

How High Liner Foods Utilizes the Strength of Diversity

Erika Pouliot, EHS Director
Paul Marcus, EHS Manager

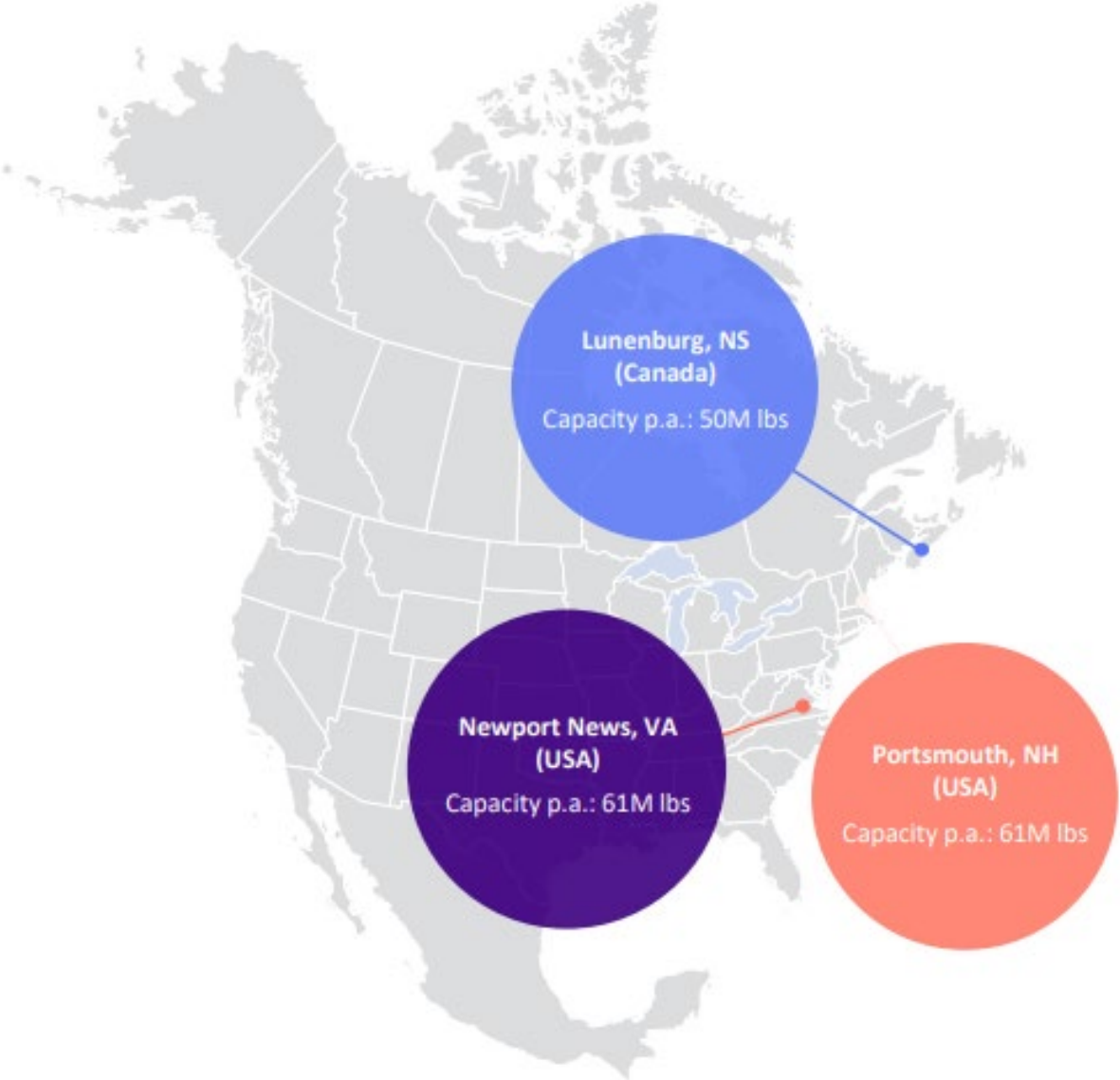


Our Purpose - Reimagining Seafood to Nourish Life

- At High Liner Foods, we recognize our responsibility to support healthy oceans, planets and communities.
- This is the foundation of our purpose, Reimagining Seafood to Nourish Life, which guides every decision we make and every action we take.
- Nothing exemplifies our purpose more than our three pillars of sustainability:
 - **Nourishing the health and wellness of our employees who are the backbone of our success**
 - Supporting people and the communities in which we operate through volunteerism, philanthropy activities and activism
