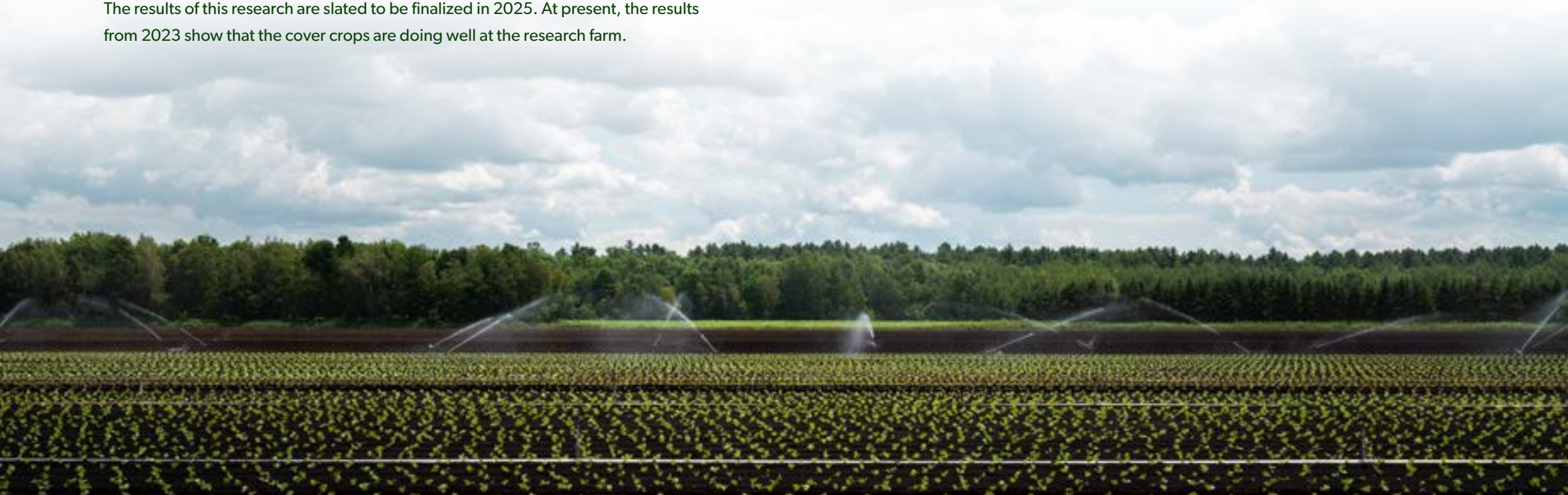
The Sollio Agriculture research farm's project on PurYield fertilizer continued in 2023. The objective is to assess the effects of PurYield on corn based on four agri-environmental indicators: water quality, air quality, soil quality and greenhouse gases. Ultimately, this research could guide and inform farmers in optimizing their practices thanks to a tool for selecting fertilizers that takes the specific characteristics of each farm into account (soil, crop management, hardiness zone, etc.). This initiative is a collaboration with McGill University and is funded by the federal government.

Research project: Using soil coverage to maximize nitrogen fertilization

This project, which began in 2023 at the Sollio Agriculture research farm, aims to determine which soil coverage crops are best for capturing nitrogen, so that farmers can then use the nitrogen stored in the resulting green manure the following season. This would be a better way to optimize nitrogen and reduce nitrogen fertilizer use. The results of this research are slated to be finalized in 2025. At present, the results from 2023 show that the cover crops are doing well at the research farm.

Talks and training for agri-advisors

To help farmers implement best practices, crop farming and environmental agri advisors (who number around 150) attended many training sessions held by Sollio Agriculture and other organizations in the sector over the year. In addition, many agri-advisors attended the Congrès végétal in February 2023.



Being a leading player in sustainable agriculture and agri-food in Canada

Sollio Cooperative Group does its part to further the UN's Sustainable Development Goals, helps shape the public discourse as it relates to its mission and works on solutions to secure a sustainable future in agri-food.

Participation in public consultations

As part of consultations for the upcoming federal Sustainable Agriculture Strategy, Sollio Cooperative Group shared its comments in a written submission. During this work, the organization emphasized the importance of ensuring the sustainability of farm businesses on a human and financial level, as these businesses are the foundation of Canada's food system and play a major economic role in many regions of the country. Sollio Cooperative Group believes that the priority of a sustainable agriculture strategy should be to increase the sector's resilience in the face of short- and long-term climate impacts. That means equipping all actors in the sector with the tools to adapt to the changes brought about by climate change, without minimizing the transition period that is necessary for adaptation to take place.

During the consultation for the Quebec government's 2023–2028 Sustainable Development Strategy, Sollio Cooperative Group reiterated the need to support sectors that are experiencing and will experience the impacts of climate change most acutely. As a federation of cooperatives, it is our role to assist and support farmers in this agri-environmental transition. Our strong network of agri-advisors can provide farmers with agronomic knowledge and guide them through this challenging adaptation.



Active industry participation

Sollio Agriculture works with several organizations to support the transition to sustainable agriculture and transfer knowledge to its networks and agri-advisors.

It is involved in the following associations and active on a number of committees with the mandate of sharing and supporting the adoption of more sustainable farming practices:

- Sustainability Committee of Croplife Canada
- Board of Directors and Nutrients Committee of Fertilizer Canada
- Board of Directors and Ruminant Committee of the Association québécoise des industries de nutrition animale et céréalière (AQINAC)
- Board of Directors and Crop Protection, Fertilizer and 4R Committees of Réseau végétal Quebec
- Board of Directors and Nutrition Committee of the Animal Nutrition Association of Canada (ANAC)

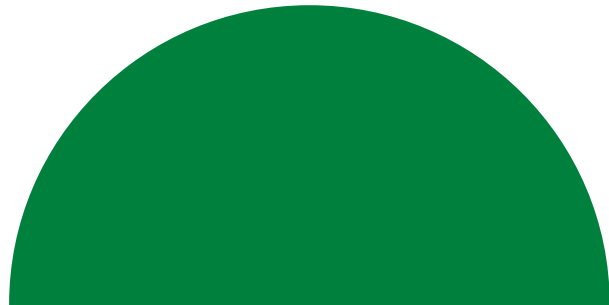
Sollio Agriculture also had the opportunity to present on topics related to corporate responsibility at industry events:

- Exports and ESG criteria: A sustainable added value (Export Group)
- The circular economy and agricultural plastics (Cleanfarms)
- Sustainable seeds panel (Seeds Canada)

Olymel is also active in a number of associations in the food sector.

- Canadian Meat Council
- Canadian Poultry and Egg Processors Council
- Conseil de la transformation alimentaire du Quebec
- Safe Quality Food Technical Advisory Committee
- Food and Beverage Canada
- International Association for Food Protection
- Institute of Food Technologists
- Mouvement québécois de la qualité
- Quebec Association for Food Protection (AQIA)

Olymel members who sit on the committees of these associations contribute to the exchange of best practices in food safety.



Agri-Advisors' Meeting

The Agri-Advisors' Meeting is an annual gathering of 350 advisors and managers in the agricultural sector. It is an opportunity to:

- Bring all the cooperatives in the network together
- Hold presentations, discussions and conversations on the organization's progress and vision
- Share agronomic, economic, political and environmental knowledge
- Inspire and motivate participating agri-advisors and teams
- Recognize agri-advisor excellence

Special attention was paid to farming and agri-food practices at the event. Sollio Agriculture also took the opportunity to present its position on governmental objectives to optimize the use of fertilizer and crop protection products.







Prosperity

2

Contributing to the prosperity of the regions where we have a presence



	Key initiatives	Status
 Parent company	<p>Support the next generation through the FCARA program</p> <p>Expand the network ambassador program</p> <p>Create a <i>Coopérateur</i> podcast</p>	<p>🔄</p> <p>🔄</p> <p>🔄</p>
 Sollio Agriculture	<p>Create an anti-greenwashing guide</p> <p>Conduct research and development on reducing antibiotic use</p> <p>Conduct research projects on reducing herbicides and evaluating alternative products</p>	<p>✓</p> <p>🔄</p> <p>🔄</p>
 Olymel	<p>Establish a responsible procurement process that includes a supplier code of conduct</p>	<p>🔄</p>
 BMR Group	<p>Establish a new personalized quote service for farm building renovation and construction to facilitate the implementation of the animal welfare code of practice on farms</p>	<p>✓</p>

Using our investments and business development projects to lift up local communities

Sollio Cooperative Group is an economic leader in many parts of Quebec and Canada. With its three divisions, Sollio Cooperative Group has created more than 45,000 full-time jobs that generate \$1.2 billion in tax revenue. The scale of the organization and its cooperative business model mean that it can create many high-quality jobs, support the causes it believes in, be involved in communities and look after its members.

8.3 G\$

in revenue

15,952

employees in Canada

A leader in the agri-food sector in the country

A driver of regional development and national

Change in revenue

in thousands of dollars

2023 **\$8,256,857**

2022 **\$8,434,105**

2021 **\$7,536,369**

2020 **\$6,929,665**

2019 **\$6,355,401**

Spin off economic

Total GDP (closed including induced)

2020 - **\$5,156,936,000**

Nombre équivalent temps plein (ETP)

2020 - **\$46,987**

Montant d'impôts

Total taxes paid

2020 - **\$1,240,000,000**

Taxes on products and production (closed model)

2020 - **\$488,708,000**

Donations and sponsorships

Sollio Cooperative Group fosters sustainable development in the places where it operates. The organization helps build strong communities by supporting organizations and events that it considers deserving. It also encourages employees to get involved in their communities.

In the past fiscal year, Sollio Cooperative Group and its divisions awarded more than \$2.7 million in donations and sponsorships in the form of money, food and volunteer hours.

Sollio Cooperative Group

\$686,147

\$101,666 in donations and \$584,481 in sponsorships

Sollio Agriculture

\$161,072

\$32,760 in donations and \$128,312 in sponsorships

BMR Group

\$139,753

\$1,200 in donations and \$138,553 in sponsorships

Olymel

\$1,740,000

\$1,250,000 in donations and \$490,000 in sponsorships

Six aims to guide the actions of Sollio Cooperative Group and its three divisions:



Promote and support the agriculture and agri-food community



Promote the cooperative movement



Support social and community-based initiatives



Support sustainable development, local businesses, and healthy lifestyles



Help power the industry's economic development



Help the next generation of farmers gain visibility and find success

Community donations and sponsorships (by category, in the form of money, food or volunteer hours)

Category				
1. Promote and support the agriculture and agri-food community	\$292,657	\$48,675	\$2,250	\$52,000
2. Promote the cooperative movement	\$140,658	\$0	\$3,581	\$0
3. Support social and community based initiatives	\$43,922	\$61,747	\$111,147	\$1,680,000
4. Support sustainable development, local businesses, and healthy lifestyles	\$21,500	\$0	\$0	\$8,000
5. Help power the industry's economic development	\$126,910	\$0	\$0	\$0
6. Help the next generation gain visibility and find success	\$580,615*	\$50,650	\$22,775	\$0

* The amount invested in the FCARA (\$520,115) is included in this section.

Giving back: Main causes

Parent company

In 2023, Sollio Cooperative Group helped communities thrive by supporting organizations that share its values and further its mission. We actively promoted the agricultural sector through our continued involvement with the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation (MAPAQ)'s Ordre national du mérite Agricole, by granting student scholarships to future farmers, and by supporting Au cœur des familles agricoles, a non profit organization that provides farmers with mental health and social support services. We helped promote sustainable development by supporting the Quebec Business Council on the Environment. We also fostered equity in our network through Femmes et coopération days. In addition, Sollio Cooperative Group supported the Red Cross during Quebec's major forest fires in summer 2023.



Sollio Agriculture

By supporting these causes, Sollio Agriculture boosted its reputation among farmers, their families and communities and the next generation by sharing brand attributes that position the organization as a leader in Canadian agriculture. Sollio Agriculture's primary partnerships in 2022–2023 were as follows: National partner of Canada's Outstanding Young Farmer's Program, the Canadian Federation of Agriculture (CFA), the Fédération de la relève agricole du Québec (FRAQ), and the Association des jeunes ruraux du Québec (AJRQ); donation to Université Laval in collaboration with Sollio Cooperative Group; sponsorships for the Association québécoise des industries de nutrition animale et céréalière (AQINAC), the Centre de référence en agriculture et agroalimentaire du Québec (CRAAQ) and Réseau végétal Québec.



