



# SOCIAL RESPONSIBILITY REPORT







## DEAR READERS,

I am pleased to introduce this document to properly begin exploring St-Hubert Group's good social, societal and environmental initiatives. These are projects in which we believe and in which we've invested much effort.

Needless to say, we are very proud of each of these programs. All these ideas have been carefully studied and implemented in order to position the company and take action towards what we care about; the satisfaction of our customers and St-Hubert's role as **Quebec restaurant leader since 1951**.

St-Hubert is a green organization, willing to play an active role within the community, and which works very hard to be environmentally responsible and actively help communities through our various actions.

On behalf of the 10,000 employees in the great St-Hubert family, enjoy the read!

**Pierre Rivard,**  
**President and CEO**  
**St-Hubert Group**

# TABLE OF CONTENTS

## 1. St-Hubert Group

- 1.1. Who are we?
- 1.2. We deliver happiness | Our vision, our mission

## 2. St-Hubert, the Environment and Sustainable Development

- 2.1. The Green Zone | Collection of compostable and recyclable material in rotisseries
- 2.2. And the winner is... | Prizes and awards
- 2.3. Electric, creamy or traditional? | The Electric Circuit
- 2.4. Sometimes less is more! | Packaging
- 2.5. Eco-friendly even when choosing cleaning products | Hygiene and Sanitation
- 2.6. Fresh air, please | Smoke-free environment/vaping
- 2.7. Banning of plastic straws

## 3. St-Hubert and Its Societal Commitment

- 3.1. We like to share | Food donations
- 3.2. Your donations go a long way | St-Hubert Foundation
- 3.3. A donation request for the Foundation?

## 4. Food Health According to St-Hubert

- 4.1. Eat and rest easy dear guests | Allergen control
- 4.2. EpiPen epinephrine auto-injectors to the rescue! | Food safety in rotisseries
- 4.3. Gluten? What gluten?
- 4.4. Knowing how to indulge | Gourmet balance
- 4.5. We only serve you the best | The importance of quality protein
  - 4.5.1. Our beloved chicken
  - 4.5.2. Pork and beef also have a place on the menu
- 4.6. Our supporting cast | Side dishes
- 4.7. Good local products | Responsible purchasing policy
- 4.8. No to animal cruelty | Animal welfare

## 5. Working at St-Hubert Means Working with the Best Family

- 5.1. We care about work and family balance for our employees | Health, safety and well-being
- 5.2. Working together despite differences | Integrating people with disabilities
- 5.3. You never stop learning | Continuous training for employees and St-Hubert University
- 5.4. Why join our great family? | Human Resource Management

# ST-HUBERT GROUP

## 1.1 Who are we?

Les Rôtisseries St-Hubert is not only a family company created by the Léger family in 1951 that has endured and evolved through the years, it is also a Quebec institution which strives to provide the best products to its customers. In March 2016, St-Hubert Group joined Recipe, the oldest and largest full-service restaurant chain in Canada. Through this alliance, St-Hubert Group remains a restaurant leader in Quebec while offering highly promising prospects for the future and ensuring the sound development of this Quebec jewel.

As you will notice in the next few lines, we are committed to playing an active role within communities in which we operate. We are proud of our achievements and commitment to communities, and that is why we want to share them with you. What sets us apart is our involvement, our innovations and especially, our ability to listen to what you want, while maintaining traditions that have contributed to our success for **67 years**.

The St-Hubert **Restaurant division** operates a large network of Traditional and Express rotisseries as well as St-Hubert/Harvey's combos in Quebec, Ontario and New Brunswick. First restaurant to offer free delivery in Canada in 1952, St-Hubert has also been offering a catering service in some areas since 2015.

We also have a **Retail division**, specialized in the food processing of fresh, frozen and dehydrated products, consisting of Meilleures Marques and Maître Saladier. We manufacture and distribute brand products such as St-Hubert, À table !, Loney's, Suwong, Pasta Fiesta, Chef Lelarge dehydrated sauces, as well as the growing range of Swiss Chalet products. We also make products intended for banners such as Montana, New York Fries, Kelsey's, Harvey's, Swiss Chalet and, of course, St Hubert. Finally, we distribute and market these products: Bonne Maman, Laura Secord, S-Sens, Solo Italia, Saybon and Hershey.

**St-Hubert Group employs more than 10,000 employees mainly in Quebec, across all regions surrounding its 123<sup>1</sup> rotisseries, manufacturing plants, distribution centres and head office.**

Three letters are central to our success: **QSC. Quality-Service-Cleanliness**. This acronym follows us through all stages of preparing your St-Hubert meal: From the idea behind the product through its creation to when you enjoy it. Quality, service, cleanliness, three words that speak volumes with us.

We also incorporate innovative environmental measures to our business and take our social responsibilities seriously: The quality of our products is strictly controlled, we make a special effort to offer healthy food choices and we serve the community through our Foundation.

*"From almost nothing, the Léger family not only created Quebec's largest restaurant chain, they also brought it to our collective psyche. Close to people, the company has developed at the same pace as the Quebec society and has always reflected the core values of openness to the world, respect and mutual assistance."*<sup>2</sup>

<sup>1</sup>Number as of February 2018

<sup>2</sup>RICHARD, Béatrice (2001). Les rotisseries St-Hubert – 50 ans de grands succès. Montréal : Stanké, 227 p.



## 1.2. We deliver happiness | Our vision, our mission

The QSC principles are an integral part of our corporate culture, whether in our restaurants, manufacturing plants or distribution centre. These principles focus on the importance of providing products and services of the utmost quality, friendly and consistent service, in an environment that ensures high hygiene and sanitation standards. For those principles to be implemented and observed, St-Hubert developed a policy to which all rotisserie employees are made aware and for which they receive training. At St-Hubert, every effort is made to remain a successful leader in the restaurant and food product industry; we **deliver happiness** to our customers throughout Quebec, Ontario and New Brunswick.



