



2020

Corporate Responsibility Report



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Looking Ahead

Who is Sollio Cooperative Group?

Founded in 1922, Sollio Cooperative Group is one of the largest agri-food companies in Quebec and the only agricultural supply cooperative that spans the country from coast to coast. The organization has over 120,000 members, agricultural producers, and consumers in 50 cooperatives. At the end of fiscal year 2020, it had 25 traditional agricultural cooperatives, 23 consumer cooperatives and 2 sections as regular members. In addition, there are 43 agricultural equipment cooperatives as auxiliary members.

The activities of Sollio Cooperative Group are organized into three divisions:

1 Sollio Agriculture specializes in livestock production, crop production, and grain marketing. It supplies retail networks such as Agrocentre, Agrico, Agromart, and cooperatives in Quebec and the Atlantic provinces. It produces and markets Elite and Maizex seeds as well as F. Ménard animal feed products;

2 Olymel L.P. is active in the production, processing, and distribution of pork and poultry meat under the Olymel, Flamingo, Lafleur, Triomphe Foods, Pinty's and F. Ménard brands;

3 Groupe BMR inc. operates in the retail sector (hardware and materials) under the BMR, Agrizone, Potvin & Bouchard, and La Shop banners.



About this report

This report highlights Sollio Cooperative Group's corporate responsibility efforts. The period covered is from November 1, 2019, to October 31, 2020, the company's fiscal year. The data presented relate to the activities of Sollio Cooperative Group and its divisions (Sollio Agriculture, Olymel L.P., and Groupe BMR Inc.). They exclude the activities of the network of affiliated cooperatives.

The report is divided into four sections, with the first section on corporate responsibility governance, followed by three areas of action that contain the key results of fiscal year 2020 in relation to each of these pillars:

- 1. contributing to collective prosperity;**
- 2.putting people at the centre of our decisions;**
- 3. protecting resources, ecosystems, and life.**

The data provided in this report were collected by the organization. We consider that they are reliable and accurate, although they have not

been subject to an external audit. This report is available on the Sollio Cooperative Group website.

Materiality analysis

The topics covered in this report are the result of a materiality analysis conducted by an external third party. This process builds on best practices in the agri-food industry domestically and internationally. This process also took into account an analysis of relevant issues from recognized sustainable development standards (Global Reporting Initiative [GRI] and Sustainability Accounting Standards Board [SASB]) and benefited from the insights derived from several meetings with the Corporate Responsibility Committee, senior management, and the Sustainable Development and Environmental Compliance Committee of Sollio Cooperative Group's Board of Directors. In addition, each area of action in this report refers to the six United Nations Sustainable Development Goals (SDGs), selected by Sollio Cooperative Group and to which the company is committed to contributing.



Over the past fiscal year, Sollio Cooperative Group undertook an in-depth consultation and review process that led to important strategic decisions in December 2019. First of all, a name change: La Coop fédérée became Sollio Cooperative Group in order to unite and assemble the divisions together under one strong identity. The strategic planning carried out in 2019 also resulted in the following new core statements.

Our mission

Rooted in the regions and leveraging our collective strength, we help to feed people while ensuring that farm families thrive, to ensure a sustainable future for the world.

Our vision

Être reconnu comme un acteur de référence de nos secteurs de la vente au détail au Canada, du secteur agricole nord-américain et du secteur agroalimentaire au niveau international.

Our core values

These **4 guiding cooperative values** resemble us and bring us together.

Honesty

Equity

Responsibility

Solidarity

Executive Message

Sollio Cooperative Group is proud to present its third Corporate Responsibility Report, a reflection of our new mission, which clearly states our responsibility to build a sustainable future for generations to come. At a time when citizens, consumers, and business partners expect corporate practices to be guided by transparency, honesty, and rigour, Sollio Cooperative Group considers it essential to engage in an annual reporting exercise on its corporate responsibility performance.

The year 2019–2020 was marked by an extraordinary health crisis, which affected us all and forced us to rethink our businesses. In this unusual context, corporate responsibility has become even more essential. This responsibility concerns firstly the protection of the health of our employees and partners, and not only their physical health, but also their psychological health, which may have been put to the test by the measures taken to fight the COVID-19 pandemic. This responsibility is also about our economic contribution, which is to create and maintain quality jobs and to promote regional and global economic recovery through our direct activities and those of our supply chains. More specifically for our industry, labour availability, local purchasing, self-sufficiency, exports, and food security issues have intensified. It is in this context that, during this fiscal year, we developed our vision for the economic recovery plan of Quebec's agri-food sector, a recovery that we believe must be achieved by supporting a more sustainable economy.



GAÉTAN DESROCHES
CEO



STÉPHANE FORGET
Senior Vice-President, Cooperative and
Institutional Affairs and Sustainable Development

The year 2019–2020 was also marked by the implementation of a new strategic plan through which the parent company and each of its three divisions positioned corporate responsibility as a structuring axis.

Sollio Cooperative Group has also modernized its brand to make it sustainable and develop it into a socially-responsible brand. Its business model puts financial and material capital at the service of people and is currently a key element in the development of sustainable food resources.

This year we chose to align ourselves with the United Nations Sustainable Development Goals (SDGs) because we believe that aligning our efforts with those across the globe in a collective manner will allow us to best contribute to shaping this sustainable future. We are also working to develop our next responsible action plan, in line with these international standards, which will provide a common vision for each of our divisions.

The cooperative nature of Sollio Cooperative Group ensures that the organization is fundamentally in line with a sustainable development approach, whether through its support for local, environmentally-friendly production or through its structuring investments that promote the sustainability of our members' businesses and their communities.

Corporate responsibility and sustainable development are about caring and respecting our cooperative nature. You can be sure that this mindset underlies all our decisions.



Corporate responsibility at the core of our business strategy

In 2018, Sollio Cooperative Group undertook a structured approach to corporate responsibility. Several significant milestones were achieved in the last fiscal year.

- 1 A new mission statement that reflects our commitment to corporate responsibility and puts our contribution to sustainable development at the core of our raison d'être.
 - 2 The adoption of the United Nations Sustainable Development Goals (SDGs) as common corporate responsibility standards for the entire group.
 - 3 The integration of corporate responsibility into the strategic planning of the parent company and its divisions in the form of dedicated strategic guidelines.
 - 4 The creation of a committee responsible for implementing and coordinating the corporate responsibility strategy of Sollio Cooperative Group and its divisions.
 - 5 The development of an internal and external accountability process to better communicate corporate responsibility achievements.
- A comprehensive corporate responsibility plan, which outlines how to achieve Sollio Cooperative Group's ambitions, will be completed in spring 2021.**



Our cooperative structure

The cooperative values, which have inspired Sollio Cooperative Group for almost 100 years, are reflected in the organization's governance structure, based on representative democracy. Elected members of the Board of Directors (BoD) look out for the interests of the cooperative and its members, while keeping abreast of the trends and issues in its sectors of activity.

Governance

Sollio Cooperative Group is a federation composed of several agricultural and consumer cooperatives based in Quebec, eastern Ontario and the Maritimes. At the Annual General Meeting of Sollio Cooperative Group, these cooperatives are entitled to a number of delegates that varies according to their number of members and the sales achieved with the federation. Its members elect directors from their own communities to represent them on the company's Board of Directors. As such, members lead the decision-making structure of the organization, which ensures constant exchange between them and the leaders. Together, they play a role in policy making and decision-making.

