



CSR and Sustainability report

2023



This is our Report on the progress made on the implementation of the Ten Principles of the United Nations Global Compact, underlying the United Nations' goals. We would appreciate your comments on its content.

Summary

02	Editorial	
03	Presentation of ECF Group	
14	Our CSR commitments	
20	Part 1 Reducing the impact of our activities on the environment, alongside our employees	<p>Reducing our carbon footprint and our impact on climate change</p> <p>Managing our energy consumption</p> <p>Reducing the impact of transport</p> <p>Managing the impact of our activities on living things</p> <p>Reducing and recycling our waste production</p> <p>Training in and raising awareness of environmental issues</p>
29	Part 2 Offering responsible solutions and supporting our partners in their ecological transition	<p>Proposing sustainable products and services</p> <p>Developing lasting relationships with our partners</p> <p>Ensuring quality services to our customers and partners</p> <p>Committing to a responsible purchasing approach with our suppliers</p>
37	Part 3 Developing and protecting human capital within and beyond our company	<p>Ensuring the well-being of our employees</p> <p>Onboarding new employees and developing a shared culture within the Group</p> <p>Promoting diversity and inclusion within our organisation and combating discrimination</p> <p>Developing our solidarity and inclusion initiatives</p>
44	Vision 2030	
47	Appendices	



Editorial

Since signing the United Nations Climate Charter in 2004, the ECF Group has been committed to a responsible approach in order to gradually integrate environmental, social and societal issues into its business model.

However, 2023 marks a watershed in these 20 years of commitment. Indeed, with the acquisition of new brands joining the Group in Europe and Asia, our efforts have focused on transforming our business, with simplified brand platforms, common tools, shared values and concerted approaches to make ECF a truly integrated international Group.

We have worked on all the pillars of our CSR policy, with projects to ensure a shared vision and common tools and processes for all the Group's international subsidiaries, which break down into:

- A new governance structure, with a new majority investor, PAI Partners, joining NAXICAP Partners, which supports, challenges and accompanies our global CSR approach;
- A climate strategy launched in 2023 and an initial Carbon Footprint established at Group level, which will be complemented by the Purchasing section as of 2024 and the defining of a medium-term trajectory;
- A more global HR approach, with a lot of work done this year on onboarding new employees, training and disseminating information internally;
- A redefining of our requirements in terms of responsible products and the establishment of a Group Responsible Purchasing policy, allowing deployment from 2024;

- A new business ethics mechanism and roadmap, with the establishment of a new code of conduct and the choice of warning and training tools that will be deployed and harmonised across all the Group's subsidiaries;

- Harmonised monitoring of ESG/CSR performance, using centralised tools and processes common to the whole Group.

We are proud of our achievements in 2023, which reflect our deep commitment and unwavering motivation. At ECF Group, we still have many outstanding challenges and areas for progress, which guide our roadmap every year.

I hope you enjoy reading this annual report, which sets out our ongoing commitment to responsible development, our aims and the progress we have made this year.



Caroline SOHN
CSR Director of the ECF Group



Presentation

ECF Group

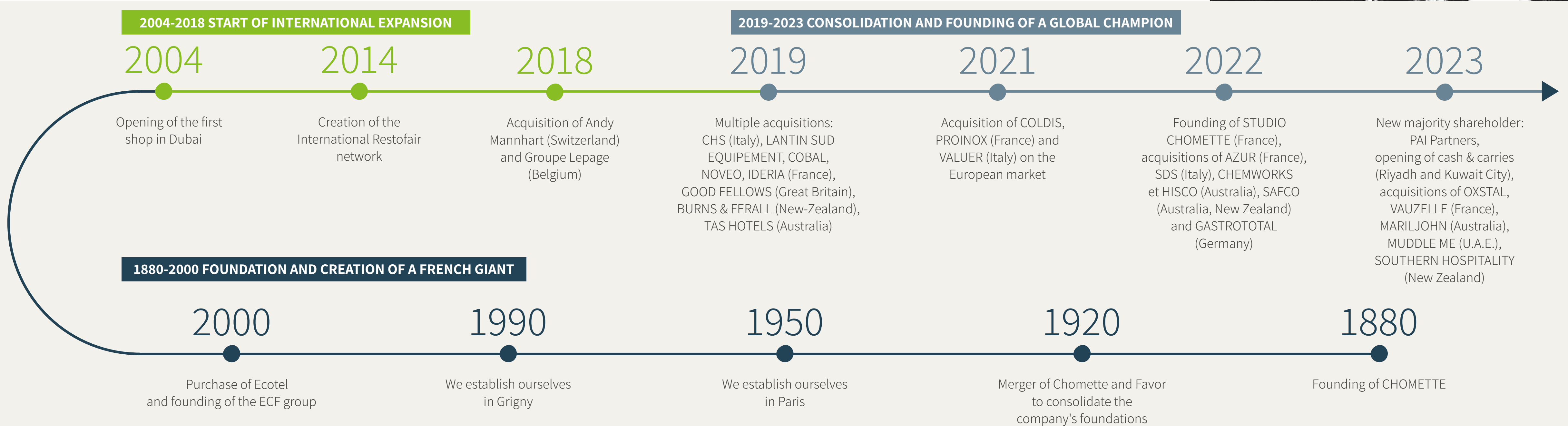
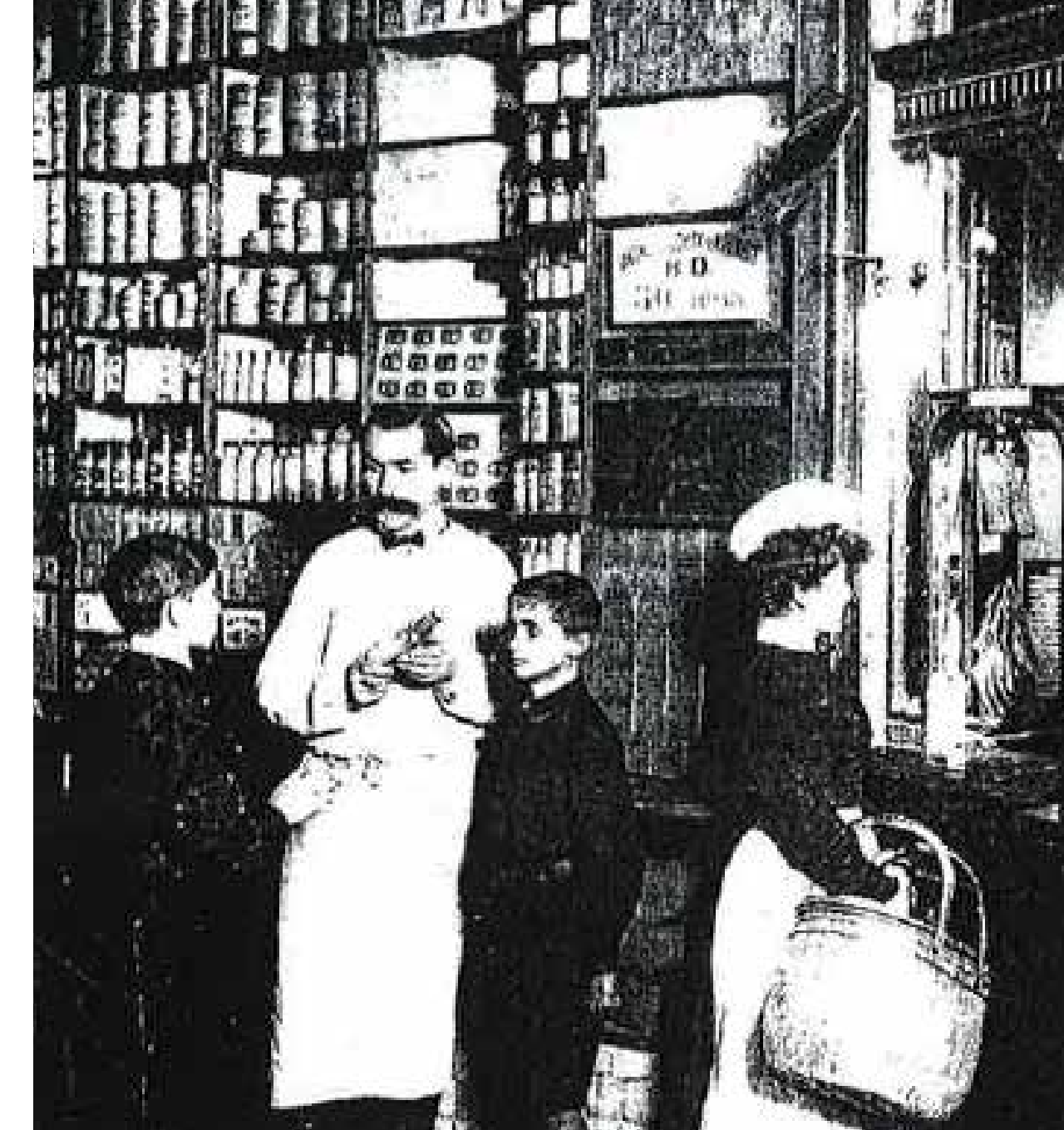
Our history

