



**be the  
change**  
by newrest

# Corporate Social Responsibility

2023 REPORT





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Our Stakeholders

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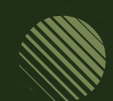




# 01

# Introduction

CSR is intrinsic to who we are,  
it guides each of our strategic  
decisions.”







# Interview

1. **Olivier Sadran**  
Co-CEO

3. **Aurélie Gueguen René**  
COO MEAAP Division

5. **Olivier Laurac**  
COO EA Division

2. **Henri Fiszer**  
Associate

4. **Paul Schwartz**  
COO FNA Division

6. **Jonathan Stent-Torriani**  
Co-CEO

## What has been the most significant initiative of 2023?

**OS.** Being a signatory to the *Global Compact of the United Nations* has been pivotal. Its 10 principles have inspired us to rewrite our *Code of Conduct*, which has now been rolled out worldwide. Preserving the environment, protecting our teams and the people in our value chain, looking after the health of our clients and the integrity of business relationships are absolute priorities for the Group.

We operate in a wide variety of countries and contexts. This *Code of Conduct* is a tool that enables us to ensure a common base of social, environmental and ethical guarantees.

We expect all of our employees and partners to familiarise themselves with the code. If we all take responsibility for implementing Newrest ethical principles, we can avoid breaches of the Code.

In cases where the obligations set out in our *Code of Conduct* are not equivalent to those imposed by the legislation in force, Newrest will always comply with whichever are the most restrictive and ambitious requirements.

## What progress have you made in terms of reducing your carbon footprint?

**PS.** In order to reduce our CO<sub>2</sub> emissions by 30% by 2030 on sites that conducted an analysis of their carbon footprint, we are stepping up our information gathering process. To do this, we are using a carbon trajectory management tool.

The 84 production units that we operate in 36 countries represent 50% of our turnover. They are able to oversee their own actions and measure their relevance and the impact on their trajectory in real time.

This structuring became necessary in order to highlight the reduction of our carbon footprint generated by our investment plan, *Impact*, which began in 2022. All the renovation and construction projects at our production units are conducted in line with specific rules. This contributed to reducing our carbon footprint by working on refrigerant gases, hot water production, heat recovery and also managing our electricity consumption.

## What is your assessment of the involvement of your teams in your *be the change* program?

**AG.** In 2021, we launched our *be the change* CSR Charter at the same time as launching an internal competition on the theme of Corporate Social Responsibility, which we renamed *Heroes of Change* in 2023.

This competition is an opportunity for our employees worldwide to publicise, share and above all highlight the results of their CSR initiatives. This year, several actions presented in this report made a strong impression thanks to the maturity level achieved by our teams. An example of this is in Zambia, where we are involved in the creation of an organic farming network. Showcasing good practice throughout the year creates a real desire among our teams to be agents of change.

We have also observed that this is not only a question of resources. A lot of initiatives carried out by our employees are born out of a deep desire to have a positive impact on their environment in the long term. Our operations are now a driving force and leverage for our teams to make their aspirations for change a reality.

## Strong and positive current events!

**JSI.** Our foundation, the *Foundation Unlimited*, is now active and its first Board of Directors meeting has taken place. 50% of the funds are dedicated to initiatives put forward by our employees. The projects are structured around individual fulfilment through health, education and sport.

Sport is also an excellent social driving force within the Group. The *One Team, Unlimited Challenge* program has brought about great projects that combine sport and health, but also disability.

Our partnerships with renowned schools are going global with the aim of identifying talents of tomorrow and inducting them to our graduate program. We are improving our approach to induction and training by implementing a digital training program in 2024. In addition, internal mobility will be improved with the launch of a dedicated *become Unlimited* platform.

Our collaborators are the foundation of our vision for the future. We are empowering them through making Newrest Group's share capital available. 533 talented individuals are now in control of 96.5% of our share capital!

Based on the social initiatives carried out by our teams, we wanted to do something for them that would have a worldwide impact. We have created a common ground for employment protection in the event of an accident outside of work. It provides eligible employees, regardless of the country they live in, with minimum employment benefits in the form of additional holiday, a lump sum death benefit or educational annuities.





# 02

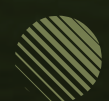
# Our Stakeholders

Working hand in hand with our stakeholders is key to guaranteeing the sustainability of our activities."





# Our Stakeholders

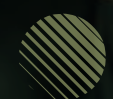




# 03

# Our commitments

“Our CSR charter is based on 9 pillars, all related to our reality.”







# Commitments to our employees

Everyday ethics



Talents and diversity



Managerial innovation



Chef Formateur  
Driiss  
NEWREST

# 9 pillars

Reducing food waste



Improving waste management strategy



Promoting a sustainable purchasing approach



Committing to the reduction of single use plastics



Developing paperless processes



Reducing greenhouse gas emissions



# Commitments to the planet





# Commitments to the planet

# 6 pillars





# Reducing food waste



As a player in the catering business, **food waste is a major** topic on which we have focused our efforts for many years.







# Reducing food waste

**Food waste is a major challenge for our society and our planet. We are committing to reducing it via two main pathways: raising awareness among our stakeholders and creating key partnerships.**

**63%**  
OF COUNTRIES  
ALREADY USE OUR  
WASTE MANAGEMENT  
MODULE

Our role extends beyond our own operations. We have to involve everyone in our value chain in fighting food waste. Their awareness and empowerment are essential. We inform them about good practices that they can adopt to prevent waste. This applies to menu preparation as well as dish preparation, service and food consumption. We also organise events at our catering sites to raise awareness among diners about the environmental and social impact of food waste.

Cooperating with key partners enables us to take specific recycling and upcycling actions for products that we can no longer use or consume. In fact, we are seeing our partnerships developing to become more flexible and better adapted to our needs.

Through these actions, we can also see the positive social impact of our commitment. Our employees are highly mobilized in this area because it goes beyond simply managing products that have not been sold or consumed. It adds a feeling of humanity, as it provides an opportunity to share these products with those in need.



## Global and local scale initiatives



### FRANCE

#### Optimised food donations

Collaboration between the *Gare du Nord* Newrest site and *Linkee*, a business specialising in collecting and redistributing unsold and surplus food. Through this partnership, the aim is to increase the frequency of visits and especially the variety of donations that we can donate to people in need.

### PERU

#### Adapting portion sizes

Raising awareness among guests about healthy eating habits as well as food waste, to reduce the volume of food that is left uneaten.

### FRANCE

#### Everything can be cooked

Purchasing a variety of unusual products through *Beesk* in order to create tasty anti-waste menus made up of fresh, certified ingredients.







FRANCE

# Focus on Barentin central kitchen



## Measures for clients and guests

### → Raising awareness among guests about food waste

Improving the understanding of the issues of food waste among guests through various on-site posters, email communications and measures implemented during food service.

### → Raising awareness among children

Involving children through various fun activities on site (anti-waste week, weighing food, analyses and suggestions for improvement measures).

