



SAVENCIA
FROMAGE & DAIRY

Animal Welfare Charter



Contents

Presentation

1. Savencia Fromage & Dairy, local roots for a global reach 03
2. Oxygen: our CSR approach 03

Responsible and sustainable milk sourcing

1. Savencia Ressources Laitières, a committed subsidiary 04
2. Animal welfare and health: a key issue requiring specific governance 05

Our Animal Welfare Charter

1. Our fundamentals 06
2. Our commitments 07
 - 2025 targets
 - Improvement plans

The methodology of our approach to animal welfare

1. First animal welfare/health reference framework: the current Charter for best farming practices (CBPE) 08
2. Savencia's second animal welfare/health reference framework: the Sustainable Milk Production diagnosis of Savencia 08
3. Boviwell: a new interbranch tool for assessing animal welfare in France 10
4. Communication and monitoring of this Animal Welfare Charter 10

APPENDICES

1. Implementing the responsible sourcing approach in France and abroad and action plans with dairy farmers on an ongoing basis 11
2. The animal welfare indicators in the sustainable milk production diagnosis 13

Convinced of the importance of animal welfare, we at Savencia have pursued an improvement process alongside our dairy farm partners for over ten years.

This Animal Welfare Charter aims at reinforcing our commitments and communicating them more widely. To develop our animal welfare strategy, Savencia sought out the expertise of the international NGO Compassion In World Farming (CIWF), a specialist in farm animal welfare.

About CIWF

Founded in 1967, Compassion in World Farming is the leading international farm animal welfare charity, campaigning to improve the lives of millions of farm animals through advocacy, lobbying for legislative change, and positive engagement with the global food industry. Our established international Food Business programme aims to raise baseline standards for farm animals by securing commitments, ensuring compliance and facilitating implementation of higher welfare policies and practices.

More information: www.ciwf.org.uk/ and www.compassioninfoodbusiness.com





Presentation

1. Savencia Fromage & Dairy, local roots for a global reach

Savencia Fromage & Dairy is an independent family-owned group focused on value-added cheese and dairy specialties, the 2nd largest French cheese manufacturing group and the 5th worldwide. Its international development is underpinned by a strategy of differentiation and innovation, high-quality products and strong brands.

Drawing on strong local roots, the Group is built around enterprises of human scale, constantly addressing the new expectations of consumers, food service professionals and the food-processing industry.

With subsidiaries in 31 countries, all its employees and stakeholders are committed to leading the way sustainably, encouraging healthy eating, and contributing to the common good.

Savencia Fromage & Dairy today:

- In the world: 4.8 billion litres of milk processed in partnership with more than 11,000 dairy farms in 15 countries
- In France: 3.6 billion litres of milk procured in 45 departments



2. Oxygen: our CSR approach

Inspired and driven by committed women and men throughout the world, our Oxygen approach asserts our ambition with regard to corporate social responsibility: combining meaning and performance, acting with our partners, and innovating for a sustainable world.

This approach is underpinned by four major pillars: the products, the raw material, the planet and people.





Responsible and sustainable milk sourcing

1. Savencia Ressources Laitières, a committed subsidiary

Part of Savencia Fromage & Dairy, our subsidiary Savencia Ressources Laitières (SRL) has two business lines in France: purchasing milk from producers, and supplying milk to all the Group's sites.

Savencia Ressources Laitières communicates with its stakeholders regarding the rearing practices of dairy farm partners. Sustainable milk production around processing sites is a key challenge.

In line with the Group's CSR approach, Savencia Ressources Laitières has initiated the '**Committed to sustainable and responsible milk sourcing**' approach. It is underpinned by **four main lines**:

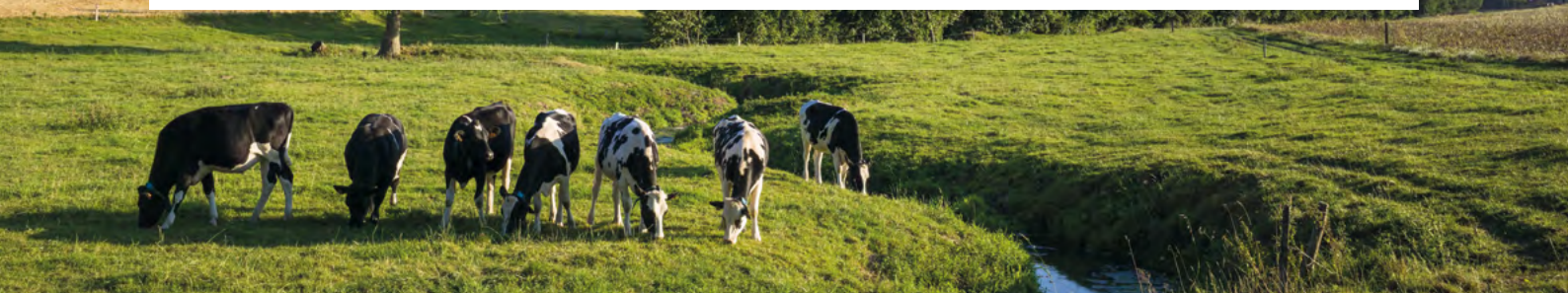
- 1 Co-develop a more sustainable sourcing
- 2 Promote value-inducing sourcing
- 3 Reduce our environmental footprint
- 4 Build and progress together with our stakeholders

Savencia Ressources Laitières also endeavours to meet three Oxygen goals:

Extend the **Charter for Best Farming Practices** to all our milk suppliers in the world by 2025

Roll out the "**Sustainable milk production**" diagnosis with its ten drivers of improvement to **50%** of our milk suppliers by 2025

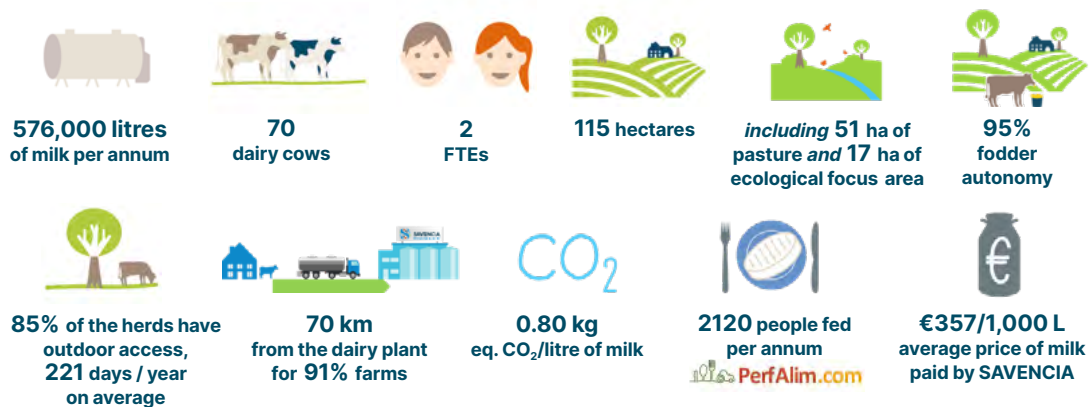
Reduce the carbon footprint of our collected milk by 300,000 tonnes of CO₂ equivalent by 2025 (vs. 2010).





Responsible and sustainable milk sourcing

THIS IS THE PORTRAIT OF AN AVERAGE FARM SUPPLYING SAVENCIA IN FRANCE*:



* Year-end 2020 figures

2. Animal welfare and health: a key issue requiring specific governance

The primary aim of milk producers supplying Savencia is to rear their animals in good health for as long as possible. Central to their business, their herd is their capital and must be preserved. Because healthy cows, goats or ewes that feel well live longer and give more and better-quality milk.

Animal welfare and health are therefore the two fundamental principles for dairy farmers, a guarantee of peace of mind and efficiency on a daily basis, of better relations with their animals, and of sustainability with regard to increasingly acute social concerns.

Savencia's animal welfare policy is steered by Savencia Ressources Laitières's Dairy Supply Development department (DDAL). The DDAL trains the local milk teams and provides them with technical support.

A team of five engineers is in charge of coordinating and monitoring the work of dedicated 'milk teams' in all milk collection zones in France and abroad.

On-field, as close as possible to the farms, 90 'dairy resources coordinators' support dairy farmers in their work on a day-to-day basis, thereby deploying the approach.