BMR Group

BMR Group is actively involved in many communities in Quebec, Ontario and the Maritimes. In 2023, it donated \$130,000 to over 80 organizations, foundations and community initiatives big and small. The largest contribution was in education, with donations and sponsorships for the University of Ottawa, Université Laval and the Fondation du Cégep du Vieux Montréal. BMR Group also gave in a number of other sectors, including community agriculture, sports teams, performing arts, medical research, municipal development and animal welfare.



Olymel

Olymel donated the equivalent of \$1,250,000 in product in 2023. According to Food Banks of Quebec's donation calculation system, that represents 3,750,000 meals. A total of \$200,000 was donated to major partners, including La Tablee des Chefs, which Olymel has supported every year for over 15 years, and Leucan. Thanks to the active participation of Olymel employees and business partners, a sum of \$190,000 was raised as part of the Ensemble on redonne (giving back together) program for local food aid organizations.



Making our cooperative model central to all our business activities

Sollio Cooperative Group is proud of its cooperative roots, which date back 100 years. They have allowed the organization to build a strong foundation in Quebec and to expand harmoniously across Canada, with a focus on serving its members and supporting communities.

Our cooperative heritage

We are determined to protect and promote our organization's cooperative identity and draw inspiration from the seven internationally recognized cooperative principles. Each year, we conduct a cooperative review, a distinctive practice that allows cooperatives to measure and demonstrate the economic and social footprints that distinguish them from other types of companies. The cooperative review provides an overview in numbers of the cooperative's engagement with its members and communities. This practice is in line with the Statement on the Cooperative Identity adopted by the International Cooperative Alliance.

The seven cooperative principles

The cooperative principles are guidelines that allow cooperatives to put their values into practice.



Voluntary and open membership

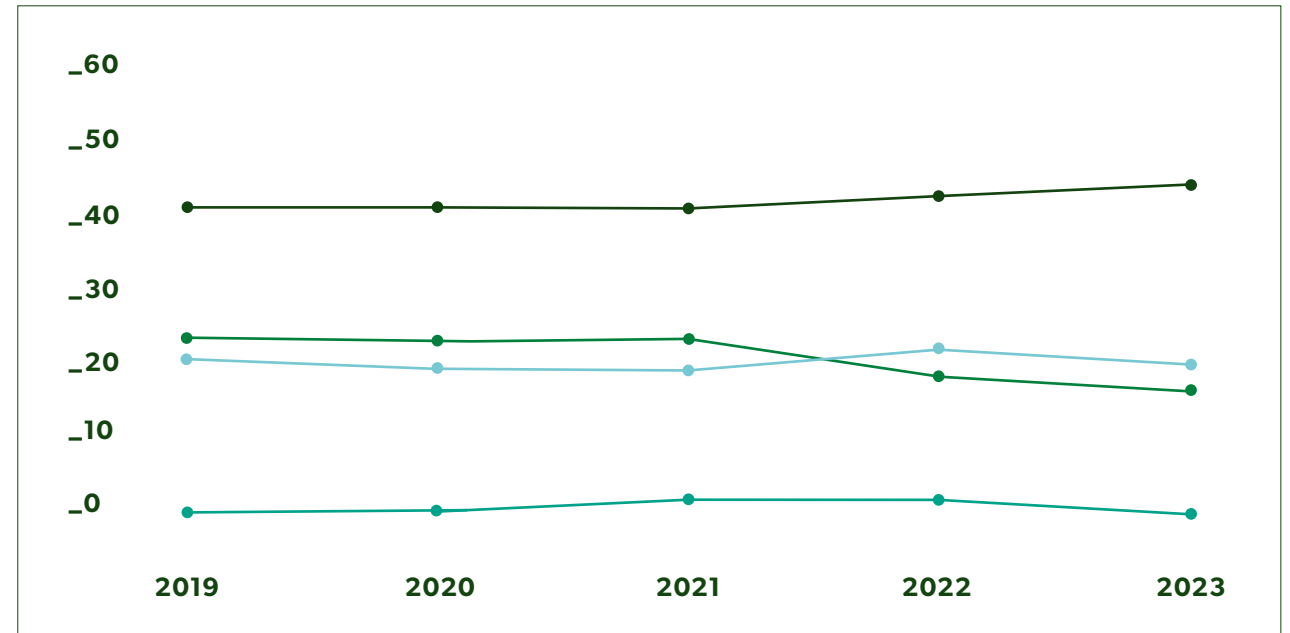
Cooperatives become members of Sollio Cooperative Group on a voluntary basis. In joining the Cooperative, they form the larger Sollio network. At the end of the 2023 fiscal year, Sollio Cooperative Group had over 120,000 members, farmers and consumers. The numbers break down as follows:



*The sections are made up of two groups of hog farmers and one group of 86 independent BMR dealers.



Evolution of the number of member cooperatives



● Agricultural* ● Consumption ● Sections ● CUMA

* Including the Citadelle cooperative of maple syrup producers.

Democratic member control

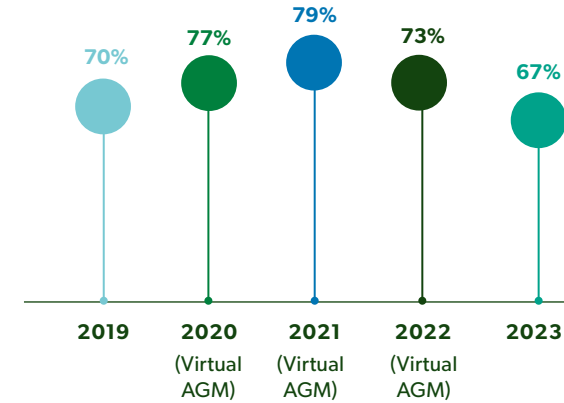
Member delegations take part in the deliberations at Sollio Cooperative Group’s annual general meeting.

The number of delegates assigned to each cooperative is based on a calculation that factors in the number of its members and its sales volume with Sollio Cooperative Group during the year.

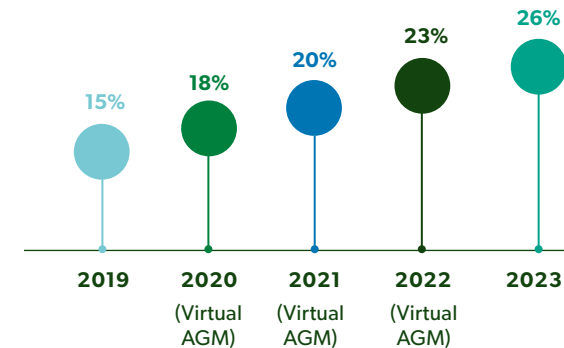
Target

Reach 30% female representation on the Board of Directors of Sollio Cooperative Group and in the cooperative delegations that attend annual general meetings by 2025.

Delegate participation at Sollio Cooperative Group’s annual general meeting

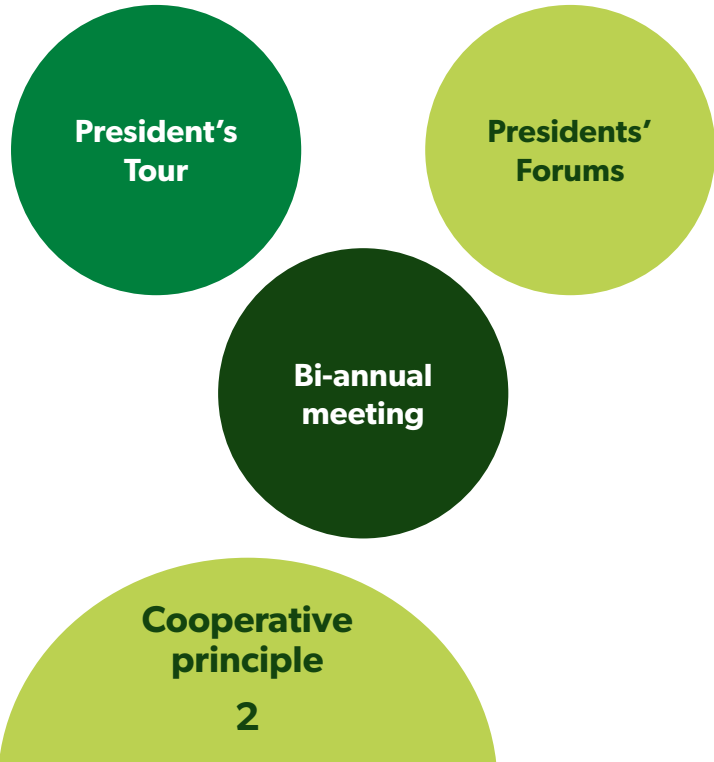


Women representation at Sollio Cooperative Group’s annual general meetings



Reviewing the organization’s activities

During the year, Sollio Cooperative Group invites board members in the cooperative network to participate in various organizational and democratic events, allowing them to work together, discuss topics and report transparently on the organization’s operations :



Sollio Cooperative Group’s Board of Directors is made up of:

**17 members, including
5 women (29%)**

13 sector representatives



The Board of Directors sets the strategic agenda for the organization and ensures its sustainability.

To provide sound governance, the Board has also formed the following committees:

- Audit Committee
- Governance and Cooperation Committee
- Human Resources Committee
- Corporate Responsibility Committee
- Information Technology (IT) Committee

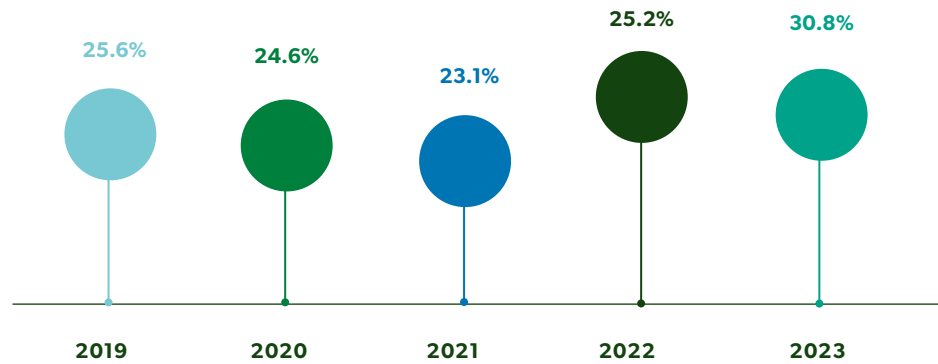
Network ambassadors

The transformation of the network in recent years has given rise to new realities and new challenges. Following the consolidation of a number of cooperatives, it became important to foster a strong democratic and collegial spirit within the cooperative network while maintaining members’ close contact and sense of belonging within their cooperatives. This led to the creation of the ambassador program in 2018–2019. In 2023, there were over 100 ambassadors whose mission is to embody cooperative culture and foster meaningful interactions between members and their cooperatives, thereby contributing to the continuity of our cooperative business model.

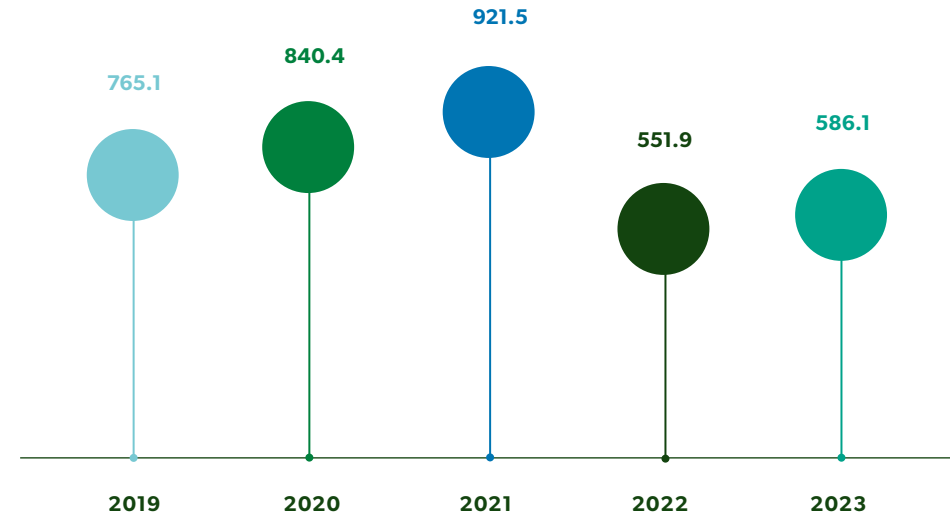
Members economic participation

The cooperatives contribute equitably to Sollio Cooperative Group’s capital. Together, they hold \$318.7 million in Sollio Cooperative Group shares and \$586.1 million in a collective reserve.

