



CSR and sustainability report
ECF Group

2022



This is our **report on the implementation** of the Ten Principles of the **United Nations Global Compact** and supporting the goals of the United Nations.

We welcome your comments on its content.



Sustaining experiences in Hospitality & Care



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A message from our CEO

Since 2004, ECF Group has been committed to a responsible approach, gradually integrating environmental, social and societal issues into its business model. The Group publishes an annual CSR report setting out its ambitions, its commitments roadmap and its progress. Our commitment is embodied by our signature of the United Nations Global Compact, to which we renewed our membership again this year. We support and respect the Compact's ten principles in the areas of the environment, human rights, labour rights and anti-corruption.

2022 marks a turning point in our CSR policy, in line with the Group's new size and increasing internationalisation. We began by putting together a dedicated team and internal network with the recruitment of a CSR Director. We then set about establishing the common foundations of a CSR policy with all our subsidiaries in France and also adapting it internationally to share our commitments with all our employees and partners. Current events, linked to energy, have also convinced us to restructure certain aspects of our approach, with the introduction of a Conservation Plan for all our entities in France and Europe, and to share our best practices with other regions. In France, this action plan has enabled us to reduce energy consumption by 28% in Q4 2022, i.e. an annual energy reduction of 11% compared to 2021: our objective has therefore

been achieved. In addition, we have ensured regulatory compliance with the tertiary sector decree for all our sites subject to it. In 2022, we have selected and deployed the tools that will enable us to measure and manage the extra-financial (ESG) performance of the entire group. Using these tools, we will be able to report on our progress to all our stakeholders (financial partners, customers, internal teams, etc.) and prepare ourselves for the new European regulations (CSRD).

Finally, we have refocused our actions on the well-being of our employees following the first edition of the Great Place to Work survey, which enabled several entities to obtain this certification at the beginning of 2023, and the ECF Group as a whole to be officially recognised as a «Great Place to Work 2023», with an overall Trust Index of 66%.

This new 2022 CSR report reflects our deep commitment, our constant efforts and our unwavering motivation to pursue our work to deploy a global CSR policy at group level.
Christophe Alaux Chairman & CEO, ECF Group

Christophe Alaux
Chairman & CEO d'ECF Group



Presentation ECF Group

Our history

ECF Group is the leading international platform for the specialised distribution of small tableware items, hygiene products, furniture and large equipment for professionals in the hospitality sector (hotels, commercial and institutional catering, tourism, etc.), the health and social care sector (hospitals, canteens, care homes, local authorities, etc.) and the catering trade (caterers, butchers, delicatessens, fishmongers, bakers).

Since Maison Chomette was founded in Paris in 1880, the group has continued to expand both through organic growth and acquisitions. For more than 140 years, ECF Group has been

integrating new brands to provide a wide range of specialised solutions tailored to the needs of professionals who are constantly faced with new challenges in welcoming their customers.

Our brands help them choose products and solutions that match their business challenges and concepts, both for new projects and their day-to-day restocking needs. ECF Group brands are at the service of their customers through a structured and efficient network operating mainly in three regions: Europe, the Middle East and Asia-Pacific region in 20 countries.

KEY INDICATORS

Thanks to its entrepreneurial ethos and the support of major financial partners for over 20 years, ECF Group is now the leading international group in its sector.

ECF Group brings together
24 commercial and own brands.

€760M
CONSOLIDATED TURNOVER
AT END OF MARCH 2023

1 750
EMPLOYEES

20
COUNTRIES

250,000
CUSTOMERS

Founding of
CHOMETTE

1880

Merger
of Chomette
and Favor

1920

Ecotel and
Chomette Favor
become ECF GROUP

2000

Opening
of the first shop
in Dubai

2004

Creation of the
RESTOFAIR
INTERNATIONAL
network

2014

Acquisition of
Reward Hospitality
(Australia)

2015

Our values

Professionalism, performance and proximity are the three values that underpin the culture and business model of our group. These three values enable us to act collectively with a shared vision and ambition, and encourage all our employees to embrace change so that, together, we can constantly adapt to an increasingly demanding market.

PERFORMANCE

Guaranteeing impeccable quality of service and profitable growth for our group, our subsidiaries and our customers. ECF Group offers the widest range of products and services to help our customers succeed in their chosen profession day after day. We can meet all your equipment and supply needs, whether for tableware, kitchen equipment, furniture, takeaway supplies, large equipment, buffets, textiles or hygiene. To help them focus on the essential, we mobilise our resources every day in a constant search for performance.

PROFESSIONALISM

Being the trusted partner that brings together the best specialists in each field with a shared commitment at all times. We develop commercial brands and own brands for professionals in the hotel, restaurant, tourism, communities and the catering industry, as well as the health and social sectors. Every day, we pool our expertise and professionalism to make their work easier.

PROXIMITY

Being attentive while guaranteeing unrivalled customer support, combining services and an omnichannel strategy. ECF Group is a collective committed to enhancing our customers' experience. Every day, they can rely on our omnichannel solutions and the responsiveness of our supply chain, which promptly handles all requests in real time, 7 days a week. With all our teams worldwide, meeting our customers' needs and demands, we form a structured and efficient network capable of acting with real proximity.

7 days a week, our business customers can rely on our omnichannel solutions to meet their needs.

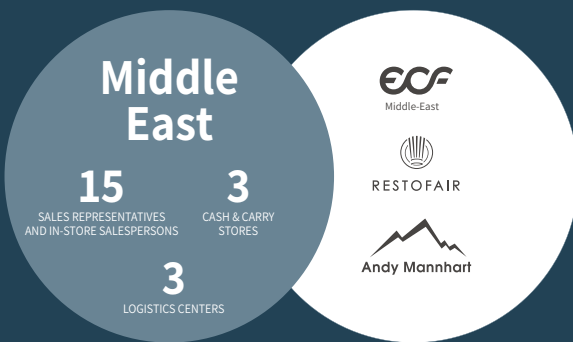
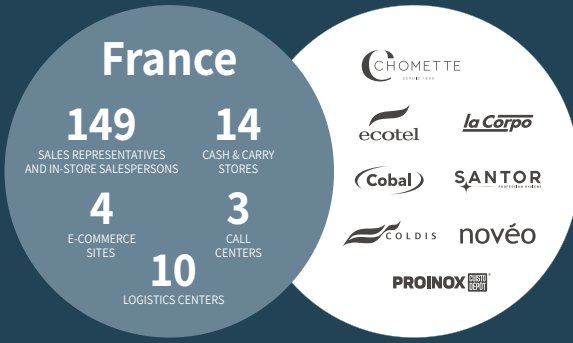


Thanks to our Supply Chain, we can deliver to almost 80% of our customers around the world within 48 hours.



ECF Group : an international group

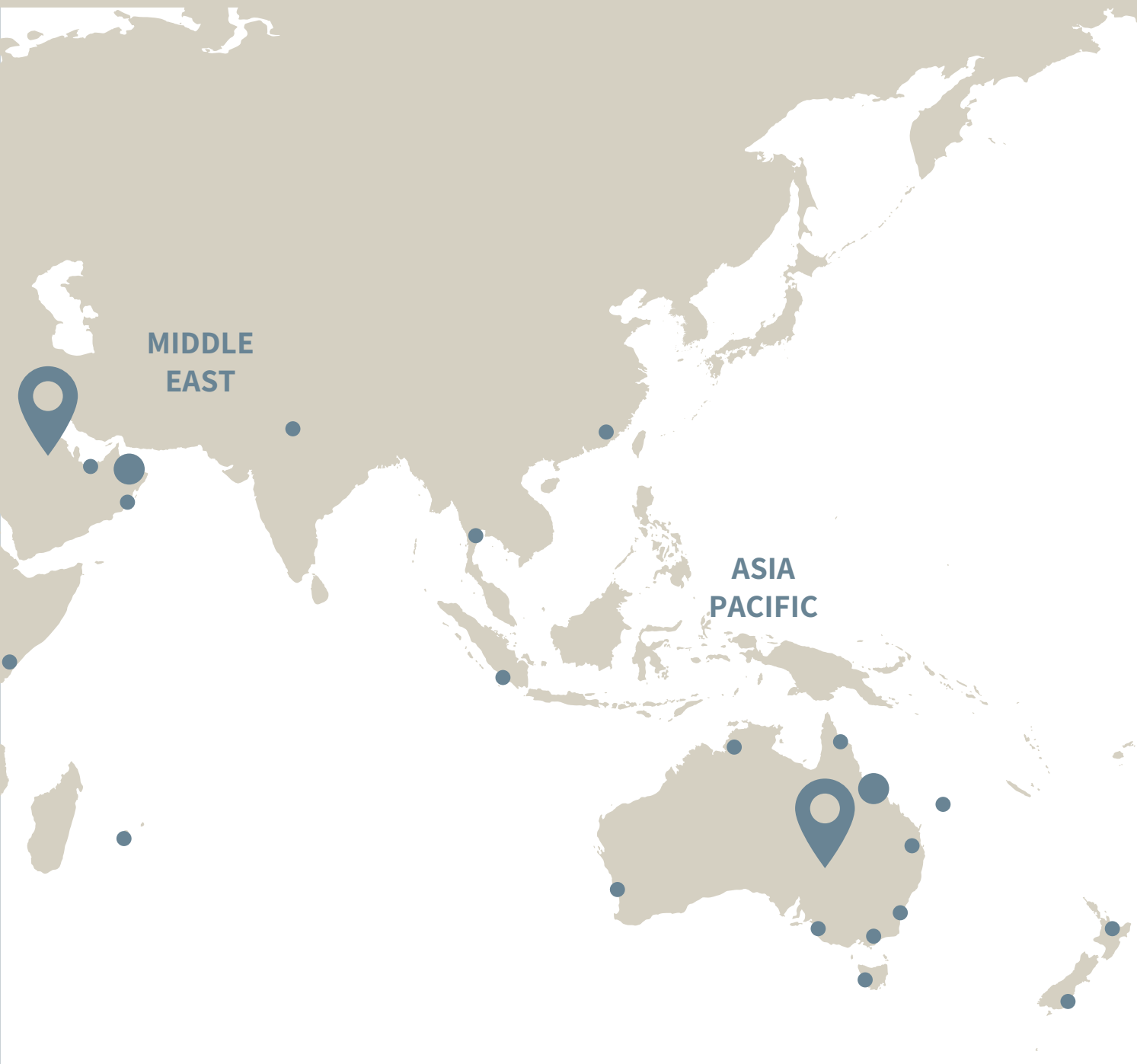
With our international network structured into three major regions: Europe, the Middle East and Asia-Pacific, we can provide a rapid, tailor-made solution to all our customers throughout the world.