Our Animal Welfare Charter

1. Our fundamentals

Convinced that the quality of milk depends on conditions in which the animals are reared and on the good practices of dairy farmers, we have been committed to an improvement process with our partner farmers for over ten years, assessing the health and welfare of the animals.

Our comprehensive policy is based on the five fundamental freedoms of animal welfare developed by the Farm Animal Welfare Council (FAWC), in the United Kingdom.

Best farming practices must meet animals' needs according to these five freedoms:

- 1 Freedom from hunger and thirst:** Ensuring physiological well-being by ready access to water and to an adequate diet to maintain health and vigour.
- 2 Freedom from discomfort:** by providing an appropriate environment with comfortable shelter and rest areas.
- 3 Freedom from pain, injury and disease:** by prevention or rapid diagnosis and treatment.
- 4 Freedom to express normal and natural behaviour:** by providing sufficient space, proper facilities and appropriate company of the animal's own kind.
- 5 Freedom from fear and distress:** by ensuring conditions and treatment, which avoid mental suffering.

This definition of animal welfare is broadly accepted at international level.

Allowing animals to experience positive emotions is now acknowledged as a key factor in their well-being. Therefore, with INRAE (French National Institute for Agricultural and Environmental Research), we have added a sixth freedom:

- 6 The possibility of having positive experiences: conditions conducive to experiencing positive emotions.**

INRAE In order to fix indicators for animal welfare, Savencia had commissioned the INRAE, more particularly through the team involved in the European Welfare Quality® project, to make a recommendation endorsed by the experts in this field.





Our Animal Welfare Charter

2. Our commitments

To go further in the approach – and thereby better meet the expectations of consumers, who want greater transparency with regard to rearing conditions –, Savencia has now made new commitments. To define these commitments, Savencia has drawn on the expertise of the international NGO CIWF (Compassion In World Farming), specialists in livestock welfare.

2025 targets

- All Dairy Procurement staff worldwide will have been given **training on animal welfare**.
- **100% of dairy farms will have been audited by trained technicians**, using recognised standards, and the necessary action plans will have been drawn up jointly with the dairy farmers.



IMPROVEMENT PLANS

Drawing on our on-field experience and our observations, best practices and potential improvements on farms, Savencia's ambition is underpinned by four key challenges concerning livestock welfare. We have identified several priority commitments:

1. Better consideration of health

- With the aim of reducing the use of antibiotic treatments on dairy animals, **communicate best practices** and ensure that a healthcare protocol is in place at 100% of our dairy farm partners, for sustainable use of veterinary medicines.
- **Gradually eliminate the practice of tail docking** of dairy cows and eliminate it entirely in all our milk collection zones by 2025.
- **Treat the pain of young cattle during horn disbudding before the age of 4 weeks**, and eliminate **dehorning** on older animals by 2030.



2. Quality, sustainable and local animal feed

- Through charters of best farming practices and audits of animal welfare in all farms, ensure that young and adult cows, ewes and goats have **access to enough quality water and feed**, at all times.
- Check that calves are milk-fed in the first weeks of their life and given high-fibre feed from the age of 2 weeks.
- Through our differentiated supply chains, provide **special quality animal feed** (organic, GMO-free, or even locally sourced from the PDO zone), based on recognised specifications.



3. Guaranteed outdoor access

- **Promote pasture grazing** for dairy cows wherever local conditions and climate permit. Where that is the case, in France, for instance, the aim will be to maintain access to grazing 200 days a year on average, at least 6 hours a day.
- **Offer cows an outdoor exercise area on all our supplying farms by 2025**, and on farms where that is not available, adopt an improvement plan designed to achieve that. An initial exhaustive site inventory will be conducted to assess outdoor access possibilities for all species.
- Give **all ewes in our collection areas access to pasture by 2025**, whenever climate conditions permit.



4. Comfortable housing

- **Guarantee litter bedding for all goat farms in France and abroad by 2025**.
- Gradually eliminate **cow tethering** in all areas worldwide, and eliminate it entirely by 2030.
- Guarantee all dairy cows a **stall per cow** (or **at least 10 square metres per cow** in a fully straw-covered area) by 2030, and
- Reduce the time **spent by calves** in individual pens to no more than 8 weeks in our milk collection areas worldwide.