Ratio of members’ equity to assets



Collective reserve (\$M)



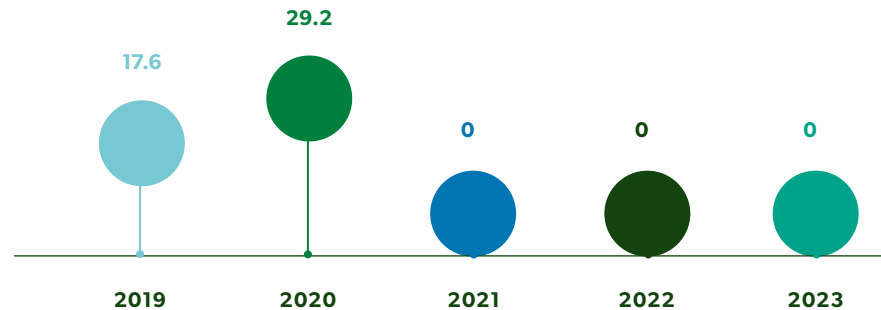
Cooperative
principle

3

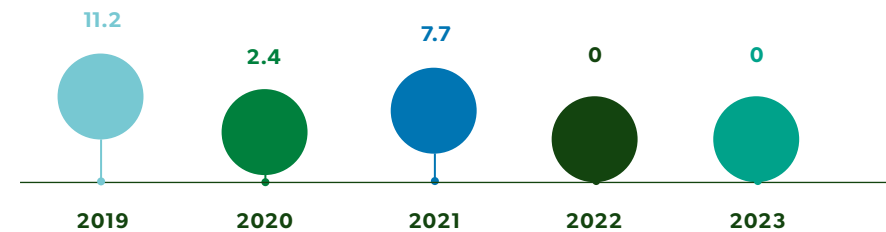
Members' economic participation

Sollio Cooperative Group redistributes a portion of its surplus in the form of patronage refunds to the cooperatives and dividends to the Cooperative Pork Network. Subject to the organization's finances, the Board of Directors determines the amount of patronage refunds. Should the Cooperative's financial situation be less positive, the board prefers to act with caution by allocating surpluses to the reserve. The reserve is vital to ensuring the Cooperative's solid financial footing and long-term viability.

Patronage refunds distributed to member cooperatives, 2023 (\$M)



Dividends paid to the Cooperative Pork Network, 2023 (\$M)



Cooperative principle

3

Autonomy and independence

Sollio Cooperative Group is a federation of autonomous cooperatives controlled by its member cooperators. The organization has implemented financial management mechanisms that focus on resiliency. It follows sound governance practices, most notably by separating board president positions from management, by ensuring board members' independence from management and by pursuing sustainable results. Sollio Cooperative Group also recognizes the autonomy and independence of its member cooperatives.

**Cooperative
principle**

4

Education, training and information

Sollio Cooperative Group provides its members, directors, managers and employees with the education and training they need to make an effective contribution to the organization’s development. The organization puts a strong emphasis on continuing education.

Total hours of training:

For members of the Board of Directors



For ambassadors and directors in the network



For employees of Sollio Cooperative Group and its divisions



Cooperative principle

5

Fonds coopératif d’aide à la relève agricole (FCARA)

The next generation of farmers is very important to Sollio Cooperative Group and its network. Since its founding in 2008, the FCARA has provided financial and professional support to many young people in farming.

Between 2008 and 2023, the FCARA:

- Supported over 800 farmers;
- Provided over \$8 million in financial support;
- Gave thousands of hours of training.

The FCARA in 2023:

906
hours of training

192
participants

Springboard for Agricultural Youth

Over the course of the fiscal year, Springboard for Agricultural Youth, which is presented by Desjardins, received additional support from the Fonds coopératif d'aide à la relève agricole in collaboration with Sollio Cooperative Group and the Fédération de la relève agricole (FRAQ). Twenty winners were selected based on their professional, community and agri-environmental engagement, as well as their entrepreneurial vision.

In addition to receiving specialized training throughout the year, these 20 young farming entrepreneurs were given a \$15,000 grant at the end of the program. In total, \$300,000 was awarded to the next generation of farmers.

To learn more about training for managers and employees, see the [People pillar](#).

**Cooperative
principle**

5

Le Coopérateur: Propelling cooperation

Le Coopérateur is a communication tool for Sollio Cooperative Group. It reaches members of the cooperative network through its print magazine, website and Coopérateur Flash newsletter. In 2024, it will gain an audio component with the Coopérateur audio podcast.

Le Coopérateur creates a direct link between farmers and Sollio Cooperative Group while fostering the cooperative spirit and a sense of belonging. It teaches members about the cooperative network, the organization's research and the services offered. Le Coopérateur also provides information on:

- Sollio Cooperative Group's corporate responsibility initiatives
- Major issues in agriculture and agri-food, including environmental issues
- Technological and technical innovations in precision agriculture and sustainable farming practices from experts in the cooperative network

Le
COOPERATEUR
in numbers:

189
print
magazine
articles

355
online articles

**Tremplin
pour la
jeunesse
agricole**

présenté par

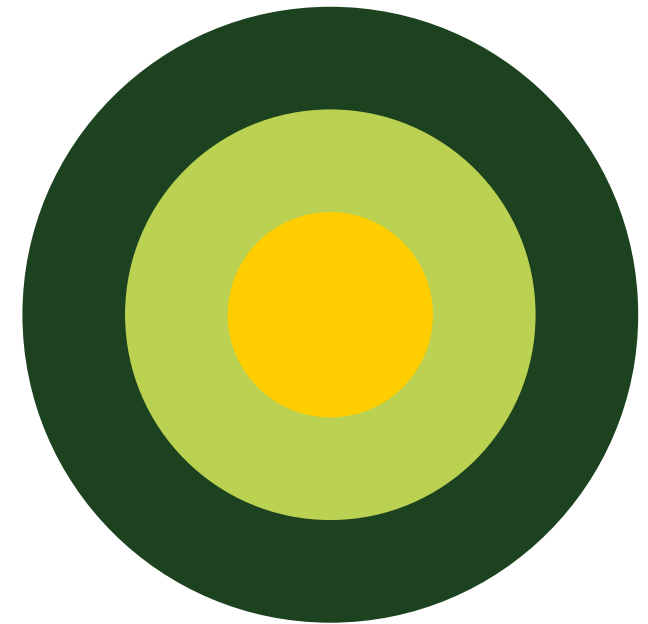
 **Desjardins**

Cooperation among cooperatives

Cooperation between cooperatives is the realworld expression of one of our key values: solidarity. Sollio Cooperative Group fosters cooperation between its member cooperatives. The strength of the network depends on this cooperation, which happens at the local, regional, provincial and national levels, and always with the goal of better serving the interests of our members and the communities where we operate. The organization also partners with many other cooperative organizations dedicated to promoting cooperation and sustainable development.

These include:

- Conseil québécois de la coopération et de la mutualité (CQCM)
- Fondation pour l'éducation à la coopération et à la mutualité
- Table des responsables de la formation coopérative et mutualiste du Quebec
- Co-operatives and Mutuals Canada (CMC)
- Société de coopération pour le développement international (SOCODEVI)
- Consortium de coopération des entreprises collectives
- Coop Carbone
- Institut de recherche et d'éducation pour les coopératives et les mutuelles de l'Université de Sherbrooke (IRECUS)
- Interdisciplinary Centre for Research and Information on Collective Enterprises (CIRIEC-Canada)
- Global Innovation Coop Summit



**Cooperative
principle**

6

Concern for community

Born in a spirit of mutual assistance, Sollio Cooperative Group was founded by a group of agricultural cooperatives that worked together and shared the goods and services they needed. It is therefore only natural that concern for community is one of the principles that guide the Cooperative's actions.

Throughout the year, Sollio Cooperative Group supported organizations and events that are close to its heart. The organization and its divisions gave \$7.5 million in donations and sponsorships to the communities where it operates over the past fiscal year.

For more information about donations and sponsorships, see:

Using our investments and business development projects to lift up local communities.

**Cooperative
principle**

7



Offering our customers healthy, responsible products

To meet the expectations of consumers mindful of their health, their environmental impact and the local economy, Sollio Cooperative Group seeks to adopt best practices and offer them responsible products. All along the value chain, the organization is working to reduce the negative effects of its operations, be it by creating new practice guides and processes, conducting research, or buying local and encouraging others to do the same. Animal welfare is also an important aspect of this goal.

Guides and processes

Creating an anti-greenwashing guide

To spread the word about its actions in a responsible manner, Sollio Agriculture has created an anti-greenwashing guide for employees and collaborators. Greenwashing involves misleadingly promoting a company's actions or products to the public as environmentally responsible, therefore creating an impression that does not reflect reality. This guide breaks down the topic, helps teams avoid greenwashing pitfalls and encourages them to communicate about initiatives with positive impacts and concrete results.

Creating a supplier code of conduct

In 2023, Olymel launched a responsible procurement initiative by drafting a supplier code of conduct in connection with a new procurement policy. This code aims to secure a clear and rigorous commitment to environmental, social and governance (ESG) principles. By emphasizing ethical practices, a reduced environmental footprint, human rights, and labour rights, it serves as the foundation of a more responsible and sustainable collaboration with business partners. In this way, corporate responsibility principles have been integrated into the procurement process.

Implementing processes to fight avian flu

The Olymel team responded to outbreaks of avian flu across the country. Strict processes were maintained to ensure that infected birds (chicken and turkey) did not enter the slaughter line.

Guides and processes

Preparing for and preventing African swine fever (ASF)

Olymel continued its work to prevent and prepare for African swine fever, playing an active role on several federal-provincial working groups to support impact management should a case of ASF be reported in Canada. The internal contingency plan was also updated.

Sitting on committees

Olymel members who sit on the two committees below contribute to the exchange of best practices in food safety.

- *Technical Committee of the Canadian Meat Council*
This committee's work includes examining Health Canada's new policy on controlling the bacterium *Listeria monocytogenes* and reviewing the policies of the Safe Quality Food code based on the Canadian Food Inspection Agency (CFIA)'s Establishment-Based Risk Assessment Model (ERA) and Standard Inspection Process (SIP) program.
- *Technical Committee of the Canadian Poultry and Egg Processors Council (CPEPC)*
Implementation of a new CFIA program for raw products that aims to reduce pathogens (*salmonella/campylobacter*) in poultry processing plants (slaughtering and processing).



Guides and processes

Helping customers buy local with Les Produits du Quebec

BMR supports Quebec businesses by helping customers identify Quebec products in store. The non-profit organization Les Produits du Quebec, which is supported by the Quebec government, uses labels to help consumers spot Quebec products easily across a wide variety of sectors (excluding food). This initiative is similar to the Aliments du Quebec program in the food industry. In store signage with the labels below makes it easy for customers to identify products from Quebec.



Research projects

Improving starch digestibility

Sollio Agriculture began a research project on a natural additive that could improve starch digestibility in beef cattle farming. Enhanced digestibility would improve cattle performance while reducing environmental discharge.

Reducing antibiotic use

In 2023, Sollio Agriculture continued to conduct research that began in 2022 to evaluate the effects of natural compounds in comparison to commercial antibiotics in broilers and turkeys. The project is housed at Sollio Agriculture's poultry research station. Tests were also conducted at Sollio Agriculture farms and in collaboration with farmers. The ultimate objective of this project is to produce antibiotic-free poultry.