# ST-HUBERT, THE ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

## 2.1. The Green Zone | Collection of compostable and recyclable material in rotisseries

Once again, Les Rôtisseries St-Hubert takes the lead and becomes the first Quebec restaurant chain to implement the collection of compostable material in all its establishments where it is possible to do it. Given the nature of our business and the reality of our company, we generate a large amount of compostable and putrescible material. Because we care about taking our responsibilities and reducing our carbon footprint, implementing eco-friendly processes by promoting the health of our planet has become not only a logical choice but a strategic one as well. Each rotisserie has therefore achieved the highest performance level of the ICI on recycle! certificate granted by RECYC-QUÉBEC through our **Green Zone** program. This is the only certificate in waste management in Quebec.

Did you know that 98% of our waste in rotisseries are either compostable or recyclable? This percentage includes organic matter (leftover food, expired food and other kitchen waste) and putrescible materials (place mats, napkins, coffee filters, paper towels, etc.). The remaining 2% is made up of sugar or ketchup packets and cream cups.

With the introduction of eco-friendly processes, about 42 tons a year of compostable material is diverted from landfills in all of our establishments.



*StHubert*



The Green Zone program, our compost and recycling project developed specifically for our reality in restaurants, is implemented in 80% of our Traditional and Express rotisseries. In fact, we implemented the Green Zone in all our restaurants where it could be done, since the program was very successful where it was already in place.

Did you know that even our Express rotisserie located at the centre of the Promenades St-Bruno food court composts? The eco-friendly shopping centre has decided to go green by introducing the composting process in all its food court restaurants. For its part, the St-Hyacinthe St-Hubert rotisserie has a “green roof” dedicated to growing vegetables. Kudos!

## 2.2. And the winner is... | Prizes and Awards

With its forefront green initiatives, St-Hubert Group was a finalist and recipient of several awards highlighting environmentally responsible companies.



Indeed, in 2014, St-Hubert was a finalist in the **2014 Corporate Citizen for the “Waste Material” Award given by Novae**, a professional sustainable development and social responsibility media.

Still in the same year, St-Hubert was a finalist at the **Les Mercuriades** contest, organized by the Fédération des chambres du commerce du Québec (FCCQ) and which rewarded companies for their achievements and their potential for future growth. The **“sustainable development” category**, in which St-Hubert was a finalist, rewards the organization where commitment and achievements towards sustainable development are remarkable and unique in its industry sector.

Finally, also in 2014, St-Hubert won the **Phénix Award for the environment in the “environmental achievement” category** for its composting project. The Phénix contest is an annual event that was created in 1998 to honour and publicize the excellence and expertise of Quebec organizations in regards to protecting the environment and sustainable development. The current partners are the Ministry of Sustainable Development, Environment and the Fight against Climate Change, the Ministry of Economic Development, Innovation and Export Trade, Éco Entreprises Québec and the Fondation Québécoise en environnement.

In short, **St-Hubert makes every effort to preserve the planet. After all, we only have one!**



### 2.3. Electric, creamy or traditional? | The Electric Circuit

Since June 2011, Les Rôtisseries St-Hubert has been a founding partner of the **Electric Circuit powered by Hydro-Québec**, revolutionary project aimed at reducing CO<sub>2</sub> emissions from transportation.

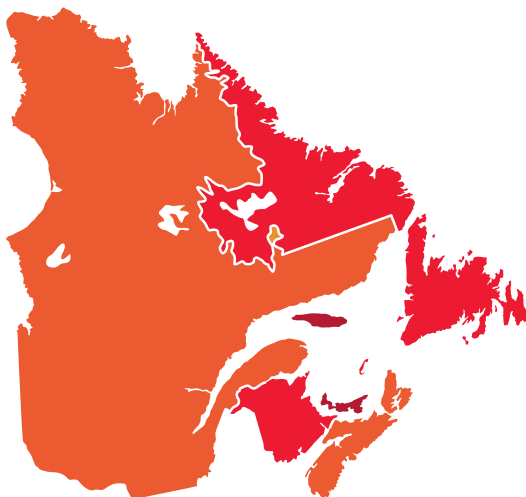
St-Hubert's interest in the Electric Circuit was confirmed following an innovative project. In 2010, the City of Boucherville was selected to test several electric cars. But who better than a St-Hubert rotisserie to try them out during busy delivery evenings? The Franchisee of the Boucherville rotisserie therefore volunteered, had the opportunity to experience the famous yellow car in an electric version and following this tryout's very conclusive results, Mr. Jean-Pierre Léger, "who always considered sustainable development as a strategic factor of the company's development" (RECYC-QUÉBEC, June 2015), undertook steps to become partner of this promising initiative.

But the Electric Circuit... What is it?

**The Electric Circuit is the first network of public charging stations for electric vehicles in Quebec and Canada.** The terminals are supplied with clean, renewable energy from Hydro-Québec. The co-operation of citizens is essential to reduce the emission of greenhouse gases (GHGs). In connection with the transportation industry in Quebec only, it reached the alarming amount of 35.7 million CO<sub>2</sub> megatons released into the atmosphere in 2013. If we were to replace one million cars in Quebec by electric cars, GHG emissions would decrease by 3.4 million tons per year. According to AVEQ (Electric Vehicle Association of Quebec), 21,454 fully electric and plug-in hybrid cars were registered on Quebec's roads as of November 2017 compared with 8 million gas vehicles...