### → Raising awareness among caterers

Enhancing their knowledge so they can better educate children about different tastes, promote food diversity, and raise awareness about food waste.

### → Adapting the number of meals

Adjusting the numbers so that the amount produced is closer to what is actually needed.

### → Adapting menus

Diverse combinations of ingredients and breakdown of the various elements of a meal to promote a balanced diet.

### → Adapting the number of components of a meal

Offering a meal with 4 components to better fit to the appetite of each guest.

### → Adapting quantities

Adjusting portion sizes according to the different guests profiles.

### → Making use of bio-waste

Supporting clients in implementing sorting and recycling of organic waste.



## Measures at Newrest

### → Sorting and recycling organic waste in the unit

→ Analysing product returns and stocks, implementing corrective measures and raising awareness among staff.

### → Partnerships with local suppliers

Co-designing the range of products we offer with local suppliers to better adapt the quantities to the expected profiles.

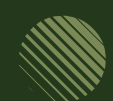
## Measures with our partners

### → Collaboration with *Too Good To Go*

Partnership with *Too Good To Go* to save 30,744 unsold packaged meals. This equals around 24 tonnes of meals (since April 2021) and 19 tonnes of CO<sub>2</sub> equivalent saved.

### → Collaboration with the *Banque Alimentaire* (Food Bank)

Donations of ingredients in collaboration with the local branch of the *Banque Alimentaire*.







# Improving waste management strategy

Newrest and its employees are getting involved in increasingly **ambitious and innovative projects**. We are in tune with the realities of each region, and follow the notion of circular economy as our model.

# 50%

OBJECTIVE 2030 ↓

50% OF TOTAL WASTE SORTED BY 2030







# Improving waste management strategy

**Despite our efforts to reduce our waste at source, they are an inevitable consequence of our activities. We sometimes have to deal with a lack or even absence of suitable recycling networks. Our teams therefore have to be creative to make the best use of the waste resulting from our activities.**

**27%**  
OF BIOWASTE REUSED IN 2022  
**18%**  
OF WASTE SORTED & RECYCLED IN 2022

The awareness-raising and training campaigns that we have been conducting for several years have inspired innovation and improved our waste management. Our teams have been stepping out of their comfort zones and independently suggesting solutions that suit their situation. Making use of waste has become a reflex for everyone and resulted in numerous projects, sometimes involving local communities in a circular economy approach. We are proud of our employees who have been taking the initiative to go off the beaten track, even when the environment in which they are operating is not developed in this area.



**FOCUS ON**

## From oil to soap

### From cooking oil to personal hygiene

**ANGOLA**

Our team set up an innovative and helpful project involving transforming used cooking oil from our kitchens into soap, while supporting local communities. This project is being conducted in collaboration with *Quimica Verde*, an organisation that raises awareness among people living in rural areas about the importance of hygiene, water and menstrual cycles. Thanks to the donation of oil from Newrest Angola, the communities are learning to make their own soap with only 3 ingredients and are using this useful resource to improve their quality of life. In 2023, the Group's employees awarded this humanitarian project for the internal CSR competition.

## Global and local scale initiatives ↓

**MAURITIUS**

### New Unit, good practices

Our unit near the island's airport aims to make good use of most of its product waste. We collect and sort used oil, plastic bottles, cardboard and paper and give them to specialised recycling companies. We compost the organic waste, and our water treatment plant allows us to use purified waste water to water our vegetable garden.

**TÜRKIYE**

### From oil to biodiesel

Biodiesel is produced from the used cooking oil that we generate from our activities. Companies that are accredited by the Ministry recover the oil. In 2022, we supplied 35,349 litres of recyclable oil to these organisations.

**NIGERIA**

### A gas self-sufficient canteen

To optimise the processing of our organic waste, we have developed an innovative and effective circular system. Our site has an anaerobic biodigester, which captures the methane produced by the fermentation of our organic waste. This gas is then converted into energy to supply the cookers used to prepare meals for our employees.





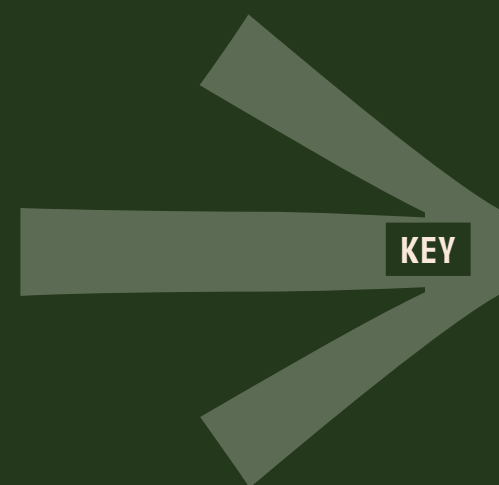


FRANCE

# Focus on Condren central kitchen

**Our central kitchen, which supplies around one hundred clients per day (~7,000 meals), has an effective overall waste management system that is constantly developing.**

**100T**  
CONDREN SORTED AND RECYCLED OR MADE USE OF MORE THAN 100 TONNES OF WASTE (36% OF WHICH WAS BIOWASTE) IN 2023.



WOODEN CRATES, CARDBOARD, CANS, GLASS & PAPER  
Recycling through a local partner



UNSOLD PRODUCTS NEAR SELL-BY DATE  
*Aisne Banque Alimentaire* which feeds between 60 and 70 students per day



BATTERIES & INK CARTRIDGES  
Parents' Association to fund educational and leisure activities for local schools



NHIW  
Compacter



BIO-WASTE  
Methaniser



LIDS & CAPS  
*Les bouchons d'amour association* to help buy equipment for people with a disability



LIGHT BULBS  
Recycled by a supermarket



PENS  
Pens recycled into benches





# Promoting a sustainable procurement approach

Sustainable supply goes with GHGs reduction, but also **supports the creation of new territorial ecosystems that benefit people.**



**SUPPLYING ONLY EGG PRODUCTS  
COMING FROM CAGE-FREE FARMED HENS**

**11%**  
OF EGG PRODUCTS  
PURCHASED COMING  
FROM CAGE-FREE  
FARMED HENS IN 2022







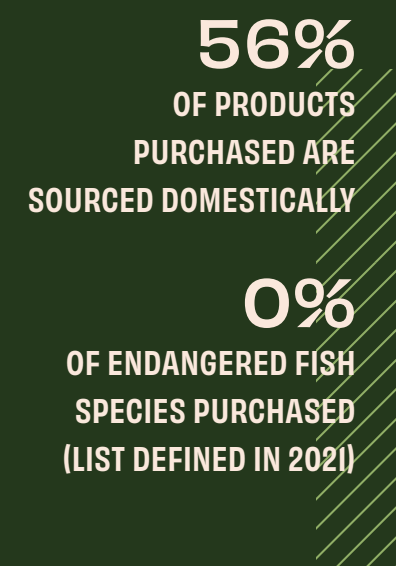
# Promoting a sustainable procurement approach

**We are not satisfied with simply selecting local suppliers, we also seek to innovate when the offers on the market do not meet our ambitions and requirements.**

Our goal is to overcome the hurdles associated with sourcing healthy and sustainable products. The original and innovative local measures that are being implemented are the result of the perseverance of our teams worldwide, which reflects our commitment.

