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# Introduction

**Sustainable seafood is good for people and good for the planet.** So, at High Liner Foods, sustainability is at the heart of everything we do. As a global seafood leader, we work hard to set and meet the highest standards in our industry. We make sure that we procure, produce and distribute seafood in ways that are good for the environment, good for our business and partners, and good for the customers and communities we serve.

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## About This Report

Our 2018 Sustainability Report discusses our broad range of sustainability practices and key events undertaken during the year. Unless otherwise noted, all dollar amounts are in U.S. dollars. We are committed to reporting to the Global Reporting Initiative (GRI) Standards in 2020.

We welcome feedback on our report and initiatives. Please contact us at [investor@highlinerfoods.com](mailto:investor@highlinerfoods.com).

*About the cover:* High Liner Foods sources fresh, delicious seafood from around the world, including the fjords of Scandinavia.

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**At-a-Glance**

High Liner Foods is a leading North American processor and marketer of value-added frozen seafood to the foodservice and retail trade. Our unified platform and well-known core brands give us the ability to serve our customers with a variety of seafood products that meet their diverse needs.



To help us deliver what our customers want, when they want it, we source seafood from around the world. No matter where we source, our requirements are the same: suppliers must strive to catch or farm seafood responsibly, protect against overfishing and limit impacts on the natural environment. Suppliers are also expected to treat their employees well and uphold high worker safety and social standards.

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## At-a-Glance (continued)

### OUR TOP SPECIES

We have the scale and global reach to deliver the products our customers and consumers want. Our top species by percentage of 2018 sales:



**27.7%** Shrimp



**27.3%** Cod  
(Atlantic and Pacific)



**14.1%** Salmon  
(Wild and Farmed)



**10.6%** Haddock



**6.9%** Pollock



**4.6%** Tilapia



**3.3%** Sole

### KEY RETAIL BRANDS



**MIRABEL**

### KEY FOODSERVICE BRANDS

**MIRABEL**

  
**HIGH LINER**  
FOODSERVICE



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## CEO Message

High Liner Foods has been providing people with great tasting seafood since 1899. Our 120-year history gives us an unmatched legacy of seafood expertise. It has embedded resourcefulness, resilience and reinvention in our organizational DNA and provided us with a long-term perspective. Through experience, we have come to understand that sustainability, operating in a way that is good for people and good for the planet, is essential to our success and growth — today and tomorrow.

In 2018, we commenced a company-wide effort to strengthen our business and, ultimately, return to profitable organic growth. Our commitment to sustainability, across our company and our industry, will play an essential part in achieving this goal. It will help to ensure the continued supply of the resources we depend on and strengthen our relationship with customers and consumers who increasingly expect, and demand, seafood that is sourced and produced sustainably.

I'm privileged to be in a position where, together with our executive team, I can bring greater visibility to the importance of responsibility and sustainability. I get a front-row seat to some of the great work being done across our organization and can see how we are achieving our vision of providing great tasting seafood for a better life.

### **PARTNERING FOR CHANGE**

High Liner Foods has a vital part to play in creating a more sustainable seafood industry, but we cannot do it alone. To help bring about the continued improvement we believe is needed, we are working with many groups including fisheries, industry peers, government agencies and non-governmental agencies. In 2018, we were pleased to host many of our partners at our 10th annual Sustainability Summit where we discussed issues and opportunities to drive improvements in the world seafood supply chain. Working together is the only way we can effectively address such challenges that are truly global in nature. The insights and input that came out of the summit will inform our sustainability strategy in the coming years.



**ROD HEPPONSTALL**  
President and CEO

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### HERE TO SERVE

We are a leader in worldwide efforts to promote a sustainable seafood industry, and as such, High Liner Foods is well-positioned to meet the needs of customers and consumers who are looking for sustainable seafood options and who want to make a positive impact through their food choices.

Across High Liner Foods, the commitment and hard work of our employees is essential to the success of our sustainability initiatives and our company. In a restructuring year that required hard decisions and difficult choices, our employees met the challenge of helping to strengthen our business. They also continued to go above and beyond expectations when it came to

servicing our communities. At every location, employee action committees worked to return what we can to local communities through giving, fundraising, and volunteering.

As High Liner Foods moves forward, we recognize that the seafood market is changing, and our business model is changing with it. Still, amid the change, one constant is being responsible in how we carry out our business. It's how we built our 120-year legacy and how we will continue to advance it going forward.