 - Regenerating Ecosystems to ensure we have the resources to provide our consumers delicious seafood for generations to come



Three value-added seafood manufacturing facilities in North America





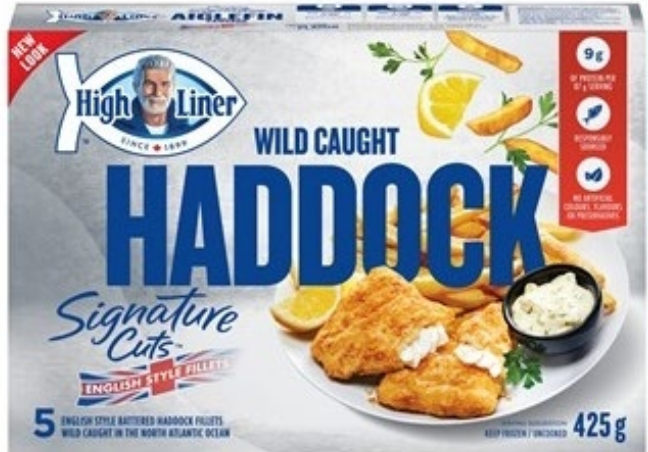
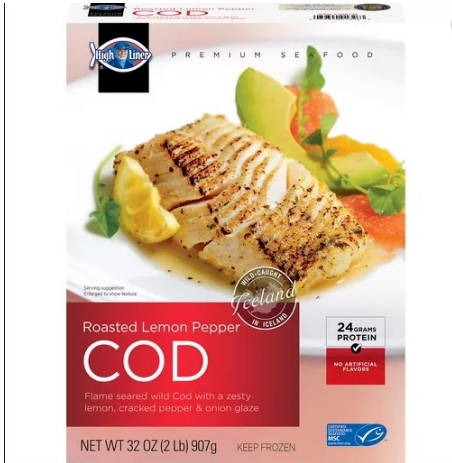
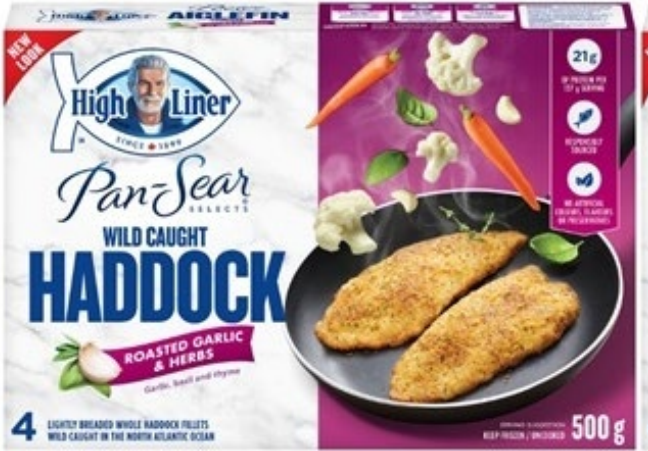
Welcome to Portsmouth, NH

High Liner Foods Portsmouth, NH



- Built in 1968 for what was then Booth Fisheries
- 200,000 sq. ft
- High Liner Foods purchased the facility in 1983
- 290 employees - 190 full time and ~100 temporary
- 3 fryers and 9 packaging lines
- Sales are 70% Retail and 30% Food Service
- 140 SKU's Run
- Plant operates 5 days a week for 30 weeks, 6 days for Lent
- Produced 59MM lbs. fish in 2023
- **Celebrating 125 years in 2024!!**