Remaining a leader in innovation and respect of the environment is part of St-Hubert's basic goal mission. Providing charging infrastructure to Quebec electric car users was therefore an opportunity that fitted well with the culture of the company. Not only is this partnership with Hydro-Québec a position statement for St-Hubert, but it is also beneficial for our planet and for future generations.

We are very proud to say that all our rotisseries offer electric charging stations where it is possible to install one and to date, 11 of them are equipped with a fast-charging station. At St-Hubert, we combine business and pleasure: Recharge your batteries with a good meal and charge your vehicle!



#### Fast-Charging Station Locations

- Boucherville, Qc
- Bromont, Qc
- Drummondville, Qc
- Laval, Qc
- Piedmont, Qc
- Richelieu, Qc
- Saint-Hyacinthe, Qc
- Sainte-Agathe, Qc
- Sainte-Marie-de-Beauce, Qc
- St-Jérôme, Qc
- Vaudreuil, Qc











#### 2.4. Sometimes less is more! | Packaging

In order to protect the environment, St-Hubert advocates **recycling its containers and various packaging** to the extent possible. Green in all our activities, we recycle, compost in rotisseries and we launched a new range of recyclable packaging in 2009. The complete removal of Styrofoam and an important part of polystyrene in St-Hubert packaging, and its replacement with recyclable or compostable material is equivalent to the elimination of about 412 tons of waste, meaning 250 full garbage trucks per year. So we encourage our customers in recycling St-Hubert packaging used for take-out or delivery orders. Packaging can be sent to waste collection after simply being rinsed and, of course, over-packaging was prohibited.

Since 2016, we've started a transition from glass to polyethylene terephthalate for some of the packaging for our products. Polyethylene terephthalate is a strong, flexible and, above all, environmentally-friendly plastic: it is 100% recyclable, can be processed with minimal energy cost and can be recycled up to four times. It is the most environmentally-friendly material for packaging liquid products.

The St-Hubert team is also currently working at developing resistant, innovative and environmentally-friendly packaging: this initiative's main purpose is to reduce the environmental footprint of our restaurants.

As for St-Hubert Retail, we've considerably reduced unnecessary packaging and all the boxes of products we receive from various suppliers are recycled.

## 2.5. Eco-friendly even when choosing cleaning products | Hygiene and Sanitation

St-Hubert restaurants want to be **environmentally responsible** in all spheres of their activities and the hygiene solutions proposed by our Quebec suppliers are perfectly in line with this philosophy. Safe for the environment and extremely efficient, cleaning products used by St-Hubert comply with the ecological criteria of Canada (EcoLogo), France (EcoLabel) and Nordic countries (Nordic Swan). Moreover, these green products are phosphate free, biodegradable and packaged in recyclable plastic containers and in cardboard boxes made from 100% recycled fibres.

Furthermore, our suppliers are committed to recycling a large portion of generated chemical waste by their factories based entirely in Quebec and avoid release to the environment. Companies who exclusively hire workers from the area, advocate the reduction of the environmental impact through all stages of production and distribution of their products; you will agree that this reflects St-Hubert's vision.

This is how, at St-Hubert, we use cleaners, degreasers, soaking agents and various detergents while remaining green!







## 2.6. Fresh air, please | Smoke-free environment/vaping

Since May 2<sup>nd</sup> 2005, St-Hubert has been proud to offer a **smoke-free environment**, a year before the Act came into force. Eager to provide fresh and healthy air to its customers, the company took the lead in this direction and considers that a complete ban on smoking in its rotisseries is the most effective and fairest way to protect its employees and non-smoking customers from second-hand smoke. **Cigarettes are prohibited both inside rotisseries and on their terraces.**

*"Starting today, chicken is the only thing smoking at St-Hubert. [...] Because we are a socially responsible company, this was no longer an option, but a moral imperative to protect our customers and our employees."*  
-Jean-Pierre Léger, 2005

Following the same idea and in respect for those who prefer fresh air, **vaping has also been prohibited in all our restaurants and on all St-Hubert terraces** long before the law passed, since for now, side effects from vaping are not yet known. Indeed, if our customers want to smoke, they must do so outside the building and at a distance of nine metres or more from any door or window that opens, such as stipulated in Bill 44.

## 2.7. Banning of plastic straws

As part of an extensive journey in achieving sustainable development and to reduce waste in all of its restaurants, Groupe St-Hubert has eliminated plastic straws across its network in Quebec, Ontario and New-Brunswick since August 2018. Since then, biodegradable straws are available on demand in restaurant.

# ST-HUBERT AND ITS SOCIETAL COMMITMENT

## 3.1. We like to share | Food donations

Each year, St-Hubert Retail donates hundreds of products to charities. To avoid waste and specially to provide an opportunity to people in need to enjoy this donated food, St Hubert works in partnership with Moisson Laurentides and Accueil Bonneau to make food donations several times a year.

For over 20 years, St-Hubert has held a holiday tradition to donate 1,000 meals to impoverished people during a lunch at Accueil Bonneau. A team of volunteers is mobilized and several rotisseries from the area are responsible for providing the meals. Each year, it is a great experience for those who have the opportunity to get involved as well as for the Christmas lunch beneficiaries.

Many of our advertising campaigns also get a lot of attention. Among others, our playful and fun commercials featuring your favourite celebrities and new dishes or current promotions. Featured artists in these ads also have the opportunity to donate their fee to the organization of their choice.

### DID YOU KNOW...

Do you know the story behind the annual donation of 1,000 St Hubert meals to Accueil Bonneau? A few years ago, Accueil Bonneau had to close its doors during renovations following a fire in its building. On October 15<sup>th</sup> 1998, the establishment was ready to resume service but its directors were not convinced that the kitchens were already operational. So Mr. Jean-Pierre Léger offered St-Hubert meals to all the customers at Accueil Bonneau during reopening day.