Sincerely,

**Rod Hepponstall**  
President and CEO



*A team of High Liner Foods volunteers, like Jennifer Creaser and Iris Regimbal, participate in an annual Earth Day cleanup at Lunenburg Operations.*

# 2018 Sustainability Highlights

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### ENVIRONMENT

Our manufacturing operations are constantly changing product style and mix which will cause variations (higher and lower) in water and electricity use over time. As High Liner Foods implements its Continuous Improvement program, we expect a downward trend will be observed in the future.



### SOURCING



**95%**  
of seafood responsibly sourced (2017: 90%)

**98%**  
of raw material sourced from audited suppliers (2017: 80%)

### PEOPLE

**30%**  
female board members (4 out of 12 board members at end of 2018)

**\$82,079.08**  
donated in products and financial support in 2018

### CORPORATE SUSTAINABILITY



Ecovadis  
2018 Silver



Atlantic Canada's  
Top Employers 2018



Nova Scotia's Top  
Employers



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**“We pride ourselves in focusing discussions with customers and other stakeholders on substantive topics with far-reaching implications for our company, our industry and the world. These are the conversations that lead to innovative solutions and lasting change.”**

**TIM RORABECK**, EXECUTIVE VICE PRESIDENT,  
CORPORATE AFFAIRS AND GENERAL COUNSEL

## Our Approach

We view sustainability as a common-sense approach to business, and a process of ongoing engagement and continuous improvement, which helps us build trust, mitigate risks, and meet the needs and expectations of our customers and others — today and for generations to come.

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## Governance and Ethics

Our success is built on the trust we earn from the people we work with and the customers and consumers we serve. Employees and other stakeholders can trust that we will always conduct our business ethically, responsibly and transparently. Customers and consumers can trust in the quality, safety and origin of the seafood we bring them.

### SUSTAINABILITY GOVERNANCE

Our Leadership Team, led by our President and CEO, works closely with our Vice President, Corporate Sustainability and Government Affairs to establish and track sustainability strategies and practices.

Reporting to the Audit Committee of the Board of Directors, the Environmental Steering Committee evaluates and acts on environmental topics such as regulatory compliance and evolving requirements, waste and hazardous substance management practices, air emissions, and occupational health and safety concerns. The committee comprises representatives from across the company, who meet on a quarterly basis.

### KEY POLICIES

**Code of Conduct** — outlines our company-wide commitments to honest, ethical behaviours among all employees, officers and directors of High Liner Foods, and requires annual acknowledgement by each person.

**Supplier Code of Conduct (SCOC)** — establishes guidelines for suppliers regarding the ethical treatment of workers, using a risk-based approach for audit frequency.

**Corporate Social Responsibility Policy** — details company-wide expectations for responsible sourcing; traceability; sustainability reporting and education; product design; waste management and resource efficiency; global impact and responsibility; and social responsibility.

Learn more about our governance structure and policies at [highlinerfoods.com/policies](https://highlinerfoods.com/policies).

High Liner Foods received a Silver rating for our work in sustainability by EcoVadis, one of the world's top assessment agencies. Our score puts us in the top 2% of suppliers assessed in the processing and preserving of fish, crustaceans and mollusks category and in the top 28% of all suppliers. We were especially pleased to score highest in the area of sustainable procurement, which has been a priority for more than a decade.



*Here seine nets, an ancient technology, will be used to catch salmon.*

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# Stakeholder Engagement

In our global, complex and highly fragmented industry, we could not be successful without the involvement of a diverse range of stakeholder groups including government agencies, trade associations, academia, non-governmental organizations (NGO), customers and consumers. We engage directly with organizations and participate in coalitions and associations to achieve common goals.

Each year since 2009, we have hosted an annual Sustainability Summit, which brings together members of the seafood community for open dialogue about issues and solutions surrounding sustainable seafood. Representatives from government and 13 NGOs participated in our 2018 event, providing updates on their work and learning about our commitments, projects and business needs. Through discussion, we identified key opportunities to work together on driving global improvements within the seafood supply chain, which ranged from waste mitigation and source packaging reduction to risk-based approaches to supplier codes of conduct.