ECF Group **own brands**: brands developed with our cutting-edge product insight, our expertise and our granular knowledge of the markets.



(*) subject to ongoing proceedings. This 2022 CSR report covers all the group's brands and entities, excluding acquisitions made in 2022.



ECF Group, a complete value chain to meet market needs.

1 PURCHASING

Local purchasing, global sourcing or within the group

In-house purchasing department

2 LOGISTICS

Europe(1):
21 Warehouses

Middle East:
3 Warehouses

Asia-Pacific:
16 Warehouses



3 SALES ORGANISATION

- Commercial
- Stores
- Mail order
- e-commerce platforms
- Showrooms

4 CUSTOMERS

- CHR
- QSR
- Healthcare & Public authorities
- Outdoor hospitality

5 SERVICES

- After sales
- Customisation
- Flexible payment terms
- Know-how on turnkey projects

Product ranges (~50,000 SKUs)



TABLEWARE



KITCHEN



KITCHEN
UTENSILS



TAKEAWAY



ACCESSORIES



TEXTILES &
HOSPITALITY



DESIGN &
PRO KITCHEN
EQUIPMENT



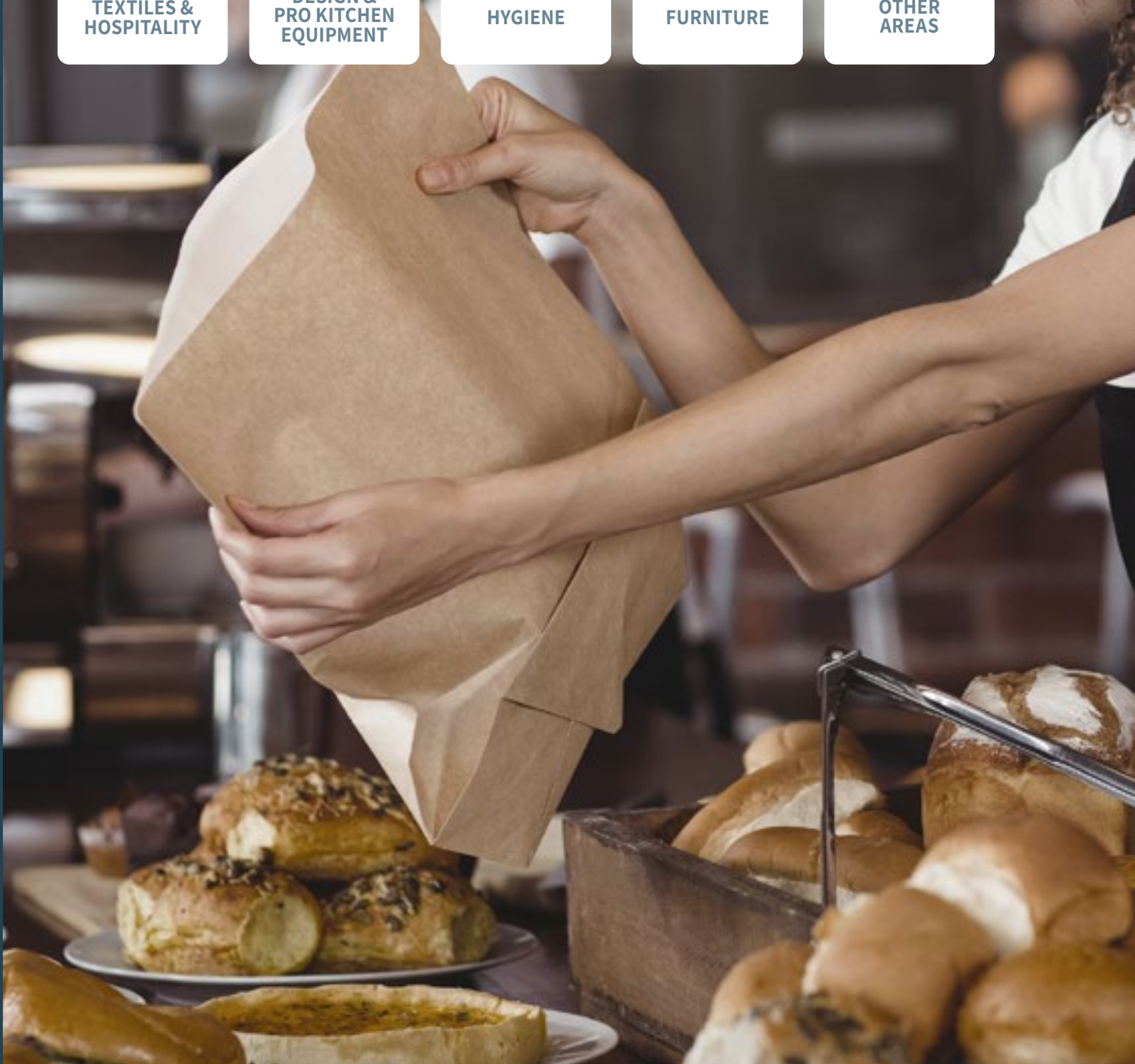
HYGIENE



FURNITURE



OTHER
AREAS





Our customers

A committed group with a presence in 20 countries, ECF Group now includes 24 commercial brands and own brands aimed at professionals:



HOSPITALITY

Hotel groups and independent hotels



FAST FOOD

Takeaway, mail order, dark kitchens, snacks



HOTELS

Hotel groups and independent hotels



TOURISM

Outdoor hospitality, holiday complexes, mobile homes, theme parks, holiday cottages



HEALTH, EDUCATION AND SOCIAL SERVICES

Hospitals, communities, crèches, school canteens, care homes



FOOD SERVICES

Caterers, butchers, delicatessens, fishmongers, pastry chefs



PUBLIC SERVICES

Military, local and national government

Gouvernance

As a key body in the governance of the group, the Supervisory Board approves the strategic direction of ECF Group's business and oversees its implementation. It meets quarterly and at the end of 2021 had 8 directors, including 1 executive director and 1 auditor. Each director brings high-level expertise and recognised experience in areas of interest to ECF Group:

Axel BERNIA	Director representing Naxicap Partners and Chairman of the Supervisory Board
Dimitri Du MOULIN	Director representing Naxicap Partners
Emmanuel BAILET	Director representing Naxicap Partners
Philippe KLOCANAS	Director representing WCP
Anthony GUILLEN	Director representing WCP
Jean-Luc SAXOD	Director representing HOREFI
Thierry DRECQ	Executive Director
Laurence ALZIARI	Auditor appointed by Financière Groupe Ecotel

The Group's Executive Committee comprises:

Christophe ALAUX	Chairman ECF Group
Corinne LEDUC	Managing Director ECF Group
Bertrand FERRATON	Finance and Legal Director
David BULL	Managing Director ECF Asia-Pacific
Yann DHALLUIN	Managing Director ECF Middle East, Africa & India
Raphaël SAXOD	Managing Director Restofair RAK
Davood SETAYESH	Information Systems and Quality Director

We also have specialised quarterly group committees:

Investment Committee
Audit Committee
CSR Committee
Ethics Committee



REWARD HOSPITALITY has published its Anti-Modern Slavery Policy and Statement, under Australian legislation, legislated in 2018, the second legislation in the world to define and combat modern slavery.