ECF Group is an international distribution company specialising in the development of trademarks and private labels for professionals in the hospitality, healthcare and catering sectors.

Since the Maison Chomette was founded in Paris in 1880, the Group has continued to expand through organic growth and acquisitions. For over 140 years, the ECF Group has been integrating new brands to provide a wide range of specialised solutions tailored to the needs of professionals constantly

faced with new challenges in catering for their customers' requirements.

These, our brands, support them in their choice of tableware, kitchen equipment, hygiene equipment, electrical equipment, furniture, buffet equipment and takeaway and delivery essentials. Operating mainly in three regions - Europe, the Middle East and Asia-Pacific - and in 20 countries, the brands of the ECF Group serve their customers through a structured and efficient network.



Our manifesto

We are ECF, an international specialised distribution group, the benchmark partner for the Hospitality, Care and Institutional sectors. Every day, we pool our expertise and professionalism to make their work easier.

We are ECF, with the largest range of products and services available, enabling professionals to stand out in their industry. To help them focus on their main business issues, we leverage our resources in a constant search for excellence.

We are ECF, the group committed to enriching our customers' experience.

They can rely on our omnichannel solutions and on the reactivity of our supply-chain, which is able to respond to all requests in real time, 7 days a week.

With our teams spread throughout the world, located on our customers' doorstep and understanding their needs, we form a structured and efficient network providing truly local coverage.

Our values

Professionalism, excellence, local coverage: these three fundamental values are in our Group's DNA. They guide

our collective action, fuel our shared ambition and encourage us to constantly adapt to an increasingly demanding market.



Performance

Guarantee impeccable quality of service and profitable growth for our Group, our subsidiaries and our customers.



Professionalism

Be the trusted partner that brings together the best specialists in each field, who all shares the same perennial commitment.



Local service

Listen to our customers while guaranteeing them unrivalled customer support, combining services and an omnichannel strategy. We form a structured and efficient network capable of providing truly local coverage.



ECF Group: an international network of distributors who are leaders in their markets

With an international network structured into three major regions: Europe, the Middle East and Asia-Pacific, we provide a fast, tailor-made solution for all our customers worldwide.



Our value creation model

OUR CORE BUSINESS

The 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, health and social care sectors and the catering trade.

OUR ENVIRONMENT

- Macro-economic situation
- A buoyant tourism and hospitality sector
- Changing customer consumption trends (out-of-home catering)
- Supplier offers and innovation
- World organisation of the supply chain
- Regulatory context



Resources and assets

PLATFORM

Committed employees: 2000 employees

International presence in 20 countries: spread over 4 regions (France, Europe, Middle East, Asia-Pacific)

Special relationships with our suppliers: several thousand suppliers

Strong brands: 26 trademarks and own brands

Integrated, regional logistics platforms: 10,000 products in stock, several hundred categories, 3 regional hubs, 40 logistics centres

Shared values: Excellence, Professionalism, Local Coverage



Business model: “ the 5 Ss ”

SOURCE*

Category specialists
Relationships of trust with our international suppliers
Own brands and white labels
Expertise in responsible products
Specific products on request
Customisation
Competitiveness

SEGMENT*

RFM Customer Segmentation
Catering, accommodation, institutional catering, Health, fast-food chains
Offers tailored to market segmentation
Customised pricing

SELL*

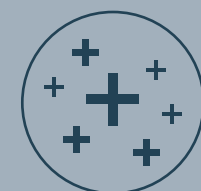
“One-stop shop”
Omnichannel approach to the market
Field sales representatives
Out calling
E-commerce & EDI
Cash & Carry
Showrooms
Integrated control systems

SUPPLY*

Multi-category delivery
Flexible delivery: Direct, cross docking, distribution hubs, store delivery
Global distribution network
Tailored services
Adapted payment terms
Omnichannel customer experience

SERVICE*

Professionalism and ethical standards
CSR solutions in line with our customers' objectives
Competitiveness serving profitability
Reliability and availability
Cost-efficiency
Cost savings (products, processes, time)



Value creation

Steady sales growth
TURNOVER: €820M

Solid EBITDA in excess of 10%
Long-term customer loyalty: 250,000 customers in 2023

Logistical excellence: Delivery to 80% of customers within 48 hours, service rate 97% in 2023

Proven leadership: Leaders in France, Australia, UAE and New Zealand

Long-term partnerships with our suppliers: 397 have been with us for over 10 years

*Procurement - Segmentation - Sales - Logistics - Services

Our products and services



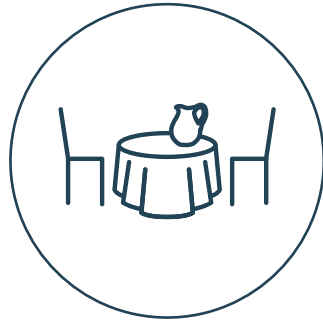
TABLEWARE



KITCHEN UTENSILS



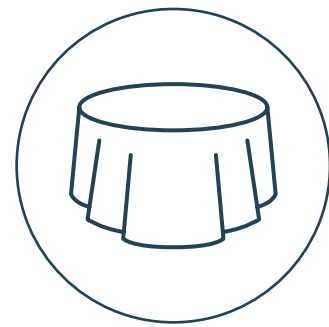
TAKE TAKE-AWAY



ACCESSORIES



TEXTILE & HOSPITALITY



ACCESSORIES



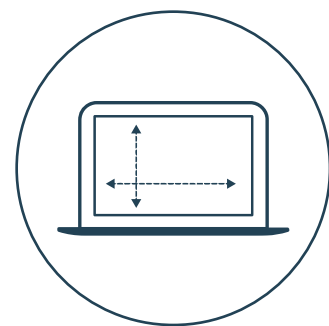
PROFESSIONAL KITCHEN



HYGIENE



FURNITURE



CONCEPT & DESIGN

Our customers

ECF Group's customers are professionals in the following sectors:



CATERING

Gastronomy, restaurant chains, brasseries, pubs, bars, cafés



HOTELS

International hotel groups, local hotel chains, independent hotels, new hotel concepts



FAST FOOD

Takeaway, food delivery, dark kitchens, hamburgers, pizzeria, sushi, poke bowls



FOOD TRADES

Caterers, butchers, delicatessens, fishmongers, confectioners



HEALTH AND PUBLIC SERVICE

Hospitals, nurseries, retirement home, clinics



LOCAL AUTHORITIES AND SCHOOLS

Collective catering, company restaurants, school and university canteens



TOURISM

Campsites, holiday homes, mobile homes, amusement parks

Own brands of ECF Group

Drawing on our market knowledge and in-depth product expertise, we have developed our own brands to meet all our customers' needs.