The Board of Directors

Within this governance structure, the BoD develops strategic directions and guides the management of the company. It plays an essential role as a guardian of the values, ethics, and reputation of Sollio Cooperative Group. To ensure sound governance, the Board relies on the expertise and skills of its six committee teams:

- > Executive Committee, Risks and Investments > Audit Committee
- > Governance and Cooperation Committee > Human Resources Committee
- > Sustainable Development and Environmental Compliance Committee > Information Technology Committee.

The Board of Directors of Sollio Cooperative Group consists of 16 directors elected at the Annual General Meeting. These

are producer members (with the exception of guest members) representing each of the electoral areas, with positions reserved for female representatives and representatives of special-purpose or consumer cooperatives, as well as a guest director (external). The BoD members of Sollio Cooperative Group come from a variety of backgrounds and embody the skills required to make informed decisions.

Governance-related training

Running a business requires skills and expertise. The cooperatives in the Sollio Cooperative Group network, which decided to pool their strengths under the Vision 2020 project, have become larger, stronger, and more agile companies. To ensure the smooth running of their businesses and their sustainability, they must be able to count on a board of directors that is committed to good governance. At the same time, these cooperative directors constitute the next generation of Sollio Cooperative Group's Board of Directors. It is therefore essential that they be highly qualified to carry out their mandate. This is why Sollio Cooperative Group, in collaboration with the Collège des administrateurs de sociétés de l'Université Laval, has developed a training course for them called Attestation de gouvernance coopérative (Certificate of cooperative governance). This training course, based on the one given by the Collège des administrateurs de l'Université Laval to the general public, is spread over three days and is specifically adapted to the needs of all the cooperative directors of the Sollio Cooperative Group network. It will begin in 2021.

A living network

A network as vast as that of Sollio Cooperative Group must be well organized in order to effectively meet the needs of its members. Cooperatives work together within local, regional, national, and even international structures to strengthen the cooperative movement.

Several associative events allow dialogue and proximity with those involved in this large network. These include the Annual General Meeting, the Semi-Annual Meeting, the President's Tour, the Presidents' Forum, the Women Co-Operators' Conference, the Agricultural Equipment Cooperatives Seminar, etc.

Similarly, since 2018, cooperatives have been developing networks of ambassadors to keep in touch with their members. A coordination and facilitation mandate is currently being deployed by Sollio Cooperative Group to ensure seamless communications throughout the federated network.

Ethics at Sollio Cooperative Group

Within Sollio Cooperative Group, the *Alliance de travail* (working alliance) is a document supporting ethics and a reminder of its ethical guidelines. This document, based on mutual commitments between the organization and its stakeholders, aims to develop ethical competence among employees and directors.

The *Alliance de travail* defines the four organizational values of Sollio Cooperative Group and ensures a common understanding of our cooperative ethics. In addition, the document is 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. If personal reflection is required, dialogue with ones' manager or consultation with other people you trust is also strongly encouraged.

The *Alliance de travail* is presented to all employees and directors upon taking office, and each of them is invited to adhere to it by signing it.

A broader ethics program is being developed. The *Alliance de travail* will be adapted to better integrate into this new approach.



Corporate responsibility governance

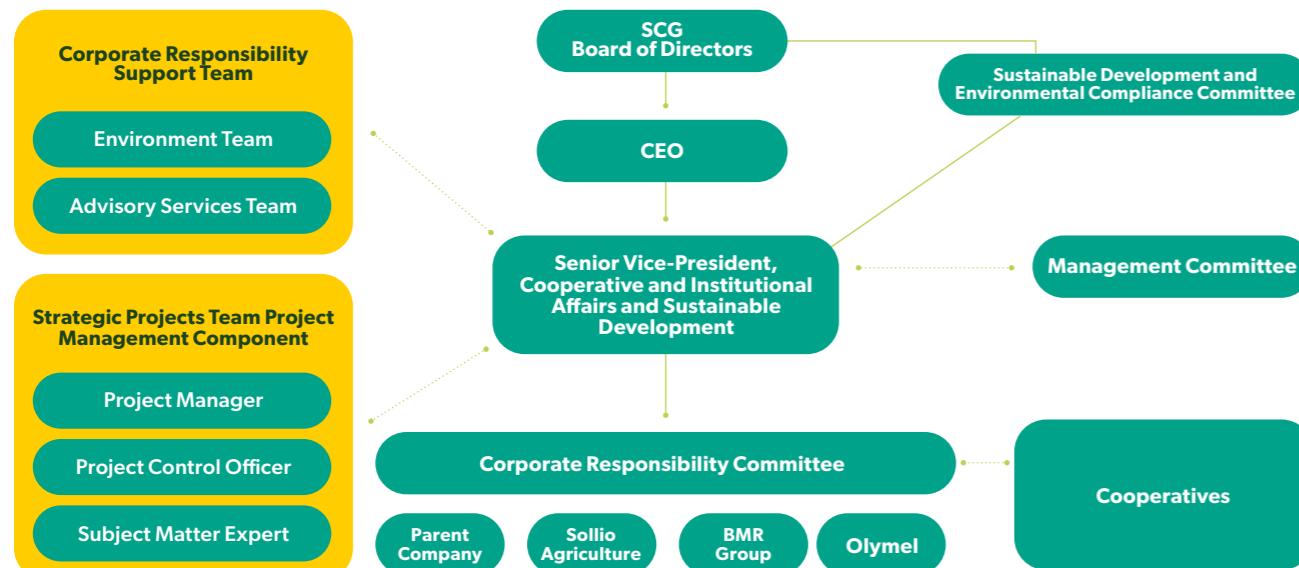
Strong governance is essential to a strong corporate responsibility (CR) approach. This is why Sollio Cooperative Group has different entities responsible for these issues at all levels of the organization.

These issues are taken into account by the BoD of Sollio Cooperative Group, specifically through its Sustainable Development and Environmental Compliance Committee. Meeting at least four times a year, the Committee is composed of the Chair, four other members of the BoD, and the CEO. The company's directions for sustainable development are discussed and approved for recommendation to the BoD.

The Senior Vice-President, Cooperative and Institutional Affairs and Sustainable Development is responsible for conveying the

directions set out by the directors to the organization's Management Committee as well as to the CR support teams and strategic project team. The latter team coordinates the entire CR approach of the parent company.

Finally, Sollio Cooperative Group created the Corporate Responsibility Committee in the last fiscal year. Chaired by the Senior Vice-President, Cooperative and Institutional Affairs and Sustainable Development, and composed of managers from the three divisions and the parent company, this committee coordinates accountability for the implementation of the action plans of each of the division and the parent company and contributes to relevant strategic reflection on sustainable development in each area of the organization.



Area 1

Contributing to the prosperity of the regions



Supporting the local economy through our activities

Because of its solid financial performance, Sollio Cooperative Group can create many quality jobs, support causes in line with the SDG values, engage with communities, and take care of its members, particularly through the distribution of annual patronage refunds.