Our ethical commitments

Throughout its evolution and development, ECF Group is committed to operating in accordance with ethical principles and corporate responsibility.

Respect for ethical principles such as integrity and loyalty has always been at the heart of ECF Group's strategy and value system. These principles are formalised in a comprehensive anti-corruption procedure, which can be consulted and downloaded from our website.

This procedure is based on the following three main elements:

- 1/** A code of conduct designed to remind all group employees of the behaviour to be avoided or preferred when faced with certain potentially risky situations in the exercise of their professional duties.
- 2/** A whistleblowing system designed to enable any employee or partner to report any situation that does not comply with the above-mentioned code of conduct or any breach of national or international regulations.
- 3/** The form defining the specific criteria applicable in France, Belgium and Luxembourg in terms of «gifts and invitations».

Respect for people and compliance with international norms and standards are at the very heart of ECF Group's strategy and value system. The code of conduct sets out the principles of action and ethics adopted and applicable

to all employees in their dealings with our customers, suppliers, shareholders and partners, whatever the business in question or country of activity.

It is by respecting these principles that we intend and will be able to provide the best possible support to our customers and strengthen our close relationship with our external partners. They are undeniably key to strengthening the group's performance over the long term.

For each corruption risk identified within the ECF Group through risk mapping, the code aims to define the rules to be followed for different processes:

- Gifts and invitations
- Business partners
- Conflicts of interest
- Facilitation payments
- Recruitment and appointment
- Donations, sponsorship and patronage
- Acquisitions and equity investments
- Maintenance and accuracy of books and registers

We take care to share our principles of integrity, respect and fairness, which guide our conduct in compliance with applicable local and international laws and regulations.

Our CSR commitments

A committed Group

Our CSR and sustainable development approach was launched in 2004. In 2004, we signed up to the United Nations Global Compact, adopting its fundamental principles: respect for human rights, working conditions and international labour standards, the fight against corruption, and respect for the environment.

Each of our actions reflects our commitment to the environment, people, solidarity and diversity. These resolutions shape the culture of ECF Group and are all the stronger for being based on a foundation of unchanging values, shared with all our employees and partners.

In concrete terms, this dynamic translates into the 3 cornerstones of our CSR commitments that we have been committed to defending for 15 years now.

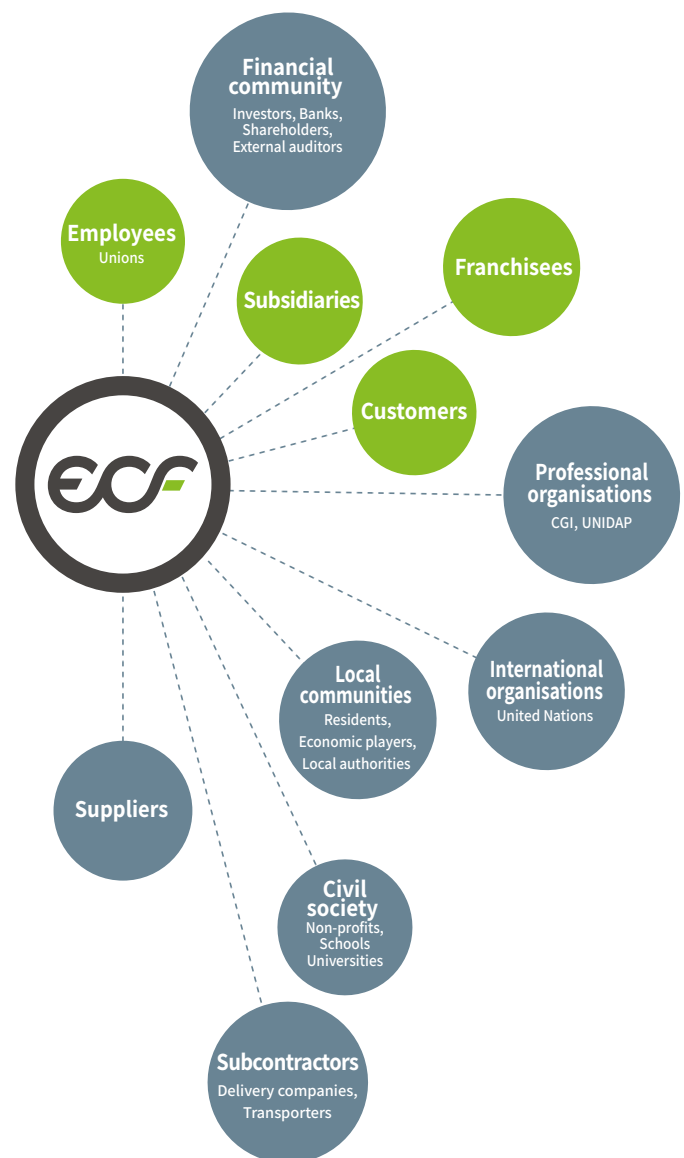


Our stakeholders

For the ECF Group, whose activities and business model are based on interactions between many stakeholders, maintaining relationships based on trust and mutual respect is essential for the company's sustainable economic, social and environmental development.

The ECF Group has therefore chosen to adopt a model of shared value creation with all its stakeholders, both internal and external, with a particular focus on:

- its staff
- its customers
- its business partners



Our 3 pillars



#1

REDUCE OUR ECOLOGICAL FOOTPRINT AND PROMOTE ENVIRONMENTAL SAFEGUARDING

- **Better management of our impact on the environment.** To minimize the impact of our activities, we are continually seeking to implement best practices and favor solutions with a smaller environmental footprint.
- **Promotion of greater responsibility with regard to the environment and society.** Training, involving and valuing: the company is raising its employees' awareness of the challenges shaping today's world.



#2

PROMOTE ECO-RESPONSIBLE OFFERS

- **A product offering that is more respectful of the environment.** The ECF Group constantly sources and selects products with the most rigorous eco-labels. To complement this approach, we also ensure the sustainability of our products.
- **Sustainable relationships with our partners.** The ECF Group is at the service of and attentive to its customers to improve its quality of service, and involves its suppliers in its CSR and Sustainable Development policy.



#3

DEVELOPING INCLUSIVE, FAIR AND RESPECTFUL SOCIAL RELATIONSHIPS

- **Fair and respectful social relationships.** The ECF Group cares about the professional fulfilment of its employees and deploys social practices to ensure their well-being, professional development and health and safety at work.
- **Diversity and Inclusion.** We value and recognise our diversity as a strength and a source of innovation, creativity and opportunity for personal and professional growth.



The contribution of ECF Group to the United Nations' sustainable development goals



SDG 5 : We are vigilant with regard to equal opportunities, equal pay and the representation of women at every level of responsibility within the company. In 2022, 43% of our workforce were women.



SDG 8 : We are working on continuous improvement in this area with our suppliers and on the products and services we offer. We are committed to the principles of the UN Global Compact, as well as to the continuous improvement of working conditions and training for our employees.



SDG 10 : We are committed to the fight against discrimination, and promoting diversity and inclusion. We ensure equal opportunities from the moment of recruitment, and access to decision-making positions for all.



SDG 12 : We are working to reduce our waste and improve our recycling rate. We are also increasingly choosing responsible products and offering ranges of hygiene and cleaning products with a reduced impact on the environment.



SDG 13 : We carried out our first carbon audit including scope 3 in 2009, followed by a second in 2018. Since 2021, we have been monitoring our emissions annually. A greenhouse gas reduction action plan for the Unité Economique et Sociale (Economic and Social Unit or UES) has been in place since 2021, including an energy-saving plan and the decarbonisation of our vehicle fleet.



SDG 14 and 15 : We are working to reduce our impact on terrestrial and marine life by offering our customers ever more products and ranges with a reduced impact on ecosystems (hygiene and cleaning products) and PEFC/FSC-certified products promoting sustainable forest management. Our catalogues, printed matter and packaging are also PEFC/FSC, particularly in France.





Offering
eco-responsible products and services





Priority n°1

A range of more environmentally friendly products.

Offering our customers an ecological alternative

Supporting customers in their environmental transition is a commitment shared by all ECF Group subsidiaries. To achieve this, we have focused on matching our customers' needs with sustainable products that have a reduced impact on the environment, and on finding greener alternatives.

SUSTAINABLE PRODUCTS AND EVER MORE CERTIFIED PRODUCTS

The vast majority of our products are sustainable: glass, ceramics and stainless steel makes up our core product offering. We offer equipment for professionals, therefore we select hard-wearing and durable products. In terms of products eligible for certification - tableware consumables, takeaway supplies, hygiene products and textiles, which account for 20% of our sales - we are gradually

increasing the proportion of products complying with rigorous labels such as FSC, PEFC, Ok Compost, Nordic Swan Ecolabel and European Ecolabel. The range of certified products in our catalogue accounts for more than 51% of these areas. We are also working hard to promote them in our catalogues.