St-Hubert and Accueil Bonneau volunteers at the 17<sup>th</sup> edition of the meal distribution.



accueil bonneau  
*croire. semer. grandir.*



## 3.2. Your donations go a long way | St-Hubert Foundation

In January 2012, St-Hubert created its own foundation. Although the Léger family has always been present and active in philanthropy, the St-Hubert Foundation has helped to better structure its philanthropic management and develop close relationships with communities throughout Quebec, Ontario and New Brunswick. Since its inception, more than 5.3 million dollars have been given back to the community.

**The St-Hubert Foundation's mission is to contribute to the health and well-being of communities, especially for families and children.** It is in this perspective that the St-Hubert Foundation has supported hundreds of causes since its inception, particularly on a national level with Fondation Charles-Bruneau, Fondation Martin-Matte, Centraide, Dr. Clown Foundation, Les Petits Frères, Opération Enfant Soleil and dozens of other causes that work tirelessly for the well-being of their beneficiaries. In 2017 alone, the St-Hubert Foundation made donations to 251 organizations. Its partnership with the network, its employees and customers help give part of its revenue to local organizations such as Sercan, the St-Jérôme Hospital Foundation, Patro, Maison des enfants Le Dauphin, Albatros, MIRA, Lauberivière and many more.



Little Lea surrounded by her family, representatives from Children's Wish and the St-Hubert Foundation.



## ST-HUBERT AND CHILDREN'S WISH UNITE TO PROVIDE COMFORT TO SICK CHILDREN

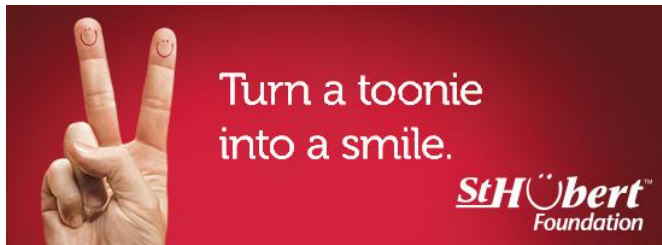
The very first Wish Dinner was held on June 28<sup>th</sup> 2016 at the Windsor Station rotisserie! Surrounded by her family, 8-year-old Lea inaugurated this great project resulting from the association between the St-Hubert Foundation and Children's Wish. Through these dinners intended for sick children registered with Children's Wish, the little dreamers will celebrate their dream coming true around a delicious meal with their family in a St-Hubert rotisserie in their area. In addition to this wonderful experience, the St-Hubert Foundation had donate \$210,000 to Children's Wish.

"Over the next year, hundreds of children like Lea will take part to Wish Dinners in St-Hubert restaurants across Quebec. The St-Hubert Foundation is proud to offer these moments of celebration to courageous families. Our employees will be happy to provide a memorable experience to the families we will welcome," said Jean-Pierre Léger, Chairman of the Board of the St-Hubert Foundation.



Also, in order to fulfill its mission, the St-Hubert Foundation organizes various annual fundraisers. Our most recent initiatives include the Scratch Card campaign (“Turn a toonie into a smile”), the Annual Golf Classic, the “5 to 8 White Out” event, charity auctions and all activities organized as part of the St-Hubert Foundation Week, etc.

All the St-Hubert Foundation donors know that their efforts make a true difference in the lives of many people.



### 3.3. A donation request for the Foundation?

You are organizing an activity to help your community? You are raising funds for a worthy cause, a cause you care about? That is exactly why the St-Hubert Foundation was created: Supporting worthy causes and delivering happiness other than with our famous chicken by contributing to the health and well-being of communities, especially for families and children.

Go to the Foundation section of our website to check if your cause is eligible for a donation. If you want to send us a **donation request**, please complete the form. Same thing if you want to donate some of your time or financially contribute to the success of our wonderful Foundation. The dedicated team working at the St-Hubert Foundation will ensure a follow-up with you in the following weeks.

**Giving is also getting involved!**









# FOOD HEALTH ACCORDING TO ST-HUBERT

## 4.1. Eat and rest easy dear guests | Allergen control

Always attentive to its customers' needs, Les Rôtisseries St-Hubert wants to accommodate guests with a food intolerance or allergy. The complete list of allergens for all our menu items is available on our website in the "Nutritional Information" section through a leaflet that can be downloaded, as well as on an iPad available in all our restaurants. This information is updated everywhere in real time. What's more, two awareness-raising capsules focused specifically on food allergies have been created for our employees: one is intended for the service staff and the other for the kitchen staff. Each capsule is meant to demystify food allergies and to further coach employees by specifying how to proceed when serving customers with allergies.

One should remember that St-Hubert has always paid particular attention to its customers' dietary restrictions, particularly in 2004 when **nuts and peanuts were eliminated from the menu**. As the frequency of food allergies has doubled in 20 years, St-Hubert has taken the lead in order to ensure a safe and pleasant experience for its guests. One item was especially integrated on the kids' menu for this purpose: The chocolate-raspberry muffin, which does not contain any nuts, peanuts, dairy products or eggs.

As for products sold in grocery stores, St-Hubert Group's mission is to introduce strict and rigorous labelling regarding the possible presence of allergens in its products. We are complying with the labelling regulation specified by Health Canada and **our factories are nut- and peanut free**.

The presence of potentially allergenic ingredients is always considered when developing new products. We obviously want them to be delicious, but we also want them to be accessible and safe for as many people as possible.