*Bill DiMento, Vice President, Corporate Sustainability and Government Affairs, speaks at the 2018 High Liner Foods Sustainability Summit.*

### KEY PARTNERSHIPS AND AFFILIATIONS

Alaska Seafood Marketing Institute (ASMI)	National Fisheries Institute (NFI)
Aquaculture Stewardship Council (ASC)	NOAA Fisheries
Fair Trade USA	Ocean Wise
FishWise	Seafood Nutrition Partnership (SNP)
Genuine Alaska Pollock Producers (GAPP)	Seafood Watch (Monterey Bay Aquarium)
Global Aquaculture Alliance (GAA)	Stronger America Through Seafood (SATS)
GLOBALG.A.P.	Sustainable Fisheries Partnership (SFP)
Global Sustainable Seafood Initiative (GSSI)	University of Massachusetts
Marine Stewardship Council (MSC)	World Wildlife Fund (WWF)

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#### **STANDARDS: GSSI Celebrates Five Years**

In 2018, **GSSI** celebrated five years. As a public-private partnership on seafood sustainability, GSSI aligns global efforts and resources to address seafood sustainability challenges. Its Global Benchmark Tool provides formal recognition of seafood certification schemes that successfully complete a rigorous and transparent benchmark process, which is underpinned by the Food and Agriculture Organization of the United Nations' Guidelines.

"Looking back, it has been a remarkable journey with GSSI becoming the leading benchmark organization on credible seafood certification. I cannot stress enough to our partners and those considering partnership how important GSSI efforts are to our industry, our oceans and our planet," said Bill DiMento, Vice President, Corporate Sustainability and Government Affairs of High Liner Foods, who chairs the GSSI Steering Board.

#### **ADVOCACY: Stronger America Through Seafood**

In 2017, a group of U.S. seafood industry leaders gathered in Washington, D.C., to identify possible solutions to issues related to U.S. aquaculture. That first meeting led to what is now **Stronger America Through Seafood** (SATS). Together, we are advocating for an improved regulatory environment that can support a vibrant U.S. aquaculture community. Companies like Red Lobster, Sysco, Pacific Seafood, Taylor Shellfish, High Liner Foods, Cargill, Fortune Fish, Sea Best/Beaver Street Fisheries, Wenger, Zeigler, and many others representing all aspects of the seafood supply chain, determined that the first order of business would be to support an act of Congress that would establish a clear permitting process for U.S. marine aquaculture while also prioritizing environmental and societal health.

Since that time, SATS has become the unified industry voice in support of a clear regulatory pathway for the permitting of marine aquaculture in U.S. waters. We supported the AQUAA Act, as introduced during the 116th United States Congress. SATS was called to the White House in late 2018 and again in the fall of 2019 to discuss the challenges prohibiting the growth of a U.S. aquaculture industry.

Moving forward, we continue to advocate for an updated version of the AQUAA Act to be introduced. With bipartisan support, we remain confident that legislation could provide much-needed regulatory certainty for U.S. marine farmers while also preserving the environment, local economies and public health. Legislation such as the AQUAA Act will lead to increased U.S. seafood production that benefits all Americans.

**"We've made a commitment to source 100% of our wild-caught fish from verified sustainable sources by 2020. One the benefits of working with suppliers like High Liner Foods is that we never have to remind them of this commitment. They brought us innovative menu ideas last year and every single one had a sustainability component."**

**JEFFREY FITZPATRICK-STILWELL**, Senior Manager,  
North America Sustainability, McDonald's Corporation

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#### RESEARCH AND INNOVATION: *Genuine Alaska Pollock Producers*

Caught in Alaska waters by U.S. fishermen and frozen only once, Genuine Alaska Pollock is highest-quality whitefish enjoyed in more than 1,000 consumer products worldwide. Because it's the largest sustainably certified fishery on earth, and traceable from boat to finished product, Genuine Alaska Pollock's safety and consistency of supply are also assured for generations to come.

"Many people don't realize that they're eating Alaska pollock, and that they have been since they were children," said Craig Morris, CEO of the **Association of Genuine Alaska Pollock Producers** (GAPP). "We're doing everything we can to promote Genuine Alaska Pollock, and sustainable seafood in general, in major whitefish markets around the world."

High Liner Foods is collaborating with GAPP on product innovations through its North America Partnership Program, which provides funds toward new projects that bring Genuine Alaska Pollock to consumers in exciting ways.