Products Produced



Portsmouth Plant Stats

190 Full Time employees

Made up of:

- ❖ 18% Asian
- ❖ 5% Black/African American
- ❖ 35% Hispanic/Latino
- ❖ 42% Caucasian

2020- present

21% internal promotions



Portsmouth Leadership Team



Adapting to Cultures

Waves of Immigration at High Liner Foods Portsmouth

- ❖ Indonesian/Vietnamese
- ❖ Hispanic/Latino
- ❖ Haitian Creole

Adapting to cultures

Translation

- ❖ LanguageLine
- ❖ Internal translators
- ❖ WorkCare with translation
- ❖ Bilingual Managers/Supervisors
- ❖ Training Library
 - ❖ Translated to Indonesian, Spanish, Haitian Creole
 - ❖ Voiced over to ensure literacy issues are not a barrier



Town Halls

- Monthly communication
- Updates/Announcements
- Translation provided

Cultural Display Boards

Cultural Dishes

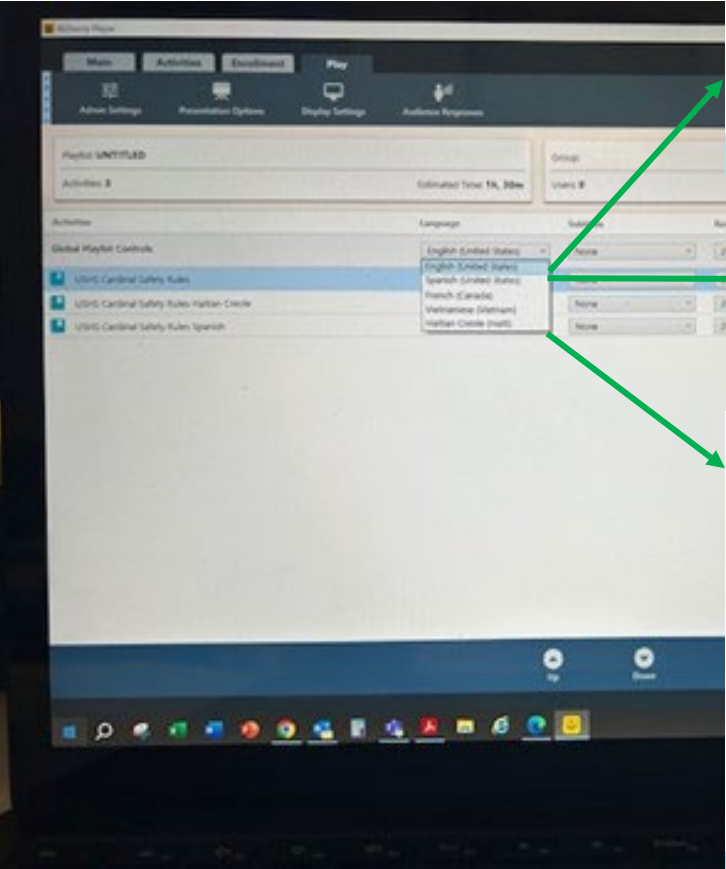
- Employee feedback
- Catered or Homemade dishes
- BBQs



Alchemy Safety Training Library

Lockout Tagout

No person shall work on any piece of equipment that he/she has not ensured is de-energized, controlled, isolated and placed his/her approved locking device and identification tag on. No person shall tamper with another person's lock/tag or remove without formal authorization.



Sekirite elektrik

Okenn moun pa dwe travay sou yon ekipman elektrik san otorizasyon, fòmasyon apwopriye, rad & PPE apwopriye epitou san w pa verifye si li ap mache. Yo pa pèmèt okenn travay elektrik, sof si administrasyon an otorize sa epi yo bay yon pèmi pou travay elektrik ak kouran.