## 4.2. EpiPen epinephrine auto-injectors to the rescue! | Food safety in rotisseries

Since September 15<sup>th</sup> 2015, St-Hubert has been innovating by providing customers with epinephrine auto-injectors for children and adults. Each of our rotisseries is equipped with **EpiPen auto-injectors** ready to be used in case of an allergic reaction. EpiPen devices and their distinctive design make them easy to be used even in stressful situations. The goal behind this initiative is for customers with allergies or intolerances to enjoy a good meal safely, even if they should inadvertently forget their epinephrine auto-injector at home.

**You see: We've thought of everything!**

Concerned with the safety of its customers for many years, St-Hubert once again shows that it is attentive to its guests and that it wishes to keep its trust, in addition to increasing their peace of mind during their experience in rotisseries.

## 4.3. Gluten? What Gluten?

Although several rotisseries were already offering a gluten-free menu for several months, St-Hubert decided to accommodate all its customers suffering from this increasingly common food intolerance. Since May 2017, all our rotisseries offer gluten-free dishes prepared according to strict control measures and procedures.

**To be enjoyed worry-free!**



### DID YOU KNOW...

Food allergy is a hypersensitivity reaction of the immune system to a food protein. It can be immediate or delayed, limited or generalized. An estimated 300,000 people in Quebec have food allergies (4% of the population). (MAPAQ, 2016) Severe allergic reactions are unpredictable and “about 1 out of five people who died of an allergic reaction to food or insect had already suffered a severe allergic reaction before.” (EpiPen, 2017)





#### 4.4. Knowing How To Indulge | Gourmet Balance

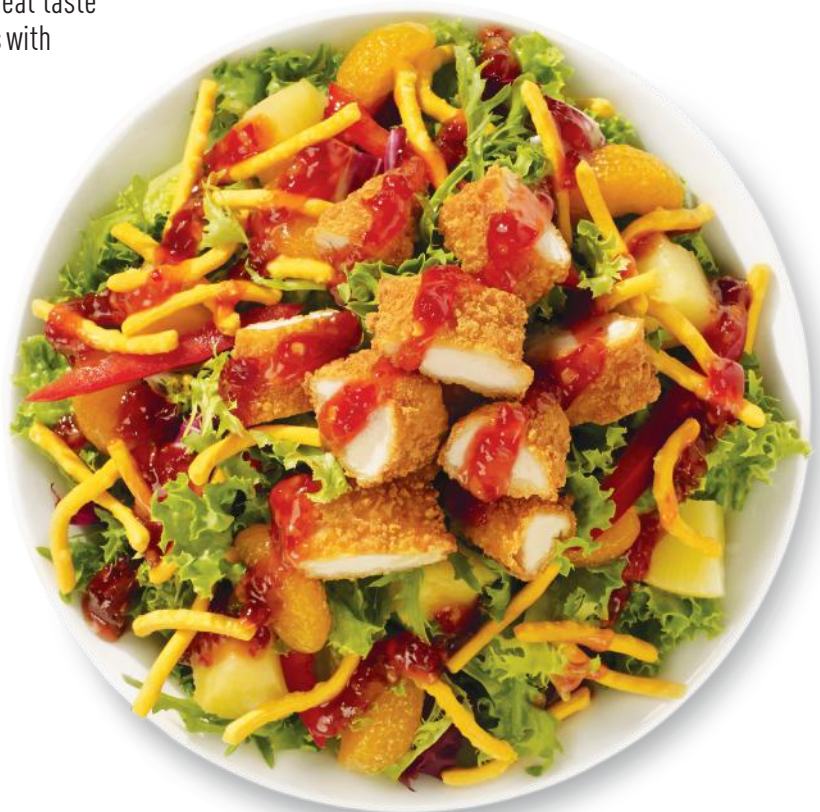
In addition to offering a range of delicious dishes tailored to its guests' tastes and desires, St-Hubert makes sure to propose several options with complete transparency. In fact, a **Nutritional Information Guide** can be found on our website, which details the nutritional values (calories, proteins, sodium, fibres, trans fat, etc.) for each item on our menu to help you make well-informed choices. The Braille version of the menu is also available in all our restaurants.

Know that salad-meals served at St-Hubert all contain at least three servings of fruits and vegetables. A good way to help you achieve the 5-10 daily servings recommended by Canada's Food Guide. For example, our coleslaw is always fresh and particularly rich in antioxidants.

The **kids' menu** was also revised: Eager to offer healthy options to children, we opted for a new way to introduce side dishes for the main course by making healthy choices more appealing. The amount of sodium was reduced by 40% in the Zoo chicken nuggets, a staple among toddlers, and we removed chicken wings and poutine from the menu. Fruit compote squeezable pouches without added sugar are also available for dessert.

St-Hubert is committed to reducing trans fats to a maximum in its food by making sure to select foods with trans fat content lower than 5% of total fat. This target is lower than the recommended industry standard by the Canadian Restaurant and Foodservices Association. We must not forget that milk and animal products contain some natural trans fats that obviously cannot be eliminated. It should be noted that our fried foods are cooked in 100% non-hydrogenated vegetable canola oil, so without trans fats. We are also working at gradually reducing the amount of salt in our dishes.

As for products sold in grocery stores, we are aware that consumers are better informed and more aware about food and nutrition. We want to meet their expectations and help them make informed choices. St-Hubert has already initiated concrete steps to review the nutritional quality of its existing products. Our Research & Development team is working tirelessly to reduce "artificial" ingredients. We will always consider this aspect for new products. We are passionate about maintaining and even improving the great taste of our products while providing our customers with healthy choices that will meet their needs.



## 4.5. We only serve you the best | The importance of quality protein

### 4.5.1. Our beloved chicken

Since 1951, the best-kept secret at St-Hubert is perhaps our sauce, but another key ingredient to our success is our famous chicken and its cooking method. Each St-Hubert chicken is roasted to perfection in our rotisserie ovens and we make sure it is delicious every time you visit.