Using nanoproducts to reduce fertilizer use

The objective of this project is to offer farmers an alternative to synthetic fertilizer. Hypothetically, these products would reduce environmental discharge and would be needed in smaller quantities due to their optimal uptake by plants. The research project aims to test these claims in Quebec's agricultural context and by member farmers of a cooperative affiliated with Sollio Cooperative Group.

Using Robotic weeders to reduce herbicide risk indices

Led by Sollio Agriculture, this project aims to assess various weeding methods using robotic and mechanical weeders, with the end goal of reducing herbicide use. Soil health will be evaluated after the weeder has done its work, and the results will be available in 2024.



Research projects

Food safety

Olymel is a partner in several research projects:

- The Canadian Food Innovators food processing science cluster
 - o Objective: To optimize the microbiological quality and safety of fresh and processed pork products.
- A meat safety research chair (Chaire de recherche en salubrité des viandes)
 - o Objective: To optimize the safety of meat and poultry products through enhanced control of salmonella and *Clostridium perfringens* in poultry farming using an integrated risk assessment approach.
- A research chair on the quality and safety of meat and processed meat products (Chaire de recherche sur la qualité et la salubrité de la viande et des produits de viande transformée)
 - o Objective: To introduce biofilms with beneficial effects into the production environment (e.g., drains) in order to block the development of biofilms composed of pathogenic bacteria.
- Green Network project:
 - o Industrialization of smart labels to track temperature history and provide traceability for fresh foods.

Olymel also took part in a project that concluded in 2023 and focused on the use of ultraviolet light to deactivate spoilage microorganisms and pathogens in order to extend the lifespan of finished products while ensuring maintained quality and safety. However, the results were not conclusive.



Animal welfare

Introducing Caliper

Caliper is a tool for evaluating the body condition of sows during insemination and gestation and adjusting their diet (daily quantity served, type of feed, etc.) based on their body condition in order to prevent over- and under-formulation. Sows thus enter farrowing with an optimal body condition, which improves their longevity and reproductive performance.

Following initial testing at the Frampton research farm, the tool has been deployed in Sollio Agriculture's farrowing areas. Agri-advisors have been trained on the tool, and farmers received support to help them master it.

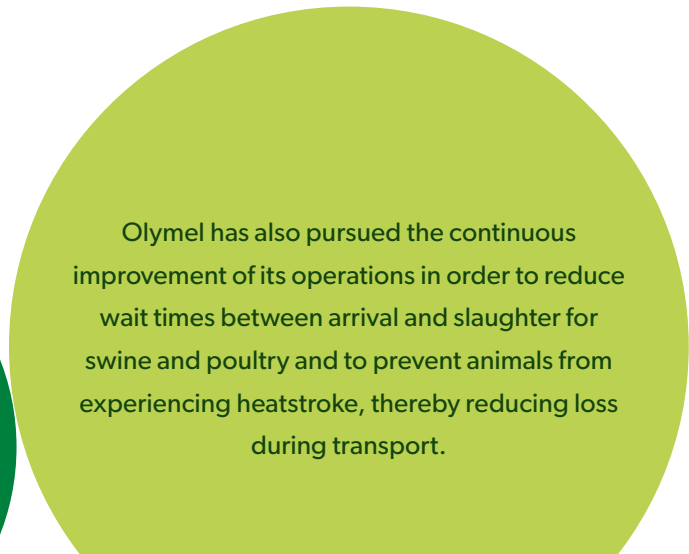
There are several benefits to using this tool:

- Optimal nutrient use (and optimal use of resources needed to promote swine growth)
- Increased profitability
- Reduction of reproductive issues
- Improved animal longevity

Participating in research projects

Olymel takes part in various animal welfare research projects, including on the effects of long distance transport on piglets. The organization is also a partner in the Natural Sciences and Engineering Research Council of Canada (NSERC)'s Industrial Research Chair in Swine Welfare. The chair's work focuses on:

- The impact of beginning-of-life influences on the development, sociability and stress resilience of swine. This work will help establish progressive management practices that promote the welfare of grower pigs.
- The role of play in enhancing swine welfare, which could influence immune response and the ability to react effectively to stress.
- The identification and testing of biological markers that could allow the industry to monitor animal welfare on farms.



Olymel has also pursued the continuous improvement of its operations in order to reduce wait times between arrival and slaughter for swine and poultry and to prevent animals from experiencing heatstroke, thereby reducing loss during transport.

Animal welfare

Multi-Departmental Animal Welfare Committee

Olymel has made animal welfare commitments to its customers. These commitments are discussed and put into action by the Multi-Departmental Pig and Poultry Animal Welfare Committee, which was active throughout the year. The committee's mandate includes ensuring adherence to the code of practice for swine handling. Its impacts are already being seen in the company's farrowing areas, where Olymel has begun transitioning to free stalls.

Sitting on the Poultry Operations Technical Committee

Olymel is active on the Canadian Poultry and Egg Processors Council (CPEPC)'s Poultry Operations Technical Committee (POTC), which addresses animal welfare issues in the poultry sector to meet consumer expectations.



Animal welfare

A new personalized service for farm building renovation and construction

During the year, BMR Group launched a new personalized quote service for farm building renovation and construction, making it easier for farms to implement the animal welfare code of practice. A team of experts was put together to meet the needs of farmers in terms of materials, construction and logistics.

Customers can now buy both the materials they need for a building and the equipment that will go inside it. From calf pens, stalls, drinking troughs, gates, and mats to interior panels, ventilation equipment, construction materials and lighting, BMR carries a complete range of products to equip all kinds of farm buildings and meet animal welfare needs.






People

3

Putting people at the centre of our decisions



	Key initiatives	Status
 Sollio Cooperative Group and its three divisions	Roll out the actions of the interdivision EDI Committee	🔄
	Establish parity criteria for management positions (including upper management)	🔄
	Launch and roll out the employer brand	🔄
	Take part in The A Effect program	✓
 Parent company	Formalize the employee onboarding and integration process	✓
	Collect data using a self-identification questionnaire	✓
 Sollio Agriculture	Establish an EDI action plan	✓
	Implement 20 recommended EDI actions	🔄
	Optimize the employee onboarding and integration process	✓
	Obtain Healthy Enterprise certification – level 1	✓
	Obtain Healthy Enterprise certification – level 2	🔄

	Key initiatives	Status
Olymel	<p>Perform a complete review of the onboarding process for temporary foreign workers</p> <p>Launch the Horizon project</p> <p>Deploy phase two of the OHS management software</p>	<p>✓</p> <p>↻</p> <p>↻</p>
BMR Group	<p>Implement a new Policy on Diversity and Inclusion</p> <p>Establish areas for improvement with regard to employee needs in response to the organizational survey</p> <p>Develop and deliver training on the use of tools</p> <p>Open a daycare centre at head office</p>	<p>✓</p> <p>↻</p> <p>↻</p> <p>✓</p>



Our workforce in numbers

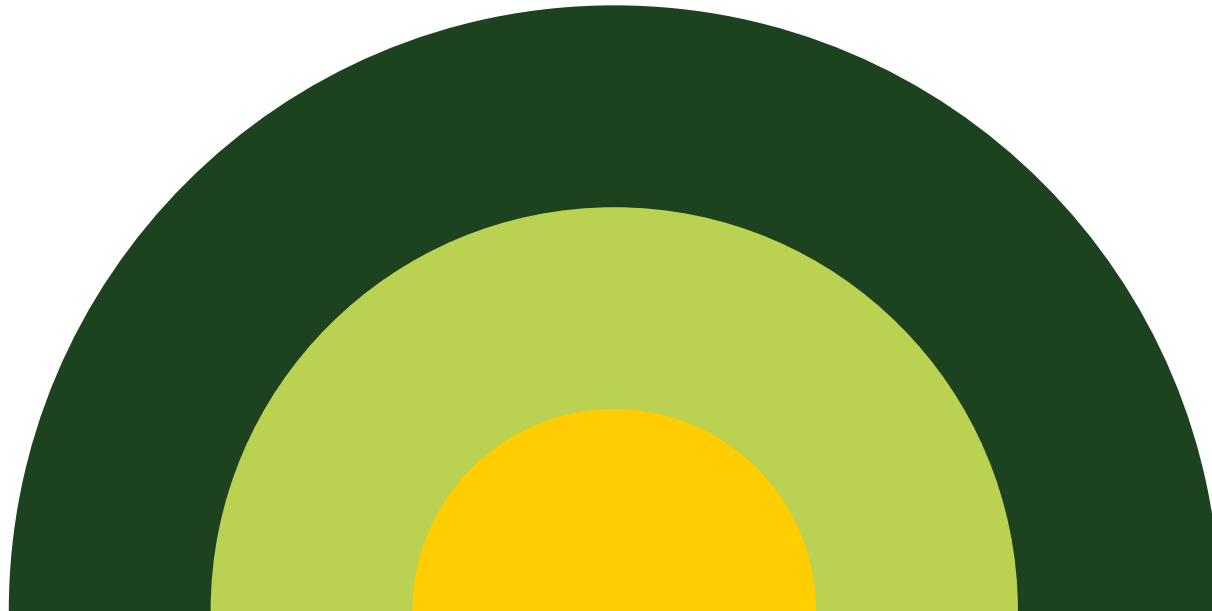
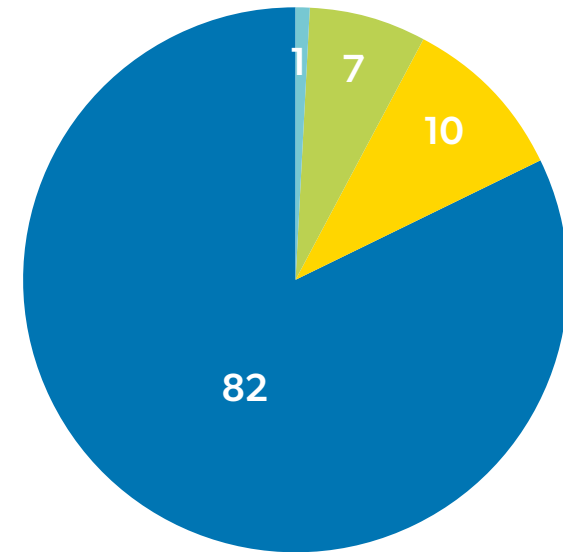
(2022 update)

Corporate and cooperative responsibility finds its expression in a rigorous approach aimed not only at addressing environmental, social and governance issues, but also at fostering the overall health and well-being of employees.





In its recruitment process, Sollio Cooperative Group emphasizes its cooperative model as a key differentiator.

Breakdown of our workforce (%)





- Parent company: (124)
- Sollio Agriculture (1,196)
- BMR Group (1,562)
- Olymel (13,070)



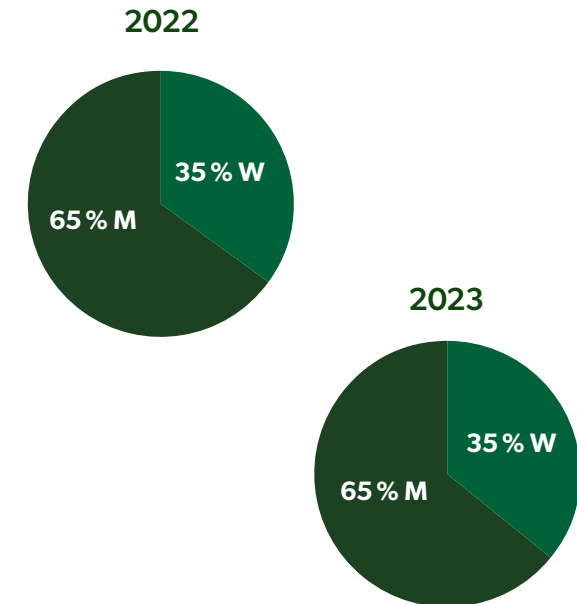
Age groups

	 Sollio Cooperative Group (Parent company)	 Sollio Agriculture	 BMR GROUP	 OLYMER
Under 25	2	144	370	762
25–35	36	217	261	3,220
35–45	30	287	285	3,226
45–55	29	281	246	2,938
Over 55	27	267	400	2,925

Gender

	 Sollio Cooperative Group (Parent company)	 Sollio Agriculture	 BMR GROUP	 OLYMER
Men	54	762	1 038	8 565
Women	70	434	524	4 505

Distribution of employees* 15 952 employees



* Individuals who do not identify exclusively as male or female were not included in this exercise.