A unique collection offering a wide choice of trendy tableware for gastronomy, now being rolled out worldwide.



A complete range of tableware and decorative products at the best value for money, the benchmark for restaurateurs for 20 years.



A benchmark brand of quality kitchen utensils and accessories for restaurateurs for 15 years.



A new brand dedicated to large commercial kitchen appliances, to be launched in 2023.



A comprehensive range of paper consumables for hygiene and cleaning.



A complete range of hygiene and household products at the best value for money.



A selection of Takeaway products at the best value for money.



A varied selection of entry-level professional products for restaurants and catering establishments.

Our shareholders

Since October 2023, ECF Group has been majority-owned by PAI Partners, a leading European private equity fund. PAI has a strong track record of partnering with management teams to rapidly grow businesses and create global industry leaders. It has sector expertise and in-depth experience of B2B distribution.

ECF Group is benefiting from PAI's support to consolidate its leadership in the catering sector and pursue its growth strategy.

Proof of the confidence it has in the Group, our investor NAXICAP Partners has decided to continue supporting us with a minority but significant stake.

Alongside our institutional and historic investors, our management-level employees have once again been included among the Group's shareholders.



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. The 4 directors bring us their high-level expertise and experience in the ECF Group's areas of interest.

The Board

Mathieu PAILLAT
 Director representing the investment fund PAI Partners, Chairman of the Supervisory Board

Marlène BAZOUIN
 Director representing PAI Partners

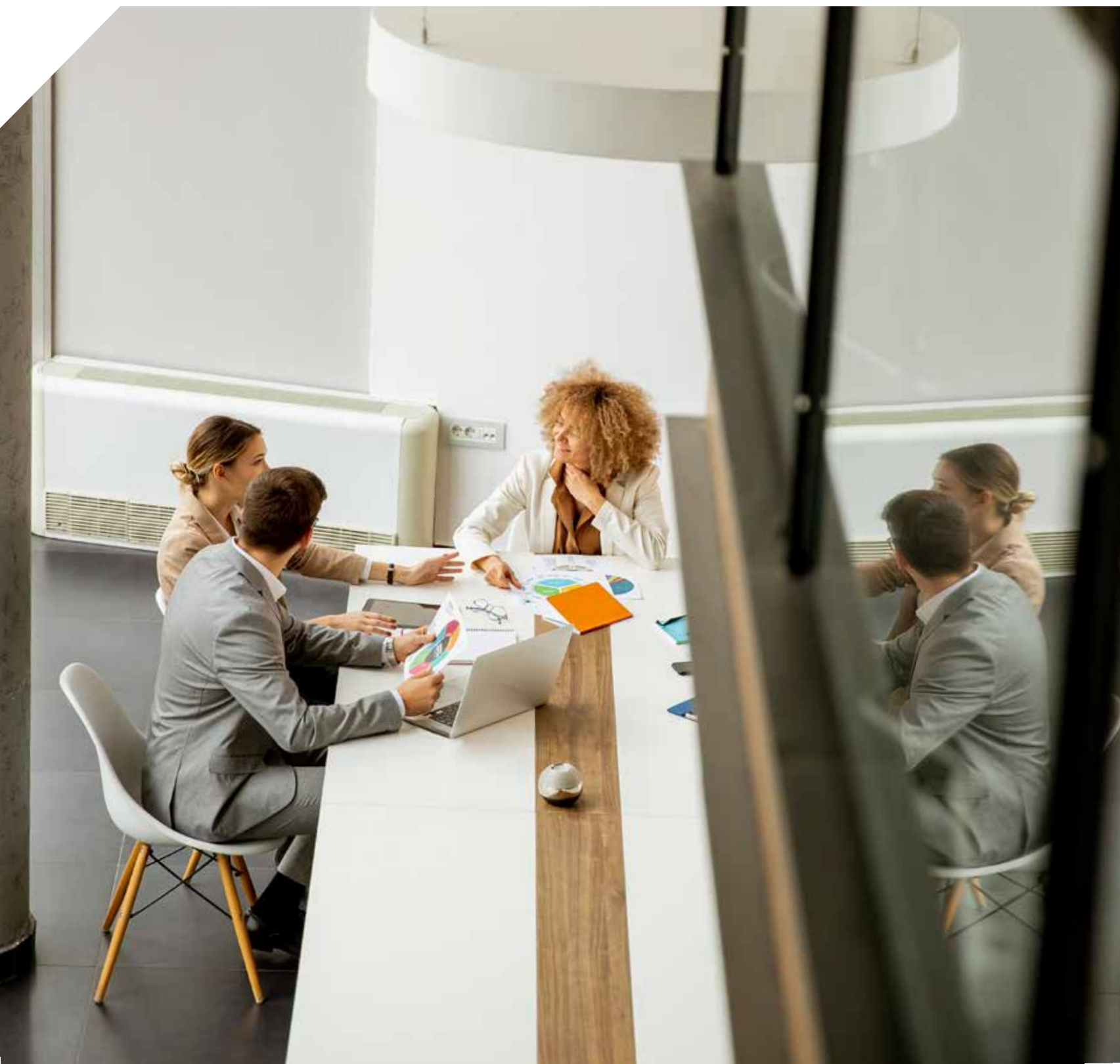
Christophe Alaux
 Chairman and Chief Executive Officer

Abigail ARON
 Director representing PAI Partners

Axel BERNIA
 Representative Director Naxicap Partners

Arnaud LOUET
 Group MD, CFO, Audit & Legal Affairs

Support from our investors in our CSR approach



PAI PARTNERS AND ITS SUSTAINABLE DEVELOPMENT VISION FOR ITS INVESTMENTS



Mathieu PAILLAT

Partner at PAI Partners and Chairman of the Supervisory Board of ECF Group

“ At PAI, we actively work with the companies in our portfolio to advance sustainability efforts through measures that improve ESG maturity and “future-proof” their specific business models. We do this because we believe that in today's world, taking sustainable development issues into account is key to creating future value. We are delighted to be supporting the ECF Group in this.

As a direct supplier to the hospitality industry, improving its sustainability profile is a priority for ECF and an integral part of the strategic roadmap we have developed with the management team.