The methodology of our approach to animal welfare

1. First animal welfare/health reference framework: the current Charter of best farming practices (CBPE)

An integral part of our contractual relations with our suppliers of cow's milk, the Charter of best farming practices (available at charte-elevage.fr/en) is the first tool rolled out to farms for assessing practices. Every other year, accredited technicians conduct farm audits based on this national interbranch reference framework constructed by the French dairy and cattle farmers.

In total, six chapters (traceability, health, feed, milk quality, animal welfare/safety and the environment) guide our dialogue with livestock farmers. We talk about their activities and jointly vouch for the conscientious running of their farm and their good practices.

The CBPE standard in its current form is rolled out by Savencia in France, but also abroad since 2018.

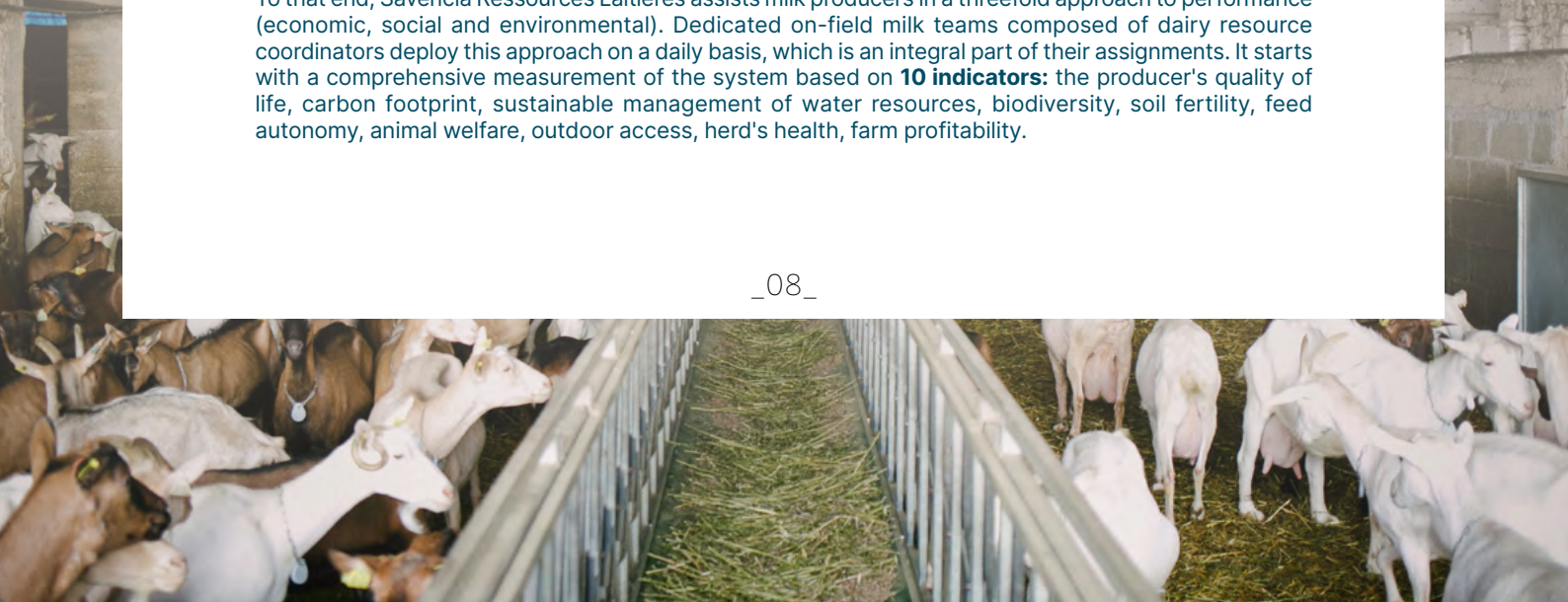
Similarly, in our contractual relations with our suppliers of **goat's milk**, the **Mutual goat-rearing code (CMC)** is the first tool rolled out to goat farms to assess their rearing practices. Created in 2004 as part of an interbranch approach, the CMC aims to support farmers and communicate with the supply chain and the retail sector. Every other year, our technicians conduct audits of farms based on this standard. Our talks with farmers cover eight areas: worker safety, identification of the flock, sanitary and health monitoring, healthy, balanced and traced feed, hygiene practices, the animals' living conditions, environmental protection and good animal rearing conditions. Following the example of what is done for the CBPE with suppliers of cow's milk, this dialogue helps better showcase the farmer's activity, and jointly vouch for the conscientious running of their farm and their good practices.