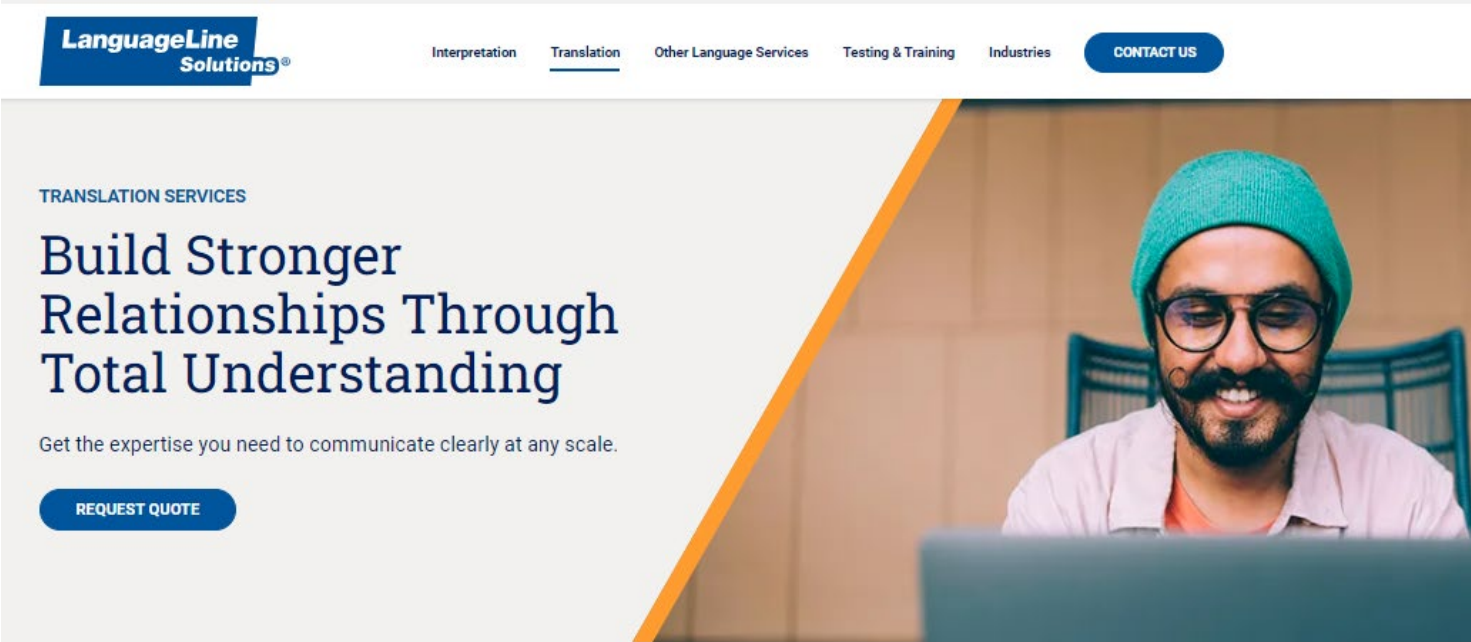


Espacio reducido

Ninguna persona entrará en un espacio reducido sin seguir los procedimientos aprobados para este tipo de espacios durante toda la tarea.



Vendor Partnerships: LanguageLine Solutions



The image shows the top portion of the LanguageLine Solutions website. At the top left is the LanguageLine Solutions logo. To its right is a navigation menu with links for Interpretation, Translation (which is underlined), Other Language Services, Testing & Training, and Industries. Further right is a blue button labeled CONTACT US. Below the navigation is a hero section with a light gray background on the left and a photograph of a smiling man with a beard and glasses wearing a teal beanie on the right. The man is looking at a laptop. The hero section contains the following text:

TRANSLATION SERVICES

Build Stronger Relationships Through Total Understanding

Get the expertise you need to communicate clearly at any scale.

REQUEST QUOTE

Increase Translation Quality in 290+ Languages

67+ million U.S. residents speak a language other than English at home. Conversing with limited English proficient (LEP) individuals in their language of choice is not just good practice, it's the key to growth. Research shows that 92% of people will purchase products sold in their preferred language and 91% will make repeat purchases.