"We're very excited about bringing Alaska Wild Wings to the market," said Craig Murray, Senior Vice President, Marketing and Innovation for High Liner Foods. "We're also very happy to work together with GAPP to promote this new on-trend product featuring Genuine Alaska Pollock. It's the perfect combination of a great source of protein, with a great story, wrapped up in a tasty coating to deliver the ultimate taste experience."

Learn more about GAPP at [www.alaskapollock.org](http://www.alaskapollock.org).



*(U.S.) Alaska Wild Wings™ or (Canada) Fish Wings™ sauced with honey garlic (left) and buffalo (right).*

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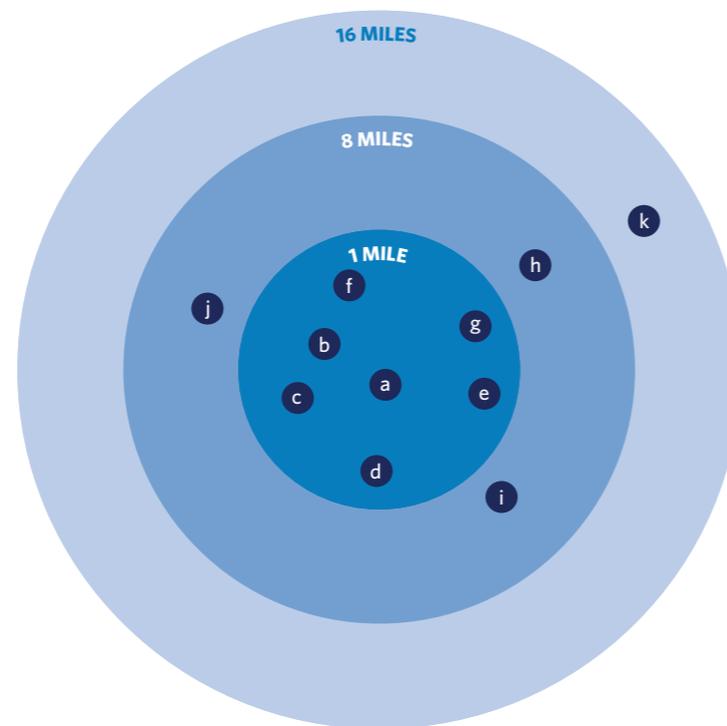
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# Sustainability Priorities

During our 2018 Sustainability Summit, we invited our NGO partners to help us identify and prioritize emerging sustainability issues in line with High Liner Foods’ critical business initiatives. From this exercise, 11 priority issues were identified and action plans were discussed, including whether policies or position statements were needed. The graph below presents the issues and where we ranked them in terms of their potential impact on our business. We report on our progress in addressing most of the “1 mile” issues in this Sustainability Report and will have more to share in coming years.

### PRIORITIZATION OF ISSUE



#### 1 MILE:

- a. Traceability and transparency
- b. Social compliance
- c. Carbon and waste reporting and tracking
- d. Sustainability/GRI reporting
- e. Packaging updates\*
- f. Animal welfare
- g. Ocean plastics

#### 8 MILES:

- h. Global Ghost Gear Initiative\*\*
- i. Seafood Stewardship Index\*\*\*
- j. Impacts of climate change and ocean warming

#### 16 MILES:

- k. Food security for a growing population

We intend to assess High Liner Foods’ most relevant sustainability priorities in the coming year to ensure we are focused on what matters most for our customers, consumers and business, and are positioned to influence positive change.

\* Packaging updates refers to reducing seafood packaging’s environmental footprint and phasing out single-use plastics.

\*\* Global Ghost Gear Initiative (GGGI) is a cross-stakeholder alliance of fishing industry, private sector, corporations, NGOs, academia and governments focused on solving the problem of lost and abandoned fishing gear worldwide.

\*\*\* Seafood Stewardship Index (SSI) aims to build more sustainable and inclusive seafood supply chains by assessing and benchmarking the performance of the world’s largest seafood companies regarding their contribution to the Sustainable Development Goals closest to their core business.

