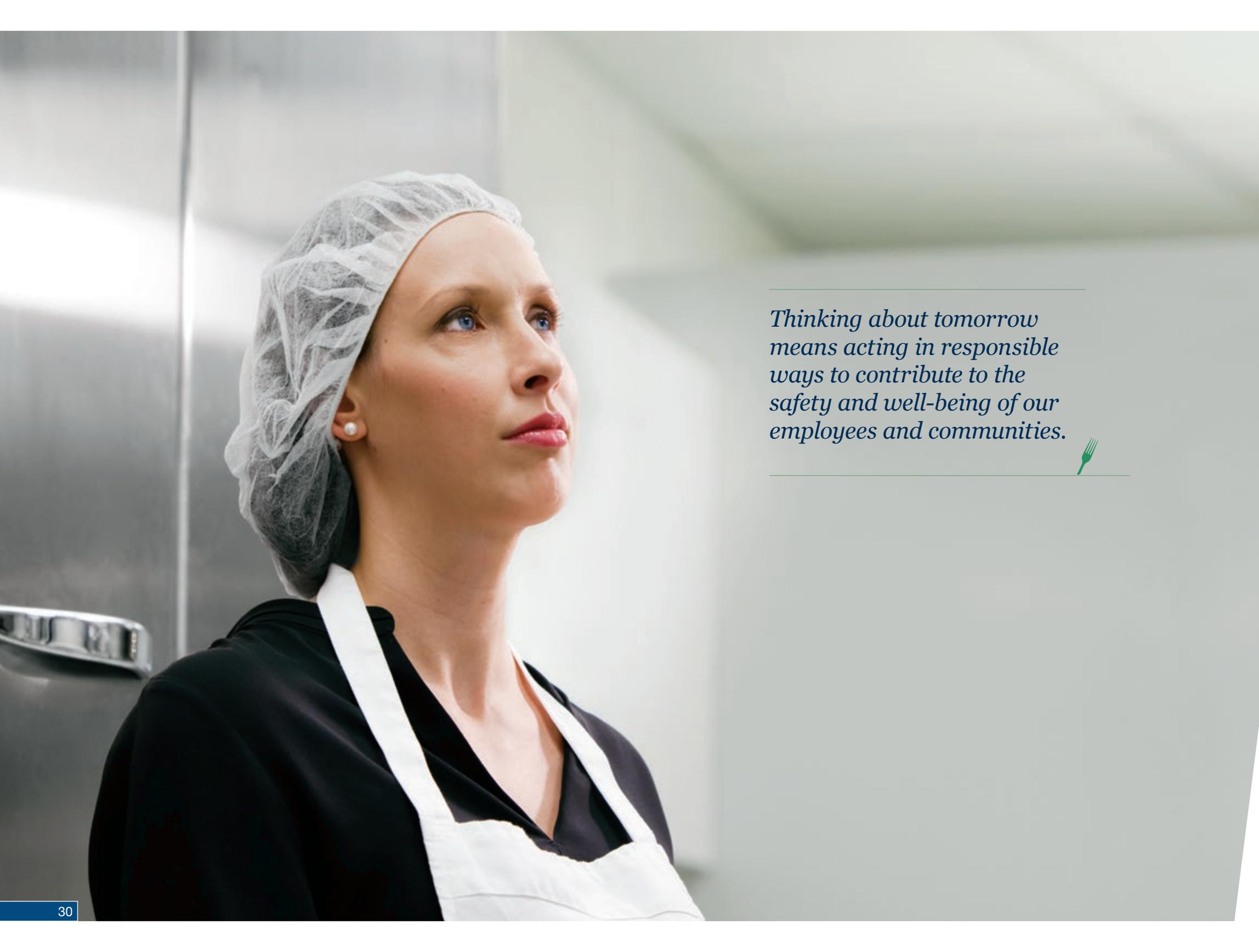






Workplace and communities



A woman with blue eyes, wearing a white hairnet and a white apron over a black top, is looking upwards and to the right. She is in a kitchen or food service area, with stainless steel equipment visible in the background.

*Thinking about tomorrow
means acting in responsible
ways to contribute to the
safety and well-being of our
employees and communities.*





Workplace and communities

Every day, our 11,500 employees are at the heart of everything we do, and we're determined to offer them a safe and stimulating workplace in which they can find real satisfaction and fulfillment. However, our vision isn't limited to creating a better place to work, but also better places to live, by supporting a number of different causes in the communities we call home.

Priority one: Maintain safe, motivating workplaces.

HEALTH AND SAFETY

A leader in OHS in our industry, Olymel is always looking for ways to improve its performance. These efforts began in 2006 when we put in place a structured approach with the goal of fostering a culture of prevention regarding work-related injuries and illness. The 2006 results therefore serve as a benchmark against which we measure our progress.