KEY INDICATORS

1,115

Eco-labelled products in the Chomette and Ecotel product offering

758

Eco-labelled products in the Reward Hospitality product offering



REPLACING PLASTIC

Takeaway packaging products have been the subject of a comprehensive review, in the group (Europe And Asia-Pacific) since 2017, to accompany changes in regulations in each country aimed at reducing the use of plastic in disposable tableware. The aim is to offer our customers eco-responsible or sustainable products to replace plastic, while meeting their expectations.

Materials such as PLA cardboard (cardboard with a PLA coating = bioplastic made from plant residues, usually maize starch) and compostable bagasse (derived from sugarcane fibre) have been selected. A whole range of FSC kraft containers, FSC paper straws, FSC wooden cutlery and paper cups have been deployed in our subsidiaries around the world. The sales made by Reward Hospitality with our supplier **BioPak** enabled us to avoid 644 tonnes of plastic (i.e. 2.7 tCO₂eq).

Then, the ECF group created a new private label, **Earth Essentials**, offering **alternatives to plastic packaging for takeaways**, with a range of fifty products that is growing every year. The Asia-Pacific region is the first to roll out this brand, with a range of cardboard products currently being tested for certification as compostable products (with Din Certco for AS4736 (Commercial Composting) and AS5810 (Domestic Composting)).

FROM DISPOSABLE TO REUSABLE

Non-plastic packaging solutions are a first step towards reusable containers, in different formats and adapted to deposit return schemes, such as Arcoroc's So Urban range. In 2022, we worked with our customers to comply with French regulations from 1 January 2023, so that fast-food meals eaten on site are served in non-disposable containers.

CIRCULAR MANUFACTURING PROCESSES

We are working to develop and offer our customers product ranges made from recycled materials. In 2022, we launched the **Lily range**, under our own **pro.mundi** brand, a range of coloured glasses made from 100% recycled glass. The same applies to our glassmakers, such as **ARC and BORMIOLI**, who, in 2022, have increased the amount of recycled glass in the products we distribute to 30%. With regard to ceramics, in 2022, we added **Revol's N.O.W range** of recycled ceramic plates to our catalogue. Since their creation, 80 tonnes of kaolin, feldspar, clay and silica have been **recovered in the manufacturing processes**. Another example is Platex trays, made from 50% bio-sourced resin derived from «plant waste» and manufactured in France.

CLEANING AND HYGIENE PRODUCTS WITH LESS IMPACT ON THE ENVIRONMENT

In terms of our cleaning products range, we are directing our sourcing towards hazard-free products and extending our range of products with a reduced impact on the environment. For example, in 2017, in France, we launched **Kleaning Essential**, a range of 17 ultra-effective and 100% natural hygiene products not requiring a risk and safety statement on the label. Santor also offers eco-friendly alternatives, with a complete range of **Eco-labelled** solutions and greatly reduced plastic packaging.



Priority n°2

Sustainable relationships with our stakeholders. Maintaining lasting partnerships.

Developing partnerships with our stakeholders

We attach great importance to developing solid, lasting relationships with all our stakeholders, whether with our suppliers, service providers, customers or the charities we support.

We source from over 350 suppliers, the vast majority of whom are based in Western Europe (France, Belgium, Spain, Sweden, Germany, Italy, the UK, the Netherlands, etc.). 59% is with French suppliers and 93% with European suppliers. We maintain long-term relationships of trust with our suppliers, to adapt to new regulations and the challenges of our time. We have been working with 81% of our suppliers for over 10 years, and for over 20 years with 30% of them.

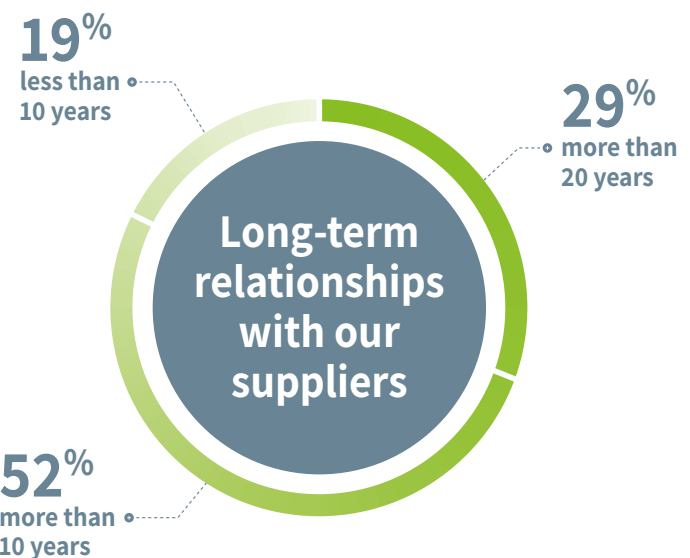
Through our customer-centric approach, we do everything we can to develop lasting relationships with them. By carrying out satisfaction surveys, offering advice and being always on hand, we try to meet our customers' needs on a daily basis. As soon as the first lockdown in the Covid pandemic hit, we were able to anticipate, listen and support our customers, who were badly affected by long periods of closure. This led us to suspend the automated reminder and recovery process linked to order payments, we invited them to contact us if they needed help and/or had difficulties, and we set up payment facilities via staged and even deferred payments until business resumed. We attach just as much importance to our internal stakeholders. This concern is the subject of an entirely separate commitment.

KEY INDICATORS

93% of turnover is generated with our European suppliers and business partners

81% of suppliers have been with us for more than 10 years

28% have been with us for more than 20 years



Monitoring the good conduct of our suppliers and encouraging our partners to adopt a sustainable development approach

As part of our purchasing policy, we favour partnerships with suppliers who subscribe to our sustainable development approach. The supplier selection grid therefore includes an analysis of their actions in terms of sustainable development.

Reward Hospitality published its Anti-Modern Slavery Policy Statement in 2021 and launched the roll-out of a questionnaire to analyse this risk among its suppliers, to which 76% of suppliers have already responded. 97% of suppliers have signed the **charter of commitment to combat modern slavery**. This is in compliance with the Australian law, enacted in 2018, which is the second piece of legislation in the world to combat modern slavery.

With regard to our suppliers in Asia, we work with a French agent based in Hong Kong and Shenzhen, who **visits** all new factories before they are listed, checking working conditions in particular. Our agent also carries out **pre-loading inspections** and monitors changes in working conditions.

In addition, since 2008, we have commissioned SGS (a testing, inspection and certification company) to carry out **social audits** on more than 60 control points with our suppliers in Asia. Working conditions are assessed according to nine themes, including child labour and the environment. The audits which were suspended during the Covid

pandemic are being resumed. Beyond the often commercial collaboration established with our external stakeholders, the ECF Group wishes to develop a partnership based on respect for fundamental human principles and the environment. To give concrete expression to this shared vision, since 2007, our suppliers have made an annual commitment by signing our «supplier charter».

Here are the 7 fundamental principles that make it up:

- **To abolish slavery** and forced or compulsory labour and to refrain from resorting to it in any form.
- **Not to employ or make children under the age of 14** work on arduous production, manufacturing or assembly tasks.
- **To ensure that workers have the right to organise freely into trade unions** or other representative bodies.
- To provide workers with adequate remuneration that meets their basic needs and those of the members of their families who depend directly on them.
- **To guarantee workers working conditions**, in particular as regards working hours, which ensure their health, safety and mental well-being.
- **Respect equal opportunities** in recruitment and remuneration by not discriminating on the basis of ethnicity, colour, gender, political or religious beliefs.
- **Respect the environment**, by ensuring that no dangerous products or substances are released.





Serving and listening to our customers

The ECF Group is committed to enhancing its customers' experience. Once again this year, we helped our customers in the takeaway and on-site sales sector to make the transition to reusable tableware and deposit return schemes. The UN's announcement of 2022 as the International Year of Glass, highlighting the ecological virtues of glass as a sustainable, healthy method of food preservation which can be recycled ad infinitum, giving its backing to this approach and the associated new French regulations.

DATA SECURITY

We take great care to **protect the personal data** of our customers, employees and suppliers. We comply with the European General Data Protection Regulations for our subsidiaries in Europe. We have a system of governance with a Data Protection Officer (DPO), registers of processing activities and dedicated procedures, which we are committed to improving on an ongoing basis. We are therefore strengthening our skills and culture in terms of **cybersecurity** within the group, which was reinforced in 2023 with the arrival of a Group Information Systems Security Manager (ISSM).