We can also count on our partners, who are tuned in to our needs, to create dishes based on fresh, high-quality ingredients that respect the environment and producers. We are making progress together with our whole ecosystem to promote sustainable food right up to the point when it is on our diners' plates.

Securing supplies of free-range eggs and chicken complying with the *European Chicken Commitment* remains a challenge, due to a lack of market knowledge and insufficient volumes proposed. To monitor our progress in these areas, we have published our first intermediary report. → [Here](#)



## FRANCE Supporting producers with the brand *C'est Qui le Patron ?!*

Cartons of apple juice by the brand *C'est Qui le Patron ?!* are now available in all wagon bars of trains operated by the Group.

This collaboration helps to support producers by paying them a fair price. This partnership showcases the hard work of French producers on all TGV and Intercités trains in France.

## Global and local scale initiatives



### LAOS An active contribution to the development of local production

Newrest Laos is engaging with local farmers to help them develop their businesses, by purchasing vegetables and free-range eggs, which are then made into tasty dishes for our guests. Numerous projects are under way, including integrating new farmers and installing a greenhouse to produce quality seeds and distribute them to the most successful farmers so they can diversify their crops.

### FRANCE Obtaining the *Assiettes Vertes* label

The *Assiettes Végétales* association awarded us a prize, in partnership with our client *Orano*, for the vegetarian and vegan dishes that we offer at this site, where there are 500 guests per day.

### NEW CALEDONIA Some of the island's products on plates

New partnership with a farmer from La Foa. Oranges, cabbages and other vegetables from the island are already being purchased from this producer.

### OMAN Support for the regional economy

Collaboration with *Salem Farms* to purchase fresh onions, lemons and mangos so we can offer high-quality products to our clients while helping local farmers and the regional economy. Newrest also provides them with technical assistance for conducting pesticide and microbiological testing as well as logistical support for transporting products from the farms to our units.





# Focus on a strong partnership with the organic farm Loctaguna

ZAMBIA



## A Key Partner

Loctaguna is an organic farm founded in 2008 by Kanangwa Newlove, a visionary who is passionate about producing quality food that is healthy and environmentally friendly. Over a 10-hectare plot, the farm produces fruit, vegetables and herbs, and rears animals in a way that respects the land and biodiversity. No chemicals are used, everything is recycled on site and some of the energy used comes from solar panels.

## A win-win collaboration

Thanks to the farm's expertise and knowledge of plants, it has supplied Newrest with more than 9 tonnes of local and organic food since the partnership began. The goal is to double this volume within a year.

We are also contributing to this virtuous cycle by giving them our organic waste, which they turn into compost, which is then used as a natural fertiliser for their crops.

## A model for the Group

Our approach is based on supporting local, ecological farming, which respects the environment and producers. We are happy to collaborate with the farm, which employs 12 passionate and competent people. We appreciate the diversity and quality of the products that they supply to us. This enables us to offer food to our clients that is both varied and responsible. This partnership is a major asset to our business in Zambia.







# Commmitting to the reduction of single-use plastics

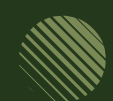
Facing the increasingly recognized and wide ecological challenges, we are committed at every level of our value chain to limit single-use plastics. **Together with our stakeholders, we offer more environmentally-friendly solutions.**

# 50%

OBJECTIF 2030 ↓

50% OF ALL PRODUCTS PURCHASED WILL BE PLASTIC-FREE\* BY 2030

*\*whose primary packaging is made of a material that is not plastic*







# Committing to the reduction of single use plastics

**For a long time, disposable plastic has been an integral part of our practices, as is the case in numerous sectors of the agri-food industry. However, change is beginning to emerge, our clients are increasingly aware of ecological alternatives, and they are willing to move forward with us on this issue.**

**22%**  
OF PRODUCTS  
PURCHASED WITHOUT  
PLASTIC PACKAGING

For several years, Newrest has had a client strategy that is based on environmental responsibility. This has resulted in raising awareness of alternatives to plastic, starting from the stage of responding to tenders and continuing throughout the performance of contracts. The Group also trains its client-facing staff to be proactive on environmental issues and initiate an attitude of positive change. Newrest is aware that it cannot reduce its use of plastic without the commitment of its clients. The Group is delighted by the projects that have been conducted in this field, which demonstrate the support of the whole ecosystem.

## Airlines Are Leading the Way



### LATAM

Launching plastic containers that are washed and reused in economy class

### DELTA AIRLINES

Bamboo cutlery, cutting out plastic stirrers and using a woven pouch for the travel kit