Sollio Cooperative Group in numbers

In fiscal year 2020, Sollio Cooperative Group reached \$8 billion in sales. The cooperative has thus joined the ranks of major national organizations in Quebec and Canada. A leader in the country's agri-food sector, Sollio Cooperative Group is a true driver of regional and national development, with more than 16,000 direct full-time jobs in Canada.

Sales over the years

in thousands of dollars

2020 \$8,152,114

2019 \$7,282,058

2018 \$6,515,972

2017 \$6,271,772

2016 \$6,335,219

Our key activities in 2020

In 2020, large investors—some of them focused solely on sustainable and responsible investments—placed their trust in the parent company. Over \$450 million was injected by the Caisse de dépôt et placement du Québec, the Fonds de solidarité FTQ, Fondaction, Desjardins Capital, and Rabobank Capital. This capital will be used to finance acquisition and investment projects in order to, among other things, accelerate the optimization process through the development of digitization and innovation, and mitigate the effects of the COVID-19 pandemic on the implementation of our growth plans.

Sollio Agriculture and Avantis Coopérative launched the Sollio & Avantis Agriculture cooperative business partnership to pool their farm assets and create a business model without intermediaries that connects directly to producers.

The Sollio & Grains Québec Agriculture cooperative was also created in 2020. The mission of this new entity is to provide

better marketing conditions for Quebec grain producers, find markets for their crops, and meet the needs of processing customers. It will give grain producers the opportunity to deal with one of the largest organizations ever seen in the sector in Quebec, while maintaining proximity to their local cooperative.

In 2019, Sollio Agriculture began construction of the marine grain export terminal on Quebec Port Authority land. This \$90-million project aims to open new markets in Europe and Asia. Over the past year, a round table was created to continue communicating and engaging with citizens. Ongoing environmental monitoring was carried out during the construction of Phases 2 and 3 of the project and allowed for the proper management and disposal of water, soil, and sludge.

Environmental management tools have also been implemented to ensure adequate risk management and compliance with current guidelines, including those related to air quality and noise levels.

At Olymel, major automation projects were launched to help the company pursue its responsible development mission and targets, despite a shrinking workforce. Information and support systems (Carl Software, Clarizen, Paperless) were also rolled out this year, again to improve the efficiency of the organization.

For BMR Group, 2020 was marked by the development of an omni-channel strategy that will make it possible to pick up in-store orders placed online from more than 100 cooperatives and dealer owners. This strategy will improve the shopping experience and help protect customers, retailers, and their employees during the pandemic.

For more information on the economic and financial highlights of Sollio Cooperative Group, consult the annual report, available here:

<https://sollio.coop/en/finances/annual-report-2020>

Impact of COVID-19

This fiscal year was marked by a health and economic crisis unprecedented in the company's history: COVID-19.

Like all organizations, Sollio Cooperative Group had to rethink several of its activities (remote work, additional occupational health and safety measures, task review, work-life balance, etc.). Several of these measures, described in more detail on pages 28 and 29 of this report, will remain permanently in place in the company, redefining the work model itself.

More specifically in our industry, which is considered an essential service, this crisis highlighted and brought to the fore of public discussion certain issues, such as local purchasing, food sovereignty, and occupational health and safety, during lockdown. These concerns are compounded by the need to ensure the strength of value chains and the importance of labour in our operations, including foreign labour.

While the pandemic will hopefully be brought under control in 2021, Sollio Cooperative Group believes that it is urgent to contribute to the country's economic recovery and that this is the responsibility of businesses and governments.

It is in this spirit that Sollio Cooperative Group has proposed its vision of a post-COVID-19 economic recovery to governments in order to address the issues raised by the crisis in the agri-food industry, while ensuring its sustainable development.

This plan sets out proposals for the entire agri-food sector, including the promotion of front-line jobs, support for technologies and innovations, and the establishment of agricultural sectors (from production to processing), in short supply chains and local systems, while supporting exports, which are essential to the vitality of our local industry as well as to the balance of the world food supply.

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Economic participation of our members

Cooperatives contribute equitably to the capital of Sollio Cooperative Group. Together, they hold \$336.5 million in Sollio Cooperative Group shares and \$840.4 million in collective reserves.

Over the past five years, Sollio Cooperative Group has paid out a total of \$232.2 million in patronage refunds to cooperatives and \$47.9 million in dividends to Filière porcine coopérative.



Photo : Nicolas Mesly



Contributing to the vitality of the regions and their communities

Sollio Cooperative Group was founded by agricultural producers who came together to provide the products and services they needed. Since this company was born out of a spirit of mutual aid, it is not surprising that one of the principles that guide its actions is community involvement. It is therefore natural for Sollio Cooperative Group to support numerous initiatives that contribute to the collective well-being and to the United Nations Sustainable Development Goals (SDGs). The main causes Sollio Cooperative Group supports through donations and sponsorships focus on:

 Fostering and supporting the cooperative environment	 Encouraging and supporting social and community-based initiatives	 Supporting the economic development of the industry
 Fostering and supporting the agriculture and agri-food community	 Encouraging and promoting sustainable development, local consumption, and healthy lifestyles	 Fostering and supporting the next generation

Contributing to the well-being of communities

Sollio Cooperative Group and its three divisions are concerned with the prosperity of the regions in which their members and employees live and encourage them to participate in the development of their communities. This is why the organization is proud to highlight its “From Us to You” campaign, which has rallied 17 cooperatives of the network to its major mutual aid initiative. The campaign aims not only to support our fellow citizens during this global pandemic, but also to help the network’s agricultural producers and entrepreneurs. A total of \$550,000 in food and cash was raised to feed communities with products from the network, while contributing to the regional economy. Of this amount, \$100,000 was donated to organizations that are close to our values and roots, such as Au cœur des familles agricoles, Les Petits Frères, the Association des jeunes ruraux du Québec, and the Junior Farmers’ Association of Ontario.

Sollio Cooperative Group strongly believes in mutual aid. This is why a volunteer program to support its employees in expressing their generosity has been in place since the summer of 2019. The program has two components: 1) Individual commitment, which encourages those who wish to give to the community and meet the needs of those already involved. 2) Group commitment, which gives an opportunity for a team within a sector to organize a volunteer day. In addition to giving back to the community, this component also stimulates teamwork and collaboration.



Move to Help

In the context of the pandemic and remote work, Sollio Agriculture organized the “Move to Help” challenge to encourage its employees across the country to stay active and adopt healthy lifestyle habits. The project mobilized more than 100 employees each week through the ParticipAction mobile app. For any given week, if 75% of participants reached 150 minutes of activity, Sollio Agriculture added \$1,000 in donations made to organizations. The communities that have benefited from these donations are those where Sollio Agriculture is active across the country. The causes that Sollio Agriculture supported and which are directly related to SDG 2: *End hunger, achieve food security and improved nutrition, and promote sustainable agriculture*, and SDG 3: *Ensure healthy lives and promote well-being for all at all ages* are:

Alberta

Alberta Children’s Hospital Foundation

Saskatchewan

Jim Pattison Children’s Hospital Foundation

Manitoba

Siloam Mission

Ontario

Feed Ontario

Québec

Au cœur des familles agricoles

Atlantic Canada

Agriculture in the Classroom

Third edition of the Purchase and give back program

Keen to contribute to SDG 2: *End hunger, achieve food security and improved nutrition, and promote sustainable agriculture*, Olymel has considerably exceeded its philanthropic goal for 2020. Thanks to the *Purchase and Give Back* program, which includes its Olymel, Lafleur, and Flamingo brands, and which is in its third edition, the company has given back the equivalent of \$2 million in deli meats, pork, and poultry to the Food Banks of Québec (FBQ), which is half a million dollars more than its initial target of \$1.5 million. In addition to this donation, associated fundraising activities raised \$65,300, and employees contributed nearly \$18,000 in volunteer hours to the FBQ.