For example, we are finding that customers are increasingly interested in more sustainable products, including recyclable products and those made from recycled materials. Further developing this category and making ECF a leader in this field are clear objectives for the Group. ”

NAXICAP PARTNERS AND ITS SUSTAINABLE DEVELOPMENT VISION FOR ITS INVESTMENTS



AXEL BERNIA

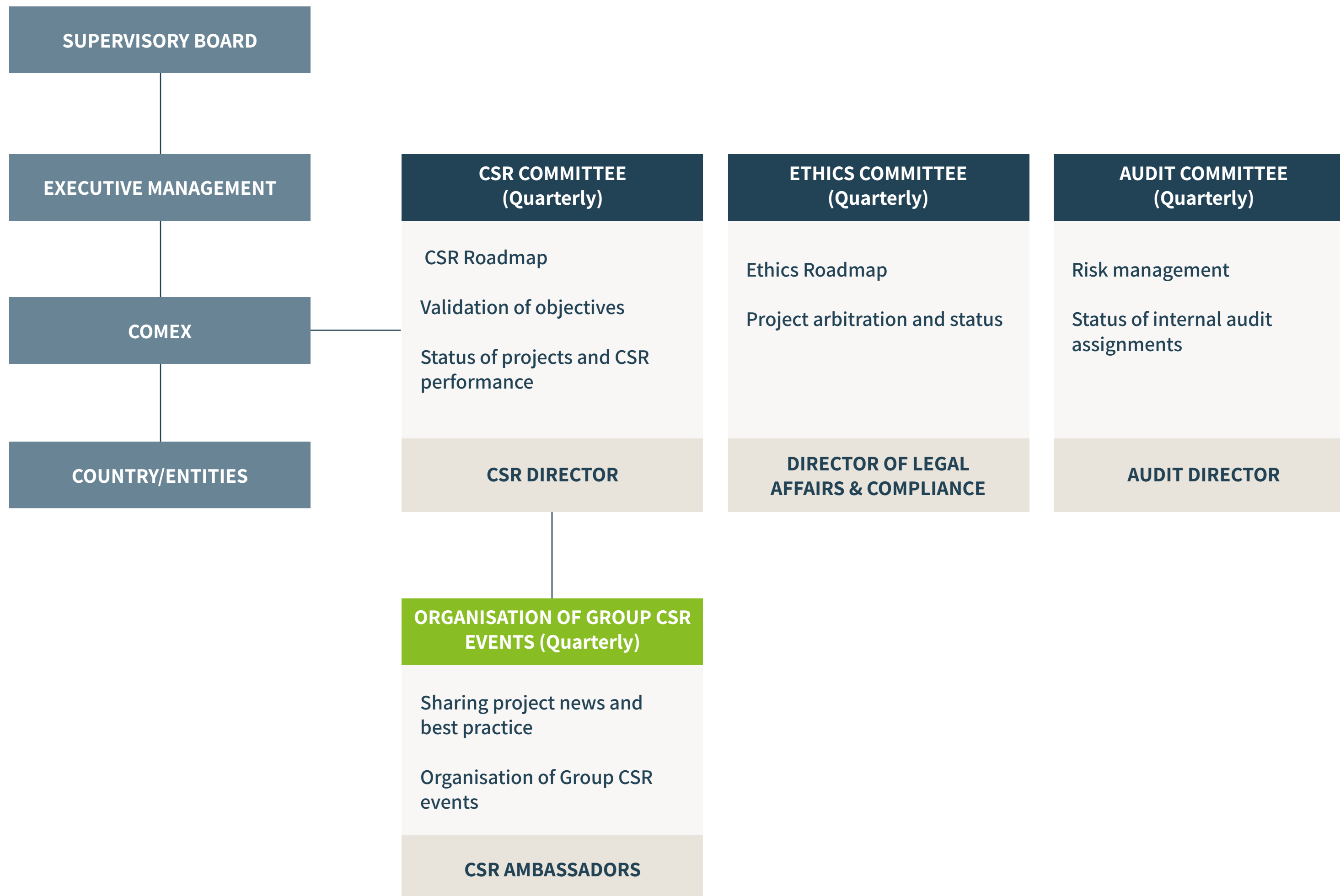
Managing Director, Naxicap Partners & Member of the supervisory board of ECF Group

“ Today, ESG criteria guide Naxicap Partners in the transformation, adaptation and growth strategies of the companies we invest in. We are convinced that companies that take these issues into account and demonstrate they are taking concrete actions in this direction are immediately identifiable as being in tune with the challenges of their time, and quick to adapt.

In this respect, we believe that it is essential for a leading distributor of equipment and consumables such as the ECF Group, which has a global environmental and social footprint, to integrate ESG criteria at the heart of its strategy.

For ECF and Naxicap, this means regular exchanges with our dedicated ESG team, which can provide us with technical support or inspiration. For example, ECF took part in a CSR event held in 2023. This event brought together more than 50 CEOs and CSR managers from our companies, who were able to learn and share knowledge about the concrete CSR initiatives they have carried out in their own companies. ”

Our CSR governance



EXECUTIVE MANAGEMENT'S VISION



Christophe ALAUX Chairman ECF Group

“ ECF Group has been resolutely committed to corporate social responsibility (CSR) for exactly 20 years, placing ethics, people, the environment and its products at the heart of its actions.

Signatory of the **United Nations Global Compact Charter** since 2004, the ECF Group promotes the Sustainable Development Goals (SDGs), a rational execution of our business activities, excellence in a spirit of fairness and the protection of the interests of our stakeholders, with respect for human dignity, social values and the environment.

Awards such as the **Ecovadis silver medal** for Chomette and the **Great Place to Work** certification for the ECF Group again this year confirm the direction we have taken and motivate us to go even further.

At ECF Group, we know that social and environmental responsibility is an essential part of our identity. We firmly believe that by adopting a real and ambitious position vis-à-vis CSR, we are helping to create a better world for future generations. ”

Our ethical commitments



The ECF Group is committed to operating in accordance with ethical and corporate responsibility principles.

Respect for ethical principles such as integrity and loyalty, respect for people and compliance with international norms and standards have always been at the heart of the ECF Group's business strategy and value system. These principles are formalised in a

comprehensive anti-corruption system that can be consulted on and downloaded from our Website.

In 2023, we worked to develop our system, with the aim of rolling it out to all companies in the Group's countries and involving all employees.



OUR BUSINESS ETHICS SYSTEM IS BASED ON A COMPREHENSIVE SYSTEM, WHICH INCLUDES:



1 - Our code of conduct. Drawn up in 2020 and updated in 2023, to include issues related to conflicts of interest, anti-money laundering policy and the financing of political parties.



2 - Risk mapping. Under the aegis of the Group Chairman and his Executive Committee, the map will be updated in 2024 and accompanied by an action plan.



3 - A secure and confidential alert reporting system. An external digital whistleblowing platform, backed up by an updated whistleblowing policy, will enable all Group employees, our business partners and third parties to report wrongdoing such as

corruption, abuse of power, discrimination and harassment, human rights abuses and environmental damage.



4 - A training programme. Designed to raise awareness among all our employees of the challenges of fighting corruption, this programme was prepared in 2023 and launched in 2024. These e-learning modules enable employees to familiarise themselves with the risks associated with corruption, the rules to be applied and the behaviour to adopt if necessary for each of their areas of responsibility.

Reward Hospitality published its policy statement against **modern slavery** in 2021 and continues to send out a questionnaire to its suppliers to analyse this risk. 64% of them responded. 76% of suppliers have signed the charter of commitment against modern slavery. This is in line with Australian legislation, enacted in 2018, which is the second legislation in the world to combat modern slavery.