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**“Responsible sourcing is a high priority, which takes continuous effort as we change species, gain new customers, and address new risks and issues. Our success in tackling problems that don’t have easy answers is a testament to the involvement, passion and drive of our procurement team.”**

**PAUL SNOW**, EXECUTIVE VICE PRESIDENT,  
CHIEF SUPPLY CHAIN OFFICER

## Responsible Sourcing

Over the past decade, High Liner Foods has become an industry leader in responsibly sourced seafood. We feel it’s incumbent on us to do so — and it’s fundamentally good business. If the products we sell are not sourced responsibly, we’re not implementing a sustainable business model.

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## Criteria for Responsibly Sourced Seafood

No matter where we source our seafood, our suppliers must strive to catch or farm species responsibly, protect against overfishing and limit impacts on the environment. They're also expected to treat their employees well, while upholding high worker and social standards.

We have rigorous criteria that define responsibly sourced seafood and we ensure that the criteria are being met through credible certification schemes — benchmarked by the **Global Sustainable Seafood Initiative** (GSSI) and through social compliance audits.

### WILD-CAUGHT SEAFOOD

Fishing sustainably for wild-caught seafood means it must be legally caught, secure from poaching and protected from overfishing. Suppliers must minimize damage to the habitat and bycatch species.

We source wild-caught products that are:

- MSC certified or from suppliers undergoing full MSC assessment;
- Recognized by the GSSI benchmark;
- From credible, publicly documented fishery improvement projects; or
- Ocean Wise™ recommended, or rated Best Choice or Good Alternative by Seafood Watch™.

### FARMED SEAFOOD

Aquaculture bridges the gap between sustainable wild-caught fishing and the growing global demand for animal protein. Done right, farming fish and shellfish involves habitat conservation, biodiversity promotion, containment of exotic species and responsible feed-management systems.

We source farmed products that are:

- Recognized by the GSSI benchmark;
- ASC certified or from suppliers undergoing full ASC assessment;
- Global Aquaculture Alliance Best Aquaculture Practices (1-4 stars) certified;
- From credible, publicly documented aquaculture improvement projects; or
- Ocean Wise™ recommended, or rated Best Choice or Good Alternative by Seafood Watch™.

**75%**  
of our seafood came from the wild in 2018

Roughly  
**25%**  
of our 2018 seafood supply was farmed (includes Rubicon sales)

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## Meeting Customer Demand

95% of the 180 million pounds of seafood we purchased in 2018 was responsibly sourced. While we would love for it to be 100%, various factors come into play.

We need to offer products that customers want, at prices they're willing to pay. So, for example, when it's Atlantic cod, Alaska pollock or haddock, there's no problem sourcing responsibly because most of these fisheries are MSC certified and prices are comparable. With the Russian Pacific cod longline fishery recently achieving MSC certification, most Pacific cod fisheries are certified as well.

Issues arise when, for instance, certified fisheries can't meet customer demand, or the cost difference between certified and non-certified product is too great. Our preferred approach is to work with suppliers to tackle these issues and move the industry forward, and to look for new opportunities to increase the amount of responsibly sourced seafood available to our customers.

To meet wild salmon demand in 2018, we purchased a higher percentage of wild pink salmon from Russian fisheries that were not yet MSC certified or in fishery improvement projects (FIPs). However, having built these relationships, we are now engaging with these producers and two will be in FIPs when the 2019 fishing season begins.

### ADVANCES IN TRACEABILITY

In the seafood industry, traceability plays a pivotal role in ensuring food safety, proving legality and verifying sustainable practice. Developed by food safety and logistics professionals, our traceability system allows us to keep customers informed about the products they're buying — whether annually, quarterly or in real time:

- For every lot of wild-caught seafood, we track the fishery, country of catch, gear type and certification status.
- For every lot of farmed seafood, we track country of farming, production method and certification status.

In 2018, a cross-functional High Liner Foods team set up a system for automatically supplying traceability information to the U.S. government under the U.S. Seafood Import Monitoring Program, which took effect during the year. This new program establishes reporting and recordkeeping requirements for 13 imported fish and fish products identified as vulnerable to illegal, unreported and unregulated (IUU) fishing or seafood fraud.

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**Supporting MSC Certification**

The Russian Pacific cod longline fishery, representing approximately 122,030 tonnes of catch in 2018, is on track to be MSC certified in 2019, and we're proud to have played a leading role in making this happen.