St-Hubert makes sure that its chicken is always cooked to perfection. Indeed, our master roasters ensure that the thermometer reads between 190°F and 200°F (88°C to 92°C) before the poultry is ready to be eaten. Regardless of the colour of the meat (it can vary from white to pink to brown), know that your chicken will always be cooked according to our high quality standards and will have the same great barbecue meat flavour that makes us famous.

The meat used at St-Hubert comes from businesses carefully selected according to very high quality standards. **Our delicious chicken comes from Quebec food leaders.** These organizations have been selected according to their products' freshness, origin and incomparable quality.

At St-Hubert, our chicken is...

- **Grain fed:** The poultry's diet is controlled at all stages of breeding to optimize its growth. All chickens are fed largely on grain and grain by-products, soy or canola extracts.
- **Air chilled:** For almost 15 years now, following pressure made by Mr. Jean-Pierre Léger on the industry to change the chicken cooling process, St-Hubert has been serving only air-chilled chicken (rather than water-chilled), which ensures plumper, juicier and tastier poultry.
- **From here:** All our chickens are raised in Canada, mostly in Quebec, carefully selected and are a source of pride for our master roasters.

And because our customers increasingly ask us, we are working with Quebec poultry farmers to be able to eventually serve only chicken that is free from antibiotics.

### 4.5.2. Pork and beef also have a place on the menu

St-Hubert restaurants are also known for their tender and tasty ribs from Quebec, which are admittedly true gourmet delights! They also come from producers who are selected with great scrutiny. In turn, our steaks come directly from a Canadian supplier who offers AAA grade meat.







#### 4.6. Our supporting cast | Side dishes

St-Hubert offers one of the **largest side dish selections** that are among the restaurant chain family. Although St-Hubert customers love our crispy fries and cooked in 100% vegetable canola oil, they can choose from a wide range of other side dishes according to their current mood: sweet potato fries, roasted vegetables, mashed potatoes, baked potato, waffled potatoes, rotisserie potatoes, poutine, ancient grain rice, St-Hubert Caesar salad or garden salad. In fact, our exquisite oil and lemon vinaigrette is a sensible choice since it is reduced in calories and sodium.

And if this can relieve your conscience a little, 75% of our customers choose fries as a treat when they visit us... Because as Jean-Pierre Léger said, “when you go to St-Hubert, you want to have fun”!

#### 4.7. Good local products | Responsible purchasing policy

**St-Hubert tries to buy from local suppliers and producers whenever possible.** By doing so, it encourages Quebec producers and reduces the environmental impact of transport associated with consumer products from elsewhere.

For example, St-Hubert takes advantage of the productive Quebec summer harvests to enhance some of its salads; they know how to honour crispy and colourful vegetables from Quebec! Besides, have you noticed that our coleslaw is sometimes more colourful during the summer? That’s because the fresh cabbage that we use comes from Quebec producers and the harvest sometimes gives greener produce. Our crispy and perfectly golden fries also come from one of our greatest Canadian regions! The potatoes used all come from Prince Edward Island. Several other products used at St-Hubert come from Quebec producers and manufacturers, just like our Oka cheese, our cheese curds, our authentic Piri Piri sauce (from a secret family recipe of the Casa Das Tias company from Trois-Rivières), our millefeuilles, our legendary sugar pie, the savoury barbecue sauce (the same one that runs through our veins!), our coleslaw vinaigrettes and much more. In fact, this list keeps growing as we favour suppliers from this great province.

However, for quality issues, product availability and cost, we also use producers outside Quebec who meet the same high standards set by the company. All the partners are selected following an assessment procedure and certification of suppliers/partners. We always favour Quebec producers first, then Canadian producers, North-American producers and finally, global producers.







#### 4.8. No to animal cruelty | Animal welfare

St-Hubert Group is not directly involved in the farming, slaughtering or even transporting of animals, but is committed to working with producers and suppliers that respect humane slaughter techniques that meet the highest standards of animal welfare and in the greatest respect for all life. Audits are regularly conducted at our suppliers and which must always comply with government standards.

The comfort of chickens used at St-Hubert is taken into consideration: Chicken coops are equipped with temperature and ventilation conducive to their welfare. Poultry is also sheltered from the weather and the facilities are built to ensure its comfort. We want to encourage transportation and handling that will incur the least amount of stress in animals. In that sense, it is obvious that St-Hubert wants to partner with producers who believe and share the same values.

Also, Les Rôtisseries St-Hubert is committed to working with its suppliers to initiate, by 2025, a transition to purchasing products containing only eggs from free-range chickens. For example, at one of our suppliers, the humane treatment of animals is a priority and the company is committed to using best practices and adequately train its staff to avoid unnecessary suffering or injury, while minimizing stress for the animals. The company uses the basis of recommendations and expertise from Dr. Temple Grandin, avid defendant and specialist in the humane treatment of animals. In 2016, a number of Recipe-owned brands, including Les Rôtisseries St-Hubert, committed to only using eggs from free-range hens, and all Recipe brands will exclusively offer eggs from free-range hens by 2020.





# WORKING AT ST-HUBERT MEANS WORKING WITH THE BEST FAMILY

## 5.1. We care about work and family balance for our employees | Health, safety and well-being

St-Hubert Group considers its employees as the architects of its success and does everything in its power to create an environment that motivates employees to adopt foresighted behaviors. A Health and Safety Committee is set up at the manufacturing plant in Blainville, at the factory in Boisbriand, at the head office in Laval, at the Customer Service Centre (CSC) as well as in rotisseries. In addition, health and safety specialists are available full time to advise and intervene with employees. At St-Hubert, we are accountable for working intelligently and safely.