BMR Group, a proud builder of hope since 2015

BMR Group has once again supported many organizations, foundations, and community actions.

In addition to the tens of thousands of dollars in financial support provided to our network’s merchants to encourage them to become involved in their communities as well as in causes that promote health and well-being, BMR Group has renewed its agreement with the Children’s Wish Foundation of Canada, which involves an annual donation of \$50,000. The company has also participated in various activities with the foundation, thereby increasing its annual financial contribution.

For a third year, BMR Group organized the Opération sapins campaign, which consisted in donating 500 Christmas trees to visitors to the Cavalia’s Illumi event on the weekend of December 5–6. These visitors were then invited to donate the trees back to charities or families in need. BMR Group was one of the major partners of Illumi, which was one of the few cultural events allowed by the public health authorities this year.

Supporting young farmers and the cooperative movement

Thanks to its deep cooperative and agricultural roots, Sollio Cooperative Group has long been well established in Quebec and Canada and has managed to grow through its continual renewal while respecting its members and their communities. This is why the company is committed to this business model and is helping to promote it.

Sollio Cooperative Group supports the next generation of farmers with the goal of preserving the prosperity of member producers and their families through innovative farm models. In 2019–2020, 55 young farmers joined the ranks of the 747 beneficiaries of the Fonds coopératif d'aide à la relève agricole and were able to access a number of free training programs. In addition, approximately \$350,000 was awarded in scholarships to more than 150 deserving students from agriculture and agri-food schools.

Sollio Cooperative Group is a hub for intercooperation among its member cooperatives. We are also partners with some 20 other cooperative organizations dedicated to promoting cooperation and sustainable development, including the Conseil québécois de la coopération et de la mutualité (CQCM), Co-operatives and Mutuals Canada (CMC), the Fondation québécoise pour l'éducation à la coopération et à la mutualité, the Société de coopération pour le développement international (SOCODEVI), Coop Carbone, as well as the Chaire en gestion et gouvernance des coopératives et des mutuelles at the Institut de recherche sur les coopératives et les mutuelles de l'Université de Sherbrooke (IRECUS) and the Centre interdisciplinaire de recherche et d'information sur les entreprises collectives (CIRIEC-Canada).

With SOCODEVI, Sollio Cooperative Group and its network promote knowledge transfer and support the development of other cooperatives in less-favoured regions. During the year, before the pandemic hit, Sollio Cooperative Group graciously allocated 28 days to two support missions for SOCODEVI projects. Since 2003, we have participated in 161 technical assistance missions in 16 countries, in addition to supporting the organization financially with a little over \$150,000 since 2007.

Sollio Agriculture supports Canada's Outstanding Young Farmers

As a partner of Canada's Outstanding Young Farmers (COYF) until 2024, with almost \$175,000 in financial support, Sollio Agriculture is proud to highlight the work of outstanding farmers ages 18 to 39 who exemplify excellence in their profession, while promoting improved relations between urban and rural populations. Since 2020, a representative of Sollio Agriculture has been on the organization's board of directors as a national sponsor.



Area 2

Putting people at the centre of our decisions



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Being a cutting-edge employer

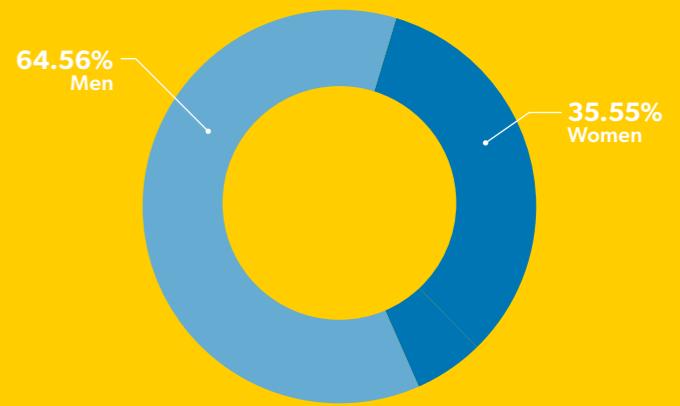
Sollio Cooperative Group has been making every effort to be recognized as an employer of choice for many years. One of the pillars of brand citizenship, the employer branding position aims to put the same attention to detail into our employees' experience as that of our customers' experience, in line with our cooperative values. The recruitment and retention of top talent allow Sollio Cooperative Group to keep growing by focusing, among other things, on diversity and openness to innovative ideas.

Our 18-month Écho vision et leadership executive leadership development program was developed and rolled out in the fall of 2020. This is the first time that all members of the executive committees of our Sollio Agriculture, Olymel, and BMR Group divisions, as well as those of the parent company, have come together under a unified program. More than just a program, it is a unique experience to foster cross-team collaboration, better understand our professional ecosystem, and inspire reflection and action.

Our employees in numbers

16,150
employees in 2020

more than
635,000
hours of training offered



Inclusion and parity

During the year, an action plan for the equitable representation of women in the governance of the network was also adopted so that women would be represented proportionally to their presence in the company, at around 30%. In total, 390 members, including 87 women, or 22%, sit on the boards of directors of affiliated cooperatives. However, women's representation on the boards of directors of agricultural cooperatives is only 16%.

In addition, a fourth cohort, made up of eight women from the Sollio Cooperative Group's divisions, has embarked on the "L'Effet A" professional development program, which the company supports. Since 2017, 28 women have taken up the challenge, which is aimed at developing the skills and ambitions of women in leadership positions.

Sollio Cooperative Group was awarded the *Certification parité de la Gouvernance au féminin* (Certification of parity in governance for women) for the fourth time in as many years and achieved the Gold level of the certification for the second time. This recognition speaks volumes about the company's focus on gender equality in the workplace. In order to reflect on this and bring new perspectives, a workshop for women on boards of directors was held at the semi-annual meeting.

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A stimulating and inclusive workplace

In order to provide its employees with the best professional development opportunities, many initiatives were launched during the year:

In a context of labour shortages, Sollio Cooperative Group promotes mobility within its divisions in order to share best practices and provide career advancement opportunities. Common principles have been developed, and each facilitates access to job offers. The career section of the parent company's website has a direct link to the job offers from each of its divisions.

For the past two years, Sollio Cooperative Group and Sollio Agriculture have been using Officevibe, an online tool that makes it possible to get continuous feedback from the employees. In February 2020, just before the pandemic, the participation rate was 80%, and the engagement rate was 7.6. These rates are considered "very good" according to Officevibe's internal database. The human resources team uses this information to propose programs based on the issues raised, such as modernizing the recognition program, training managers on total compensation, or enhancing our mental health offering.

Finally, this year once again, Sollio Cooperative Group is part of the prestigious Montreal's Top Employers list, which recognizes exceptional workplaces.