### SCANDINAVIAN AIRLINES

Cardboard container and bamboo cutlery

### CATHAY PACIFIC

Replacing disposable cutlery with washable stainless-steel cutlery

### ETIHAD AIRWAYS

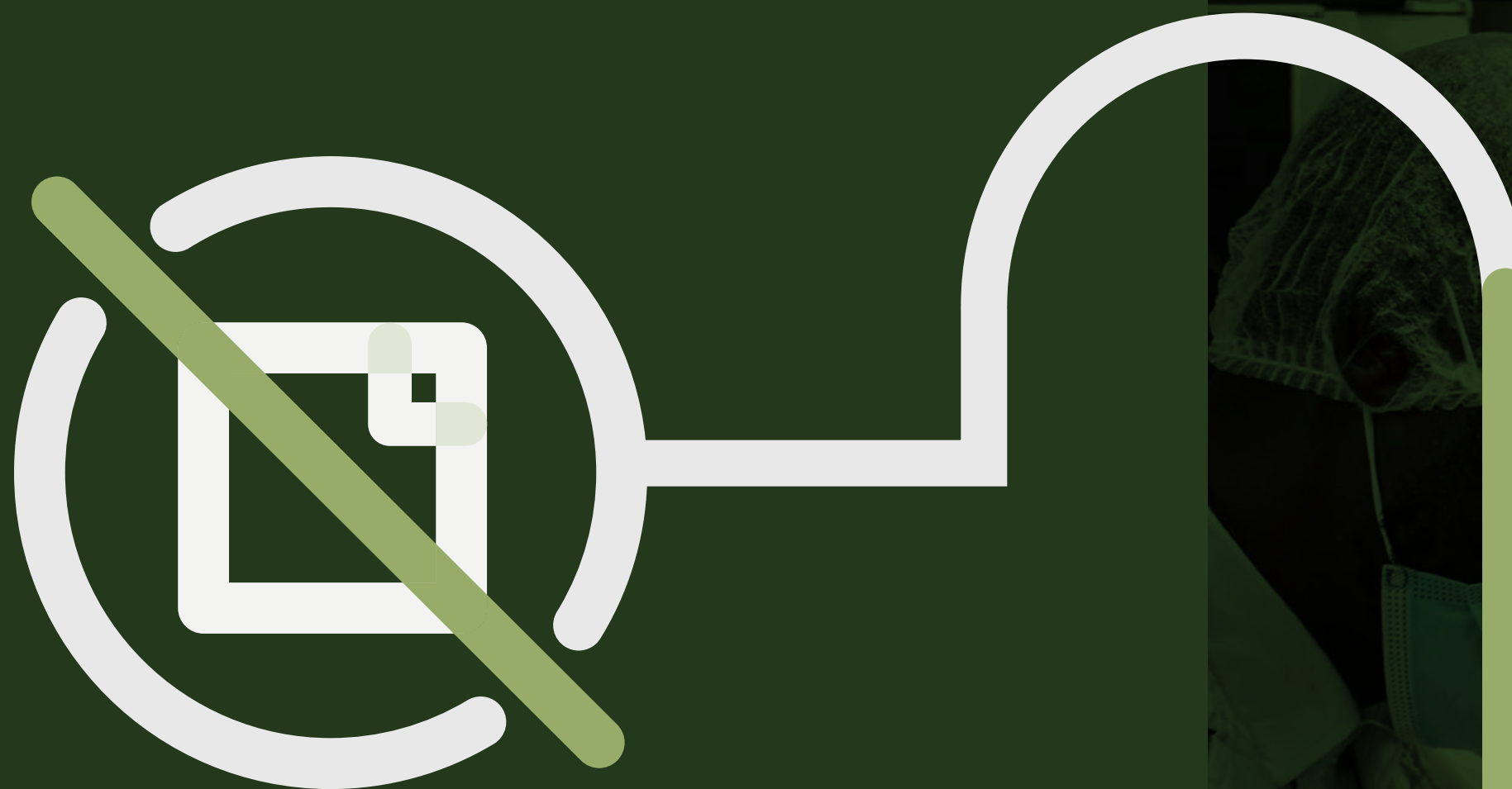
Reusable dishes in economy class

### LUFTHANSA

Cutting out single-use plastic plate lids





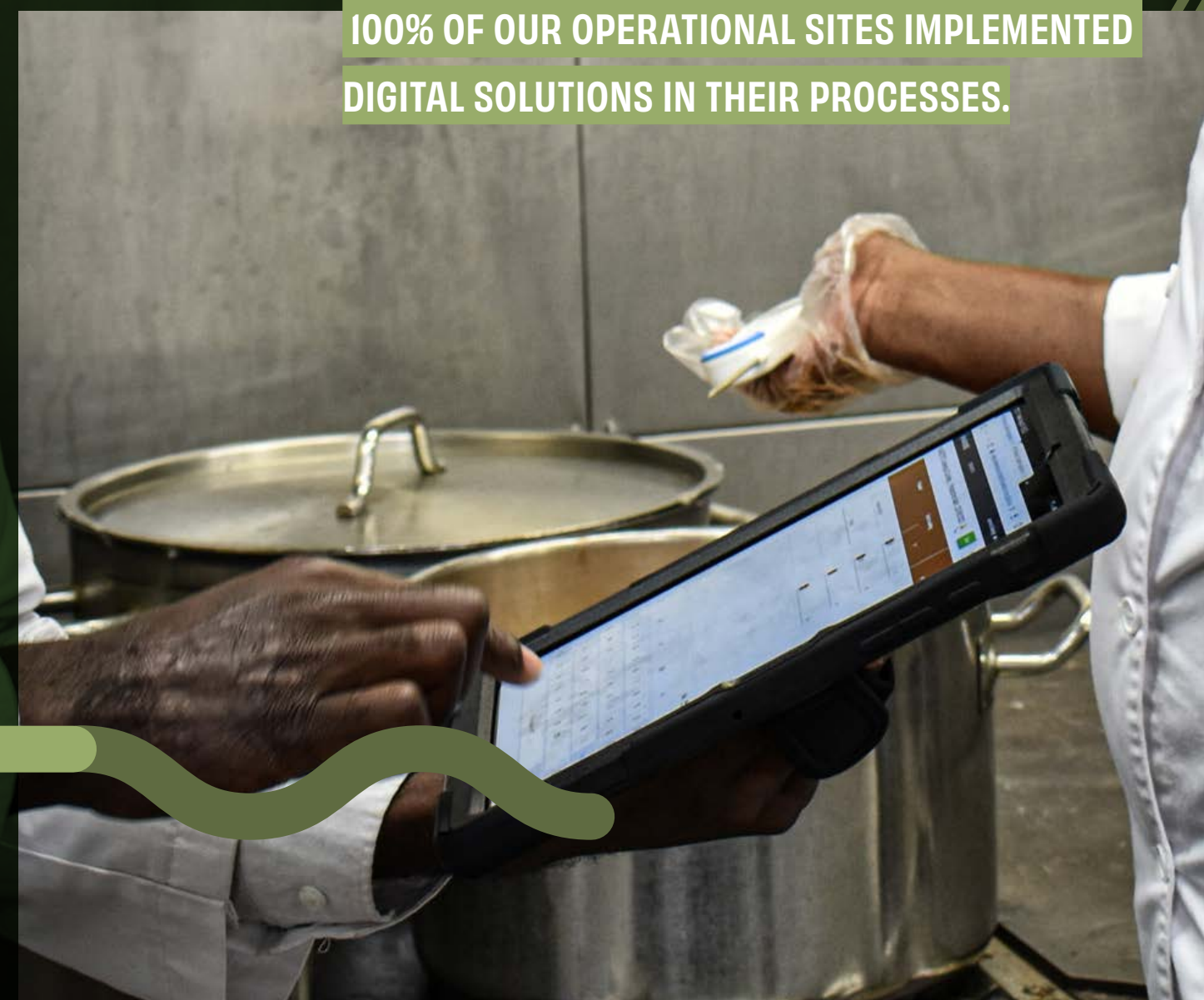


# Developing paperless processes

Our IT and digital solutions enable strong integration with our stakeholders in our quest for efficiency and data reliability, **which also reduces the use of paper.**

# 100%

100% OF OUR OPERATIONAL SITES IMPLEMENTED DIGITAL SOLUTIONS IN THEIR PROCESSES.







# Developing paperless processes

**Digital processing has become essential to boost the performance and competitiveness of our business. For several years, we have been using innovative solutions across all our sites and in all our areas of expertise.**

We are contributing to reducing the environmental impact of our operations by also limiting the use of paper. To do this, we use digital tools that suit our needs. They provide solutions throughout the value chain from the procurement of raw materials to the delivery of meals and the management of our quality system. These tools are designed to be simple and effective, and we train our employees to use them.

We are committed to creating sustainable relationships with our employees, by supporting them throughout their careers. We attach a great deal of importance to their training, which enables them to enhance their skills and autonomy. We offer them modules that are accessible online, which helps them to train at their own pace and according to their objectives.