Lastly, for **sheep farming**, the **Guide to best sheep-farming practices (GBPO)** forms the basis for an approach to self-assessment and improvement of practices with regard to sanitary monitoring, feed, milking, traceability, managing movements of animals, the environment and animal welfare. In France, Savencia is currently participating in the construction of the national dairy ewes charter, which will draw on this GBPO.

2. Second animal welfare/health reference framework: The 'Sustainable Milk Production' diagnosis of Savencia

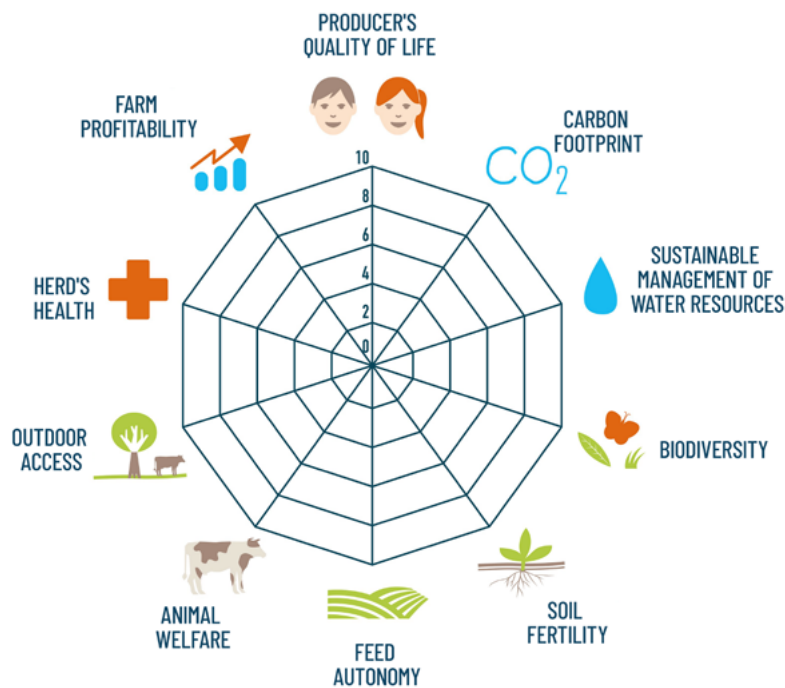
Savencia more specifically assesses animal welfare vis-à-vis its partner farmers, since 2018 in France and from 2022 abroad, as part of its comprehensive and voluntary approach to sustainable milk production, which was initiated in 2011.

To that end, Savencia Ressources Laitières assists milk producers in a threefold approach to performance (economic, social and environmental). Dedicated on-field milk teams composed of dairy resource coordinators deploy this approach on a daily basis, which is an integral part of their assignments. It starts with a comprehensive measurement of the system based on **10 indicators**: the producer's quality of life, carbon footprint, sustainable management of water resources, biodiversity, soil fertility, feed autonomy, animal welfare, outdoor access, herd's health, farm profitability.



The methodology of our approach to animal welfare

THE 10 INDICATORS OF THE SUSTAINABLE MILK PRODUCTION DIAGNOSIS:



The support we offer dairy farmers is incarnated by fruitful dialogue, technical advice and training tailored to their needs and goals. It enables them to make progress on certain indicators, but also to have other indicators confirmed with regard to the running of their farm and the way they work.

This diagnosis is a special moment for dialogue with farmers, who reflect on all the aspects of their profession: their practices and their effects in terms of animal health, animal welfare, the feed of their herds (self-sufficiency, efficiency), fodder and cereal crops they grow, water consumption and quality (consumption and environmental discharges), their working conditions and their quality of life...

On each of these investigated pillars, Savencia has relied on partnerships and used the services of recognised experts, such as the INRAE via **its European Welfare Quality® expertise for everything relating to animal welfare and health.**

The INRAE provided an expert's report that served as a basis for designing the animal welfare assessment tool in livestock farming in 2018.