An Employee Assistance Program (EAP) is also available for all employees to deal with life's ups and downs or handle more complex problems and obtain the proper support. This program is intended to improve the well-being of workers, effectively manage family relationships, professional problems or resolve any addiction problem. EAP available for St-Hubert employees provides immediate and confidential assistance.



## 5.2. Working together despite differences | Integrating people with disabilities

St-Hubert attaches great importance to **the integration of disabled people** and the **respect for differences**. After all, by working as a team, we pool our strengths and learn from each other.

Today, 4 visually impaired and 4 blind people work at the CSC (Customer Service Centre) at order taking and excel in their work. Concerned with the welfare of these special employees, we called upon Institut Nazareth, a centre that provides resources for people with visual impairment, so that they may be equipped to efficiently and comfortably work from their home. We also integrate people with minor disabilities in our teams in rotisseries. We believe in the integration of all those who respect our values and who care about providing a friendly and personalized customer experience.

Julien is well known at the Val-d'Or rotisserie; he has been working there as a host for 7 years now. Julien has Down's syndrome but has managed to successfully integrate the team despite his little peculiarities that make him so endearing. He is always paired with another employee to take reservations, but performs all other tasks with a smile and his usual jovial nature (he even needs to be reminded to stop talking!). Annie Gauthier, the rotisserie Franchisee, wanted to contribute to Julien's development: "I wanted to educate employees and customers towards someone like Julien. I wanted to help break down barriers." Mission accomplished: Julien is loved by those who visit the Val-d'Or St-Hubert rotisserie and has become the team's little brother!

## 5.3. You never stop learning | Continuous training for employees and St-Hubert University

St-Hubert Group is committed to providing its employees with an experience that will help them grow and enhance their career through **continuing education at the St-Hubert University and the many opportunities for advancement**. The company offers its employees to develop their potential continuously through the training it provides them. Basic training is provided to all new employees, including training in hygiene and sanitation and Customer Service. The divisions then provide updated concepts learned in training sessions and their development thereof.

Various development programs are also offered by the St-Hubert University through both divisions and for the head office: The St-Hubert University works in partnership with the various departments in order to provide training solutions and development tailored to business needs, such as the St-Hubert scholarship program available to employees in rotisseries and the Customer Service Centre. The St-Hubert University aims to achieve a learning culture whose objective is to create efficient development activities and a work environment conducive to the knowledge transfer.



INSTITUT  
DE TOURISME  
ET D'HÔTELLERIE  
DU QUÉBEC

It is with great pride that St-Hubert graduated its very first group of Culinary Experience Chefs in March 2016! In partnership with the ITHQ, St-Hubert teams developed a program exclusive to our restaurants to professionally train employees and thus maximize the customer experience. This program provides the best cooking technical knowledge and defines the role of chef in St-Hubert kitchens.



## 5.4. Why join our great family? | Human Resource Management

Working for St-Hubert Group means **working in an environment that values teamwork, passion for customers, creativity, research for innovative solutions and the pleasure of working.** The type of collegial and participatory management that St-Hubert Group has introduced encourages its employees to share their ideas within mutual respect, integrity and loyalty to the brand. Together, we are focused on results and not on hierarchical status: At St-Hubert, we search for solutions as a team and we exceed ourselves for our customers' happiness.

**Alone we go faster, but together we go further.**

As employees, we have access to several “**small St-Hubert pleasures**” that help promote a healthy work environment and increase our pleasure to work. For example, the importance attached to reconciling family life and work is very appreciated by everyone. Many corporate activities, contests, events and team mobilization are also offered. Years of service are acknowledged, as well as the achievement of our goals, the scale of our achievements and our loyalty to the company. We also have the opportunity to get involved with the St-Hubert Foundation, which supports numerous philanthropic causes, and work for a company involved in the community through a variety of initiatives.

St-Hubert is present on LinkedIn, Facebook, Instagram and Twitter; the company has managed to modernize itself and stay abreast of new technologies. We also have the opportunity to contribute to various teams grouping different generations in order to benefit from the best of each of them.

Being a St-Hubert employee means being part of a movement that employs over 10,000 local workers, encourages Quebec suppliers and gives back to communities in each region of our beautiful province, but also in New Brunswick and Ontario.

You would **like to be a part of the St-Hubert family**? Go to [www.st-hubert.com/emploi/carriere.en.html](http://www.st-hubert.com/emploi/carriere.en.html) to send us your application, which we will analyze with the greatest of interest.