Our **CSR** Commitments

Our CSR policy

Our CSR approach is rolled out in four basic pillars **Environment**, **Product**, **Human** and **Ethics** fully integrated into our global strategy. It embodies the commitments we make to all our stakeholders, both internal and external.

Pillars	 Environment	 Product	 Human	 Ethics
Commitments	<p>Reducing environmental impact of our activities alongside our employees</p>	<p>Offering sustainable offers and engaging our partners</p>	<p>Developing and protecting human capital within and beyond our company</p>	<p>Respecting ethical and regulatory principles</p>
Objectives	<p>Reducing our carbon footprint and our impact on climate change.</p> <p>Controlling the impact of our activities on living organisms (waste, water, biodiversity, etc.).</p> <p>Training and raising awareness on CSR issues.</p>	<p>Offering more sustainable products and services</p> <p>Developing lasting relationships with our partners.</p> <p>Encouraging our partners to adopt a responsible approach.</p>	<p>Ensuring the well-being and safety of our employees.</p> <p>Promoting diversity and inclusion within our organisation and combating discrimination.</p> <p>Developing our solidarity and inclusion initiatives.</p>	<p>Ensuring compliance with international norms and standards and local regulations.</p> <p>Engaging our stakeholders in our business strategy.</p>
Challenges	<p>Helping to reduce the impact of our business on the environment</p>	<p>Supporting our partners in the ecological transition</p>	<p>Making our employees proud of their company</p>	<p>Acting with respect and ethics</p>
Associated Sustainable Development Goals	  	  	  	

A committed Group



Goodfellow & Goodfellow, UK

Our CSR and sustainable development approach was begun in 2004.

WE SUPPORT



This commitment is embodied in our adherence to the United Nations Global Compact Charter since 2004, by adopting its fundamental principles: respect for human rights, working conditions and international labour standards, the fight against corruption and respect for the environment, as well as through certifications and a CSR strategy based on 3 pillars of commitment.

Our certifications and assessments



5 certified brands
ISO 9001



5 certified entities
with an EcoVadis silver medal



ECF Middle East, Dubai

Our results for 2023

At ECF Group level, we have continued to make progress on the major CSR issues, with tangible results in each of our pillars.

Pillars

Commitments

Results 2023



Environment

Reducing environmental impact of our activities alongside our employees

ENERGY SOBRIETY

-12% of energy consumption of iso-scope buildings (-5% for electricity, -19% for natural gas)

CIRCULAR ECONOMY

50% of waste is recycled or recovered

CLIMATE

1st data collection and calculation of the carbon footprint for all Group entities



Product

Offering sustainable offers and engaging our partners

SUSTAINABLE OFFERS

12.4% of sustainable products in the catalogues of the two main distributors (Chomette and Reward Australia)
AND
16.6%

SUPPLY CHAIN

392 of our suppliers in France and in Australia have been with the company for more than 10 years
AND
30% have been with the company for more than 20 years



Human

Developing and protecting human capital within and beyond our company

DIVERSITY

41% of women (39% female managers)

EMPLOYEES

94% of employees in CDI

TRAINING

66% of Group employees received training this year

GREAT PLACE TO WORK

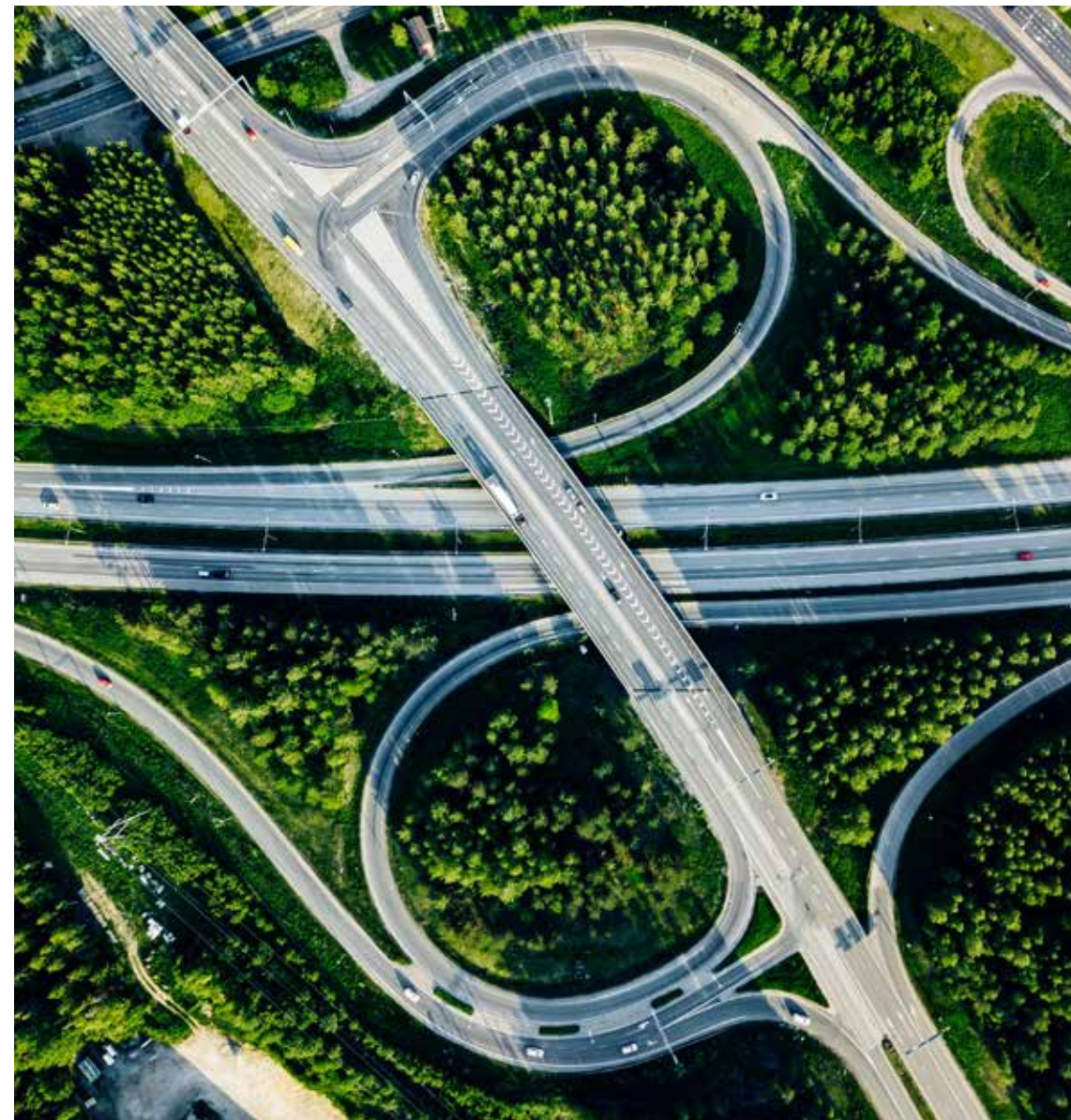
70% of Trust index score

SOLIDARITY INITIATIVES

235k€ in material and financial donations

Find more results in the appendix

Our materiality analysis



In 2022, we carried out our first simple materiality analysis at Group level and across all zones. The aim of this exercise was to prioritise the ECF Group's impact on the major CSR issues, according to their importance and the Group's level of maturity in relation to them. This analysis has resulted in a matrix of our issues, classified by importance and by the Group's level of maturity.