The process dated back to October 2012, when the SFP, MSC, High Liner Foods and other stakeholders convened a meeting of the largest fishing companies operating in this fishery to address issues of large-scale IUU fishing and the need for greater transparency. From this meeting, the Longline Fishery Association (LFA) was formed to develop a more responsible fishery. A FIP was subsequently announced, whose main objective was to work towards full compliance with international criteria for sustainable fisheries. Workplan measures included:

- Developing a sustainability policy and code of conduct for LFA members;
- Assessing the threats to endangered, threatened and protected species;
- Reducing bycatch of non-target species;
- Enhancing scientific data on the assessment of the stocks;
- Improving rules controlling harvesting;
- Assessing IUU fishing; and
- Providing better public access to information about the stock status and fishery management.

Over the next few years, the measures outlined in the workplan were completed and the outlook of the fishery improved. The fishery entered the MSC certification process in 2018.

"This was a prime example of how market pressure ultimately drives the right things to happen," said Bill DiMento, Vice President, Corporate Sustainability and Government Affairs, High Liner Foods. "Once one fishery in the Russian Pacific region entered the MSC process, there was significant incentive for others to follow."



*Russian longliner Tomkod, part of the Pacific cod and halibut fishery. Company: Norebo holding, Yamsy Location: Kamchatka*

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## Social Compliance

We work with suppliers, coalitions and other organizations around the world to promote a socially responsible supply chain. Our Supplier Code of Conduct, for example, establishes expectations based on internationally recognized standards for human rights, employment and worker safety.

Under the SCOC, suppliers are subject to announced and unannounced third-party social compliance audits. The audits include factory tours, employee interviews and document reviews. Depending on results, suppliers may be approved without conditions; approved with conditions, in which case corrective action must be taken immediately; or disapproved, in which case we terminate all business with that supplier.

Rather than conducting annual audits of every supplier, we're transitioning to a risk-based system in which the frequency of audits depends on the degree of species, product and country risk.

**98%**  
of all HLF seafood purchases were covered by an HLF required social audit

**100%**  
of the audits conducted were approved with no conditions



*A worker feeds tilapia at an aquaculture farm in Asia.*

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**“While the seafood marketplace is changing, and our business model is changing with it, our values stay the same. This includes meeting the needs of our employees and communities.”**

ROD HEPPONSTALL, PRESIDENT & CEO

## Our People and Communities

For our business to thrive, our people and communities need to thrive as well. Our programs are based on showing respect for others, empowering individuals to do the best they can, and bringing people together as a company — or a community — to achieve more than any one of us could on our own.

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## One High Liner Foods

While we're based in five countries, we are a family of passionate people who are proud of our brands, our company and our 120-year legacy.

Our company-wide pursuit of five critical initiatives essential for returning High Liner Foods to profitable organic growth commenced in 2018, presenting both challenges and opportunities. A major workplace focus — which continues in 2019 — was on defining and fostering a One High Liner Foods (or ONE HLF) culture that would bring the organization together as one company, establish company-wide best practices, and promote more communication and collaboration with colleagues around the world.

Many people have taken on new roles or expanded responsibilities, and are involved in strategic projects that give them development opportunities. Throughout this transition, we have been diligent about upholding safe working practices, supporting employees through change, and providing job-related training so people can prosper in their new positions. Given the context, it was especially satisfying to be recognized in 2018, and in early 2019, by the editors of Canada's Top 100 Employers as an exceptional place to work in both Nova Scotia and Atlantic Canada.



Safety Champions at Newport News Operations

### IMPROVING GENDER DIVERSITY

**30%**  
of our Board of Directors are female (4 of 12)

**23%**  
of our combined executive and senior leadership teams are female (7 of 30)

**35%**  
of our North American workforce are female

## By the Numbers

At year-end 2018, High Liner Foods had 1,259 active regular full- and part-time employees. Of the total number of employees, 482 were salaried and 777 were hourly.

Approximately 240 unionized employees in our Lunenburg facility are represented by Unifor. The Lunenburg collective agreement expired in December 2017 and was successfully renegotiated in 2018. Hourly workers in Portsmouth, Newport News and Peabody are not unionized.

COUNTRY	EMPLOYEES
Canada	445
U.S.	794
China	14
Thailand	4
Iceland	2
<b>Total</b>	<b>1,259</b>

### HEALTH AND SAFETY

We want every one of our people to go home safely at the end of the day. Every employee is expected to follow safe working practices and procedures, and to speak up when they see something wrong. Our programs include safety training plans for new hires, supervisor safety goals and scorecards, safety huddles at the start of each plant shift, monthly safety training and plant safety audits.