Most translation vendors are limited in headcount, expertise, and quality, forcing you to look elsewhere for certain projects. Rather than working with a network of niche services, partner with a single provider with 40+ years experience, 5,000+ expert linguists, and proven quality standards backed by multiple ISO certifications.

LanguageLine® Translation & LocalizationSM experts support all types of content and sizes of projects in 290+ languages. Our innovative technology creates workflow efficiencies while facilitating the fastest possible service. LanguageLine is ready to help you:

- Translate documents, marketing materials, forms, communications, and how-to guides
- Localize websites, hardware, software, in-game content, and eLearning
- Automate translation and localization of your content

WorkCare: 24/7 telehealth triage program



✉ info@workcare.com

☎ 800.455.6155

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We help employers manage employee health by:

- Focusing on employee well-being, regulatory compliance and business objectives
- Promoting work as an activity with physical and behavioral health benefits
- Identifying and addressing exposure hazards that may pose a threat to health
- Providing care guidance at the onset of work-related injuries and discomfort
- Being present 24/7 via consultation, onsite operations and telehealth applications
- Treating every encounter as an opportunity for education
- Simplifying and humanizing leave and absence management
- Bringing an industrial athlete/sports medicine mindset into the workplace



You can find
WorkCare in
all 50 states...

...and in selected
international locations.

SafeStart – Bilingual Trainers

- Behavior based safety program
- Training commitment -becoming a trainer
 - Weeklong certification course
 - Host minimum of 2 classes annually
 - 3-year minimum commitment



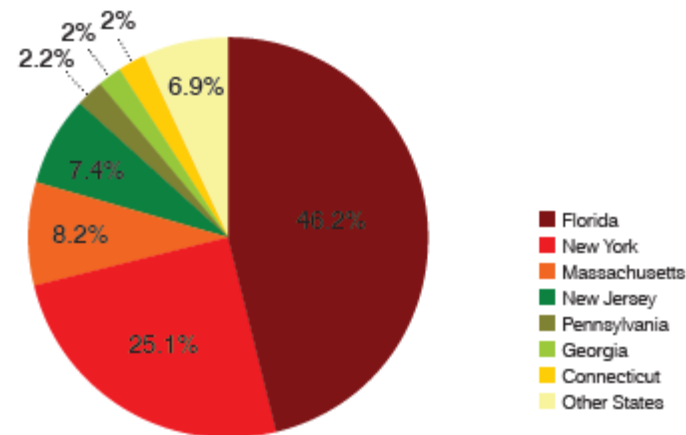
Strategic Partner-Temporary Staffing Agencies

- ❖ Strategic partner to recruit and attract workers
- ❖ Lawrence, MA office/community
- ❖ 90% Hispanic/Latino
- ❖ 25% Temp I55 stamp
- ❖ Family/friends referral
- ❖ Low-income community
- ❖ Free transportation to HLF Portsmouth, NH
- ❖ Like the way they are treated at HLF Portsmouth
- ❖ Referred by family/friends to work at HLF Portsmouth
- ❖ Enjoy the moderate temperature of the production floor
- ❖ Temperature of the environment – key
- ❖ Process frozen fish- not fresh fish
- ❖ No negative feedback regarding HLF Portsmouth
- ❖ Temp to perm opportunities
- ❖ Monthly job fairs at the Office
- ❖ Community Outreach – Mass Hire
- ❖ Strong Dominican Republic community
- ❖ Haitian/Creole – increasing

Haitian Creole population

- Since as early as April 2022, Haitian migrants have been arriving in Boston in large numbers, fleeing political and economic turmoil in Haiti. Word had spread among Haitian migrants that Boston Medical Center would offer them housing — support the city and state could not provide — and for several months this was true.” *Bay State Banner 8/30/2023*
- “On Aug. 8, Governor Maura Healey declared a state of emergency, calling for additional funds for shelter, streamlined work authorizations and other services to support newly arrived migrant families, including Haitians. There are more than 20,000 individuals in state shelters, including children and pregnant women. In the second week of November, Massachusetts reached the limit on the number of families that can be accommodated in the state’s emergency shelter system.” *Bay State Banner 11/15/2023*