In total, 20 criteria specific to animal welfare are assessed (see Appendix 2).

The deployed standard was originally drawn up for dairy cow farms and has since been adapted for dairy goats.



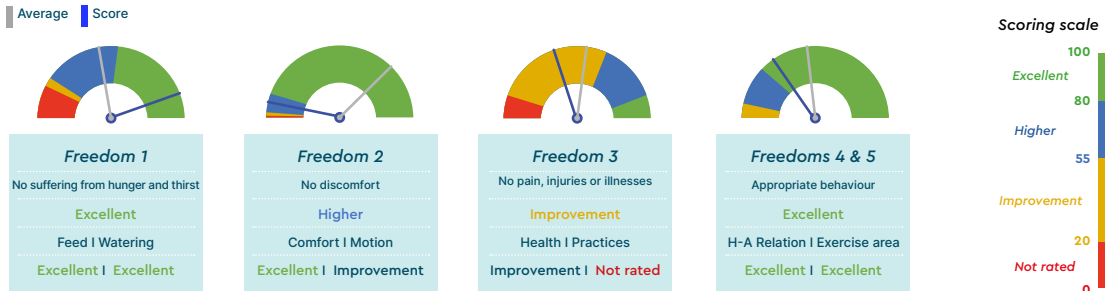


3. Boviwell: a new interbranch tool for assessing animal welfare in France

Committed since 2020 to the construction of the new version of the interbranch tool Charter of best farming practices, have been active members of the technical group tasked with defining the criteria of the charter and the Boviwell animal welfare assessment tool that will be attached to it from 2022. Three staff have also been assigned to setting up and rolling out tests of the Boviwell grid on livestock farms.

RESULTS EXCERPTED FROM A BOVIWELL DIAGNOSIS:

Dairy cows have the following level of animal welfare



In all our collection areas in France, our teams are being trained and are rolling out the Boviwell animal welfare assessment tool, which is becoming mandatory. Savencia now assesses animal welfare on dairy farms with two complementary and distinct tools.

THE 16 BOVIWELL INDICATORS

- Room at the trough:** assess room at the trough to gauge the satisfaction of cows' needs.
- Body condition score:** assess the degree of fattening of the cow's rear end.
- Room for watering:** assess the availability of drinking troughs and tubs to gauge the satisfaction of water requirements.
- Hair cleanliness score:** assess the absence of dry patches on the parts of the animals in contact with the ground and on the udder.
- Bedded area:** assess how much room is available for bedding.
- Injuries:** check for abrasions, lesions, swelling.
- Lameness:** check the cows for any altered gait or analgesic posture.
- Somatic cells, udder inflammation:** assess infections of the udder by the cell concentration in tank milk and the number of udder inflammations.
- Cow mortality:** calculate/score cow mortality.
- Stillbirth rate:** calculate/score mortality of calves within 0 to 48 hours.
- Health management plan:** exchange views with the dairy farmer about animal health management plan (medicine cabinet, health certificate, the farm's health assessment).
- Horn disbudding practices:** assess with the dairy farmer pain management and relief practices.
- Colostrum distribution practices:** discuss the practices with the dairy farmer.
- Access to a paddock:** observe the possibility for each cow to move around freely and access a paddock.
- No all year round tethering** for animals.
- Extreme weather management plan:** exchange with the dairy farmer about the measures in place to manage extreme weather events (heat, wind, humidity, etc.).
- Avoidance distance:** assess how near the assessor can approach the cows without triggering an avoidance reaction.

4. Communication and monitoring of this Animal Welfare Charter:

These commitments are shared through a number of channels such as the Savencia-fromagedairy.com or www.terroirs-de-lait.com web sites intended for all our stakeholders (milk suppliers, staff, transport contractors, customers, etc.).

Indicators are monitored by the dedicated Savencia Ressources Laitières team as part of our responsible approach to defining suitable improvement plans, organising training courses or support plans and targeting communications intended for dairy farmers supplying the Group's cheese and dairy plants.





Appendix 1:

IMPLEMENTATION OF THE RESPONSIBLE PROCUREMENT APPROACH IN FRANCE AND ABROAD

APPLICATION OF THE CHARTER OF BEST FARMING PRACTICES (CBPE)

The French CBPE in its current version has been adapted for roll-out worldwide. This charter has been drawn up in the English version then translated into all the other languages by the local teams.