ECF Group's 5 key CSR challenges



1. THE EMPLOYER BRAND



2. SUSTAINABLE OFFERS



3. HEALTH AND SAFETY



4. RESPONSIBILITY IN THE VALUE CHAIN



5. BUSINESS ETHICS



CSRD AND DUAL MATERIALITY

From 2024, the ECF Group will update its materiality matrix and, more specifically, a dual materiality matrix. Because of its size, the company will be subject to the Corporate Sustainability Reporting Directive, a European regulation currently being rolled out, which aims to harmonise sustainability reporting by companies, improve the availability of ESG data and enhance the comparability of company data.

At the heart of CSRD is dual materiality, an approach whereby impact materiality (or “simple” materiality, an exercise carried out by the Group in 2022) and financial materiality (identification of CSR issues with a financial impact on the Group) are inseparable.



FOCUS ON CSRD

Arnaud LOUET

MD ECF Group
Finance, Compliance & IT group



The CSR, Finance, HR, Audit and Compliance teams are mobilised to carry out the various stages of analysis and reflection that will enable us to produce, in 2026, our first sustainability report presenting our non-financial performance. This exercise is an opportunity for us to make progress in our CSR approach, but also to turn it into a truly useful and strategic tool for the company. "

Our stakeholders



For the ECF Group, whose activities and business model are based on interactions between a large number of 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 EMPLOYEES



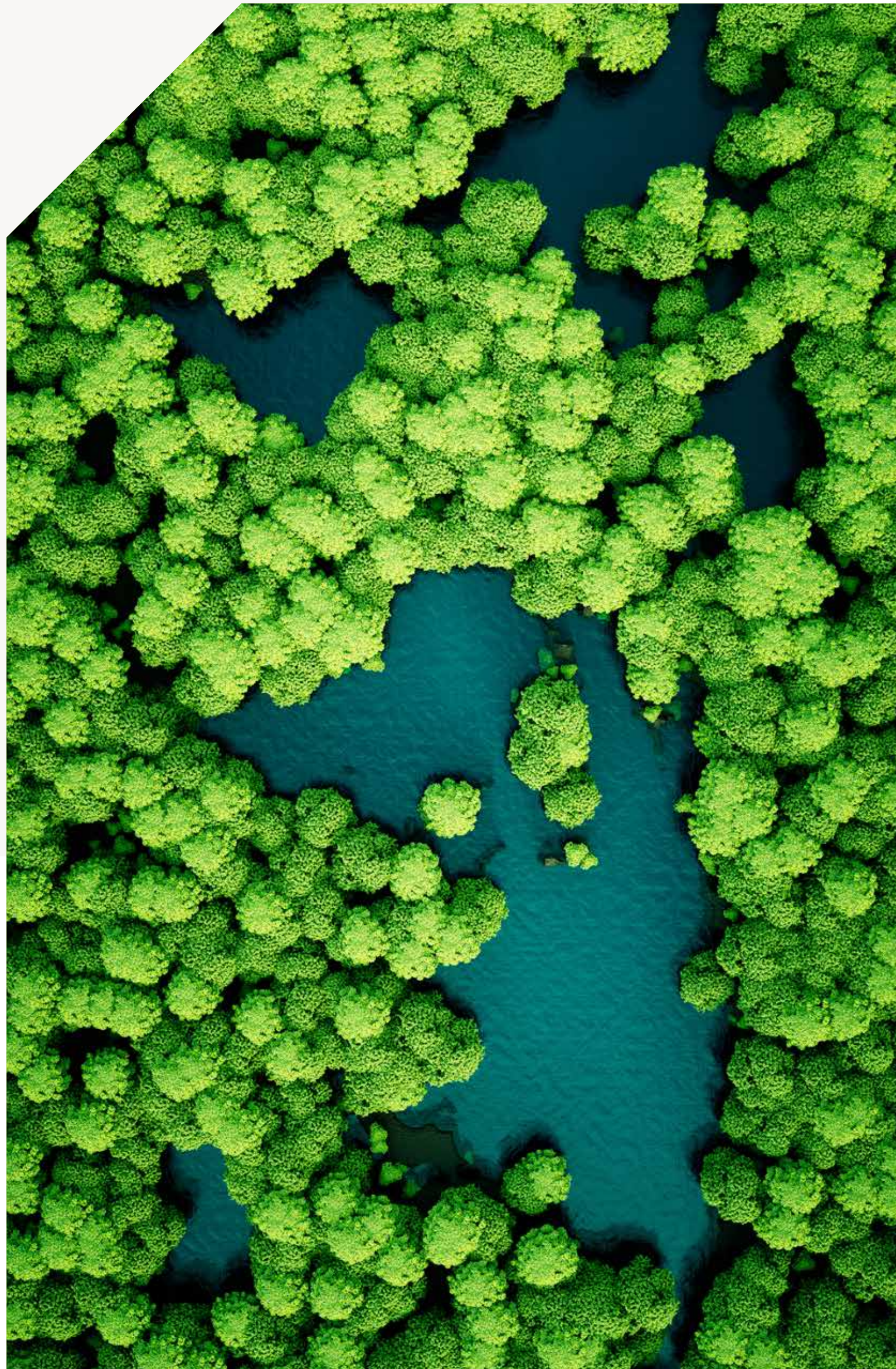
ITS CUSTOMERS



ITS BUSINESS PARTNERS

OUR ECOSYSTEM OF INTERNAL AND EXTERNAL STAKEHOLDERS





Part 1



Reducing

environmental impact
of our activities alongside
our employees

Reducing our carbon footprint and our impact on climate change



Climate change is one of the main drivers of change in society and a major challenge.

To help mitigate climate change, but also to prepare for it, the Group is deploying its climate strategy.

We are aware that our activities have an impact on the climate and, more generally, on the environment, particularly through the manufacture of the products we sell, their transport, logistics, the mobility of our employees and the energy consumption of our buildings.

Exceeding planetary limits has, on the contrary, an impact on our own business as well as on our suppliers and our customers.

The countries of the United Nations, Europe and France have committed to reducing their carbon emissions, in accordance with the Paris Agreement signed in 2015, in order to limit the rise in temperature to 1.5°C by 2100 (compared with pre-industrial levels), but also to strengthen our capacity to adapt and reduce vulnerability to climate change.

That's why the Group is committed to deploying its climate strategy.



FOCUS ON OUR CLIMATE STRATEGY

Caroline SOHN CSR Director of ECF Group

“ What are the ECF Group's key climate challenges?

Our challenge is to provide robust annual measurements of our impact on the Group as a whole and its many subsidiaries. As our footprint is mainly linked to the products we distribute, controlling the physical risks in our value chain and making progress with our partners on product innovations and their climate strategy will all be levers to help us reduce and measure our progress.

What happened on this front in 2023?

We rolled out personalised workshops in various Group countries to raise our teams' awareness of the challenges posed by climate change. Our subsidiaries have been able to think about concrete actions and initiate their climate action plans.

What are the next steps?

Our next step will be to determine our reduction targets in line with the international SBTi standard and to define our climate strategy. This is an important step in strengthening the actions already underway and, above all, in planning medium- and long-term projects. "



MEASURING OUR IMPACT

Measuring our carbon footprint is essential to understanding and defining targeted action plans and monitoring our progress.

The scope of our carbon footprint calculations has evolved **steadily since our very first assessment in 2009. The operational and geographical perimeters have been broadened, as have the various emissions items** to be taken into account.