A LONG-STANDING QUALITY MANAGEMENT SYSTEM

We also want to guarantee the quality of our support services and supply chain to our customers. To achieve this, we have deployed an ISO 9001-certified quality management system for the head office, ECF, Chomette and Santor since January 2007. Our CHS and GastroTotal subsidiaries are also **ISO 9001 certified**. We are committed to ensuring that the quality of our services is respected and consistent throughout France and internationally. Our monitoring indicators and annual **customer satisfaction** surveys enable us to be attentive and improve our quality of service accordingly.

BANNING PRODUCTS HAZARDOUS TO PEOPLE AND THE ENVIRONMENT

Finally, we care about the health and safety of our customers. All the products we sell **are rigorously tested** and comply with French, European and international standards and regulations. All products that are harmful to health, in particular those containing CMR agents (carcinogenic, mutagenic or toxic to reproduction) are rejected, both in France and in the Pacific. We are constantly offering more alternatives with products that are less harmful to the environment.

Improving our quality of service to reduce our environmental impact

As part of our drive for continuous improvement, we listen to our customers and are working to improve our shipping.

Packaging is often avoided when it is not necessary. Delivery is made **without over-packaging** for all products which are already packaged by our suppliers, which do not present a risk of breakage or theft and are of sufficient volume for transport.

On our purchasing platform in France, **our FSC-certified cardboard packaging** is made from 83% to 100% recycled materials and is fully recyclable. For interior cushioning, polyester was replaced by sheets of cellulose in 2009 and bubble wrap is gradually being replaced by crumpled sheets or bunches of kraft paper, or by cardboard since 2019 on manual packing lines.

Another initiative in 2021 by Reward Hospitality NZ, which has **replaced polystyrene** for packaging ceramic sinks with recyclable cardboard, thus reducing the volume of waste at our customers' premises and the cost of processing it. Most of our direct suppliers are located in the countries where we operate, which facilitates discussion and optimises the transport of goods.

KEY INDICATORS

ECF France :

59% OF TURNOVER
with French suppliers, **93% in Europe and 7% in Asia and the Middle East**

ECF Asia-Pacific :

82% OF TURNOVER
with Australian suppliers and **15% in Asia and the Middle East**

5 commercial brands

ECF, Chomette, Santor, CHS, GastroTotal

ISO 9001 certified

Reducing our ecological footprint and promoting environmental protection







Priority n°3

Better management of our impact on the environment.

Mitigating and adapting to climate change is one of the major challenges of our time, along with the massive decline in biodiversity and the depletion of mineral and organic resources. Our activities have an impact on these environmental issues, particularly through the manufacture of the products we sell, their transport, logistics, the mobility of our employees and the energy consumption of our buildings. Conversely, these changes have an impact on our business, which is why we need to be prepared for them.

Managing the impact on our facilities

ENVIRONMENTAL REGULATIONS

To reduce our environmental impact and protect our employees, we comply with current regulations in each country for our facilities regulated for environmental protection (ICPE) and our stores. We carry out **regular checks** and continually improve the performance of our equipment and processes, whether they involve our hazardous materials or the safety of our warehouses.

WATER

The issue of **water resources** is one of our concerns: our consumption is monitored (so that any leaks can be identified and repaired as quickly as possible), even though it is mainly restricted to sanitary use and the annual testing of the automatic sprinkler system. We are also working to improve the **efficiency of our equipment**: for example, aerator taps to reduce the flow of water have been installed at the premises of Restofair Rak in Dubai.

BIODIVERSITY

We try to reduce our impact and **protect biodiversity** in various ways. The green spaces at head office are maintained using products which are 100% organic and free of phytosanitary agents, as well as using mulching techniques to reduce water requirements and weeding. In 2022, ECF decided to invest to encourage pollination by installing **6 beehives** in the forest. In addition, we are continuing our contribution to **reforestation**: ECF has reforested ½ hectare in France with our partner EcoTree (enabling the absorption of 9.6 tonnes of CO₂), and 2,000 tree plantations have been financed via Reforest'Action by our subsidiary ProInox.

Reducing and recycling waste

REDUCING AND OPTIMISING OUR PAPER CONSUMPTION

By digitising certain processes, we can reduce our paper consumption. To date, we have used this method to respond to public tenders and offer our customers and suppliers the option of dematerialising their invoices. At Chomette, for example, 49% of customers have opted for paperless invoicing. Our Reward subsidiary sends electronic invoices to all its customers, and FEH now works exclusively with digital invoices on the supplier side. In 2022, the group also opted to sign all its contracts electronically, resulting in 480 dematerialised contracts already signed, representing 3.7 t CO2eq of carbon emissions avoided.

WASTE SORTING AND RECYCLING

The ECF Group works with all its subsidiaries on waste issues, using the «Reduce, Reuse, Recycle» principle. For many years, we have been committed to not disposing of any product in good condition. On our ECF purchasing platform in France, all customer returns and end-of-series items that have not found a buyer are **donated to charities and NGOs**.

At our logistics platforms in France, we apply **5-stream sorting** (paper, cardboard, plastic, wood, ferrous metals), and hazardous waste is collected separately. Also in France, used pallets are collected, repaired and put back into service by a dedicated service provider. We also try to reuse cardboard boxes as much as possible, like Ecotel Anney which uses a machine on-site to recycle its used cardboard boxes into parcel packing material, replacing bubble wrap.

As far as our **IT waste** is concerned, at the group's head office we keep our IT equipment beyond its guarantee period, and equipment that is no longer useful to us, but still functional, is reconditioned and donated to a school or charity.

The circular economy in the spotlight: to mark European Sustainable Development Week 2022, all the group's subsidiaries in France and abroad took up the theme of the circular economy: presentation and video on the subject, swapping and donation events at various sites (CHS, ECF Grigny, Coldis), telephone collection (Coldis), improved waste sorting. In addition, the training and awareness-raising of staff are key to the success: For example, our Restofair Rak subsidiary organised a «Be plastic free» campaign for its employees in 2022.

59%

of waste is recycled within the group

including

70% for all-brand warehouses in France



Reducing our impact on transport

OPTIMISING AND REDUCING COMMUTING

Being aware that the mobility of employees, in their commutes and business travel, has an impact on the climate, the environment, health and well-being, ECF has decided to work on the challenges of sustainable mobility.

To this end, a **Mobility Plan** was carried out in 2019 at ECF Group's head office and at the Grigny logistics platform, leading to a number of concrete actions. A mobility manager post has been created for all the France and BeNeLux subsidiaries; break rooms and lunch rooms have been equipped with refrigerators, microwaves and coffee machines and have been renovated and enlarged to make them nicer places to be and reduce the number of car journeys at lunchtime; and 4 new electric charging points were installed in 2022, bringing the total number to 8.

Commuting to and from work has been significantly reduced thanks to the introduction of **working from home**. It has therefore been decided to retain a hybrid working arrangement, where the job position allows. For example, ECF introduced a teleworking charter in 2021 with its social partners for the UES (ECF, Chomette, Ecotel, Corpo)

CUTTING CARBON EMISSIONS FROM BUSINESS TRAVEL

The travel policy has been formalised: it favours **the use of the train** (in France), describes the hierarchical approval processes, and sets guidelines for the budgets to be allocated, with the mobility manager playing an approval and monitoring role. As for the Asia-Pacific region, even after the lifting of flight restrictions linked to COVID, the plan is not to return to pre-pandemic habits and to continue to **restrict domestic and international flights** and favour video-conferencing instead.

With regard to our fleet of company vehicles at head office, we are renewing our **Car Policy** in the context of an ageing and polluting fleet, with strong objectives for 2023: an **electric vehicle** will be offered for all grades, with the installation of a home charging point and consumption **paid for** by the company. In the event of a non-compatible travel profile, the vehicles offered to employees will be chosen from the least polluting.

DOWNSTREAM TRANSPORT FOR OUR DELIVERIES TO CUSTOMERS

We have been working for several years on optimising transport for the delivery of orders, in particular by **pooling orders**, and by working to reduce breakage (tougher packaging to reduce the rate of return of goods). For many years now, we have also been **optimising loads** to reduce the amount of handling required by carriers during transit, which also saves time.

Our transporters are committed to reducing emissions, and **half of the products we transport** (in terms of tonnage in France) are transported by partners who are or have been committed to ADEME's (French Agency for Ecological Transition) Objectif CO2 charter. They continue to equip themselves with **less polluting vehicles** (CNG, BioCNG, electric vehicles). In addition, local subcontractors use low-emission vehicles or delivery tricycles to serve our customers in pedestrianised city centres and low-emission zones (LEZ).

Optimising control of our energy consumption

or the past ten years, the group and all its subsidiaries have been carrying out a wide range of initiatives to reduce energy consumption and thus cut associated greenhouse gas emissions.

A major project began in 2011 at our ECF logistics platform in France, with the replacement of traditional lighting with 100% LED, providing better quality and more economical lighting, as well as the installation of motion detectors in certain common areas and shops. This year, we have continued to roll out LEDs in shops across France, particularly in Fréjus, Toulouse, Annecy, FEH and Corpo.