### Our three LinkedIn ambassadors



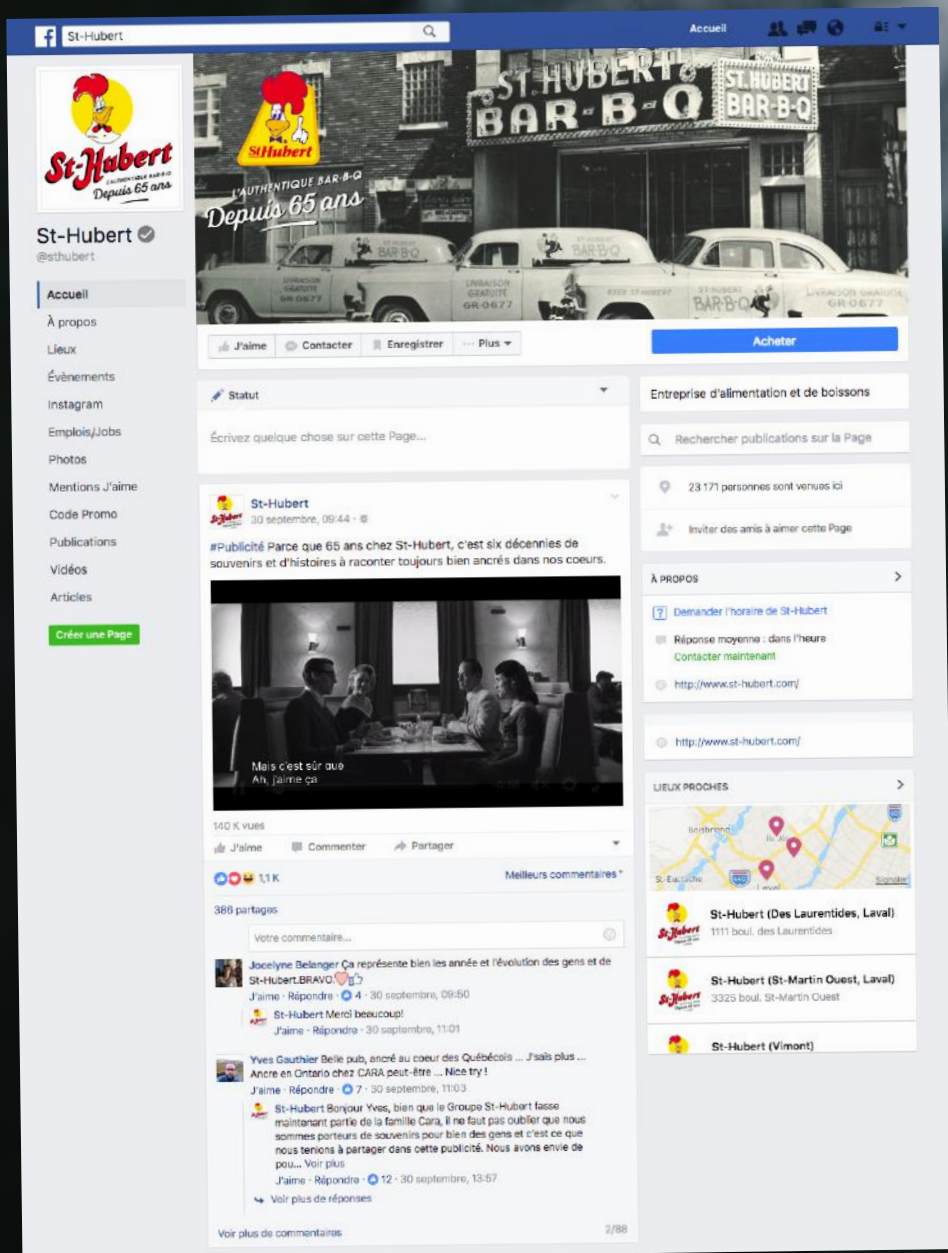
Maxime Burak-Cloutier  
Advisor, Culinary Innovations



Josée Vaillancourt  
Director, St-Hubert Foundation & Public Relations



Marie-Claude Boucher  
Director, Quality Control and Assurance





# A FEW TESTIMONIALS...



“I’ve had the chance of working with St-Hubert Group in several positions both in the Restaurant and Retail divisions. I was offered career opportunities related to my skills and aspirations where my ideas, efforts and determination are recognized. I am proud to be working for a growing company and whose name and product reputation are second to none.”

- Marie Di Genova,  
Business Development Director Canada, United States and Principal, St-Hubert Retail

“Being a St-Hubert Franchisee is being a passionate and team entrepreneur. It’s also an opportunity to make a difference in our teams’ development to allow them to fulfill themselves as well. One day I dreamed about being a franchisee! Today, along with my team, I deliver happiness. At St-Hubert, opportunities are great and it’s up to us to choose them. What a joy to be able to make a difference with our team day after day, both for our customers and for the planet. I take part in St-Hubert’s greatness with my teams, I surpass myself, I grow as an entrepreneur and I make a difference in my employees’ journey. Now THAT’S what St-Hubert is about!”

- Benoit Villeneuve,  
Franchisee of Roland-Therrien rotisserie






"As a member of the St-Hubert family for 22 years now, I have always been impressed to see the Léger family's passion for the restaurant industry and, in turn, I wanted to reflect the image of this Quebec jewel with my employees. Not a day goes by where I don't want to deliver happiness to my customers and employees!"


The St-Hubert Franchisee career is very entertaining and affects several spheres. The Léger family has always made sure that our days are filled with challenges because it was always ahead of time and I've always appreciated their approach: Composting, a smoke-free environment, the St-Hubert Foundation, golf tournaments... St-Hubert is a company based on the respect between franchisees and franchisors. I keep in mind the values of the company and will make sure to always properly represent the Léger family."



- Patsy Nolet,  
Franchisee of the Candiac and St-Jean-sur-Richelieu rotisseries



"It is a pleasure to work for St-Hubert, a company that attaches importance to both its customers and employees. Over the past five years, I have had the opportunity to show my strengths and creativity, in addition to meeting new challenges. The IT Department is always looking for new technologies to better meet customer needs and help employees improve their work environment."



- Gianni Guerrera,  
CSI Administrator, St-Hubert Group





---

## IN CLOSING...

We hope you have learned a little more about the values, cultural features and guidelines that help direct the decisions made at St-Hubert. You can find out everything about our **upcoming projects, promotions and great achievements** by following the St-Hubert Facebook page, which is updated daily by our passionate team. To send us your **comments and suggestions** at all times, go to **[www.st-hubert.com](http://www.st-hubert.com)** and we will be happy to carefully read your message.

It is by pooling our ideas and passion at work that we have been delivering happiness for 66 years (already!) to you, dear customers.