The technicians in each area have been trained in the methodology for auditing the farms in their collection area consistently, with the same rules and benchmarks.

A comprehensive compilation and analysis tool has also been created to enable Savencia to have a comprehensive view of the rearing practices in farms audited abroad since 2018.

Compliance with the Charter thus guarantees that the minimum animal health and welfare criteria have been met by all our dairy farm partners in France and by 84% of our partners on a global scale in 2020 (Oxygen target: 100% by 2025).

DEPLOY THE "SUSTAINABLE MILK PRODUCTION" APPROACH

In addition to the contractual compliance with the Charter of best farming practices by all our milk suppliers (in its current version or, from 2022, including the Boviwell diagnosis), the Sustainable Milk Production approach is being deployed based on the diagnosis tool of the same name.

At the end of 2020, already 27% of the volume of milk we collect in France, including supplied by cooperatives, was sourced from farms committed to the approach and assessed. This proportion was 19% worldwide, namely more than 1600 farms. The aim is to cover 50% of our milk collection internationally by 2025.

ANIMAL WELFARE DIAGNOSIS CARRIED OUT AT 100% OF OUR SUPPLIERS WORLDWIDE

Beyond the animal welfare assessment possibilities offered by the sustainable milk production diagnosis, the Boviwell grid is starting to be deployed in all our areas, with the target of deploying it to 100% of our

suppliers by 2025. So all farms should achieve a minimum level of animal welfare compliance. Animal welfare as a contractual guarantee and improvement process is becoming an integral part of our dealings with all our suppliers.

In the **Roquefort Papillon** milk collection area, the cheese plant, in conjunction with the Alfort national veterinary school (ENVA) and the Association of veterinary dairy farmers of Millavois (AVEM) has put in place its Charter on Animal Welfare. Based on the 5 fundamental freedoms ensuring animal welfare, it includes a series of commitments that sheep farmers must fulfil. The latter are checked directly on the animals through 26 precise criteria. So far, this process has already been deployed with 83% of farmers.

	France	World
CBPE (current version)	100%	84% (2025 target: 100%)
PLD diagnosis	27% (2025 target: 70%)	19% (2025 target: 50%)
Boviwell grid attached to the CBPE (2020 version)	/	/
	(2025 target: 100%)	(2025 target: 100%)

CORRECTIVE ACTIONS AND ACTION PLANS WITH DAIRY FARMERS ON AN ONGOING BASIS

The various diagnoses (CBPE, Sustainable Milk Production, Boviwell) identify good practices, but also the levers for improvement tailored to each farm. Dairy farmers and the technicians prepare action plans when the diagnosis reveals a potential improvement, and various means are then put at the disposal of the dairy farmers by Savencia.





Appendix 1:

Training: on-field support for dairy farmers

Training modules are organised to address dairy farmers' wishes, concerns and issues. Combining innovation, creativity, conviction and pragmatism, these modules are essential keys to motivating dairy farmers and supporting them in changing their practices.

In 2020 alone, 426 training “man-days” were offered on a variety of topics. In 2025, we plan to provide 600 training man-days per annum in all our areas worldwide.

On the topics of animal health, 294 training modules were completed in 2019.

The Savencia Ressources Laitières teams work closely with very educational and communicative partner experts to train the dairy farmers. A network of recognised experts has been created and grows as and when needed.