The A Effect: Record participation

The A Effect assists organizations that wish to help their female employees reach their full potential and create an equal work environment through innovative training. Sollio Cooperative Group seeks to support professional development for women within the organization and offers them the opportunity to participate in The A Effect's Défi 100 jours (100-day challenge), an initiative designed to encourage the ambitions of women by helping participants to:

- Identify barriers to achieving their aspirations
- Adopt a more positive mindset
- Acquire positive habits

In 2023, we also registered an initial cohort for The A Effect's Défi Leadership (leadership challenge). This challenge for female managers helps them define their leadership style so that they can excel in their roles.

In 2023, a record 27 women took part in The A Effect's programs, versus 15 the year before. Olymel employees joined participants from Sollio Cooperative Group, Sollio Agriculture, BMR Group and affiliated cooperatives in taking part in these programs.

Since our first cohort in 2017, 77 employees from Sollio Cooperative Group, the cooperatives and the divisions have taken part in The A Effect programs.

After the challenge – The A Effect community at Sollio

In order to pursue the growth initiated by The A Effect's programs and keep women in contact with the network, a volunteer group of program alumni holds three to four development and networking events per year with the help of HR. All program alumni are invited to the events, which provide an opportunity to revisit the topics covered in the Défi 100 jours and hear inspiring women tell their stories.

The A Effect in 2023



Participants from Sollio Cooperative Group, Olymel, BMR Group and affiliated cooperatives

Leadership challenge

Development and networking events for alumni

27 participants

100-day challenge

Women in Governance

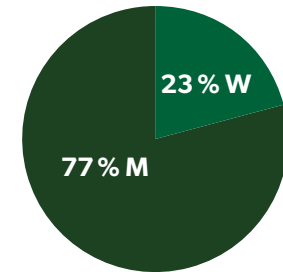
In 2023, Sollio Cooperative Group obtained silver certification from Women in Governance. This evaluation is based on 75 quantitative and qualitative criteria that take into account the many impacts of diversity on women’s career advancement.

As per the action plan for the equitable representation of women in network governance, the organization is implementing mechanisms and activities in order to reach 30% female representation on the Board of Directors of Sollio Cooperative Group and in cooperatives’ delegations to our annual general meeting by 2025. Events such as the Colloque des coopératrices (female cooperators’ conference) and Femmes et coopération (women and cooperation) days are held by Sollio Cooperative Group and its affiliated cooperatives throughout the year in order to help meet this objective.

Throughout the cooperative network

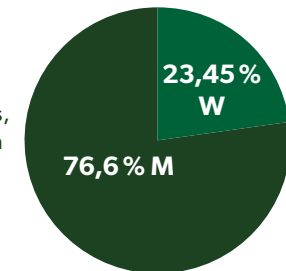
2022

347 board members,
including 80 women



2023

336 board members,
including 79 women



Equity, diversity and inclusion (EDI)

Sollio Cooperative Group feels that an equitable, diverse and inclusive workplace allows us to best meet the needs of our members, customers, workforce and communities. We believe that every individual deserves to have a place within our network, to be recognized and to grow.

Interdivision EDI Committee

Together with the parent company, Sollio Agriculture and BMR Group, the interdivision EDI Committee conducted activities leading to the establishment of objectives and actions such as a diversity calendar, a shared approach to compiling EDI data, and external partnerships.





Objectives:

- Create targets for management and senior leadership positions:
 - Reach 40% female representation*
 - Reach 10% visible and ethnic minority representation
- Create connections with, and be sensitive to the needs of, Indigenous communities, persons with disabilities, and 2SLGBTQI+ individuals.

*The target for BMR Group is 35%.



Results of the 2023 self-identification quiz

	CIBLE	 Sollio Cooperative Group	 Sollio Agriculture	 BMR GROUP	 POLYMER	Combined results
Women in senior leadership and management	Achieve approximate parity of 40%	65%	36%	31% ¹	N/A	36%
Visible minorities	Achieve 10% representation	9%	7%	6%	N/A	7%
Ethnic minorities	Achieve 10% representation	13%	7%	5%	N/A	7%

¹ The target for BMR Group is 35%.

Note

These figures concern executives, including senior managers.

Source

EDI self-identification form. 59% participation rate.

Working with employees to build an EDI culture

An employee resource group (ERG) was created to provide a structure within the organization that allows employees to get directly involved with the parent company's EDI initiatives. The group is made up of five volunteer members who meet monthly. They act as ambassadors, propose and hold events and direct their coworkers to available resources as needed.

The ERG has helped:

- Create an EDI awareness workshop held during the annual employee forum.
- Create a dedicated EDI space on the intranet.

Employees also participated in an around the world potluck, which drew some 100 people in a celebration of international culinary diversity.

Launching an EDI intranet page and email address

This new intranet page presents a shared vision, definitions, our objectives, and the benefits of having an inclusive and diverse workplace. Visitors to the page will also find the diversity calendar and information on our ERG and partnerships. A new email address allows employees to confidentially share their questions and concerns with the dedicated EDI HR professional

Self-identification survey

A self-identification survey was sent to employees of the parent company during the year. It achieved a participation rate of 59%. The goal was to produce a portrait of the organization, roll out initiatives to create a more equitable and respectful work environment, and create relevant initiatives and activities in response to needs. The questions were updated based on best practices in the industry. They allowed us to collect important data on diversity within our organization.

Establishing an EDI action plan for Sollio Agriculture

A diagnosis of the current situation at Sollio Agriculture was conducted over the past year to determine the actions to be deployed as part of a structured equity, diversity and inclusion (EDI) program. An evaluation of Sollio Agriculture's maturity was conducted in accordance with the Global Diversity, Equity and Inclusion Benchmarks (GDEIB) model, a reference in organizational EDI.¹ The model incorporates 15 categories and is used to evaluate an organization's progress on a scale from "inactive" to "best practices." This approach allowed Sollio Agriculture to ascertain its progress and the 20 actions that it should take.

¹To evaluate the EDI maturity level of Sollio Agriculture using the GDEIB model, the benchmarks are divided into five levels. These levels provide a summary of the situation and highlight the progress that can be made towards best practices in each category.

Four priorities

Among the actions identified, four are priorities.

- Adapt best practices for inclusive recruitment
- Equip leaders and employees to help achieve the EDI targets identified in conjunction with the parent company and BMR Group
- Develop an EDI communications and activity plan that includes a section in the intranet, an activity calendar, and internal and external communications on EDI achievements
- Establish an employee resource group (ERG)

In addition, two EDI webinars were held in 2023 with the goal of engaging employees in both French (54 participants) and English (14 participants). A diversity, equity, inclusion and belonging survey was also conducted to measure employees' perception of workplace diversity.

Adopting a new Policy on Diversity and Inclusion

In late 2022, BMR Group adopted a Policy on Diversity and Inclusion. The policy officially codifies the organization's EDI priorities to ensure they are central to the organization's actions and remain in place over the long term.



Improving the onboarding of temporary foreign workers (TFWs)

Olymel's onboarding process for temporary foreign workers was overhauled in fall 2022, and the new process was implemented at the beginning of 2023. In concrete terms, Olymel:

- Reviewed all procedures, which were then integrated into a tool that is easy to access and use at all facilities
- Revised the onboarding process for temporary foreign workers
- Created mandatory training modules to facilitate the integration of foreign workers, with topics including health and social services, food preservation, energy costs and water use, upkeep of housing units and renters' responsibilities

Olymel launched an internal audit of its facilities in order to conduct quarterly reviews of the onboarding practices and legal obligations for foreign workers. Two additional onboarding assistants were hired to support the HR teams at the Olymel facilities that receive temporary foreign workers.

New agreements with regional settlement organizations

Olymel has signed new contracts with regional settlement organizations for the majority of its facilities. These contracts cover:

- Direct follow up with temporary foreign workers to make sure their social integration is going well
- More in-depth or specific training as needed
- A tour of the municipality for foreign workers upon their arrival so that they can have a richer social life and be included in the organization's integration activities
- Training on life and values in Quebec during workers' first week in the province
- Diversity training for management in plants that didn't have foreign workers before 2023



Developing a forward-thinking work model built on a strong employer brand

The Cooperative's employer brand places as much focus on the employee experience as on the candidate, member and customer experience. To grow that brand, we need to recruit and retain top candidates who are drawn to the organization's openness to diversity and innovative ideas.

The employer brand

In 2023, Sollio Cooperative Group teamed up with cooperatives in its network, including Avantis Coopérative, Agiska Coopérative and Uniag Coopérative, to work on a major employer brand project. The goal was to make the organization more attractive and promote employee loyalty while fostering a consistent, strong and inclusive employer brand across the three divisions, Sollio Cooperative Group, and its affiliated cooperatives.

Working on our employer brand would not be possible without our employees, as they are the brand's main ambassadors. We also held discussion groups. The information gathered will be used to build an employer brand that reflects our organization's DNA, values and culture.

Boosting employee engagement

Several engagement initiatives have been put in place to support the management team's role in fostering employee engagement. They include:

- A workshop on working with engagement indicators to make managers aware of the importance of tracking engagement results and putting actions in place
- An HR cafe, to facilitate discussions with HR management in an informal setting
- A Festi-Lunch event held in June with Sollio Agriculture

Developing people skills and leadership

Several activities were held to develop the skills of managers within the parent company.

- A second leadership forum: A full 43 participants representing 96% of all executive committees came together to discuss opportunities to create synergy across the cooperative network.
- Altitude Leadership Program: An initial cohort of graduates from all divisions of Sollio Cooperative Group and affiliated cooperatives completed the one-year program.
- An initial group in the Becoming a Manager Program: This program is made up of five management skills development modules on topics ranging from self-knowledge to managing a team.



Formalizing the onboarding and integration process for new hires

The process for onboarding and integrating new employees at the parent company was completely overhauled. In addition to an administrative integration activity, it includes an activity to introduce employees to the culture and business processes of Sollio Cooperative Group. Guides and modules are also available for recruiting managers.

Boosting employee engagement

Sollio Agriculture has deployed a number of initiatives to support managers and give employees the opportunity to participate in various activities.

- Assistance for managers in tracking engagement results and implementing actions
- December food drive for Moisson Montréal
- Rollout of a volunteer policy
- Rollout of a referral program
- Diversity, equity, inclusion and belonging survey to measure employees' perception of workplace diversity
- Reinstitution of a hybrid work schedule and reallocation of workspaces at head office in response to employee surveys, industry best practices and internal discussion groups



Delivering interpersonal skills development and training programs

In the past year, Sollio Agriculture delivered over 60 technical training programs to office employees, managers and partners. These online programs were designed to help employees' hone their interpersonal skills and harness the power of positive persuasion, facilitate communication, and create value for partners and customers. The topics covered included employee health and wellness, diversity and inclusion, interpersonal skills and leadership. A language learning program is also available to employees so that they can learn a new language or increase their proficiency in a second language.

Over 700 participants signed up, and the satisfaction rate was over 91%. Regarding the impact of these programs, two results in particular stand out: an increased sense of managerial competence and the improved support for the integration of new hires and employees entering new roles.