The 2020 North American Candidate Experience Award (CandE) recognized Sollio Agriculture's leadership role in enhancing employee experience. Indeed, this year, the company continued its steadfast efforts with respect to talent acquisition, recognition, and communication with its 1,100 employees across Canada.

At Olymel, a number of initiatives were developed this year to ensure continuity and improve employee retention within the company. With this in mind, a continuity plan was developed to create a talent pool for all the company's critical positions, and a Kaizen project to welcome, integrate, and retain workers was organized at the Yamachiche and Saint-Esprit factories. This year, Olymel was also awarded the Top Fleet Employer award from Trucking HR Canada for its freight transportation component, highlighting the excellence of the company's recruitment strategies on the local, national, and international markets, as well as the strategies for training, retention, communication, and accident prevention.

Talent acquisition, retention, and engagement remain priorities for BMR Group, which has implemented several actions again this year. Knowing that skills development and growth opportunities have a concrete impact on resource mobilization, a new training program specifically for in-store staff has been developed. A total of 11 flexible and scalable training courses will be deployed in 2021, the vast majority of which will be accessible online. In addition, training on remote management and engagement, which is highly relevant in this pandemic context, is offered to all managers in the company.

Supporting workers with integration

Olymel works closely with organizations that help newcomers, including refugee workers and temporary foreign workers, to help them find jobs quickly in their new environment. In 2020, 159 people were hired, including 81 outside of major centres. Those who were accepted under the federal temporary foreign worker program were fully supported to facilitate their rapid integration in Quebec, including with the purchase of airline tickets, finding a place to live, and opening an account at a financial institution. In 2020, 61 temporary foreign workers benefited from this support. More than 90% of the employees recruited in this way and who obtained permanent residency are still part of the Olymel team.

On October 22, 2020, Olymel was awarded the Maurice Pollack Award in the Large Business category. This award recognizes the outstanding actions of a company in managing ethnocultural diversity. The result of collaboration between the Ministère de l'Immigration, de la Francisation et de l'Intégration (MIFI) and the Fédération des chambres de commerce du Québec (FCCQ), the award is presented each year to a Quebec business or organization that stands out for its commitment to promoting ethnocultural diversity, whether through its staffing model, its business strategy, or the values it promotes.

Making health and safety a priority in our operations

In order to provide its employees with a healthy and safe work environment, Sollio Cooperative Group focuses on prevention, a top priority issue for its occupational health and safety program, which covers both physical and mental health, including through the Santé La Coop program. The causes of occupational accidents are carefully monitored. Each division of the company continuously updates their severity rate and frequency. These data, which are reviewed by the members of the Human Resources Committee of the Board of Directors, show that, year after year, this rigorous monitoring is rewarded with a rate equivalent to 50% of the industry's average rate.



Examples by division



Occupational Health and Safety Innovation Award

In 2020, Sollio Agriculture was awarded the CNESST's national Occupational Health and Safety Innovation Award. The division of Sollio Cooperative Group won this award thanks to its pilot project on intelligent sensors in on-farm silos. Using these sensors, a producer or an employee can easily find out how much food these storage structures contain without having to climb up. Sollio Agriculture is committed to reducing the risk of falls and injuries in farm businesses using simple and effective technological tools.

This service is currently being tested at about 60 farms in Quebec, Ontario, and New Brunswick. Mr. Sylvain Villeneuve, an employee of Sollio Agriculture at the Longueuil distribution centre, was also a finalist for the OHS Leader Award, among four other Quebec employees. This year, Sollio Agriculture also focused

on standardizing health and safety policies to improve their effectiveness and performance across the country and implemented an OHS management system to track accidents, manage them, and apply corrective actions.

Continued strengthening of health and safety initiatives at Olymel

Over the past year, Olymel has implemented quarterly OHS management reviews at its facilities, thereby positioning the prevention of occupational injuries at the heart of its corporate discussions and decisions. The purpose of these meetings is to monitor the evolution of critical OHS policies and programs, including but not limited to lockout, equipment safety, and hot work. A web-based platform was created to document the actions taken by each facility and report them to management.

BMR Group looks after the health of its employees

In this year of heightened focus on prevention, BMR Group, in addition to having put in place numerous measures against the pandemic, organized a seasonal flu vaccination clinic, offered free of charge to employees of the head office, warehouses, and corporate stores.

Exceptional measures to adapt to COVID-19

Many actions were taken to ensure that employees were kept well informed and supported in the midst of this pandemic. At the parent company, weekly video clips were broadcast by the CEO and the Senior Vice-President, Human Resources and Internal Communications. In addition, COVID-19 informative publications analyzing and explaining the new health measures and their impacts were shared with the employees and cooperatives to keep them informed of the constantly evolving directives. A microsite developed on an intranet portal, containing a wealth of relevant information, was put online. Webinars were broadcast on several topics, such as work management, stress management, team leadership and management during a pandemic, ergonomics, and mental health. Other initiatives were also developed, including our voluntary and temporary work time adjustment program, which allows employees to take one day off per week from their vacation bank or without pay. In addition, a free subscription to a telemedicine service was offered to the employees of all divisions and the parent company. Surveys were used to validate how employees felt about remote work as well as the difficulties they experienced and the aspects they liked. They were also asked what they would like to do once the pandemic is over.

Sollio Agriculture

Contingency plans in the nine provinces where Sollio Agriculture has facilities were put in place to maintain the products and services needed by agricultural producers. Procedures and protective equipment were deployed to ensure the safety of its employees in its mills, elevators, marine terminals, distribution centres, poultry farms, hatcheries, administrative offices, and research farms.

Also, because the nature of our work requires the presence of hard-working people on the ground, Sollio Agriculture launched the "On tient le fort" (We hold the fort) program in April 2020 to support its employees. Benefits included a remote medical service, free food supplies for employees who had to report to work, a financial assistance fund for those who had to stop working as a result of the measures put in place, an internal assistance office for employees dealing with government assistance programs, and gift boxes for remote workers as a token of the organization's appreciation.

Olymel

With respect to the health and well-being of its employees during the pandemic, Olymel put in place a number of measures to minimize the risk of contamination of

its employees. From the beginning of the crisis, a medical consultant was hired to guide the company with its prevention measures. All workstations were analyzed based on public health recommendations. Important health and distancing measures were implemented to protect the health of all workers. In particular, protocols for disinfection, sanitary transport, and internal epidemiological investigations were deployed. Additional staff were assigned to monitor the health measures, and an internal audit process was also established to ensure the effectiveness of the measures put in place and compliance with them. Olymel also improved online health care (telemedicine) for all employees not covered by a collective agreement and their immediate family members and focused on promoting the virtual solutions made available through the Énergie Cardio platform.



BMR Group

At BMR Group, in addition to the special health measures that were deployed in all its stores and administrative buildings, and the adaptation of several tasks and training for remote working, the creation of a crisis committee allowed the company to respond effectively at the onset of the pandemic and quickly implement a number of initiatives to ensure the health and engagement of members across the network. For example, reduction of in-store promotions in favour of online promotions to limit traffic in physical locations, ongoing communications sent to employees and dealers on the changes in existing measures, free meals and fully redesigned outdoor facilities for hardware distribution centre employees, as well as several other measures, such as telemedicine and free online workout classes for employees.