**30**  
COUNTRIES  
(OUT OF 54) HAVE  
DIGITALISED THEIR  
HACCP PROCESS



INTERVIEW OMAN

**Hasanul Farook**  
QHSE Manager

The *GoDigital* project is our Company's initiative to improve QHSE processes through online training, observation forms with QR codes and a monthly reward programme. These tools allow us to collect and analyse safety data, identify areas for improvement, enhance QHSE measures and acknowledge the efforts of our employees. The *GoDigital* project thus helps to create a safe working environment and to reduce our environmental impact.

## Global and local scale initiatives



AUSTRIA

### Digital Employee Manual

Making the Newrest Welcome Booklet available through an application that is accessible to all employees.

→ - 200 pages per new employee

PERU

### Online Contracts

Digitalisation of new-employee contracts to reduce paper usage and train our teams in these new practices.

→ - 10 pages per new employee

NEW CALEDONIA

### Simplified Deliveries & Tasks

Paperless delivery notes that can be seen in real time on a shared platform. Simplification of the accounting process and enhancement of the quality control of products delivered.

→ - 10,000 pages printed per month!



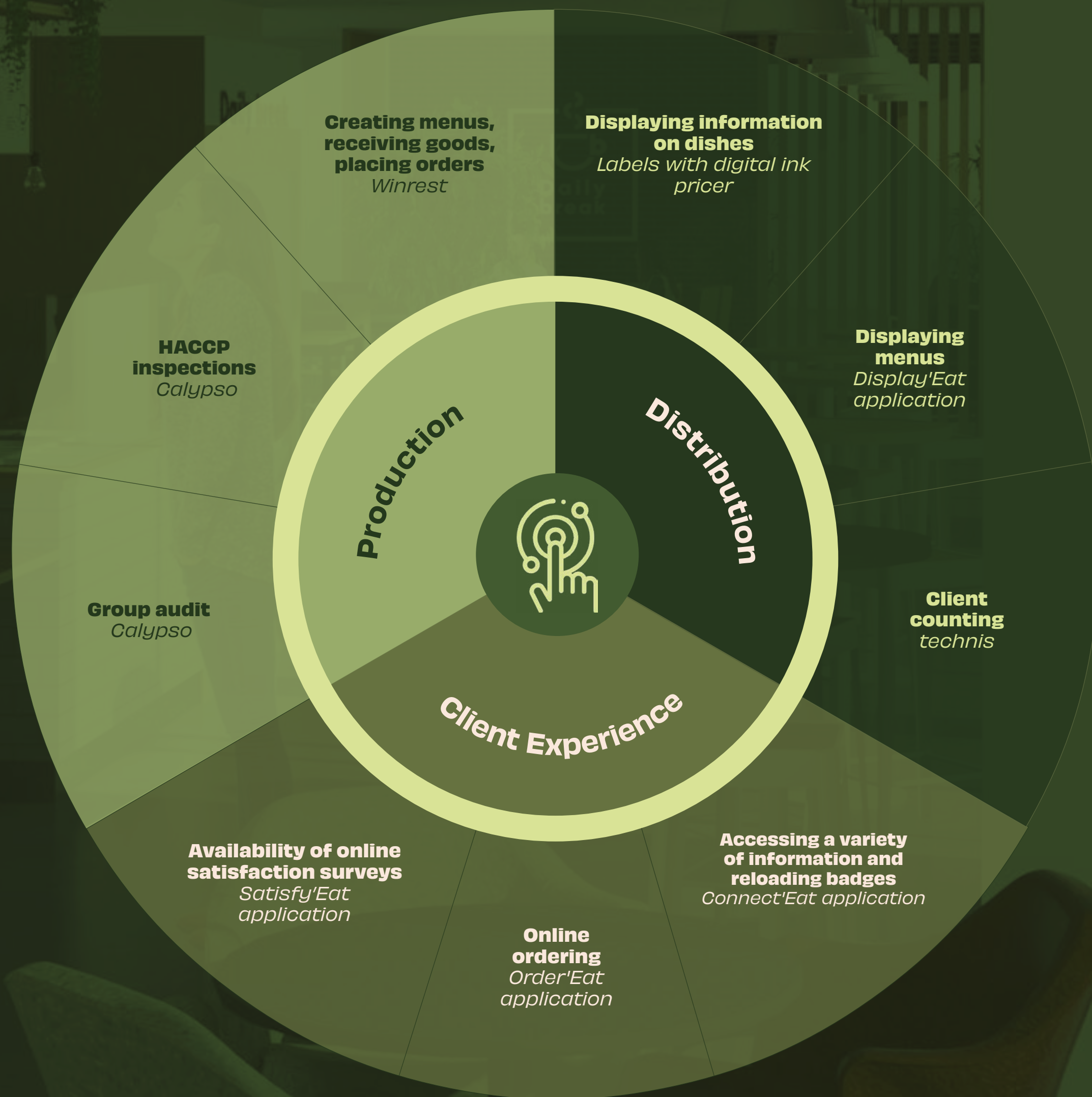




**FOCUS ON**

# Roll out of digital solutions in our restaurants

**We have introduced a variety of specific solutions to optimise our operations.**







# Reducing greenhouse gas emissions

Given our commitments to The Paris agreement, **carbon footprint analysis is our starting point to identify priorities to reduce our GHG emissions.** It is also essential for the measurement of the five other environmental pillars' impact.

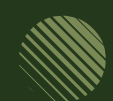
OBJECTIVE 2030 ↓

# -30%



**30% REDUCTION  
IN CARBON EMISSIONS\***

*\*on sites that conducted a carbon footprint analysis*







# Reducing greenhouse gas emissions

**From 2023, we have put in place significant measures to manage the carbon trajectory of 84 units in 36 countries, covering all of our assets and almost 50% of our turnover.**

We now have access to a tool designed by *TRACE*, which allows us to conduct carbon footprint analyses every year.

This solution provides us with a better overview of all of our CO<sub>2</sub> emissions and enables us to draw up action plans that are suited to the actual situations of each unit.

We are benefiting from our partner's expertise in conducting carbon assessments in the catering sector. This is a real asset that has been efficient in helping us with our continuous improvement process.

Inputs remain the main source of equivalent CO<sub>2</sub> emissions. Since 2022, we have also carried out a large number of renovations at the units that have suffered wear and tear, with the aim of improving their energy performance.



INTERVIEW

**Ludovic Luesma**  
Construction Manager

Water is essential to our business and to our ecosystem. We want to reduce our consumption of drinking water and to make use of rainwater in our construction and renovation projects, provided that they are large enough to make the investment profitable. We are therefore looking at the possibility of installing water recovery and reuse systems that are adapted to our needs and constraints. We are aware that these systems involve significant costs and specific equipment, and that we have to choose reliable and sustainable technologies.

We also remain vigilant regarding the side effects of these systems, which could have a negative impact on the environment or on health.