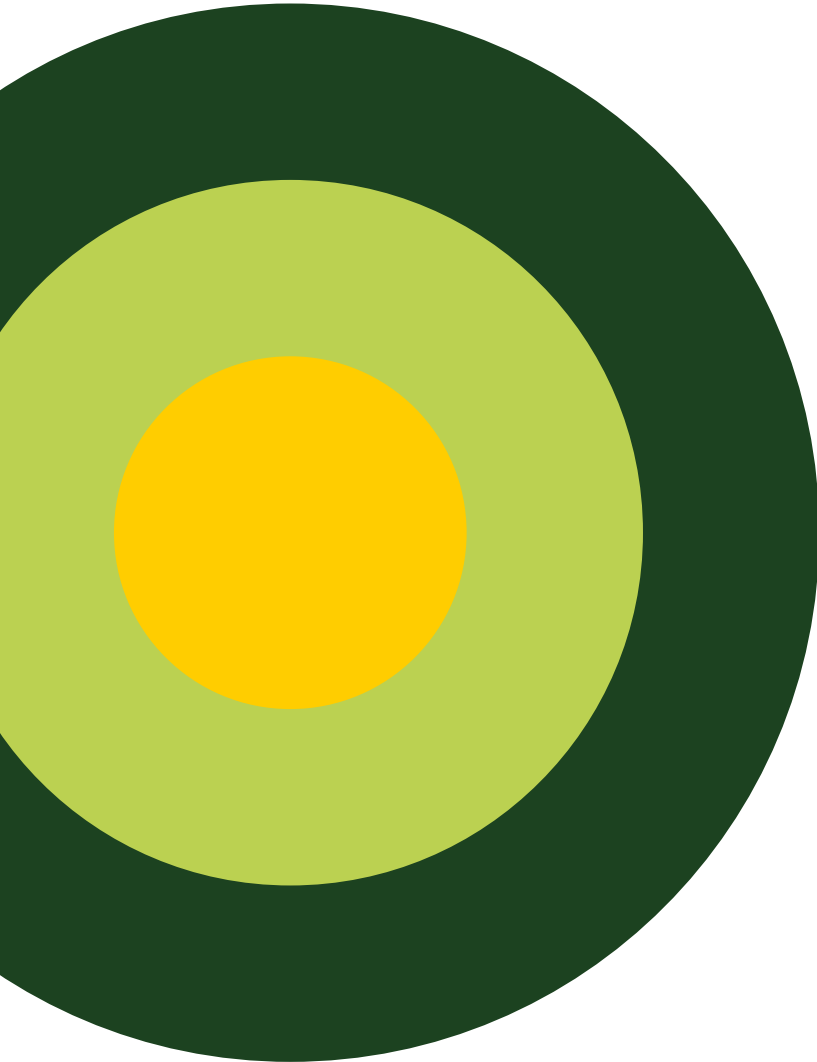
Optimizing the employee onboarding and integration process

This fall, Sollio Agriculture rolled out two onboarding and integration guides: one for new hires and one for managers at head office. Each version presents the same overall experience, with a sequence of tasks tailored to the employee or manager. The objective is to standardize and simplify access to information in order to make the onboarding experience less stressful, more pleasant and more efficient. A buddy program and an onboarding and integration survey for all new employees were also introduced. Sollio Agriculture's objective is to roll out the employee guide at operational sites in 2024.

Launching the Horizon Project

The Horizon Project aims to define a talent strategy and HR structure that will allow Olymel to achieve its goals. It involves:

- Characterize its positioning in the manufacturing industry
- Acquire data on forecasted market trends
- Adopt cohesive practices and programs that reinforce the talent strategy
- Become an employer of choice and a reference in the market



Delivering training: Altitude and performance management

Olymel saw several cohorts begin development programs in 2023, including Altitude, delivered in collaboration with Sollio Cooperative Group. Employees from the Continuum program also received training, with three cohorts of first-level supervisors (Quantum) and three cohorts of management committee members (Vortex). Some managers also got to develop their skills through the executive program (Nova).

Training and information sessions on the performance management program were delivered in fall 2023; 224 managers were given tools to increase the efficacy of their interactions and help them establish SMART goals for their team members. In total, over 311 people received training.

Delivering training: Altitude Propulsion and Le Tremplin

In late 2023, BMR Group created the Altitude Propulsion program for all of its divisions. Over 30 managers within the organization had the opportunity to be part of the first cohort and develop their skills. In 2022, an initial cohort began BMR Group's Le Tremplin (springboard) program for store managers. Created in collaboration with HEC Montréal's Executive Education Department, this program gives managers the opportunity to enhance their management skills, acquire new skills, and gain a greater understanding of retail to be even more effective on the job.

In September 2023, BMR Group celebrated the graduation of the 15 managers who made up the second cohort of the program.

Supporting the physical and mental well-being of every member and employee, across all our operations

Creating conditions that allow employees, managers and farmers to learn and grow—both professionally and personally—is a priority for Sollio Cooperative Group and its divisions. Each organization offers tools, programs and training to support the physical and mental well-being of each and every employee.

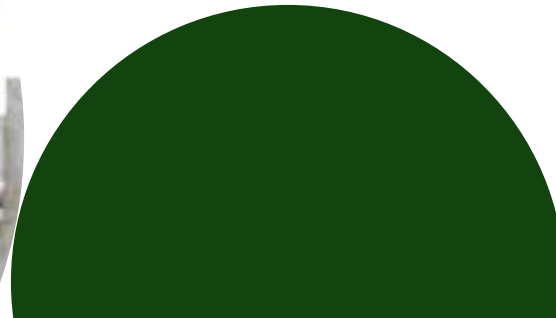


Fostering employee wellness

Sollio Agriculture, Olymel, BMR Group and the parent company all have initiatives in place to assist staff, along with group insurance. Those initiatives include:

- An employee assistance program that provides access to a number of professional services
- A free retirement preparation program
- Free gym or discounted fitness centre memberships
- Spa partnership
- Free telemedicine

The parent company and Sollio Agriculture also offer a \$250 annual health and wellness account and a health calendar with monthly themes to promote employee health and benefits through activities, articles and contests.



Being certified as a Healthy Enterprise

Sollio Agriculture obtained level 1 Healthy Enterprise certification in the fall and is aiming to reach level 2 certification in 2024. This certification is a standard awarded by the Bureau de normalisation du Quebec (BNQ) that focuses on prevention and the promotion and implementation of organizational practices for health and wellness in the workplace. A workforce survey was conducted to hear employees' concerns and find out what could be done to improve the work environment and job satisfaction. In order to have a significant impact on the health of its employees, Sollio Agriculture will take action in the four areas recognized by the program:

- Healthy lifestyle habits
- Work-life balance
- Positive work environment
- Management best practices

Improving work-family balance

BMR Group opened an educational daycare centre with 12 spots at its Boucherville head office in August 2023. This project was implemented in partnership with the coordinating office of La Ruche Magique CPE (an educational childcare centre) and the Quebec Ministère de la Famille (family ministry) as part of an educational childcare project for businesses. Two childcare workers now care for up to 12 children in this warm, friendly and safe environment.

Organizational survey: Centring actions on employee needs

BMR Group cares about the overall health of its team members. Once again this year, the organization felt it was important to survey its employees on the topic of organizational health. A firm specializing in organizational diagnostics was thus hired to conduct a survey on BMR Group's work environments and management practices, as well as work-life balance and lifestyle habits.

The results will allow BMR Group to establish areas for improvement and action and propose various initiatives to meet the true needs of employees.



Putting the right measures in place to reach our goal of zero accidents

Ensuring a safe working environment for all personnel at Sollio Cooperative Group and its divisions is a priority for the entire organization, which works towards this goal by providing training, having dedicated occupational health and safety (OHS) teams, and closely managing all causes of accidents and risks of incidents in order to proactively reduce or eliminate them.

The goal? Zero accidents.

OHS training

Providing online training for operational teams in the field

An online learning platform launched in winter 2022 delivered over 2,300 employee training sessions to operational teams in the field for the 2022–2023 fiscal year.

Nearly 400 Sollio Agriculture employees took at least one online training session this year.

The platform offers a wide range of OHS training modules and provides flexibility for employees and managers.

Examples of topics covered:

- Working at heights
- Gas detection
- Violence and harassment
- Confined spaces
- Dust
- Combustible materials
- Lockout

Providing training for managers and on farms

Olymel provides training on OHS due diligence to make sure management teams in its facilities are always up to speed. The company's initiatives are part of an approach aimed at continuous improvement. Employee health, safety and well-being remain a priority at every level.

On farms, temporary foreign workers received workplace first aid training in Spanish upon their arrival in Quebec in order to ensure that they understood the content and to facilitate first aid if needed.




Training employees on the use of tools

Various modules were developed to teach BMR Group staff about occupational health and safety, particularly when using tools and equipment, in order to reduce the risk of injury.

For example, distribution centre teams receive forklift operator training, and boom truck drivers go through a training module on pre start inspections and checks.

This content is available at all times on the company's online platform.

Key performance indicators for occupational health and safety

			
Workplace accidents	66	1,006	50
Workplace accident frequency rate¹	3.97	11.43	11.24
Workplace accident severity rate	191	259	44.7

¹Number of workplace accidents per 200,000 hours worked.

OHS management

Delivering Phase 2 of the OHS management software deployment

An occupational health and safety (OHS) management platform was used to digitize and centralize OHS information and data at Sollio Agriculture. This platform gives managers better visibility on OHS issues and makes it easier to take action and manage follow-up, thereby reducing OHS incidents. Over the past 12 months, there was a 30% reduction in the incident severity rate, despite a slight increase in the number and frequency of incidents.

In 2023, the annual OHS audit was conducted on the software platform thanks to the successful deployment of phase 2. The audit was overhauled to better reflect the organization's OHS alignment and the expectations for the corporate prevention program within business and operational units. The platform is now being used to track a number of key performance indicators, including corrective measures, immediate causes, root causes, actions in place and suggested improvements. Finally, this second phase of the deployment saw the integration of risk analyses on a per-position and per-work activity basis on the platform, allowing sites to manage and track their own risks.

Deploying and tracking OHS programs

Olymel continues to deploy and update its programs in the Olyquest platform, including a critical work at heights and emergency measures program. Monthly self-audit forms were implemented to monitor due diligence in connection with critical programs, i.e. corporate policies relating to specific risks that could cause a major or serious injury. Quarterly occupational health and safety (OHS) management reviews are used to inform senior management of progress and to fine-tune strategies in order to maintain a safe and healthy workplace for all personnel.

Olymel has also created OHS management dashboards in order to better communicate results and improve OHS performance monitoring by providing more specifics for each facility.

Leveraging the power of OHS committees

Thirteen occupational health and safety (OHS) committees are active in BMR Group's distribution centres and corporate stores in order to provide a safe work environment for employees and visitors. A rigorous program of internal and external audits is used to assess the progress of each facility multiple times a year.

Conclusion

Looking to the future




Building a sustainable future, together

The tenets of corporate responsibility are deeply rooted in our DNA. Sollio Cooperative Group recognizes it has a constructive role to play in its cooperative network and in the communities in which it operates. As an economic leader in our communities, we continue to work with our divisions to implement a corporate responsibility action plan that will help us achieve our mission: to feed people, ensure prosperity for farming families, and create a sustainable future for everyone. We're proud to have strengthened our commitments this year, expanding our initiatives and developing new, innovative approaches.

We're also committed to doing our part to achieve the United Nations' Sustainable Development Goals, which are a source of inspiration and a clear call to action.

Each year, Sollio Cooperative Group commits to publishing a Corporate and Cooperative Responsibility Report to explain the approach we're taking and measure and share tangible results.



As Sollio Cooperative Group looks to the future, we continue to draw inspiration from our past as we forge ahead each day, never losing sight of the priorities and values that must guide each of our decisions.



Appendix I

CR action plans

CR action plan – Parent company

The corporate responsibility (CR) action plan of the parent company reflects the progress made to date to fulfill the organization's CR mission. It identifies the priorities for current projects and the work to come in the next three years.

The CR action plan is important because it allows the parent company to:

- Continue to fulfill its leadership role
- Be the guardian of the organization's overall CR approach
- Conduct strategic CR monitoring
- Ensure that we're continuously improving our practices
- Ensure effective accountability
- Assist our divisions and the cooperative network
- Represent Sollio Cooperative Group in dealings with internal and external stakeholders



The parent company's CR action plan is based on five key action pillars:



1. Position, coordinate and measure

Refers to the integration of CR into Sollio Cooperative Group's strategic plan, as well as the parent company's leadership role in ensuring consistency and rigorous execution across the cooperative.