Contributing to the health of our members and their communities

Beyond its operations-related concerns, it is important for Sollio Cooperative Group, in keeping with its mission and cooperative nature, to contribute to the health and well-being of its members and their communities. In this regard, the company has been supporting Au Cœur des familles agricoles (ACFA) financially for many years. It supports the organization's mission to create a psychosocial support network within the agricultural community for workers and their families. In 2019–2020, Sollio Cooperative Group donated \$60,000 to ACFA, which enabled it to expand its services in the regions.

Sollio Cooperative Group is also an active member of the Table de concertation santé, sécurité et mieux-être en agriculture of the Union des producteurs agricoles, to which it allocates \$50,000 annually. It also assigns employees to attend meetings aimed at developing various agricultural health and safety programs.

Area 3

Protecting resources, ecosystems, and life



Limiting the impact of our operations

In 2018, Sollio Cooperative Group began evaluating the most relevant environmental indicators that would help it reduce the environmental impact of its activities and optimize its practices. This process will end in 2021, alongside the new Corporate Responsibility Action Plan. Based on the data collected, it will enable the development of a sustainable development strategy in a transparent manner.

Minimizing our greenhouse gas (GHG) emissions

Sollio Cooperative Group and its divisions want to respond to calls for action from the international scientific community, in particular by promoting United Nations Sustainable Development Goal (SDG) 13, which calls for urgent action to combat climate change and its impacts.

The results of the cooperative's latest GHG emissions report (2018) indicate that most of its emissions are indirect, specifically Category 3, that is, from third-party owned or controlled sources; the production and transportation of purchased goods are among these sources of emissions. However, the organization can control its Category 1 emissions, which are direct emissions from facilities or equipment under its control that result from the consumption of fuel, natural gas, or refrigerant gas, and Category 2 emissions, which are indirect emissions associated with the production of energy purchased through a grid, such as electricity.

Several initiatives are underway or will be developed to reduce these emissions. As a first step, most of the efforts of Sollio Cooperative Group and its divisions are focused on energy efficiency projects aimed at optimizing energy consumption at all levels, in buildings as well as in operations and transportation. The next Corporate Responsibility Action Plan, expected in 2021, will assess the organization's GHG trends and set specific and quantified reduction targets.

New system for Olymel's transport fleet

To reduce greenhouse gas emissions, Olymel implemented an advanced telemetry system for its truck fleet in 2020. This system takes readings of speed deviations, idling engines, and accelerations and decelerations so that practices that minimize fuel consumption and equipment wear and tear can be adopted.

Breakdown of GHG Emissions by Division (2018)

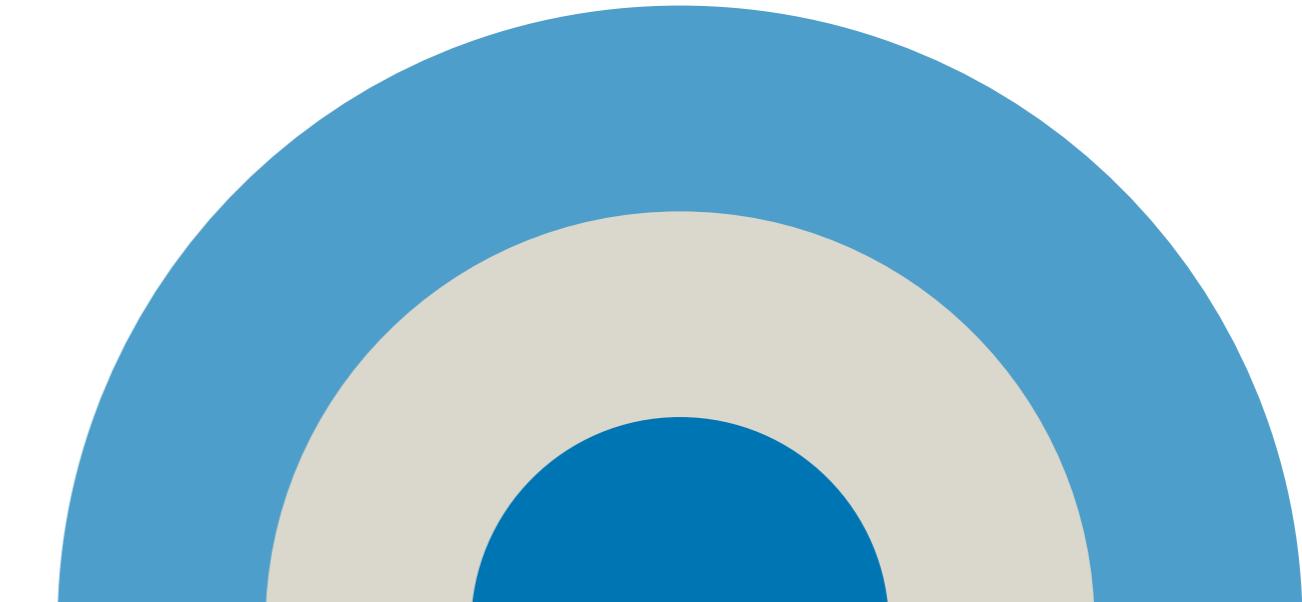
	 Sollio Cooperative Group	 BMR	 Sollio Agriculture	 Olymel Feeding the world
Tot. 2018 (kt eq. CO₂)	2,751	922,282	4,375,362	4,699,092
Category 1	229	15,869	7,517	298,716
Category 2	4	204	43	58,733
Category 3	2,518	906,209	4,367,802	4,341,643
Category 1	8.3%	1.7%	0.2%	6.4%
Category 2	0.1%	0.0%	0.0%	1.2%
Category 3	91.5%	98.3%	99.8%	92.4%

Adopting best environmental practices

Sollio Cooperative Group has developed ways to reduce the environmental impact generated by its activities, taking into account the concerns of citizens and consumers. To this end, the company has implemented an environmental policy that governs its activities and those of its divisions. This policy, which is distributed to its employees, is also applied to its member cooperatives, partners, joint ventures, and associates, who are required to comply with it. Sollio Cooperative Group's Environmental Department, which is made up of professionals from different backgrounds, plays a key role in the implementation of this policy. Through rigorous monitoring of all its activities, Sollio Cooperative Group is able to minimize its impact on the environment and propose improvements related to SDG 6: *Ensure availability and sustainable management of water and sanitation for all*, SDG 12: *Ensure sustainable consumption and production patterns*, and SDG 13: *Take urgent action to combat climate change and its impacts*.

Reduction of electrical consumption at BMR Group

Groupe BMR's design team is preparing a recommendation for light-emitting diode (LED) lighting for all its merchants. This recommendation will include smart, high-performance LED devices (for stores, yards, parking lots, and administrative offices) that will reduce their use of lighting through the use of motion detectors and power controllers. These measures could potentially reduce lighting on very sunny days or in areas of buildings near windows by 10 to 15%. A dozen lampposts have already been converted to LED lighting.



Effective ways of managing environmental risk

All Sollio Cooperative Group facilities, whether wholly owned or owned in partnership, are subject to an environmental compliance audit. A report including an Environmental Compliance Record is provided to the managers of the facilities visited so that corrective measures can be taken.