## Global and local scale initiatives



SWEDEN

### Running on Biofuel

The 13 trucks of the Stockholm unit fleet are now running on biofuel

→ 21 tonnes of equivalent CO<sub>2</sub> emissions saved per month, equivalent to 4 times the average household's yearly consumption of electricity!

[More info](#)

DENMARK

### Heat Recovery

The Copenhagen teams have implemented a heat recovery system to reduce the energy requirements for heating and hot water

[More info](#)

MAURITIUS, SOUTH AFRICA & ISRAEL

### Major Changes in Our Units

Significant renovations of several units to improve their sustainability and ensure more comfortable working conditions for our employees

→ [Find out about the changes made in these units](#)





# Concrete actions in our units

## Specific measures implemented in our units to reduce our carbon footprint

### Energy

- LED lights with presence detector
- Solar external lights
- Light tube skylights
- Solar water heater
- Reflective sealing solution on roofs
- Cool Roof-type reflective paint
- Solar panels
- Installation of electric meters for each type of equipment
- Replacing refrigerant gases with gases with a lower GWP (Global Warming Potential)

## Energy Consumption Monitoring System



- Recovering the waste heat from cooling units and air compressors
- Air extraction regulation system through optical steam analysis
- Vehicles running on biodiesel

### Water

- Taps with motion detectors
- Water recovery tanks







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# Commitments to our employees

Everyday  
ethics



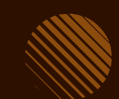
Talents and  
diversity



Managerial  
innovation



# 3 pillars



be the change by Newrest  
2023 CSR REPORT





# Everyday ethics

Our new *Code of Conduct* is deployed with **our stakeholders around the world**, so that ethics becomes everyone's business.



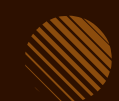
OBJECTIF 2030 ↓

# -10%

**10% REDUCTION IN ANNUAL FREQUENCY RATE (FR\*) AND SEVERITY RATE (SR\*\*)**

\*Number of accidents resulting in an absence lasting more than one day, occurring over the course of a one-year period per one million hours worked.

\*\*Number of days lost due to temporary incapacity per thousand hours worked.







# Everyday ethics

**The Group's Code of Conduct, which was revised in 2023, sets out the principles and measures to be put in place in five areas that are key to our performance and reputation: exemplarity in business relationships, ethics, responsibility, customer service culture and the integration of our activities into local ecosystems.**

This document explains how to apply those principles and measures in our day-to-day work, in line with our values. It guides us towards exemplary, responsible behaviour that will benefit our clients and stakeholders.

In 2023 we also stepped up our commitment to safety at work by putting in place innovative initiatives and appointing safety contacts. Our employees are increasingly involved in their local environments. They have undertaken numerous projects to best meet the needs of civil society in a variety of situations, such as helping people affected by natural disasters or taking part in events to encourage people to excel. These actions are in line with the group's values and identity.

**The Foundation Unlimited is Newrest Group's global project for engaging with civil society and supporting vulnerable people.** It works through sport in sectors such as water, food, education and emancipation. It reflects the Group's values and spirit, which encourage excellence and mutual support.

During the end of year festivities, *Le Cœur des Entreprises* supports some associations in Toulouse with a *Christmas Boxes* operation. Operation that took place at the Newrest headquarters in Toulouse.



## *Le Cœur des Entreprises*



*Le Cœur des Entreprises* is an endowment fund which unites businesses in the region of Toulouse that want to help fight exclusion, scarcity and insecurity, particularly in the areas of food, technology and access to training.

It supports and contributes to the implementation of specific measures by guiding community projects in the area, by passing them onto the member companies and linking associations in need of volunteers with company teams who want to get involved.

Thanks to their constant commitment, teams from member companies have contributed to creating hospitality centres, providing support with training courses, establishing shared accommodation and welcoming refugees.

[→ Find out more](#)

## Global and local scale initiatives



### **SOUTH AFRICA** Celebration of Nelson Mandela

During this special day, the Newrest South Africa teams donated food and clothing to the children's centre in Ubuhle Bezme. They organised a visit to the Golden Steps school. It takes in disabled children and provides training for those who wish to become chefs.

### **UNITED STATES** Original Training Sessions

Establishing theoretical and practical training as well as a mentoring program for truck drivers to reduce damage caused to planes during delivery.

### **CHILE** Awarding Our Teams' Performance

Newrest Chile team received the *Gold Safety Excellence* award for their Health and Safety policy.

### **PERU** 300 Days with No LTIs

Thanks to the implementation of the *I Care* Programme, Newrest Peru teams achieved 300 days of operation without a lost time injury.







# Sport helping to raise health and disability awareness



## Disability



### France Juliette Fricoteaux's Sporting Challenge

Support for this young girl from Lille who, despite having had two heart transplants, took part in a running race at the 2023 World Transplant Games.

### Climbing Mont Blanc in an All-Terrain Wheelchair

Supporting the *Cap Grand Air* association, which the 30 runners and Roxane, who has a disability, are part of, during their UTMB race using a Joëlette (all-terrain wheelchair).



### Greece Supporting the Fight Against Breast Cancer

The Newrest Greece team in collaboration with Delta Airlines took part in the *Race for the Cure* along with 40,000 other runners to help raise awareness and support the fight against breast cancer.



### Madagascar Sport for All!

Organising well-being activities to promote the adoption of a healthy lifestyle and prevent cardio-vascular disease.

## Health



### French Polynesia & Peru Cap Optimist

Crossing the Pacific Ocean on a paddle board to support the *Hope Team East* association which uses sport to help children with cancer or in remission.

### French Polynesia Vaa'a Race

Taking part in the Vaa'a Race, a traditional discipline in French Polynesia to raise awareness of the risks associated with obesity and support the fight against breast cancer.