In 2016, the number of lost-time accidents was 54% lower compared with 2006, and the number of lost days, 67% less. In addition, the cost of our CSST contribution fell by more than half over the same period.

SCORE program. In 2014, Olymel won the Prix Mercure in the OHS/Large Companies category for its innovative accident prevention strategy. The SCORE program (Strategy, Communication, Observation, Reaction, Evaluation) raises staff awareness to the dangers in their workplace and inspires them to change their behaviour accordingly. This approach promotes a reduction in workplace accidents.

AGIR program. In 2015, we enhanced the SCORE program with the addition of a component (AGIR) to improve integrated risk management. By conducting risk analysis for each workstation, this system lets us manage risk at the source, determine the means of attenuating it, and train staff accordingly. In 2016, the AGIR program was implemented in 50% of our facilities.

COMMITMENT

We know how important it is for every employee to feel recognized and appreciated in their work. Therefore, we invest in programs and initiatives that recognize the true value of our human resources as well as their capabilities and loyalty.

New communication strategy. In 2013, we reviewed our company's communications to have them better reflect our most important asset: our people. All hiring activities and internal communications (corporate videos, training, awareness campaigns, etc.) now put the spotlight on the real drivers behind our company's success. This new orientation has contributed to increased pride and a greater sense of belonging by all staff.

STAR program. This program aims to recognize an employee's years of service with original and personalized initiatives. After one and three years of employment, and then every five years, employees receive a diploma highlighting three personal attributes for which they've become known. Since the inception of the program in 2008, 16,738 staff members have been recognized by the program (2016 data).

Part of the STAR program, the Quarter Century Club recognizes employees who've completed 25 years or more of service. With the group numbering more than 1,800 people in 2016, it's a powerful testament to the loyalty and attachment of our staff.

In 2013, the Prix Mercure in the Proactive Workforce Management Category/ Large Companies underlined the quality and uniqueness of this program.

PROFESSIONAL DEVELOPMENT

Our employees' capabilities are at the heart of our success. We work tirelessly to help staff enrich themselves through the development and implementation of skills improvement programs designed not just for managers and technical personnel, but all workers.

In addition to training for new staff members and skills upgrades in specific areas, three broad programs underpin the ongoing skills development of our workforce.

Everest program. Conceived for management personnel, this program aims to harmonize the various corporate cultures resulting from the mergers and acquisitions the company has made over the years. It helps standardize management and customer relations practices of the different operations and service centres. More than 160 managers have graduated from the Everest program since its creation in 2010.

In 2015, this program was awarded the Prix Mercure in the Professional and Technical Training Category/Large Companies.

Sentinelle program. Focused on compensation management, this program familiarizes participants with the latest techniques and methods in this field. More than thirty managers have taken this training since its creation in 2009.

Envol program. This talent management program has the goal of identifying the most promising individuals and preparing them for roles of increasing responsibility. In 2016, this program provided replacement candidates for six vacant management positions within the organization.

ACTION PLAN

- Pursue efforts to reduce accidents and absenteeism.
- Roll out the AGIR program to all plants.
- Pursue activities related to the recognition and development of personnel.

Priority two: Support the communities we call home.

CONTRIBUTIONS

Solidly rooted in a dozen regions across Quebec and with facilities in Ontario, Alberta, New Brunswick and Saskatchewan, Olymel contributes to the vitality of the large number of communities in which it operates.

We also invite all employees and managers to play an active role in their communities, extend a helping hand to the underprivileged, and join forces with our customers in support of worthy causes. Our contributions take the form of cash donations, donations of food products, volunteer work and participation in fundraising activities. Over the past five years, we donated \$3 million to support various local and national organizations.

OPERATION “TOGETHER WE FEED THE WORLD”

In late 2016, we developed our first strategy aimed at creating a structured donation program to maximize the company’s charitable efforts.

Bolstered by the values and objectives behind Olymel’s food safety efforts, this strategy focuses on the support of national and local food banks and the Tablee des Chefs organization by providing them with food products, expert advice from our specialists in nutrition, transport and logistics, and assistance from our employees.

Organizations we support (2012-2016)

- Food Banks of Quebec
- La Moisson Maskoutaine
- La Tablee des Chefs
- Centraide
- Maison du Père
- Canadian Olympic Foundation
- Operation Red Nose
- The Grocery Foundation (Ontario)
- Children’s Wish Foundation
- Tel-Jeunes
- The Montreal Children’s Hospital Foundation
- St-Hubert Foundation
- Operation Sun Youth
- Cystic Fibrosis Canada
- Leucan
- Fabrique Saint-Esprit
- Institut du Nouveau Monde
- Théâtre du Nouveau Monde Foundation
- Saint-Hyacinthe Agri-Food Fair
- Salon de l’agriculture (Saint-Hyacinthe)
- Agri-Marché

ACTION PLAN

- Implement the “Together we feed the world” strategy.
- Pursue efforts to encourage employees to get involved in their communities.