During the year, we undertook a major reform of accountability reporting. This ensures that Board of Directors and senior management members are able to perform their duty of care and provide support to division managers.

Due diligence of the Sollio & Avantis Agriculture cooperative

As part of the deployment of the Sollio & Avantis Agriculture cooperative, Sollio Agriculture conducted due diligence on the joint venture's facilities. The purpose of the audit was to identify environmental risks and verify the compliance of facilities and activities with applicable environmental laws and regulations. It also assessed facility compliance obligations and costs. It included the completion of six environmental site assessments, six environmental compliance summary audits, the supervision of six environmental characterizations, and auditing and preliminary risk analysis for 28 hog farms.

Examples of environmental policy application

At Olymel, regulatory compliance activities are conducted annually at certain sites. In 2020, six company sites were targeted, representing 20% of the facilities. Olymel also updated its environmental emergency plans at 12 of its sites to include, among other things, communication with the neighbouring residents in the event of a major emergency. In addition, an acoustic study conducted at the Saint-Simon distribution centre evaluated the noise impact of planned equipment, and a noise

barrier installed on the roof of a factory in Saint-Jean-Baptiste helped reduce noise pollution in the neighbourhood.

Preserving water quality

Olymel is the division of Sollio Cooperative Group whose activities consume the most water. In 2020, it consumed 6.9 million cubic metres of water compared to 6.2 million cubic metres the previous year. Acquisitions made by the division during its last fiscal year are responsible for this increase. Because water is a fragile resource, Olymel has redoubled its efforts to protect it and make optimal, responsible, and respectful use of it for ecosystems and other users.

Wastewater transformed into drinking water

Faced with drinking water supply problems at its Saint-Esprit factory a few years ago, Olymel's management implemented a tertiary water treatment project, which consists of an ultrafiltration and reverse osmosis membrane filtration system that reuses wastewater generated by the factory. This process currently recycles 33% of the wastewater produced. A second phase of the project was recently launched and is expected to be operational in the summer of 2021. It aims at increasing the volume of recycled wastewater to 50%.

Water conservation initiative

A treatment system for pesticide-contaminated water resulting from equipment washing was implemented at Sollio Agriculture's crop production research farm. The rinse water is pumped and treated using a biological purification system. It is then sprayed in the fields at the end of the season. The amount discharged per hectare is under the supervision of an agronomist.

In 2020, construction of a passive stormwater treatment system at the fertilizer distribution terminal in Belton, Ontario, began with the construction of biodegradation ponds to improve the quality surface water and groundwater. This model can be implemented in other fertilizer distribution centres as required.

Aiming for zero waste

Diversion and source reduction of waste are both economically and environmentally sound. Several projects were carried out with this objective in mind. Sollio Cooperative Group is also in the process of classifying waste and aligning such classifications with those of suppliers. A few waste reduction projects have been implemented within the company's divisions. Examples of these include:

Nothing is wasted, everything is transformed

To avoid waste, sludge from the wastewater treatment process at Olymel's slaughterhouses is centrifuged and dewatered. It is then converted into flours and oils that can be reused, partly in animal feed or as fuel in biomass boilers.

With respect to its packaging, the company began, in 2020, the evaluation of a more environmentally responsible tray, made of 100% recyclable thermoformed cardboard made from 100% recycled fibres certified according to the Forest Stewardship Council (FSC) standard. This tray is initially intended for the packaging of fresh sausages from the La Fernanière factory.

Taking action on several fronts

For its part, BMR Group is committed to reducing, recycling, and reusing its waste. In 2020, more than 200 pieces of obsolete computer hardware were responsibly recovered through a partnership with GEEP (Global Electric Electronic Processing), representing 1,465 kilograms of pollutant material that was diverted from landfill sites.

Initiatives that have an impact

Over the past year, Sollio Agriculture has collaborated with Entosystem, a company that uses innovative insect farming technologies from a circular agriculture economy perspective. Different flour mills and facilities of the network transfer their waste, which is then reused as inputs into Entosystem's production line, making it possible to recover the nutritional value of our agricultural waste. Plastic bags of ingredients from the Saint-Romuald mill are also recovered by Entosystem for the marketing of insect manure.

In March 2019, Sollio Agriculture announced the acquisition of Promix, a company that purchases food processing wastes and integrates them as non-traditional ingredients into its animal

feed programs. Over the past year, a range of specific products for beef production has been developed. Other lines are under development in hog and poultry production.

It should also be noted that since 2020, all containers of crop protection products sold by Sollio Agriculture are now eligible for the AgriRécup recovery program across Canada. Producers can return their empty containers to their retailers at no charge. Over the past decade, AgriRécup, of which Sollio Agriculture is a major partner, has recycled more than 50 million kilograms of plastic in Canada.

A pilot project was also initiated between Sollio Agriculture and Avantis to replace the use of single-use wooden pallets with "pok" and recyclable cardboard pallets. The objectives of this pilot project are:

- Reducing the use of single-use pallets while ensuring on-farm biosecurity;
- Reducing pallet purchase costs;
- Improved waste management;
- The implementation of efficient and safe transport and handling logistics.

Thinking and acting

Sollio Cooperative Group will develop pilot projects, in collaboration with Agrizone (BMR Group), to recover agricultural plastics. The company is participating in the Table de travail sur les plastiques agricoles, hosted by AgriRécup. The Action plan of the Table de concertation was submitted to the Ministère de l'Environnement et de la Lutte contre les changements climatiques (MELCC) in December 2020.

The company is also participating in the Comité de travail sur la biométhanisation agricole, which is composed of various public (MAPAQ, MEI, MELCC, MERN) and private (AQPÉR, Énergir, UPA, Gazifère) players whose role is to develop the agricultural biomethanation sector. Various working groups, including those at Sollio Cooperative Group, are working on cohabitation and social acceptability, input management and impacts on agricultural practices, and economic aspects and outcomes in the agricultural sector.

Supporting our clients in their healthy and responsible choices

Increasingly informed and concerned about making healthy choices that support the local economy or limit their environmental impacts, consumers expect the companies they love to adopt these good practices and offer them ethical products or services that address their concerns. With this goal in mind, the following projects were rolled out within Sollio Cooperative Group's divisions during the year:

Some initiatives from our divisions

At Sollio Agriculture, the crop production sector continued its efforts to offer a wider range of more environmentally-friendly products. In the crop protection sector, sales of organic products increased significantly in 2020. More than 70 organic products are now available to producers, including several new products, such as BioLink® organic herbicide, which is the most effective herbicide on the market today. In 2020, Sollio Agriculture introduced this product in Canada and is currently its exclusive distributor in the country. The crop production sector is in the process of marketing the new AAC Volta wheat. This seed has one of the best resistance ratings to Fusariosis on the market, reducing the need to apply fungicides to the crop, while producing a crop with very few toxins. This new wheat was registered in the summer of 2020, and seed will be available to farmers within two years.

Olymel has enhanced its offering to consumers by adding a line of gluten-free products certified by the Canadian Celiac Association. The company is also developing cost-effective "flexitarian" meat-based formulations, consisting of a mixture of plant and animal proteins, which are expected to be commercialized in the coming months.

In 2020, BMR Group recovered 201,383 kg of paint in its store network through 119 collection points, enabling consumers to return their empty or partially empty containers. The Forest Stewardship Council (FSC) certification (sustainable forest and wood management) of Lefebvre & Benoit was also integrated into BMR Group's certification for wood sold in its store network.



