

OUR PEOPLE

Enhancing the social well-being of our valued employees



Our people are our most valuable asset. They are our source of pride, our source of strength, and our source of inspiration. We care about their health and well-being and strive to provide them with the best possible work environment - one that is safe, diverse, equitable, inclusive, and values driven.

CODE OF CONDUCT

Sofina Foods has adopted a comprehensive Code of Conduct that applies to all employees. The Code of Conduct reaffirms our long-standing commitment to how we conduct ourselves in business and how we comply with all applicable laws. Sofina Foods is firmly committed to consistently treating all our employees, customers, suppliers, and the communities in which we operate with integrity, honesty, and respect.

The Code is an expression of the standards of behaviour that we expect of all employees in their daily activities and in their dealings with others. It requires all Sofina employees to comply with all applicable laws, rules and regulations, provides specific guidance with respect to particular areas of ethics and compliance, and counsels employees on how to deal with common compliance related scenarios. It contains specific guidance with respect to each of the following:

- Compliance with laws
 - Human rights/modern slavery/child labour
- Conducting business ethically
 - Bribery and corruption
 - Duty of fidelity and avoidance of conflicts
 - Gifts
 - Inside information
 - Personal relationships
- Use of confidential information
- Use of company assets
- Financial reporting
- Company records
- Internal Reporting and Compliance
- Whistleblower Protection

The Code of Conduct encourages employees to ask questions when unsure about ethical issues and requires them to report potential violations of policy or law to a manager, human resources, or legal. It also emphasizes our non-retaliation policy for anyone who reports a problem in good faith or participates in an investigation.

Consistent with the Code of Conduct, Sofina Foods provides more detailed guidance in our Competition Law Compliance Policy.

WHAT'S NEXT

We will implement compliance training for all of our employees.





HUMAN RIGHTS COMMITMENT

Sofina Foods is committed to and conducts business in an ethical and responsible manner that respects and promotes the protection of human rights. These principles have been codified in Sofina's Code of Conduct that apply to all employees and include the following:

- We will not use child labour or any form of forced or involuntary labour.
- Employees have the right to communicate openly regarding working conditions without fear, intimidation, or reprisal.
- Employees are protected against all forms of harassment, discrimination, violence and bullying.
- We will have a safe and healthy workplace that meets all applicable standards for occupational health and safety.
- Employees shall be fully compensated for wages and benefits that are in compliance with applicable employment standards.
- We will comply with applicable laws concerning working time (including maximum hours and overtime), rest periods, holidays, disciplinary and dismissal practices and maternity protection.
- Employees have the right to form, join and run their own associative organizations without prior authorization or interference by the Company.

WHAT'S NEXT

Many of our employees receive wages, benefits, and all other terms of employment as outlined in their collective bargaining agreement. For all other employees, we plan to implement an Employee Handbook which will set out standard terms governing their employment relationship such as employment policies, details about benefits, and business cycles.

Employees will be strongly encouraged to familiarize themselves with the Handbook and company policies. Employees, supervisors, managers, Human Resources professionals, and members of senior management will have a shared duty to ensure that the guidelines, policies and procedures in the Handbook and associated company policies are followed.

ENGAGEMENT

We engage our employees with regular consistent engagement surveys, capturing feedback and developing plans to put their feedback into action. In our most recent survey in 2022, our survey response rate was an impressive 92%, and our overall engagement score increased over the prior year.

Following our 2022 survey, we delved further to explore our three areas of greatest opportunity (Barriers to Execution, Continuous Improvement, and Communications) and held cross-functional focus groups to gather more specific, qualitative feedback. Coming out of these sessions, we developed a robust Engagement Action Plan containing both national actions across the organization as well as functional action plans based on feedback unique to our internal functions. In total, we have identified and are acting on 111 actions.



WHAT'S NEXT

We are executing our national and functional action plans with full support and endorsement from our Senior Leadership Team. We will track and review our program at all Leadership Team meetings and gather feedback throughout the year to ensure we are making meaningful improvement. Our next formal engagement survey is scheduled for 2024.

RECOGNITION

Throughout the year we proudly recognize our employees in a way that is keeping with the family values of our business. We are proud to highlight our employees' outstanding contributions through our Builders Spotlight Program. At the heart of this program is an employee who is nominated by their leader for modeling our Mission, Vision, Core Values, and Guiding Principles outlined in our Company's Blueprint. We then share these stories throughout our organization.

We also acknowledge our employees with long service through our long service recognition program and we celebrate together with our employees during our summer BBQs and end of year celebrations which are held at each of our locations throughout the year.

TRAINING AND DEVELOPMENT

Sofina Foods believes in supporting our employees' career growth and aspirations. We are committed to training and developing our people to promote internal career growth and progression as well as enhancing their overall engagement and Sofina Foods experience.

We continually look to build our talent pipeline to prepare our people and workforce for the future. Numerous times throughout the year, we engage

in conversations with our people about employee development and training, including performance discussions performance discussions between the employee and their manager. In addition, we hold Functional People Days annually to review and calibrate the talent in each function. Coming out of this, we build succession models and identify individual development action plans in support of each employee's professional growth.