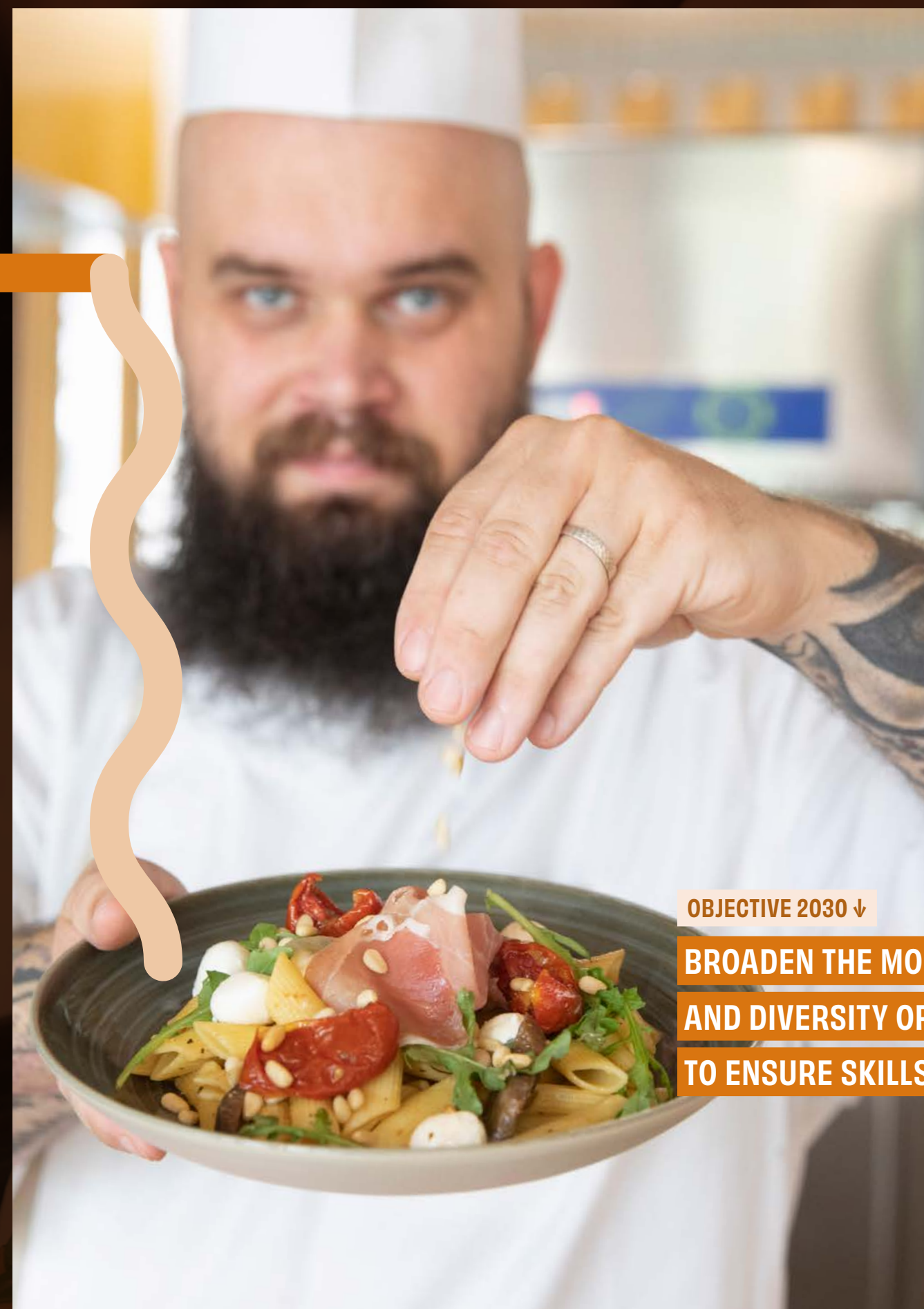






# Talent & diversity

**The rapid growth of the group is the result of the commitment of our employees and their ability to meet new challenges, which sometimes exceed them. The development of our teams' skills and the confidence we have in them are our success factors.**

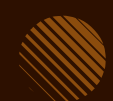


OBJECTIVE 2030 ↓

**BROADEN THE MOBILITY**

**AND DIVERSITY OF OUR EMPLOYEES**

**TO ENSURE SKILLS DEVELOPMENT**







# Talent & diversity

## Equal Opportunities

We are aware of the difficulties that we encounter in attracting and retaining the best talents. This is why we attach a great deal of importance to equal opportunity and promoting diversity in our teams. In line with this, we focus on recruiting people with disabilities and those from disadvantaged backgrounds, by offering them opportunities for personal and professional development. We recognise that these people often face specific obstacles in the labour market, and we want to offer them a working environment where they feel respected and valued.

## Talent Management

As well as external recruitment, we also have an internal pool of talent. Our aim is to promote internal mobility, by providing a dedicated portal where employees can access and apply for internal positions. We have established innovative training methods that are suited to a variety of countries to improve the theoretical and practical knowledge of our employees. Practical outdoor workshops, challenges and training overseas for our chefs are all measures we have to effectively enhance the skills of our employees and add value.



### COLOMBIA

## The Semillero Project

### → What is it?

Since 2020, Newrest has been funding training for vulnerable groups of people who, for financial, social or public policy reasons, have not had access to education or to permanent, stable employment. This catering training delivered in collaboration with a national apprenticeship body, allows students to acquire academic and practical skills. Our objective is to help them to access career opportunities.

### → Feedback on Graduates

Since 2020, more than 40 people have taken part in this 15-month training course. The aim is to increase the number of graduates to 70 by 2025.

## Global and local scale initiatives



### FRANCE The Mosaïque program

Commitment to the inclusion of people with a disability through the *Mosaïque* program. It is based on raising awareness, support, information and collaboration with all employees.

### NEW CALEDONIA Zooming in on our talent

As part of a project meant to put employees in the spotlight, interviews were conducted with two disabled employees.

→ [Interview with Mikea Taofifenua](#) → [Interview with Philippe Bova](#)

### SOUTH AFRICA & ANGOLA

## Inspiring examples of internal mobility

→ [Meet Shaun Padayachee](#) → From the Graduate Program to Director of the Durban Unit

→ [Meet Mehdi Saim](#) → From manager of cafeterias in Tunisia to Director of a remote site in Angola

### GHANA Who's the best baker?

Organising a baking competition to reward the best bakers at the site and inspire our teams.

→ [Click here to find out more](#)



55  
INTERNATIONAL  
GRADUATE PROGRAMME  
CONTRACTS

54  
LOCAL GRADUATE  
PROGRAMME  
CONTRACTS







# WORLD Focus on training within our teams

## **United States** Refugee Integration Programme

For two years, Newrest Atlanta has been supporting the integration of refugees into employment by working with local associations. They are accompanying more than 150 refugees and offer them professional opportunities that suit their skills and aspirations. Individual meetings are organised to show them our company, our areas of expertise and our values. They are then guided through the recruitment process to help them integrate.

## **Guyana** A Strong Partnership with the Carnegie School of Home Economics

This collaboration aims to train young Guyanese people in the catering field. This partnership offers the opportunity to work with experienced professionals and find out about different aspects of the sector. Since it was launched in 2021, it has enabled 50 students to do a 3-month course at Newrest Guyana

on onshore and offshore activities. Ten were recruited and are now part of the team. This is the case for Nelle Benn Bristol, a Guyanese chef who is a graduate of the school and was named employee of the year of Newrest Guyana. She also had the opportunity to develop her skills at Newrest's inflight production units in the United Kingdom. [→ Find out more](#)

## **Morocco** A Model Talent Incubator for 10 Years Running

Training and recruitment of the executives of tomorrow through a full on-site apprenticeship program to train them for managerial roles. More than 136 people have joined the program since 2013, 42% of whom have been hired.

## **Costa Rica & Angola** Innovative Training

Using a scale model of a plane and a simulator to train teams under real conditions.