2. Orchestrate cultural change

Refers to the parent company's predominant role in making CR an integral part of the culture of every parent company department. Also refers to its role in terms of leadership, support, coordination and influence in making CR an integral part of the culture of the three divisions, the cooperative network and other entities in the Sollio Cooperative Group ecosystem.



3. Communicate and represent

Refers to Sollio Cooperative Group's communications for audiences outside the cooperative network, as well as its role as a representative to industry actors, government entities and civil society in general.



4. Fund and invest

Refers to the parent company's role as a coordinator in obtaining the capital needed to fuel Sollio Cooperative Group's growth.



5. Manage operations

Refers to the parent company's internal operations, as well as those for which it is otherwise responsible.

CR action plan – Sollio Agriculture

8 commitments and 20 results targeted by 2025

Sollio Agriculture has established an action plan that is based on eight commitments. The plan covers 20 objectives aimed at improving Sollio Agriculture’s corporate responsibility performance by 2025.

1

Support farmers in the transition to sustainable agriculture

1. All agri-advisors in our retail networks are adequately trained to help farmers adopt practices and use products to minimize risks (to the environment and to human and animal health.)

2. Sollio Agriculture offers products and services that support sustainable agriculture.

2

Develop research projects that support sustainable agriculture

3. The order of priority for research projects is established based on sustainable agriculture criteria.

3

Actively participate in reflection and discussions on sustainable agriculture in agro-industrial facilities

4. Sollio Agriculture works with and contributes to organizations that seek to support the transition to sustainable agriculture.

4

Reduce the environmental footprint of Sollio Agriculture’s operations

5. All Sollio Agriculture sites meet an environmental compliance threshold based on current regulations and best practices in order to properly manage risk.

6. A GHG reduction target for Sollio Agriculture’s operations is set and met.

7. Production processes are optimized to reduce the impact of Sollio Agriculture’s operations on water resources (quality and quantity).

8. Production processes are optimized to reduce the amount of waste generated by Sollio Agriculture’s operations and eliminate waste to landfills (4 Rs).

9. All Sollio Agriculture product packaging has undergone an ecodesign analysis.

8 commitments and 20 results targeted by 2025

5

Generate positive benefits in the local communities where Sollio Agriculture is active

10. Sollio Agriculture takes ongoing action to foster good relations with those living close to its operations.

11. ESG impacts are considered for all Sollio Agriculture donations and sponsorships.

6

Provide an inclusive, healthy and safe work environment

12. The equity, diversity and inclusion program is rolled out; targets are set and progress is measured.

13. The employee experience reflects market realities (working conditions and employee lifecycle).

14. Employees have access to training, education and development opportunities that are consistent with market realities.

15. Sollio Agriculture implements all the necessary measures to meet the zero accident target.

16. Sollio Agriculture implements all the measures and practices necessary to safeguard the physical and mental health of all its employees.

7

Make corporate responsibility an integral part of Sollio Agriculture's culture and overall strategy

17. Sollio Agriculture's CR governance structure is efficient, functional and participatory.

18. Rigorous and transparent ESG criteria are considered in all Sollio Agriculture financing and investment decisions.

8

Protect data and manage it responsibly and transparently by enhancing cybersecurity capabilities

19. Reach the recommended maturity target for our industry (on the CMMI maturity scale).

20. Implement all measures required under Act 25.

CR action plan – BMR Group

BMR Group's action plan is under development. A Corporate Responsibility Committee and a working group with senior management were established in late 2023.

BMR Group's objective is to have a high-level, five-year CR action plan by fall 2024. The plan will aim to structure the organization's CR approach and vision and establish clear CR commitments.

CR action plan – Olymel

Olymel has started preparing its first multi-year sustainable development action plan in light of the results from its double materiality analysis. The pillars, strategic objectives and main themes of the action plan are presented below. Specific actions with corresponding performance indicators and deadlines will be established over the coming year.

	Food	Animal welfare	Environment	Community	Workplace	Governance
Strategic objectives	Innovate to produce food of impeccable quality that is healthy and safe	Provide the best treatment for animals	Reduce our environmental footprint	Help communities thrive	Create engaging workplaces	Integrate sustainable development concerns into our governance, strategic planning and management processes
Programs	<ul style="list-style-type: none"> • Food safety • Nutrition • Supplier tracing 	<ul style="list-style-type: none"> • Governance and education • Performance monitoring • Improved Practices 	<ul style="list-style-type: none"> • Environmental compliance • Climate change mitigation and adaptation • Water and energy management • Waste recovery and circularity 	<ul style="list-style-type: none"> • Dialogue with the community • Philanthropy and support for communities • Nuisance management 	<ul style="list-style-type: none"> • Workplace health and safety • Engagement, wellness and quality of life • Civility, equity, diversity and inclusion 	<ul style="list-style-type: none"> • SD strategy and governance • Ethics and integrity • Personal data and cybersecurity • Responsible procurement





Appendix II

Materiality matrix

Sollio Agriculture materiality matrix

Sollio Agriculture consulted its stakeholders on specific topics in 2023. This is its materiality matrix.

+ Perceived level of vulnerability -	<ul style="list-style-type: none"> • Labour shortage • Data security 	<ul style="list-style-type: none"> • Climate change and adaptation 	<ul style="list-style-type: none"> • Next generation of farmers and business owners 	
	<ul style="list-style-type: none"> • Regulatory compliance • Ethics and integrity • Public policy and lobbying • Rights of vulnerable workers 	<ul style="list-style-type: none"> • Cohabitation with local communities • Use of antibiotics • Genetic selection • Transparency and accountability 	<ul style="list-style-type: none"> • Farm productivity • GHG emissions reduction • Food security • Innovation and R&D • Animal health and welfare • Responsible procurement • Water management • Environmental compliance • Phytosanitary product management 	
	<ul style="list-style-type: none"> • Product traceability • Biodiversity and natural environments 	<ul style="list-style-type: none"> • Contribution to society • Waste management • Energy efficiency • Stakeholder consideration • Circular economy • Diversity, equity and inclusion 	<ul style="list-style-type: none"> • Regional economic benefits • Employee working conditions and quality of life • Health and safety of workers and communities • Soil health • Responsible investment 	
	-	-	+	
	Perceived level of impact			

Issue categories:

- Environment
- Social
- Governance

Appendix III

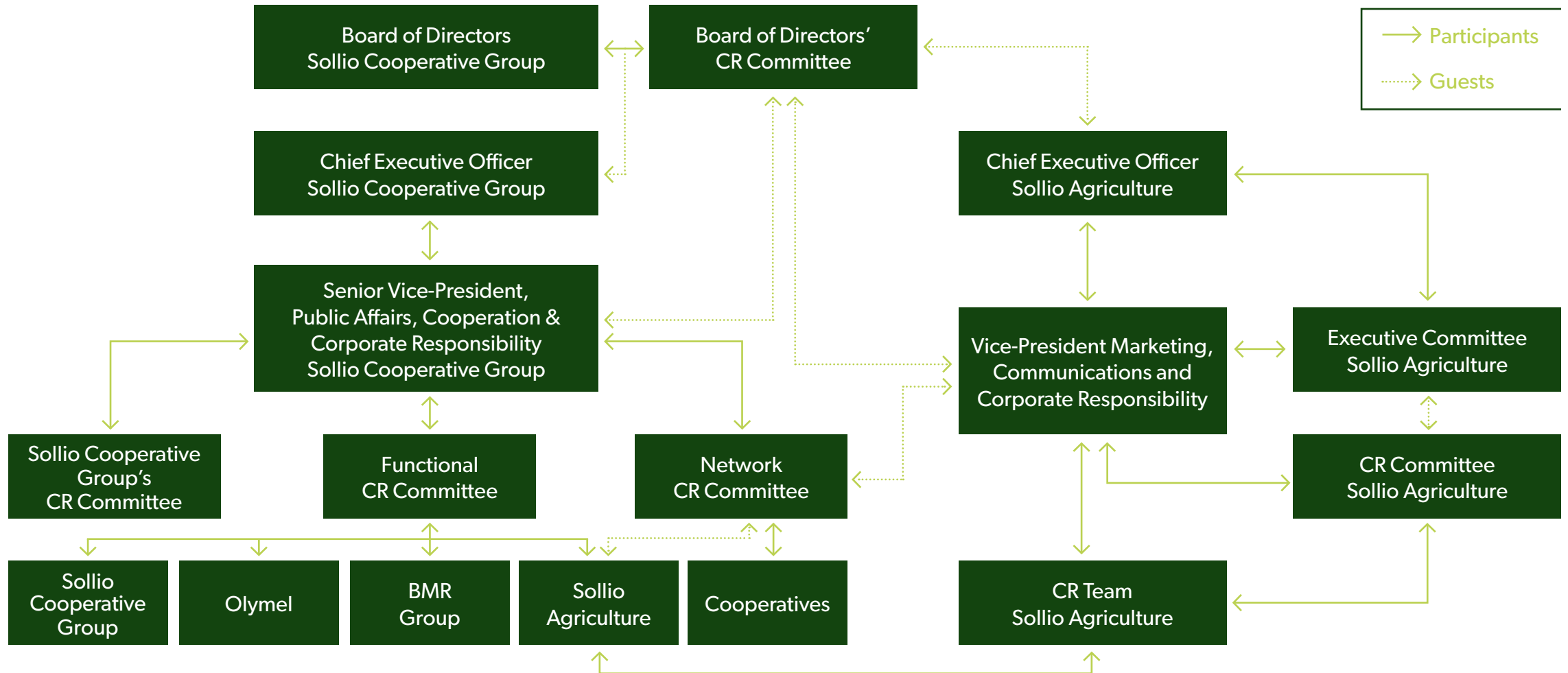
The governance structure of the three divisions

Sollio Agriculture

Sollio Agriculture established an effective and participative governance structure in 2021 to ensure it is fully engaged in achieving Sollio Cooperative Group's 14 goals. Corporate responsibility (CR) is now represented on the division's executive committee by the vice president of marketing, communications and corporate responsibility. A dedicated CR team reports to that vice-president and manages Sollio Agriculture's CR Committee, which provides representation for each department. The members of this committee are each responsible for their team's contribution to the action plan. Both Sollio Agriculture's chief executive officer and the vice president of marketing, communications and corporate responsibility give progress reports to the executive committee and the CR Committee of Sollio Cooperative Group's Board of Directors.