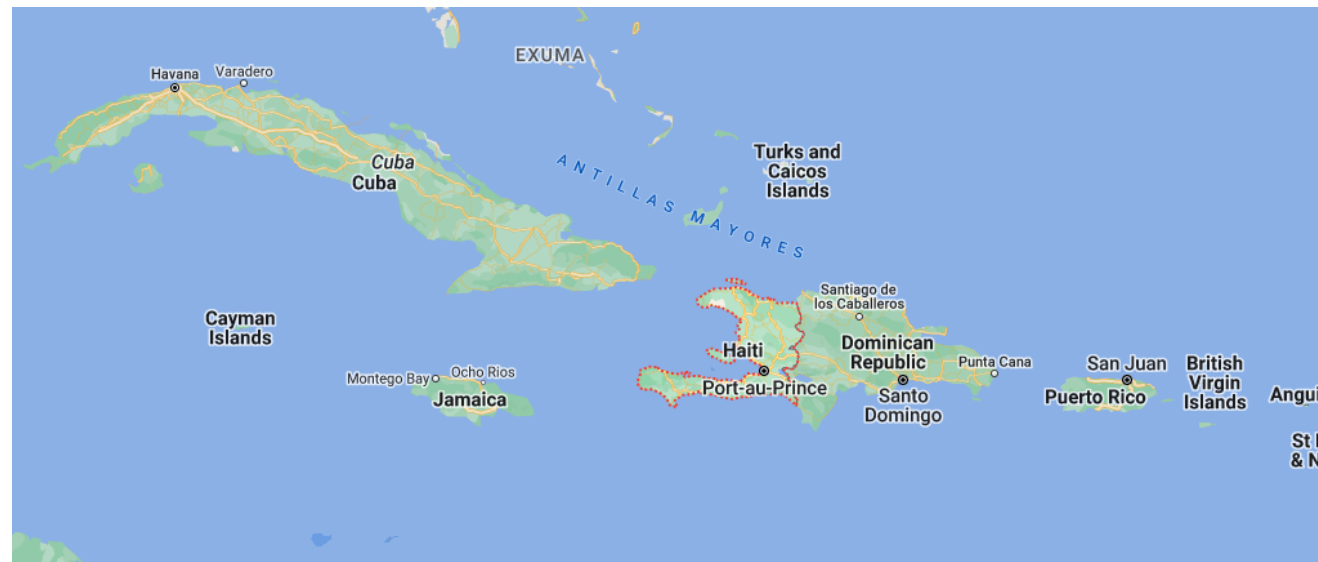
Share of Haitian Population by State



Source: ACS 2005-2007, BRA Research Division Analysis

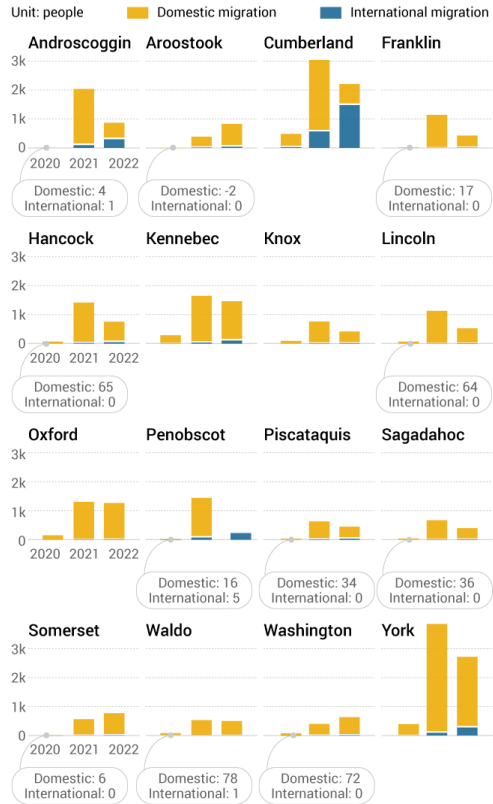
Adapting to Haitian Creole

- HLF starting seeing an increase in temp workers form Haiti in 2022
- Majority hired for 3rd shift with increasing numbers on 2nd shift
- Provide translation- conversion of the Alchemy Safety Training library to Haitian Creole
- Challenges to voiceover training content
- Found a local MA community resource to assist us with providing voiceover
- Hired a 3rd party veteran food professional to come on site to provide hands on training in their own language to ensure competency