Employees participate on safety teams, and they act as trainers and are involved in inspections. Their input and feedback are encouraged so that everyone feels ownership for safety, and safety deficiencies are identified and corrected as they arise.

As part of our commitment to safety, every employee completes Respect and Safety in the Workplace training.

In 2018, our U.S. sites participated in Safe + Sound Week, a nationwide event held every August to raise awareness and understanding of the value of safety and health programs that include management leadership, worker participation, and a systematic approach to finding and fixing hazards in workplaces. At our Portsmouth facility, events included daily themed safety huddle topics, a hazard identification blitz, health and safety presentations, evacuation drills and more.

### OSHA Incident Rate\*

	CANADA	U.S.
2016	1.6	3.8
2017	0.68	2.0
2018	1.1	2.2

\*The OSHA (Occupational Safety and Health Administration) incident rate is calculated by multiplying the number of recordable safety incidents by 200,000 hours, and then dividing that number by the number of hours worked. It represents the injury rate for every 100 employees working 50 weeks per year, 40 hours per week.

## Community Giving

With a history as long as ours, we're an integral part of the communities where we operate and feel a deep sense of responsibility to help them flourish. We support these communities through three philanthropy pillars:

- **Hunger Mission** — We are committed to supplying over 10 million meals over 10 years through product and financial donations to food banks and other organizations promoting food security in our communities. By year end 2018, we had provided 5,887,009 meals since December 2015.
- **Corporate Giving** — In addition to our Hunger Mission, we support local programs focused on hunger education, the environment, health and wellness, and the betterment of communities.
- **Volunteerism** — The geographic scale of our operations requires local flexibility. Permanent salaried employees can take one day of volunteer leave per year to support events developed by local philanthropy committees.

**\$82,079.08**  
donated in products and financial support in 2018



*Proceeds from our second annual Fancy Pants Open golf tournament in Rye, NH, raised \$30,000 for Gather, the local seacoast family food pantry — enough to provide 24,000 meals.*



*With High Liner Foods' matching gift of \$10,000, Feed Nova Scotia raised \$72,839 through its matching gift campaign, which was used to provide food and meals to those in need in the province.*



*Several Portsmouth office volunteers assisted the New Hampshire Conservancy with their estuarine rebuilding efforts in the Great Bay of the Piscataqua River, counting and measuring oyster spat raised in onshore tanks in July and then in October seeding the reefs with the spat from aboard the Gundalow.*



*High Liner Foods' Chef Claude LeBlond helped train students in the Ottawa Mission Food Services Training Program for adults on social services and did prep work to feed the thousands of homeless people that come through the Ottawa Mission.*



*For the third year in a row, volunteers from the Portsmouth plant and office refurbished the Kingston Children's Centre, cleaning up the yard, sprucing up the playground, repairing a flower bed, installing air conditioners, and sanding and painting benches and picnic tables.*

Introduction

Our Approach

Responsible Sourcing

Our People and  
Communities

**Protecting the  
Environment**

Operational Footprint



**“Given our size, taking action on environmental issues affecting our industry is where we can effect change the fastest and the most effectively.”**