This year, we were able to draw up our first full carbon footprint at Group level, covering all areas (countries and emission sources, excluding the end-of-life of products sold). The integration of product purchasing at Group level is an important development, since it accounts for the bulk of our emissions, around 97%.

This assessment is compatible with the GHG Protocol and the requirements of the CSRD.

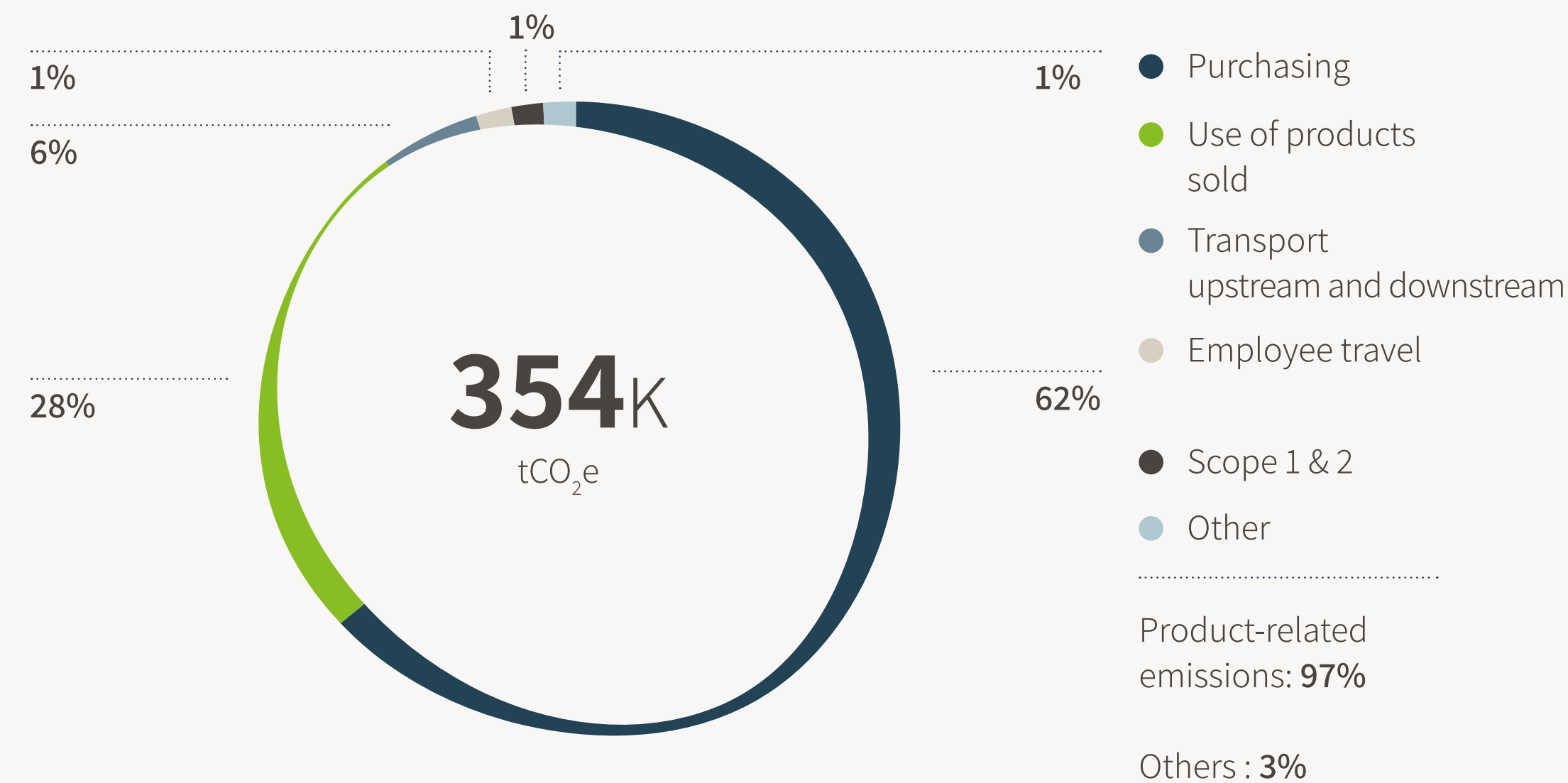


OUR ACTION PLAN

Our action plan focuses mainly on these 3 areas:

- **More sustainable products and services:**
 - Innovating with increasingly innovative products and services
 - Working with our partners to control and reduce the footprint of our products
- **Lower-carbon : travel**
 - Increasing our fleet of **hybrid and electric vehicles**
 - Demanding commitment from our carriers
- **Energy: sober and renewable**
 - Optimising our energy consumption
 - Aiming for 100% renewable energy

BREAKDOWN OF CO2 EMISSIONS BY CATEGORY



BREAKDOWN OF CO2 EMISSIONS BY REGION



Managing our energy consumption

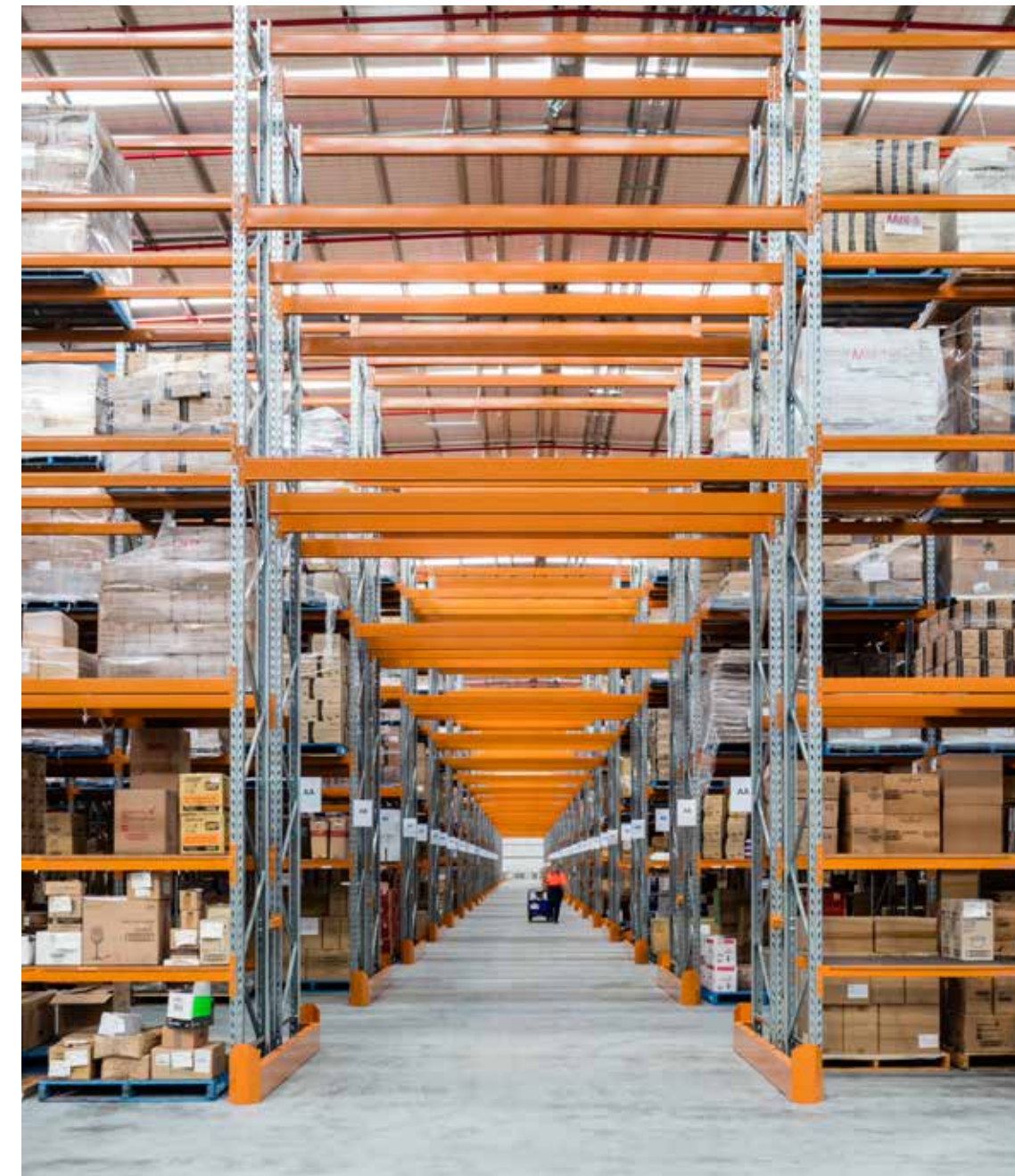
In 2023, the energy consumption of our facilities represented 0.9% of our emissions.