Following the establishment of ECF's Asia-Pacific head office and logistics platform in a purpose-built, 5 Green-Star-rated building in Brisbane in 2018, in 2022, it was the turn of our Perth platform to be modernised. In October 2022, Reward Hospitality Australia moved its Perth operations to a new purpose-built warehouse which is much more energy-efficient than its predecessor. The new site is equipped with 100% LED lighting, and the roof provides natural light via large skylights that eliminate the

need for daytime lighting. In New Zealand, the relocation of three Reward sites to a new warehouse in Auckland in 2021 was an opportunity to choose a less energy-hungry warehouse.



Inspired by the energy audit of the head office and logistics platform in Grigny, carried out in 2021, we have put in place a **low-energy action plan** for ECF France and Europe, including measures such as heating to a maximum of 19 °C, continuing the switch to LED lighting, making efficient use of electrical equipment and optimising lighting. At the Grigny site (which is the group's biggest energy user), this resulted in a 27% reduction in gas consumption and a 34% reduction in electricity consumption in 2022 compared with 2013.

KEY INDICATORS

Reduction in energy consumption at the Grigny head office:

30% compared with **2013**

Reduction in the group's energy consumption

-9,2% Between **2021** and **2022**

100%

Sites in France compliant with the tertiary sector decree in 2022





Reducing our impact on climate change

CLIMATE CHANGE IS ONE OF THE MAIN CHALLENGES OF OUR TIME

There is an urgent need to anticipate the necessary adaptations and reduce our impact in order to comply with the Paris agreements signed in 2015. UN member countries have committed to drastically reducing their greenhouse gas (GHG) emissions to limit the rise in temperature to 1.5°C by 2100 (compared with pre-industrial levels), and to strengthen our ability to adapt, and reduce vulnerability to climate change.

In 2009, we carried out a greenhouse gas emissions assessment (GHG assessment) for the head office and the logistics platform in France, and we updated it in 2018 for the UES and posted it on the ADEME platform.

In 2022, we updated the calculation of our GHG emissions for 2021, by including the premises of Chomette France and Benelux, as well as the non-franchised Ecotel and La Corpo stores, scope 3 (Freight and Purchasing) included and presented in our report published in 2022.

Following this carbon assessment, we defined and launched an action plan to reduce our GHG emissions, covering all sources. The actions taken are presented in the corresponding sections.

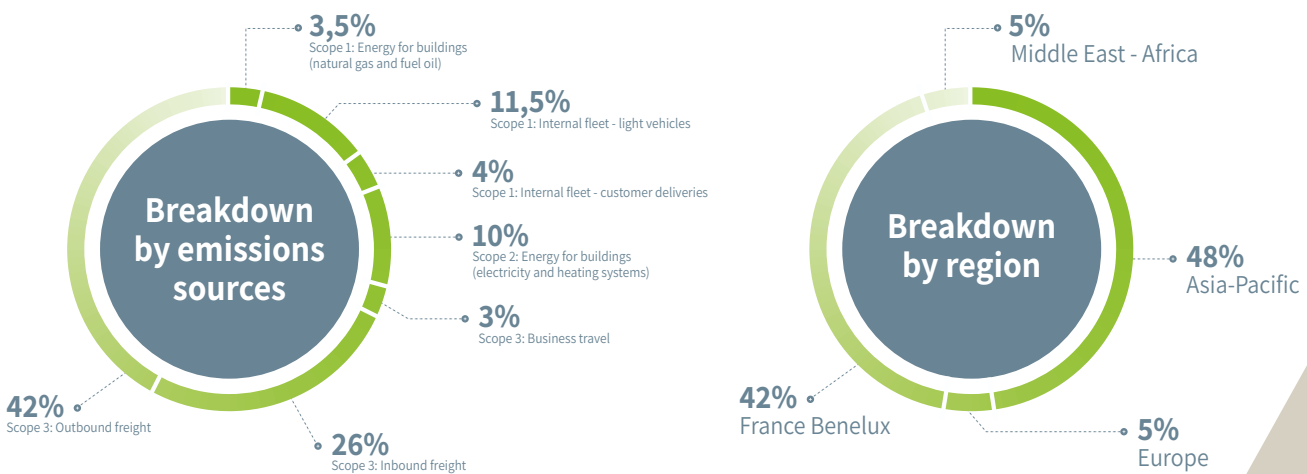
Scope 3 represents the majority of our emissions, linked in particular to the purchase of the products we sell.

In early 2023, we began collecting data from all our subsidiaries in France, Europe, the Middle East and Asia-Pacific, to measure the GHG emissions of each of them. To help us do this, in 2022 we introduced a dedicated tool for collecting energy consumption data for all our subsidiaries' sites.

We have therefore been able to carry out an initial assessment of our carbon footprint at Group level, covering Scope 1, which includes our fleet of light vehicles as well as delivery vehicles, our heating consumption, Scope 2 for electricity consumption and the heating system, and finally Scope 3, including our business travel, as well as estimates of emissions from supply freight and deliveries.

In 2023, we are working to extend the assessment of our Scope 3 emissions across the group, in particular the purchase of goods and services, which will make up the majority of our carbon footprint.

Breakdown of greenhouse gas emissions 2022



Priority n°4

Promoting greater environmental and societal responsibility.
Promoting our challenges.

Reinforcing our awareness-raising initiatives

Promoting environmental responsibility is mainly achieved through better communication with stakeholders.

Since 2008, we have been organising special events within the group to inform and raise awareness among our employees on a range of social and environmental issues (waste sorting, blood donation, clothes collection for the charity La Cravate Solidaire, disability, etc.).

Every year since 2012, **European Sustainable Development Week** has been a key opportunity for us to reiterate our commitments, raise awareness and involve our employees. In 2022, the ECF Group involved all its subsidiaries in this event on the theme of the **circular economy**. Collections and donations were organised to promote reuse and second-hand goods, benefiting not only employees but also **a number of charities** (Secours Populaire Français, Association AES, Maison Maternelle Fernand Philippe ASBL, Solidarité Urgence Sétoise, Les 3 ECO, etc.). Measures have been taken to improve the management of recycling at certain sites. Finally, the week was an opportunity for more than 500 employees from all entities to take part in webinars or face-to-face **presentations of the group's CSR policy**.

A network of ambassadors has been set up within the group, in all subsidiaries in France, Europe, the Middle East and Asia-Pacific, to exchange information on needs and CSR policy news, and to publicise CSR events and activities within each subsidiary.

Developing our community outreach work

SINCE 2004, ECF GROUP AND ITS BRANDS HAVE BEEN SUPPORTING NGOS AND LOCAL CHARITIES WHOSE AIM IS TO PROMOTE FAIR SOCIAL RELATIONSHIPS BY MAKING FINANCIAL, MATERIAL AND SOMETIMES LOGISTICAL CONTRIBUTIONS TO CAUSES CLOSE TO THEIR HEARTS. MANY OF THEM ARE LONG-STANDING, LOYAL RELATIONSHIPS, BUT MANY ARE ALSO NEW TO OUR COMMUNITY.

SOLIDARITY TO CREATE A FAIRER WORLD

All over the world, our teams are swinging into action and organising themselves to help causes that are close to their hearts. Here are a few examples of our employees' commitment to outreach this year, with organisations working to combat inequality:

- This year, ECF and Coldis provided **support to Ukraine**, by taking part in a shipment of disposable tableware and donating equipment (mattresses and pillows) to a temporary accommodation centre for refugees in Angers.
- As every year, Chomette donated equipment to its partner organisations. This year 104 pallets of hygiene products and kitchen equipment were donated to **Secours Populaire Français** in Grigny, 31 pallets to the charity **ANATOM'S** and 20 pallets to **EMMAUS Connect**. These donations were quickly snapped up by eligible families and schools. Coldis has also contributed to these community projects with material donations. In total, the group contributed €345k in material donations.
- As they do every year at **Christmas**, employees at the Reward Hospitality sites in Yatala and South East Queensland in Australia got involved with the Rosie community volunteer service, which **helps the homeless** by collecting the basics of everyday life. For Christmas, COLDIS also organised a collection to donate toys and games to a local charity.
- The CHS group has supported the **Medea charity** (for cancer research and support for patients) by donating tableware for their charity events.



SUPPORTING CULTURE THROUGH PATRONAGE

Culture is a bond that unites us and reduces the distance between us, bringing us comfort in worrying times. To support artists and access to culture, this year ECF Group has chosen the protection of heritage as its worthy cause. We contribute to the **Fondation Essonne Mécénat**, for the restoration of the Château de Méréville estate, and in June 2022, donated to support an **exhibition in Paris** by the painter **Sergei Chepik** (1953-2011), a Kiev-born artist who left the USSR to emigrate to Paris in 1988. Finally, our subsidiary Cobal supported the **Aluna festival** in Ardèche by helping to organise it.