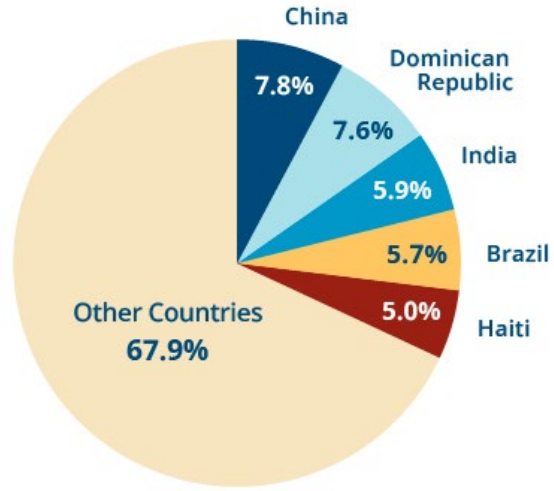


Forecasting future needs

Domestic and International Migration by Counties



Source: The United States Census Bureau



WHAT IMMIGRATION MEANS TO MASSACHUSETTS

1,095,953 Immigrants make up 16% of the state's population.

IMMIGRANT ENTREPRENEURS INVIGORATE THE ECONOMY

Over 40% of self-employed business owners in Massachusetts are immigrants. **\$2,134,600,000** in total annual revenue generated by these immigrant-owned businesses.

IMMIGRANTS ARE AN INTEGRAL PART OF COMMUNITIES

- 52.3% More than half of Massachusetts' business owners are immigrants.
- 77.5% More than three-quarters of Massachusetts' business owners are immigrants.

IMMIGRANT HOUSEHOLDS STRENGTHEN THE ECONOMY

- \$27,300,000,000 in spending power.
- \$6,500,000,000 in federal taxes.
- \$3,000,000,000 in state and local taxes.

IMMIGRANTS ARE ESSENTIAL TO THE LABOR FORCE

One-fifth of workers in Massachusetts' administrative and support services industry are immigrants.

- 38.6% in Manufacturing
- 33.6% in Wholesale and Retail Trade
- 30.2% in Health Care

WHAT IMMIGRATION MEANS TO NEW HAMPSHIRE

652,090 Immigrants make up 6% of the state's population.

IMMIGRANT ENTREPRENEURS INVIGORATE THE ECONOMY

Over 40 percent of self-employed business owners in New Hampshire are immigrants. **\$154,000,000** in total annual revenue generated by these immigrant-owned businesses.

IMMIGRANTS ARE AN INTEGRAL PART OF COMMUNITIES

- 56.9% Over half of all immigrants in New Hampshire are naturalized U.S. citizens.
- 39.8% More than 40 percent of immigrants in New Hampshire speak English "not at all well."

IMMIGRANT HOUSEHOLDS STRENGTHEN THE ECONOMY

- \$2,400,000,000 in spending power.
- \$598,500,000 in federal taxes.
- \$170,600,000 in state and local taxes.

IMMIGRANTS ARE ESSENTIAL TO THE LABOR FORCE

One in eight workers in New Hampshire's professional, scientific, and technical services industry is an immigrant.

- 23.8% in Retail Trade
- 23.8% in Wholesale and Retail Trade
- 23.4% in Health Care

WHAT IMMIGRATION MEANS TO MAINE

44,694 Immigrants make up 3% of the state's population.

IMMIGRANT ENTREPRENEURS INVIGORATE THE ECONOMY

More than 2 percent of self-employed business owners in Maine are immigrants. **\$48,000,000** in total annual revenue generated by these immigrant-owned businesses.