CR governance structure – Sollio Agriculture



Olymel

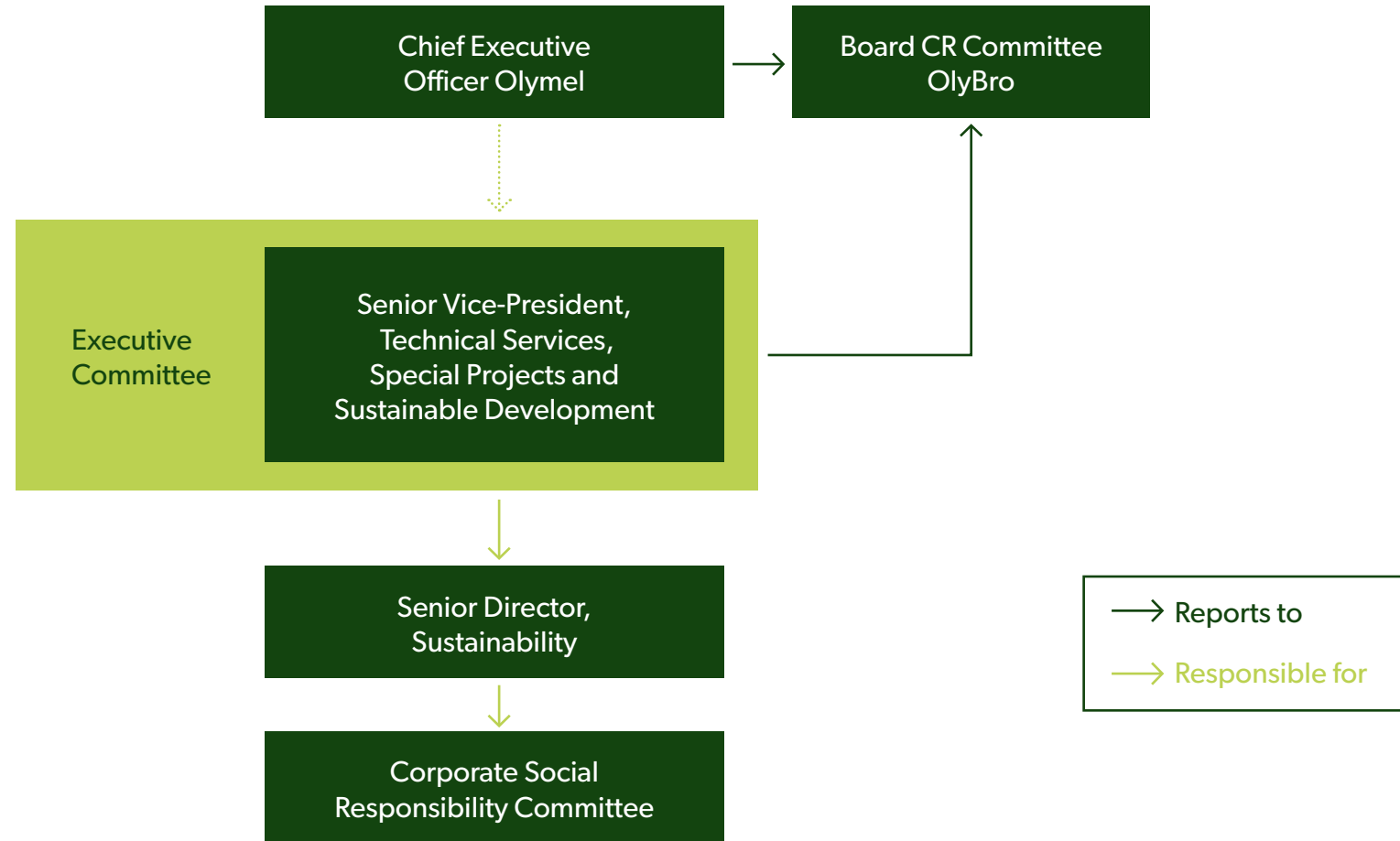
Olymel has assigned responsibility for its sustainable development action plan to its highest level of management to ensure success.

Its president and CEO and senior vice president of sustainable development are thus responsible for reporting to the Board of Directors' Corporate Responsibility Committee. The CR Committee approves strategic orientations and reviews results on sustainable development.

Olymel also has a Corporate Social Responsibility Committee, which is headed by the Senior Director, ESG, and includes several internal stakeholders with responsibility for the sustainable development action plan. This committee is in charge of executing the plan and assigning actions to various experts (known as "champions"). The Committee is also tasked with advising management on strategic objectives and orientations in sustainable development, organizing and hosting meetings, assisting with and facilitating the operational rollout of the plan on a daily basis and consolidating progress and performance indicators.



CR governance structure – Olymel

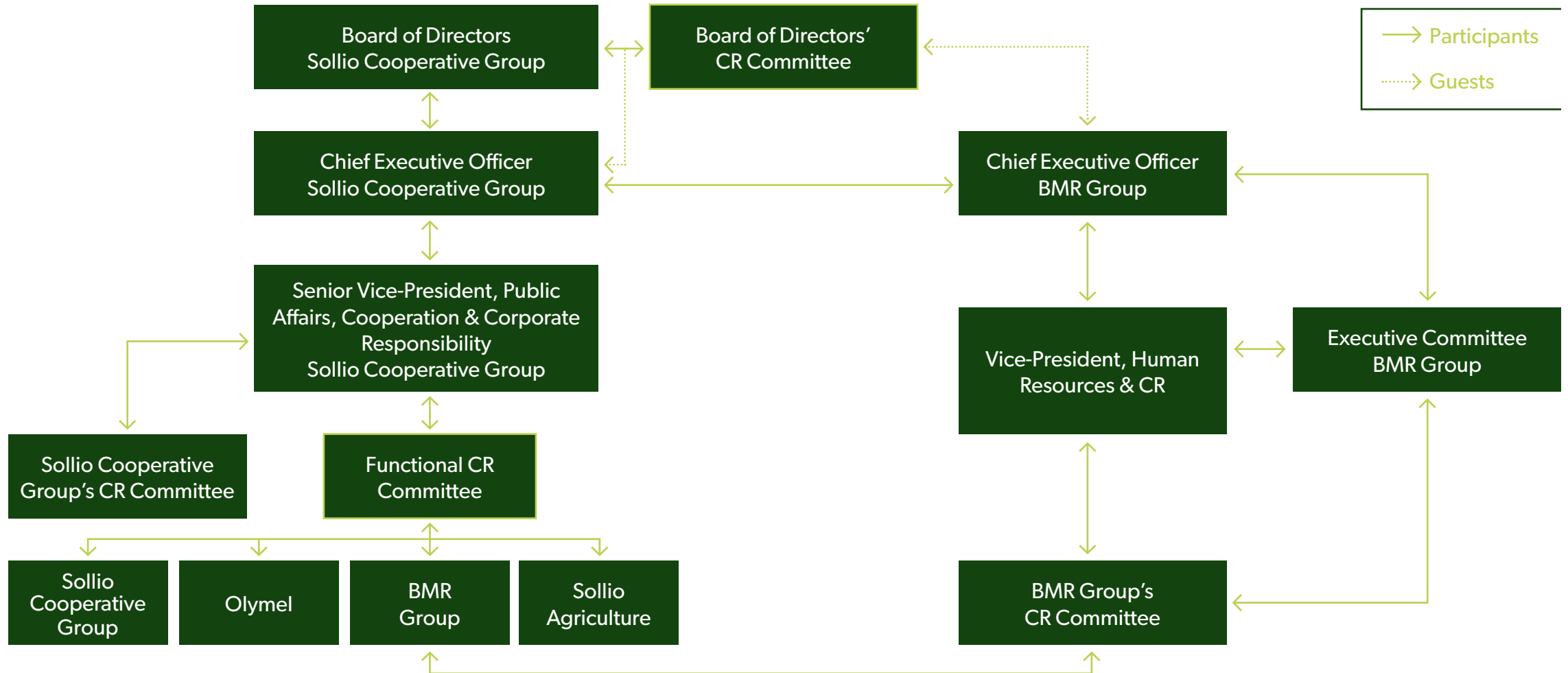


BMR Group

BMR Group launched its corporate responsibility (CR) committee in 2023. Actors from various sectors were selected and the identification of existing initiatives is underway. In 2024, BMR Group will define future initiatives in accordance with its CR action plan. The CR committee reports to the vice-president of human resources and corporate responsibility. Its mandate will be to establish broad orientations and concrete actions. The vision and orientations of the CR approach will be approved by BMR Group's executive committee and integrated into the group's overall business strategy.



CR governance structure – BMR Group









Appendix IV

Our workforce in numbers

Our workforce in numbers

				
Union employees	0	257	804	10,809
Non-union employees	124	939	758	2,261
Permanent employees	120	1,066	1,328	12,632
Temporary employees	4	73	8	186
Interns/students	0	57	226	121
Full-time employees	117	1,030	1,123	12,629
Part-time employees	3	152	72	131
Casual employees	4	14	367	310
Hours of training	1,280	6,965.05	11,098.79	726,930
Voluntary departures	21	204	695	2,775
Involuntary departures	12	84	288	450
Total departures	33	288	983	3,225
Turnover rate (%) ¹	26.61	24.08	63.34	26
Retention rate (%) ²	67	83	49	71





¹ Percentage represents the number of employees who left the organization during the reference period in relation to the average number of employees at the organization.

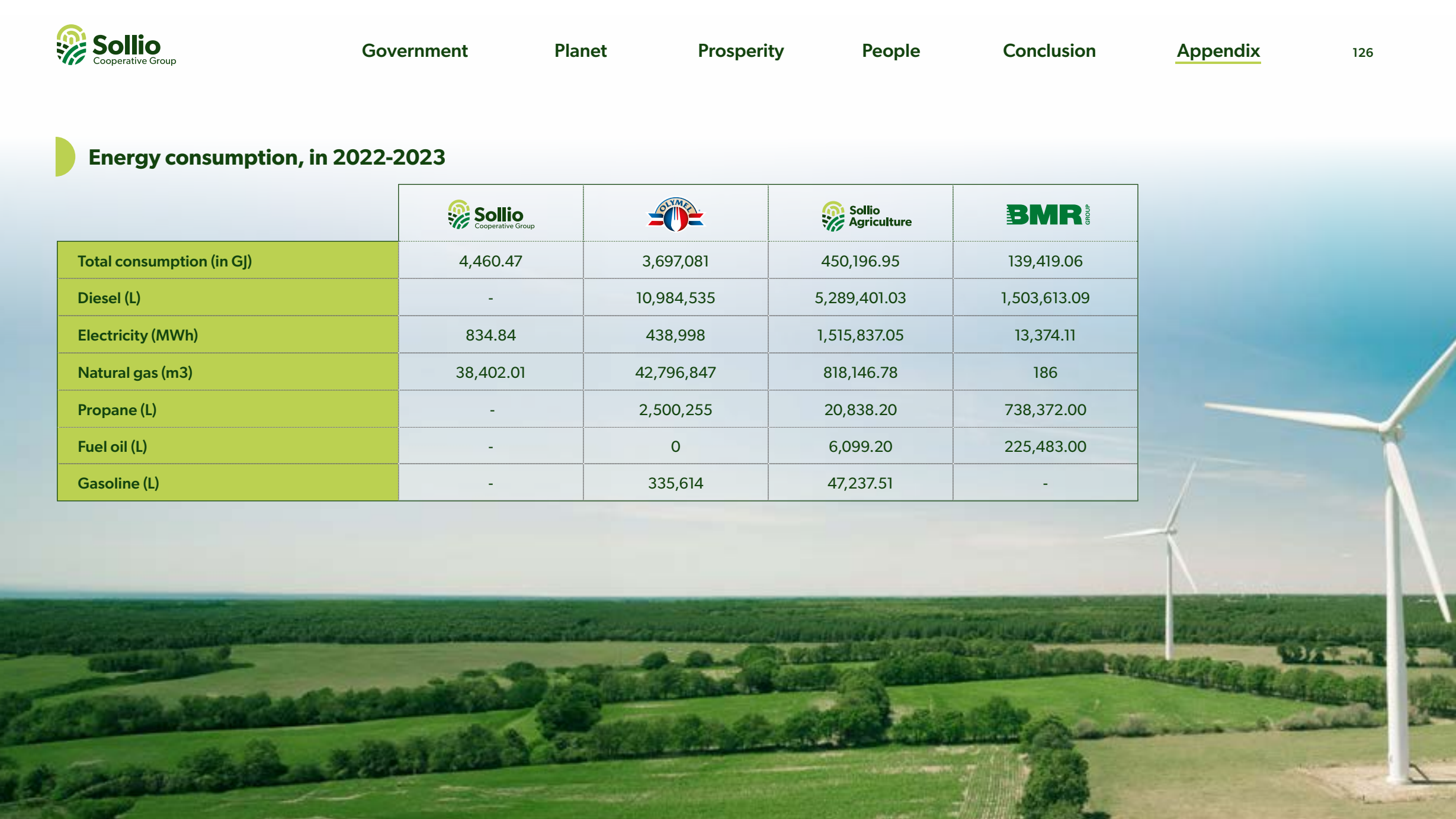
² Percentage of employees hired less than one year beforehand who still worked for the organization at the end of the reference period.

Appendix V

Energy consumption 2022-2023

Energy consumption, in 2022-2023

				
Total consumption (in GJ)	4,460.47	3,697,081	450,196.95	139,419.06
Diesel (L)	-	10,984,535	5,289,401.03	1,503,613.09
Electricity (MWh)	834.84	438,998	1,515,837.05	13,374.11
Natural gas (m3)	38,402.01	42,796,847	818,146.78	186
Propane (L)	-	2,500,255	20,838.20	738,372.00
Fuel oil (L)	-	0	6,099.20	225,483.00
Gasoline (L)	-	335,614	47,237.51	-





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