Ensuring animal welfare

Sollio Cooperative Group strives to address the concerns and demands of citizens regarding animal welfare by adopting best practices and seeking new ways to constantly improve the situation.



Livestock production research at Sollio Agriculture

Sollio Agriculture's livestock production sector conducts 40 to 50 research projects annually. An active member of Cooperative Research Farms since 1968, Sollio Agriculture collaborates with livestock production experts in 22 countries on five continents. Our research projects focus on five main areas: improving management and well-being, food innovation, engineering optimization, genetic improvement, and improving yield and profitability, to ensure the prosperity of the agricultural producer. As an example, the project to develop ruminal heat probes, carried out in collaboration with Uniag Coopérative, aims to inform the user about the temperature of dairy cows and enable the implementation of concrete actions on the farm to improve the comfort and welfare of animals when heat stress is felt. An abnormal temperature warning prompts the cooperative's consultants and the producer to investigate possible causes that are often subtle, such as ventilation, water supply, and feed, and implement measures to optimize the animals' comfort. Improving livestock management and animal welfare is at the heart of this project.

Olymel promotes animal welfare

As a leader in animal welfare in Canada, Olymel has focused on several initiatives in 2019–2020, such as:

- Ongoing e-learning training for employees to minimize stress in hogs.
- The insulation of poultry holding areas, the addition of ventilation and nozzles, and the installation of roofs on trailers all contribute to a lower mortality rate.
- Conversion to CO₂ desensitization achieved at 93% in hog slaughter plants and 82% in poultry slaughter plants.
- The annual audit of pork and chicken slaughterhouses, conducted by a third party, ensuring that gains made with respect to animal welfare and food safety are maintained, in connection with the Hazard Analysis and Critical Control Points (HACCP), Safe Quality Food (SQF), and Global Food Safety Initiative (GFSI) certifications.

Supporting producers and farm families toward more sustainable production

With a desire to contribute to the United Nations Sustainable Development Goals (SDGs), in particular SDG 2: Zero Hunger, which consists in ensuring the sustainability of food production systems by implementing resilient agricultural practices that increase productivity, contribute to the preservation of ecosystems, and strengthen the capacity to adapt to climate change, Sollio Cooperative Group considers it essential to support its members, so that they can contribute to achieving this goal, thus increasing the group's positive impact.

Supporting organizations to reduce their environmental impact

Sollio Cooperative Group fights climate change by supporting companies that are pursuing goals to reduce the environmental impact of agricultural activities. Examples include Coop Carbone, with its agricultural biomethanation cooperative project, Agri-Énergie Warwick, which converts manure from dairy farms into renewable natural gas, and Viridis Environnement, a fertilizer waste management company that offers a range of solutions, including agricultural and forestry recycling, composting, and biomethanation. Twelve cooperatives of the Sollio Cooperative Group network and its Sollio Agriculture division are shareholders..

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Development of agronomic skills through Sollio Agriculture

It is through the advice of its network of experts that Sollio Agriculture supports farm families toward more responsible and ethical practices. Some 20 training courses for agronomic teams—the equivalent of 90 hours of training accredited by the Ordre des agronomes du Québec—were given by the organization in 2020 in order to ensure a balance between the mandate to represent products and services and the advisory role. At the same time, Sollio Agriculture has aligned the practices for remuneration of its agronomists with the requirements of the Ordre des agronomes du Québec (OAQ) and its corporate values. A complete analysis of compensation in the Quebec network, which led to an adjustment of the models, was carried out to exclude any incentive compensation on sales.

AgConnexion, the digital platform developed by Sollio Agriculture for producers and retailers across Canada, received the Ag Data Transparent certification this year, confirming that it responsibly manages data. This integrated platform creates value for users on an agronomic, economic, environmental, and social level. Examples include:

- The Smart Farm module of the AgConnexion platform allows the use of new technologies such as data, artificial intelligence, and connected objects that help agricultural producers improve their productivity while minimizing the impact on the environment. This is commonly referred to as precision agriculture (right product, right dose, right place, right time).
- The AgConnexion Portal helps producers make better management decisions that promote farm sustainability.
- Professional and regulatory compliance is also supported by AgConnexion's tools.

Almost all our retailers and cooperatives in Quebec use AgConnexion:

- 34 retailers
- 15,400 connected farms
- 1.6 million hectares (4 million acres) digitized

Contributing to defining best practices in sustainable agriculture and agri-food

To further contribute to the sustainable development goals, Sollio Cooperative Group takes part in societal debates on the issues that underlie its mission and contributes to developing solutions that will ensure a sustainable agri-food future.

Our divisions are committed

Sollio Agriculture is involved in supporting sustainable agriculture and agri-food producers and players and has numerous projects involving more than 100 public and 80 private partners. In this regard, Sollio Agriculture became a member of the Canadian Roundtable for Sustainable Crops in 2020.

Sollio Cooperative Group and Olymel are very active in the area of prevention and preparation for an African swine fever outbreak through their presence on the Comité de coordination de la filière porcine provincial and the Équipe québécoise de santé porcine (EQSP). They are working closely with other organizations, including the Canadian Meat Council, the Canadian Pork Producers Council, the Canadian Food Inspection Agency, and Agriculture and Agri-Food Canada to provide leadership on this issue at all levels. In addition, Sollio Cooperative Group contributed financially to the organization of the African Swine Fever Forum held in Ottawa in 2019. Sollio Agriculture is also represented on the boards of directors of several associations, the main ones being:

- Professional Association in Crop Nutrition
- Les Couvoiriers du Québec
- Quebec Grain Traders Association
- L'Association québécoise des industries de nutrition animale et céréalière
- Agri-Food Export Group Québec–Canada
- Canadian Seed Trade Association

Olymel also hosted a day of discussions and workshops with 50 players from the western Canadian hog industry in Winnipeg on March 27, 2019. The company also took part in consultation events organized by MAPAQ. Three managers in the organization are also volunteers with the following organizations:

- Our Vice-President, Safety and Technical Services, is Chair of the Board of Directors of the Canadian Meat Council.
- Our Corporate Director, Regulatory Affairs, is Chair of the Technical Committee of the Canadian Meat Council.
- Our Corporate Director, Quality Assurance – Poultry and Veterinary Services is a member of the Technical Committee of the Poultry Processors Council.

Looking Ahead

In 2020, Sollio Cooperative Group laid the foundations for a structured, concerted, and pragmatic approach to corporate responsibility to meet the expectations of its stakeholders as well as those of consumers in general. A committee dedicated to corporate responsibility has been created, corporate responsibility has been formally taken into account in the strategic planning of the parent company and its divisions in the form of dedicated strategic directions, and the United Nations Sustainable Development Goals (SDGs) have been adopted as a common corporate responsibility framework for the entire group. An action plan, based on the UN SDGs, will emerge from its work in 2021.

Sollio Cooperative Group is truly on the path of corporate responsibility. Given the cooperative nature of the organization and current agri-food issues, it is only natural for Sollio Cooperative Group's growth to be in line with sustainable development.

The cooperative will publish an annual report to measure tangible results from its initiatives and report on progress.

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