We also prioritize promoting from within to ensure our employees are offered every opportunity to continue their career progression with us. We have a well-defined Internal Application Program which helps us promote qualified internal candidates, foster career development and retain talent. In fiscal 2023 alone we provided 126 opportunities for career growth through promotion.

We are proud of the career growth opportunities we make available to our employees which sets them up to professionally develop and be ready for their next role within our organization.

WHAT'S NEXT

We have invested in a Learning Management System that will focus on frontline skills, competency, and compliance to support career advancement and development for both hourly and salaried employees and leaders. This system will be piloted in two sites in 2024 with the intention of rolling it out across our entire organization.

DID YOU KNOW?

Approx. 29 different languages are spoken across our Canadian sites!



EQUITY, DIVERSITY AND INCLUSION

We are strongly committed to diversity, equity, and inclusion in every aspect of our work. We believe that our differences make us stronger and better, and the workforce in our operations represent a diverse and broad spectrum of Canadians.

The best ideas come from teams with a wide range of backgrounds and experiences working together effectively to harness the creative power and ingenuity of diversity.

Through equity and inclusion, we strive to champion all voices and ensure each member of our team is empowered to contribute fully with their unique skills, experiences, and perspectives.

Leveraging the power of diversity to achieve our mission is critical to pushing us to a brighter future. We strive to communicate in multiple languages across our plants to support on-the-job learning, safe work practices, and work instruction materials.

WHAT'S NEXT

We will establish an equity, diversity and inclusion (ED&I) governance team and establish recruitment and succession targets to address under-represented dimensions.

HEALTH AND SAFETY

The primary accountability and communicated deliverable of people leaders across Sofina Foods is to take care of our people and work in balance between all 5 Dimensions of Plant Success.

In Health and Safety, this means that:

- Decisions are not made that could negatively affect safety to promote production.
- We focus on taking care of our people and meeting our regulatory responsibilities.

- We keep our people safe through effective training/communication, efficient maintenance and use of our systems.
- Feedback and improvement processes are functioning as intended.

Although we continually invest in our people and processes to improve our Health and Safety culture and performance, we are not where we want to be. We have started a comprehensive Health and Safety Improvement Initiative across all of our processing facilities, hatcheries, distribution centers, and offices. This initiative is focused on improving our knowledge retention and transfer, equipment condition and reliability, management system effectiveness, and sharing and documenting organizational learning.

KNOWLEDGE RETENTION AND TRANSFER

We are in the process of mapping and documenting further SOPs (Standard Operating Procedures) and procedures to further improve the execution of our day-to-day activities. These standards and procedures are reviewed on a regular basis and form the basis of regular training across the organization. There has been an increased focus on the importance of training to exceed regulatory compliance and help drive continual improvement.

In addition to our regulatory and risk-based training standards, we are also focused on supporting front line and executive leadership through ongoing sessions and training around our values and leadership fundamentals.



EQUIPMENT CONDITION AND RELIABILITY

While digging into our incident data, cross functional inspections and assessments and engagement surveys, we saw an opportunity to invest in our tools and equipment as well as the overall working environments in our facilities. We have started a massive program of re-assessing all of our equipment to ensure that they are operating within expected safety and operational parameters, and investing where any deficiencies are found. A dedicated team will oversee this program.

Beyond the physical improvements to the environment and equipment in our facilities, we also reinforce our need to operate in balance with all 5 Dimensions of Plant Success (safety, quality, cost, service and environment), and emphasize the equal importance of all 5 Dimensions.

MANAGEMENT SYSTEM EFFECTIVENESS

Sofina Foods has launched an enhanced Health and Safety Management System to improve the safety culture and performance of the organization. Through effective change management and engagement from all levels of the company, we have more reliable data and greater visibility to make decisions and implement long-term programs and processes to ensure sustainable work execution. Site level inspections and behavioural based observations are utilized to seek out deviations from expectations and opportunities to improve. The results of these are discussed with the entire plant leadership team at Daily Directional Setting (DDS) meetings with KPIs recorded. These KPIs are then reviewed and discussed at monthly continuous improvement (CI) meetings to determine the support required to meet plant deliverables in Health and Safety performance and culture.

Continuous improvement is part of our DNA. We recognize that proactive and consistent management of our leading indicators will ensure we are achieving the goals of our Health and Safety management system. We review our indicators regularly to make sure that we are effectively managing our processes and engaging our people.

With auditing and self-assessments, as well as focus groups and surveys, we are driving improvements to our processes and programs.

ANNUAL EMPLOYEE FOOD AND WORKPLACE HEALTH AND SAFETY SURVEY

Sofina Foods has implemented an annual Food and Workplace Health and Safety Survey to engage our people, ensure that the improvements being made are felt in the plants, and that we receive regular feedback.

WHAT'S NEXT

We will develop the execution plan and identify the resources necessary to complete the assessment of all our facilities and complete remedies to priority areas, with mid-term planning for any residual items. Five new additional corporate health and safety positions have been added to the team to support program development, change management and sustainability.