[→ Find out more](#)



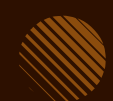
## **New Caledonia** Boosting Skills

The Newrest teams were able to attend *Texture Modification* training delivered by the *Groupement pour l'insertion et l'Évolution Professionnelle* (Professional Integration and Development Group). It is aimed at adapting the meals provided to the various medical diets of guests.

[→ Find out more](#)

## **Peru** Growing Together

Establishing a training program that consists in offering a professional development plan (courses, internal promotion, advanced training) to all employees to improve their skills and boost their employability. 816 employees have participated in this programme since 2019.







# Managerial Innovation

We are proud of the creativity and initiative of our teams, who actively contribute to our strategic choices. To maintain this participative culture, **we implement innovative initiatives to enhance the fulfillment and well-being of our employees.**



OBJECTIVE ↓

**STIMULATE PERSONAL AND PROFESSIONAL GROWTH**







# Innovation in management

**Managerial innovation is an increasingly popular concept based on changing the ways that managers and employees work together, with the aim of promoting a balance between individual well-being and collective performance.**

We want to nurture the Group's values on a global scale, to create a feeling of belonging among all our employees. For example, we wanted Tony Parker to be our internal brand ambassador. He embodies the values of sport and achieving excellence for the team. As part of this mentoring process, we invited Tony Parker to share his experience at two major events: a meeting with our United States teams

in Houston and Atlanta, and a seminar for the top 250 managers in the Company. The managerial initiatives carried out by our teams strengthen collaboration, confidence and sharing between our countries, the headquarters and our employees. When new contracts are implemented, the Group's expertise is represented by local teams and teams from headquarters to create the best possible solution for our clients. This cooperation encourages sharing of experience and enriches our teams.



## Global and local scale initiatives



### FRANCE

#### As part of the *I Care* QHSE program

in France, 2 entities combined their identities, know-how and creativity to produce digital training modules on *Newrest Non-Negotiables*. The aim is to create a sustainable way of working together towards improving efficiency and joint performance.

### CAMBODIA

#### Doing a Climate Fresk

to raise awareness among staff about climate challenges, their causes and their consequences.

[-> Find out more](#)







# Feedback on experiences in New Caledonia

## ⇒ Jean Hurpé

I joined Newrest in 2021, during the COVID-19 period, when our teams redoubled their efforts to put in place a set of managerial tools which enabled greater operational efficiency.

The *D-DAY* project, which was launched in June 2022, aims to increase trust with our clients by establishing transparent and regular communication. To do this, we introduced weekly reports and encouraged the adoption of new, innovative practices. These include the digitalisation of task lists, the creation of training videos with associated quizzes to check your knowledge, and the monitoring of individual performances.

These initiatives are part of a continuous improvement approach that rewards our employees by recognising their efforts and collective successes, thus increasing cohesion and engagement within our teams.

## ⇒ Tiési Katoa

My Newrest adventure began at the end of 2015, when social challenges emerged due to the way our business was changing. Our HR approach initially focused on building a trustful relationship by proposing solutions for preserving jobs and cultivating healthy, sustainable relationships with our business partners.

It then became centred around the cohesion of our teams, by strengthening the feeling of belonging and being a part of our company culture. To do this, we drew up an action plan made up of numerous innovative activities and events, such as organising free osteopathy sessions.

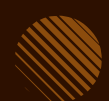
In addition, we have established initiatives to reward our employees and promote their well-being and professional development. These include induction meetings with management and social events following successful trial periods.



## Conclusion and Results

Establishing these measures to manage human resources and performance has produced very good results in our units. The rate of absenteeism has reduced significantly, from 9% to 4%. The number of accidents at work has dropped, especially in Goro where we have achieved one million hours with no accidents.

The staff turnover rate is exceptionally low. All the employees can testify to the healthy, friendly working environment and their feedback on our efforts is very positive.







# Focus on the One Team Unlimited Challenge →

Since 2021, we have been promoting values such as determination, surpassing oneself and solidarity through sporting challenges carried out by our teams all around the world. The aim of this challenge is to strengthen team spirit within our employees, enhance their physical and mental well-being, and to embody the company's *Unlimited* values, in line with our *CSR Charter, be the change*.

In addition to the sporting, collaborative and health aspects of this challenge, our teams are proactive regarding CSR issues, implementing challenges that take full account of today's ecological and social issues.

### Cambodia

Following their day composed of sporting events, our employees devoted an entire day to the environmental and social issues. They cleaned up a beach and donated sports equipment to a foundation that takes care of 160 children.

### France

In Toulouse, Head Office and Blagnac's unit teams ran 10 km during *La course des lumières* to fight cancer. This race, which also takes place by night, is illuminated by hundreds of runners holding glow-sticks in the dark.



### Greece

Our teams took part in the reforestation of Mount Ymittos near Athens, in a protected area teeming of biodiversity. This team-building activity lasted 3 hours, during which Newrest's employees planted 200 trees.



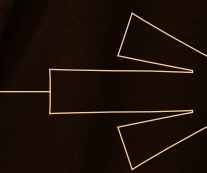
### United Kingdom

In May 2023, our team from the United Kingdom took part in a 21 km night walk to raise funds for the fight against breast cancer. The event enabled to raise a total of £2.5 million in favor of research and awareness.



### Laos

Just after a volleyball tournament, our employees in Laos also decided to clean up the Nakai beach, where they had been playing.

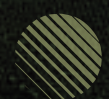






# 04

# Appendix





# Communication on Progress United Nations Global Compact

**Statement from the Chief Executives – renewal of ongoing commitment to the Global Compact** → [page 4](#)

## Human Rights

**1.** Businesses should support and respect the protection of internationally proclaimed human rights:

- CSR charter → [page 11](#)
- Code of Conduct → [page 9](#)

**2.** Make sure that they are not complicit in human rights abuses:

- CSR charter → [page 11](#)
- Code of Conduct → [page 9](#)

## Labour

**3.** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining:

- CSR charter → [page 11](#)
- Code of Conduct → [page 9](#)

**4.** The elimination of all forms of forced and compulsory labour:

- CSR charter → [page 11](#)
- Code of Conduct → [page 9](#)

**5.** The effective abolition of child labour:

- CSR charter → [page 11](#)
- Code of Conduct → [page 9](#)

**6.** The elimination of discrimination in respect of employment and occupation:

- CSR charter → [page 11](#)
- Code of Conduct → [page 9](#)

## Environment

**7.** Businesses should support a precautionary approach to environmental challenges:

- CSR report → [pages 10 – 26](#)
- Code of Conduct → [page 18](#)

**8.** Undertake initiatives to promote greater environmental responsibility:

- CSR report → [pages 10 – 26](#)
- Code of Conduct → [page 18](#)

**9.** Encourage the development and diffusion of environmentally friendly technologies:

- CSR report → [pages 10 – 26](#)
- Code of Conduct → [page 18](#)

## Anti-Corruption

**10.** Businesses should work against corruption in all its forms, including extortion and bribery:

- Code of Conduct → [page 4](#)







# be the change

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