SPORT AND HEALTH AS DRIVERS OF VALUE

Sport promotes **values such as fairness, teamwork, equality, inclusion, perseverance and respect**. To promote this vision, our group is committed to the development of sport in all its forms.

ECF has signed a sponsorship agreement with the **USG in Grigny** (a club with 16 sports sections and 2,500 members) to provide support for their project to develop **women's sport**.

Around twenty ECF and Chomette employees took part in the **«10 km des Etoiles»** night run held in Paris in March 2023, in support of the **Laurette Fugain** leukemia charity «Agir ensemble contre les leucémies».

SUPPORTING THE EXPERTISE OF THE RESTAURANT SECTOR

Chomette has been supporting the restaurant sector for over 10 years through training and integration organisations and bodies that promote the transmission of expertise, such as Cuisine Mode d'emploi(s), a training and integration centre for the restaurant sector.

This year, Chomette has chosen to support the Université Paris Saclay's **«Cuisine du Futur»** chair, which aims to develop industrial applications at the crossroads of science and gastronomy.

WELCOMING YOUNG PEOPLE TO DISCOVER BUSINESSES

The ECF Group has been committed for several years to helping **young people find their first job** and to developing their skills. At ECF's head office, we regularly welcome secondary school students as part of their third year work placement.

In France in 2022, **32 students on work-study programmes** were part of the workforce in various departments (HR, logistics, purchasing, CSR, etc.) in our French subsidiaries.

Reward Hospitality, in partnership with a secondary school, also took part in a programme to introduce young people to the different career paths to be followed within the company.



Reinforcing our internal and external communications

INTERNAL COMMUNICATION A GROUP STRATEGY

We sent out the first issue of the **ECF Group newsletter** to employees in all our French and international subsidiaries. We share the latest news from the group's subsidiaries: agreements, appointments, events, successes and new acquisitions. HR and CSR issues are also addressed.

We have also launched a number of projects to further improve the **induction process for new staff**, to ensure that it is as comprehensive as possible in terms of information and integration. In our latest Great Place to Work survey, in 2023, 83% of people (86% in France) consider that new employees are warmly welcomed, which helps them to integrate well into their teams.

EXTERNAL COMMUNICATION MULTI-CHANNEL ACCESS TO OUR SERVICE FOR OUR CUSTOMERS

Our key figures, charters and annual CSR report are posted on the ECF Group website. On some websites, such as Chomette and Reward, we share **tips and trends** with our customers: advice on choosing products, maintaining returnable containers, biodegradability, and other tricks of the trade). Most of our brands can also be ordered directly online. Chomette also has a **dedicated mobile app, ReAppro**, to simplify customer replenishment orders, and COLDIS has been offering a newsletter for its customers since 2022.

All our full and specialist catalogues are available in electronic format on our brands' websites. 99% of our paper catalogues in France are printed on **PEFC-certified** paper, guaranteeing sustainable forest management.





A woman with voluminous, curly brown hair is shown in profile, looking towards the right. She is wearing a light-colored, vertically striped blazer over a white t-shirt. She is holding a white ceramic mug with both hands. The background is dark and out of focus, with some green foliage visible in the lower foreground.

Developing
respectful, inclusive and
fair relationships





Priority n°5

Fair and respectful labour relations

Ensuring the fulfilment and well-being of our employees

Our culture of professional development of employees is more than ever a compass that guides us to act daily on the quality of life at work, diversity and the development of talent.

QUALITY OF LIFE AT WORK AND EMPLOYEE EXPERIENCE AT THE HEART OF OUR APPROACH

Since 2014, we have been conducting surveys to improve the quality of life at work for our employees. Since 2021, we have been conducting an annual survey of all the group's subsidiaries with Great Place to Work. This survey enables us to measure the effectiveness of our actions with a view to continuously improving the well-being, engagement and experience of our employees.

By the beginning of 2023, we had canvassed 1,766 employees worldwide, with a participation rate of over 68%, and obtained **the Great Place to Work certification for the group with a score of 66%**. Nine of our subsidiaries have obtained certification!

In France, 720 employees were invited to respond, and over 83% of them took part, scoring 66% to obtain certification in France, 5 points higher than in November 2021! We are proud of the progress of our results since 2021 in France, and 2022 in the rest of the group.

This latest survey has already highlighted the key strengths identified by our employees, such as a company perceived as **caring and inclusive**, where people are treated with respect regardless of their origin, religion, sex, gender, etc., and revealing a strong sense of pride and belonging (77% in France, 69% in the group).

At the group's head office and its logistics platform, **12 lunchtime events** a year are organised by a team of

volunteers to maintain and create links between teams to mark special occasions (Halloween, Christmas, pancake parties, collections for charities, clothing swaps, health and fitness week, etc.).

WORKING FROM HOME: THE ADJUSTMENT OF WORKING TIME

ECF Group has long demonstrated its ability to adapt to keep its employees in work. Back in 2008, ECF Group was already implementing home-working solutions to safeguard its employees' jobs. A **teleworking charter** was also drawn up with social partners and has been in force since 1 September 2021, for the UES, formalising teleworking and its terms and conditions. We have also been testing teleworking with sales staff, and will continue this process by holding telephone appointments with some customers, to avoid unnecessary mileage. These actions, which reduce employee travel, contribute to the **company's approach to reducing its carbon footprint.**

TRAINING

Based on the principle that the agility of a company depends on the personality of its employees, we pay particular attention to the loyalty of our talents. Attracting is good. Retaining is better. It is essential to enable our employees to look into their future, in the medium and long term, within the collective that is the ECF Group. Since 2020, we have been diversifying our training catalogue via **e-learning**, whether in France with our «**Académie ECF**» platform or in Australia with «**The Venue**» platform, and soon in the other international subsidiaries, to develop our employees' skills. These tools make it possible to offer a more comprehensive and accessible range (short, modular format).

In France, in 2022, we have also maintained **compulsory e-learning training** for all employees, aimed at raising awareness of health and safety risks (hygiene in the workplace, gestures, posture and movement, for example). We have also designed and launched a new mandatory training programme for our employees in 2022 to manage cybersecurity risks. A number of **sales excellence training projects** were launched in 2023, and group-wide training projects are also underway.

In addition, in the Pacific region this year, 41 employees are following a 2-year course leading to a qualification, and 22 have obtained their **certificates or diplomas**.

KEY INDICATORS

Achievement 2022

68,1%

GPTW participation rate

66%

GPTW trust index

The average in France is 54%.



Working to improve health and safety at work

The Group is committed to the health and safety of its employees, ensuring that all its activities comply with the laws and regulations in force in the country in which it operates.

The group is committed to the continuous improvement of working conditions. All human, environmental and safety incidents are tracked. In the Asia-Pacific region, incident tracking and accident prevention monitoring has been 100% digitised.

PREVENTION FOR THE SAFETY OF ALL

Always concerned about the **health and safety** of its employees, to ensure the prevention of accidents in the workplace, all employees are required to undergo health and safety at work training as soon as they join the company. Regular training specific to each business is also provided in accordance with the regulations of each country. They cover fire prevention, hygiene, posture at work, chemical safety, driving machinery in warehouses as well as intimidation and harassment at work (Reward Hospitality) and evacuating the public for stores. Awareness-raising for all employees to the various risks in the workplace is 100% digital throughout the group, covering the different aspects of risk prevention.

On this subject, in France, according to the latest Great Place to Work 2023 survey, **85%** of employees at group level and **87% in Asia-Pacific** consider the company to be a place where safety conditions are met, an increase compared to 2021.

For example, Reward regularly trains all employees in **first aid** and fire prevention and has set up regular 'safety toolbox' talks in each team to raise any safety issues and remind them of instructions. In addition, the audit of the Australian sites continues to be strengthened with the creation of a Health, Safety and Sustainability manager position in 2022.

At our head office in Grigny, France, we are continuing the process of standardising and centralising the **fire safety system**, as well as reinforcing it by installing thermal imaging cameras in the warehouse. In 2022, we carried out 2 evacuation drills and 41 fire inspections at head office and at our central purchasing warehouse, and brought the fire systems at the Ecotel store sites in Angelet, Pau, Toulouse and Fréjus up to standard.

In terms of road safety, ECF has long had a 'driver's charter' in place. A module in the online safety training course also deals with road safety.

KEY INDICATORS

Group performance indicators

33 workplace accidents

4,52% absenteeism

Promoting diversity

We recognise our diversity as a strength and a source of innovation, creativity and opportunity for personal and professional growth. At ECF Group, we believe that diversity in all its forms is essential to our success as an organisation and that our differences make us stronger.

According to the latest Great Place to Work survey in 2023, the company is perceived to be **caring and inclusive**. In France, employees consider that their company treats employees fairly, regardless of their ethnic origin (88%), gender (84%), sexual orientation (90%) or age (76% - 6 points higher in France than in 2021, 79% in Asia-Pacific).