**BILL DIMENTO**, VICE PRESIDENT, CORPORATE SUSTAINABILITY AND GOVERNMENT AFFAIRS

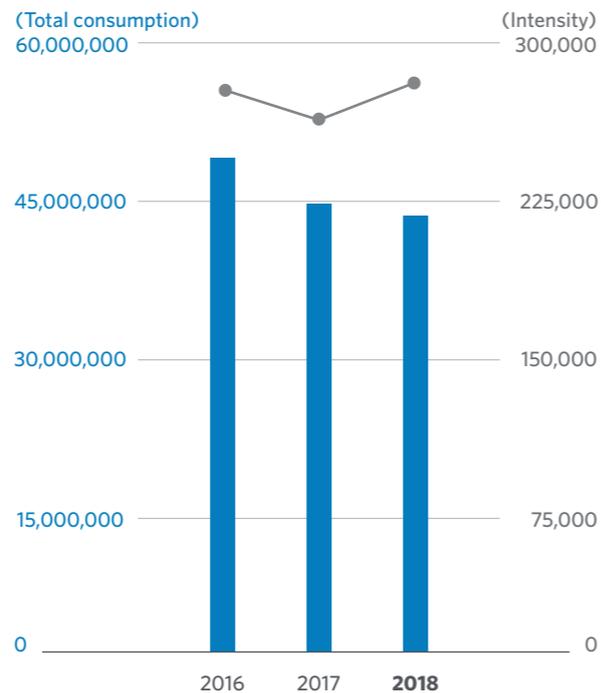
## Protecting the Environment

While organizations are just starting to quantify the environmental benefits of sustainable seafood compared to other sources of protein, we know that we must work to protect fish stocks, oceans and coastal regions from threats such as overfishing and ocean pollution — while minding our own operational footprint.

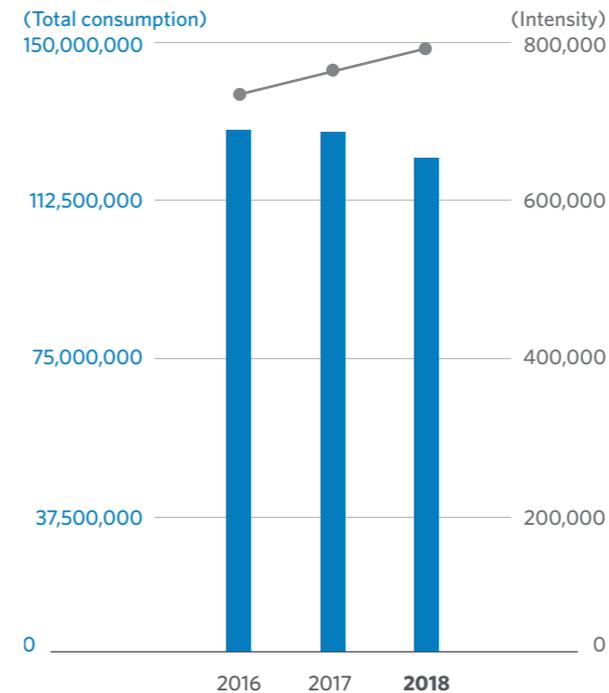
## Operational Footprint

Our efforts in support of sustainable seafood — in which we tackle issues on a global scale — are by far our greatest contributions to environmental stewardship. However, we also focus on our own operations and take actions that at a minimum comply with applicable environmental laws and regulations, and at their best go even further to reduce our environmental impact.

### ENERGY USAGE (kWh)



### WATER USAGE (gallons)



Initiatives that contributed to energy reductions in 2018 included switching to energy-efficient LED lighting and installing smart energy management systems that automatically monitor, control and optimize energy consumption — for example, turning off lights when a space has been unoccupied for a period of time.

### WASTE REDUCTION

One of the most daunting issues facing the world is the mounting waste problem, which threatens public health, pollutes the environment and contributes to climate change. Food waste alone, which includes over a billion pounds of fish and shellfish each year, takes up significant room in our landfills, emits greenhouse gas methane when it rots, and exacerbates food insecurity.

With their extended shelf life, High Liner Foods' frozen seafood products generate less food waste. In addition:

- All of our manufacturing locations recycle corrugated cardboard, paper, plastic, metal and food waste.
- For packaging, we opt for materials most commonly accepted by recycling programs in the municipalities where we sell our products, and have reduced sizes.
- We're working with several large companies to remove poly bags and put products directly in boxes, while ensuring food quality and safety.
- We started a project at our Newport News, VA, facility in which we reuse cooking oil by blending it with new oil, thereby reducing waste and saving money.

We have started collecting waste data from our operations and in the next couple of years expect to make significant waste reductions.



*Frozen seafood, and innovative product design, helps consumers maximize their grocery budgets while decreasing food waste.*

**As a company and as individuals, High Liner Foods approaches environmental and social responsibility with hard work and passion. Our journey has been one of significant contributions — to our business, our customers, our supply chain, our local communities, our employees, our natural resources and our environment. We are committed to continuing the work for years to come.**

The ongoing success and growth of High Liner Foods relies heavily on our shared efforts to protect and preserve natural resources and to embed sustainability in every facet of our business. To learn more about how we're doing that, visit our website.

[highlinerfoods.com/sustainability](https://highlinerfoods.com/sustainability)

[highlinerfoods.com/investors](https://highlinerfoods.com/investors)