IMMIGRANTS ARE AN INTEGRAL PART OF COMMUNITIES

- 57.2% More than half of immigrants in Maine are naturalized U.S. citizens.
- 91.8% More than 90 percent of immigrants in Maine speak English "not at all well."

IMMIGRANT HOUSEHOLDS STRENGTHEN THE ECONOMY

- \$953,900,000 in spending power.
- \$245,500,000 in federal taxes.
- \$116,200,000 in state and local taxes.

IMMIGRANTS ARE ESSENTIAL TO THE LABOR FORCE

More than one-quarter of workers in Maine's manufacturing, construction, and extraction industry are immigrants.

- 6.6% in Manufacturing
- 6.3% in Wholesale and Retail Trade
- 6.2% in Health Care

2024 Targets

- OSHA 10 (Spanish)
- Conversational Spanish for leadership team
- Explore onsite ESL course
- New Trainer-role/responsibilities (bilingual)- coordination, program development, reporting, liaison
- On-boarding opportunities (Continuous Improvement project)

James Mundung- feature

- Born in Indonesia
- Came to the United States in 2000, settling in Dover, NH
- Friend referred him to work at High Liner Foods Portsmouth
- Started on 3rd shift Sanitation in February 2009
- Promoted to 1st shift Production Operator in December 2009
- Applied for 2nd shift Line Lead for greater skill development- May 2011
 - Overall goal- to be a Maintenance Technician
 - Worked out a schedule to work in both Production and Maintenance to cross train for 2 years
 - In June 2019, became a fulltime 1st shift Maintenance Technician
- A few months ago, was approached by the General Manager to cross train in the refrigeration department
 - November 5, 2023 started his training in ammonia refrigeration



Success Story - Gilberto Pena

- ❖ Started in September 2017
- ❖ Newly high school graduate
- ❖ Lawrence, MA community
- ❖ Born in Puerto Rico, grew up in the Dominican Republic
- ❖ Came to the US in 2013 to live with his aunts/cousins
- ❖ Referred to HLF Portsmouth by a friend (employed by HLF)

Job Titles/Promotions:

- General Labor (9/11/2017)
- Lead I (2/5/18)
- Lead II (1/16/22)
- Supervisor (8/14/23)

- ❖ Willing to try
- ❖ Didn't let fear stop his progress
- ❖ Wanted to become a Supervisor but didn't think it would be this quick
- ❖ Enjoys his job at HLF Portsmouth
- ❖ Biggest challenge: home community sees him as a friend first, but respects him as a Supervisor



Success Story -Ernest Gitau

- ❖ Ernest joined HLF in 1999 and spent six years working at the Portsmouth plant in the roles of Sanitation & Line Set-Up and Machine Operator.
- ❖ In 2006, he moved into Finance where he continued to support the Portsmouth plant operations and progressed through various roles including Cost Accounting Manager and Controller US Operations where he led the US Finance team and had overall accountability for cost accounting, plant operations and supply chain finance.
- ❖ In 2018, Ernest moved to the Sales & Operations Planning team as Senior Manager, Inventory Planning & Analysis to oversee inventory management.
- ❖ 2019 Henry Demone of Excellence Award winner
- ❖ Born in Kenya, Ernest came to the US to attend college at what is now Southern NH University to study economics.
- ❖ Family friend referred him to NH via the “Amesbury for Africa” organization where he was placed with a foster family.
- ❖ While attending college, he started at High Liner Foods Portsmouth as a 3rd shift sanitation worker.
- ❖ On June 12, 2023 accepted the role of General Manager, Portsmouth plant



Diversity, Equity & Inclusion Committee

Diversity, Equity & Inclusion at HLF

- High Liner Foods is a people-first organization, with a strong focus on engagement, development, and employee well-being, that will set us apart from our competitors, and differentiate us as an employer of choice in the market.
- Our goals for the DEI Committee will reimagine the employee experience at HLF as we focus on fostering a culture of employee well-being and belonging through all stages of the employee life cycle.



HIGH LINER FOODS

Changing the way we see food