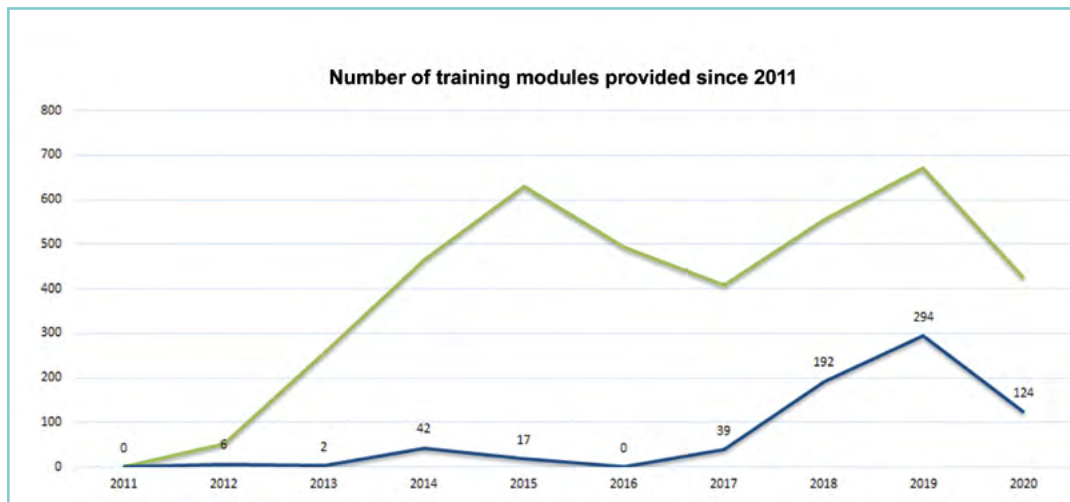
The originality of the training modules derives from the fact that they factor in dairy farmers' requirements to address their priorities and technical choices.

Many topics are covered: treating pathologies, rearing young animals, new approaches to health, etc.

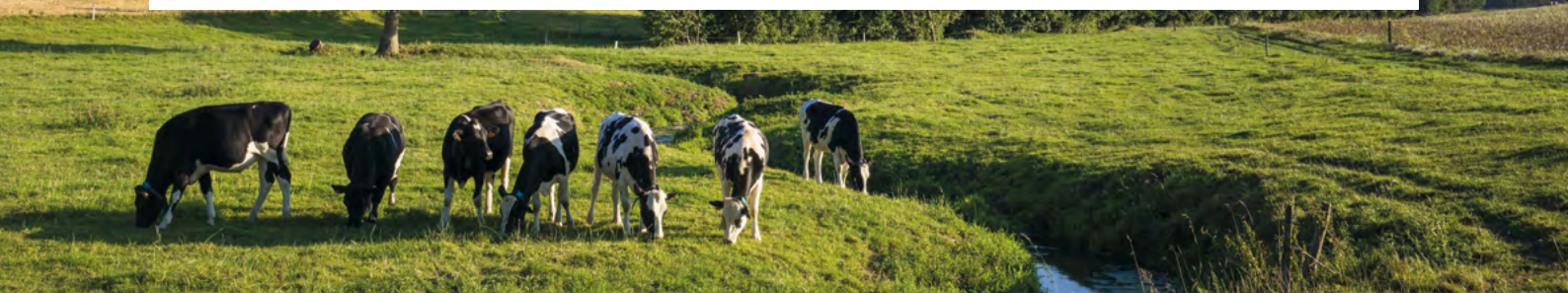
The challenge of these training modules is to ward off disease by adapting the herd to its everyday environment. By working in advance on the living environment of animals, dairy farmers gain peace of mind. This reduces the medical treatment of animals through a preventive, virtuous approach.

Furthermore, other training modules offered as part of the PLD approach explore areas having a direct impact on animal welfare and health: feed, feed efficiency, reproduction, pasture rotation, quality of the milk, etc.

Abroad, potential for improvement has already been identified through CBPE audits, thereby enabling **action plans to be implemented.**



— Total number of training "man-days"
 — Number of training "man-days" on animal health and welfare topics





Appendix 2:

THE ANIMAL WELFARE INDICATORS OF THE SUSTAINABLE MILK PRODUCTION DIAGNOSIS

Criteria and data gathered in the Savencia Sustainable Milk Production diagnosis

Good human-animal relationship: approach test

Absence of pain caused by breeder interventions

- dehorning age, method, pain control

Absence of injuries

- number of cases of severe lameness

Absence of diseases

- death rate (VL)
- number of udder inflammations

Absence of prolonged hunger

- % of very thin cows (BCS 0 and 1)
- number of Als/fertilising Als

Comfortable bedding

- area available + observation:
- number of cows lying down/standing in the bedded area

Access to pasture

- number of grazing days (+6 hours a day)

Expression of social behaviour

- question put to the dairy farmer on the aggressiveness of cows in the waiting area of the milking parlour

The animal welfare indicator is taken into account in the Charter for best farming practices and in the SAVENCIA sustainable milk production diagnosis.