Also, over 83% of people consider that new employees are warmly welcomed, thus promoting successful integration into teams.

We do not tolerate **any form of discrimination** against employees in terms of recruitment and employment, integration, treatment and career development, particularly with regard to cultural origin and ethnicity, race, age, gender, disability, or in any other form. We also apply the local regulatory requirements of the countries in which our subsidiaries are based.

For example, Reward applies Australian law in dealing with discrimination in the workplace, which also includes religion, political opinions, union involvement, pregnancy, and so on. Centralisation by the human resources department ensures that company policy and processes are respected.

The gender equality index published in France in March 2023, for the year 2022, reached 88% for the UES, marking **an increase of 8 points**, reflecting the ECF Group's commitment to equality at work between women and men, which we continue to work towards.

KEY INDICATORS Achievement 2022

38,75% women managers
(4.3% more than in 2021)

88_{/100} Equality at work
index Scope:
UES France and
82_{/100} for COLDIS

2,8% disabled
people



Outlook

For the 2023-2024 financial year, ECF Group has new ambitions and is continuing its commitment following the recruitment in 2022 of a CSR Director, who will be responsible for the CSR policy of the international group and its subsidiaries.

CSR POLICY

While continuing with the work we have already undertaken, we will be updating our CSR policy, our objectives and our roadmap in the light of environmental, social and societal issues. Faced with the new challenges of tomorrow, the integration of internal and external stakeholders in this approach will be a guarantee of success.

As ECF Group is experiencing significant growth, both organically and through acquisitions, the group's CSR policy will be rolled out to each of our brands, with their own objectives and the deployment of common best practices.

To ensure the coherence of our CSR policy, and to formalise and share our values and commitments, group charters and policies will be deployed for our various commitments (ethical, social, environmental, etc.).

A CONSOLIDATED VIEW OF OUR CSR PERFORMANCE

To fine-tune our priorities and action plans, and to ensure that there is total synergy in terms of sustainable development within the group, we want to have an overview of our CSR performance.

To ensure that environmental, social and societal indicators are collected from all the group's subsidiaries, we are going to strengthen our collection processes and tools, and converge with the new European standards for non-financial statements (CSRD - Corporate Sustainability Reporting Directive).

This consolidated vision will also enable us to define our ambitions more precisely.

The climate strategy is also a key element of our roadmap. This starts by recording and consolidating our greenhouse gas (GHG) emissions on an international scale, assessing our influence on climate change, how it impacts us, our action plans and defining our carbon trajectory in the medium term.

ASSESSING AND PROGRESSING TOWARDS CSR CERTIFICATIONS

We want to measure our CSR performance across all our brands and regions (Europe, Middle East and Asia-Pacific). To achieve this, we have chosen recognised benchmarks and international reference standards such as ISO 26000, the UN Global Compact, the reporting standards of the GRI (Global Reporting Initiative) and the conventions of the ILO (International Labour Organisation).

In addition, to monitor and improve our employees' quality of life at work, we will continue to roll out the Great Place to Work (GPTW) survey to all our brands in France and abroad, in which we will include our new acquisitions each year. An evaluation will be carried out every year to monitor our progress and adjust our employer brand commitment accordingly.

As part of our drive to become an ever more responsible company, we are going to assess our CSR approach and performance with EcoVadis to advance and improve our CSR practices.

This will be the roadmap for ECF Group's CSR and sustainable development approach.



Annexes

	INDICATORS	UNIT	FRANCE BENELUX REGION*			EUROPE*	
			2021	2022	% Change	2021	2022
Turnover	Calendar turnover (M€)	M€	305	420	38%	13	29
Workforce*	Physical workforce on 31/12	NB	571	758	33%	60	94
	Hiring number (long terme contract)	FTE	48	102	113%	9	41
	Turnover	%	14,5	12,1	-17%	13,5	37,2
	Permanent staff	FTE	551	695	26%	57	79
	Non permanent staff	FTE	12,6	27	114%	1,3	7
	% of women on 31/12	%	45,4%	43,5%	-4%	42,8%	44,6%
	Total manager on 31/12	NB	230	262	14%	13	18
	% of women manager on 31/12	%	40,4%	40,3%	-0,3%	46%	50%
	Average age	years	43	42	-3%	41,6	39,
	% of workforce over 55 years old	%	19%	18%	-5%	20%	13%
	% of workforce under 25 years old	%	3,4%	5,7%	69%	1,7%	9,3%
	Disability	FTE	18,8	22,2	18%	1	1
	Training*	Training hours	hours	3 977	4 793	21%	963
Number of trained employees		NB	506	710	40%	45	43
Health & safety at work*	Absenteeism rate	%	5,7	6,9	20%	1,0	2,6
	Number of work accidents	NB	22	27	23%	0	0
	Number of fatal accidents	NB	0	0		0	0
Waste	Total waste generated	tons	388	438	13%	-	-
	Total hazardous waste	tons	16	3	-79%	-	-
	Total recycled & recovered waste	tons	269	306	14%	-	-
Catalogue	Number of sustainable products	NB	561	1 115	99%	-	-
	% of sales turnover	%	12	23	88%	-	-
	% of supply in stock	%	8	12	54%	-	-
Mobility	Fuel consumption	liters	16 097	37 847	135%	0	0
	Diesel consumption	liters	530 191	502 022	-5%	19 837	23 653
Energy	Electricity consumption	kWh	2 451 228	2 445 602	-0,2%	139 647	179 666
	Natural gaz consumption	kWh	3 159 345	2 605 567	-18%	484 689	316 576
Climate	Emissions Scope 1	teqCO2	2 005	1 869	-7%	149	124
	Emissions Scope 2	teqCO2	145	145	0%	104	119
	Emissions Scope 3**	teqCO2	-	5 308	-	-	627

* The France 2022 scope, for social indicators, includes in addition the COLDIS, NOVEO, FEH and SVR entities, compared to the 2021 scope

**Scope 3 includes professional travel as well as upstream and downstream freight

*** In 2022, we included products made with recycled materials in our list of responsible products and brought them into compliance with the french AGECL law.

The scope of the entities concerns the whole group excluding acquisitions made in 2022. These indicators have not been validated by an independent third party organization, this is our first reporting exercise for the entire

	ASIA PACIFIC			MIDDLE EAST - AFRICA			GROUP		
% Change	2021	2022	% Change	2021	2022	% Change	2021	2022	% Change
127%	167	176	6%	19	34	79%	504	659	31%
57%	502	521	4%	123	159	29%	1 256	1 532	22%
356%	106	146	38%	61	55	-9%	223	343	54%
176%	26	33	27%	45	33	-26%	21,4	22,5	5%
38%	394	405	3%	94	125	33%	1 096	1 304	19%
426%	40	41	3%	0	0	0%	54	75	40%
4%	44,3%	45,8%	3%	27,9%	31,6%	13%	43%	43%	-1%
38%	99	102	3%	14	15	7%	356	397	12%
8,3%	39%	36%	-7,9%	29%	27%	-7%	39,9%	39,2%	-2%
-6%	40,3	39,6	-2%	34	33,8	-0,8%	41	40	-2%
-37%	13,4%	11,5%	-14%	0%	0%	-	15%	14%	-9%
452%	8,6%	13%	51%	9,6%	29%	200%	6%	10%	80%
-50%	0	0	-	0	0	0%	20	23	15%
-49%	17 697	19 251	9%	1 128	704	-38%	23 765	25 236	6%
-4%	438	502	-3%	22	35	59%	1 011	1 215	20%
158%	2,3	2,8	20%	1,5	2,1	36%	3,4%	4,6%	36%
-	7	4	-43%	0	1	0%	29	32	10%
-	0	0	-	0	0	0%	-	-	-
-	278	301	8%	-	-	-	666	738	11%
-	-	0,00	-	-	-	0%	16	3	-79%
-	119	130	9%	1	3	150%	388	436	13%
-	529	758	43%	-	81,0	-	1 090	2 619	140%
-	15	17	13%	-	0,4	0%	-	-	-
-	12,3	11,5	-7%	-	1,2	0%	-	-	-
-	-	288 239	-	123 691	109 441	-12%	139 788	435 527	212%
19%	-	141 709	-	39 461	64 102	62%	589 488	731 485	24%
29%	1 616 936	1 581 546	-2%	-	396 557	-	4 207 811	4 206 814	0%
-35%	10 934	11 840	8%	0	0	-	3 654 968	2 933 983	-20%
-17%	-	865	-	370	400	8%	2 524	3 258	29%
14%	1 254	1 220	-3%	-	239	-	1 503	1 723	15%
-	-	6 129	-	-	-	-	-	12 063	-



This is our **report on the implementation** of the Ten Principles of the **United Nations Global Compact** and supporting the goals of the United Nations.

We welcome your comments on its content.



Sustaining experiences in Hospitality & Care

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