OPTIMISING OUR CONSUMPTION:

Our priority is to optimise our energy consumption: over the last ten years, the Group and its subsidiaries have taken numerous initiatives to reduce their energy consumption. **To reinforce these**, we rolled out an **energy sobriety plan** for the entire Group, in 2022. Our work focuses mainly on modernising lighting technologies, improving the energy efficiency of our equipment and controlling consumption.

In 2023, we were able to observe the effectiveness of the sobriety measures taken in each country **at 79% of the Group's sites**: **ECOTEL Annecy** recorded a 30% fall while **CHS** in Italy observed reductions of 37% in Bergamo and 26% in Milan...

In addition, **Reward Hospitality** which moved to a new warehouse in Perth at the end of 2022, was able to enjoy natural lighting all year round. Large skylights in the roof eliminate the need for daytime lighting, optimising annual energy consumption.



Reward Hospitality, Yatala, Australia

TOWARDS LOW-CARBON ENERGY:

We also want to make a gradual transition from the energy we consume to renewable energies.

CHS in Italy and **Reward Hospitality** in Australia already have plans to fit solar panels on the roofs of some of their warehouses.



FOCUS ON THE PERFORMANCES of the new CHS – Italy warehouse

Carlo SCALABRINI

MD of CHS, Italy



Our new platform, scheduled for construction in 2024, will bring together 5 existing warehouses in Italy, optimising transport and storage. It will be **fully equipped with photovoltaic panels** to produce up to 500kWh, and other equipment and facilities will reduce our water and energy consumption.

We hope to obtain **LEED certification**, one of the best building standards in the world. "



The Group's key indicators 2023

79%

of sites reported reductions in energy consumption

66%

of floor area in our buildings is lit by LED technology

-12%

of energy consumption on a like-for-like basis (2022-2023) (-5% for electricity, -19% for natural gas)

Reducing the impact of transport

In 2023, goods transport accounted for 7% of our emissions. Employee travel accounted for 1%.



SUPPLYING AND DELIVERING OUR CUSTOMERS

For several years now, we've been improving the way we transport our deliveries, streamlining loads to reduce handling during transit, organising rounds by geographical area and working on our packaging to reduce breakage and returns.

The integration of new subsidiaries into the Group is also an opportunity to work on streamlining supply and storage to keep both within the same country. Air transport must only be used exceptionally.

Our **partners are committed** to reducing carbon emissions and pollution, by using less polluting vehicles and gradually introducing a fleet of low-carbon vehicles.

In France, our main carriers have signed up to the ADEME's **Objectif CO₂** charter, and deliver to our customers with solutions tailored to each city, in low-emission zones (ZFE in its French acronym).

SUPPORT SUSTAINABLE COMMUTING

ECF Group is committed to sustainable mobility, aware of its impact on the climate, the environment, health and well-being.

In 2019, a **Mobility Plan** was put in place at ECF France's headquarters and purchasing hub.

Concrete actions followed, such as the creation of a mobility manager position for France, the installation of 4 new **electric charging stations at the ECF France headquarters and hub** in 2023 (bringing the total up to 8), and the offer of a bicycle pass by the GastroTotal entity in Germany.

In addition, **teleworking** has considerably reduced commuting, and a hybrid working arrangement is maintained where possible thanks to a teleworking charter put in place in 2021 with the social partners for the UES (ECF, Chomette, Ecotel, Corpo).

LOWER-EMISSION BUSINESS TRAVEL

We have started to roll out business travel policies at our main hubs.

The **travel policy** formalised in 2022, encourages the use of trains (in France) and low-emission vehicles at destination, with validation and monitoring by the mobility manager.

As part of our climate action plan, we rolled out our new **low-carbon car policy** to all our subsidiaries in France. Electric vehicles are offered as priority for all grades, with the installation of a home charging point paid for by the company.

For the same reasons, **Chomette** trained its entire sales force in **eco-driving**, with virtual reality, at its annual convention in 2023.

Managing the impact of our activities on living things



ECF, Chomette, France: differentiated management of green spaces

Controlling the impact of our facilities

To reduce our environmental impact and protect our employees, we comply with the regulations in force in each country for our environmental-protection-classified facilities and our stores. We carry out regular checks and continually improve the performance of our equipment and processes, whether they concern our hazardous materials or the safety of our warehouses.



Reward Hospitality, Australia, collection of rainwater

WATER

By their very nature, our operational activities do not discharge waste into water, but we are tackling the issue of water resources at our own level, by monitoring and optimising our consumption at our main sites in 2 ways:

- **Reduction:** mulching the planting areas in our green spaces at **ECF Group and Chomette** Headquarters means we don't have to water and reduces weeding.
- **Recovery:** recovering and that it reduces weeding storing rainwater for watering and sanitary purposes, as at our hub in Australia and **Reward Hospitality's** Headquarters (Yatala).



ECF, Chomette, headquarters, Grigny, France

BIODIVERSITY

Biodiversity is something we focus on at the Group, particularly in our green space maintenance practices, as well as through external inputs to which we can make a modest contribution.

To encourage biodiversity, **differentiated management** (late mowing, melliferous flowers, etc.) was introduced in 2023 at the headquarters and hubs of ECF, Chomette, ECOTEL and the GastroTotal production site in Germany. The 68 trees at headquarters and the old fruit trees on the GastroTotal site are being cared for and preserved.

We are continuing our **annual contribution to reforestation** and biodiversity, with our partners such as Ecotree, and this year we have planted 500 more trees in France.

Reducing and recycling waste

The ECF Group works with its subsidiaries to continuously improve waste sorting and production, using the 5Rs as a framework: **Refuse, Reduce, Repair/Reuse, Recycle** and **Return to the Earth**.

OUR WASTE SORTING AND RECYCLING APPROACH

Wherever we have solutions, we apply at least **5-stream sorting** (paper, cardboard, plastic, wood, ferrous metals), and hazardous waste is collected separately. In Australia in 2023, **Reward Hospitality** introduced the recycling of plastic films, including bubble wrap, at all sites that have this recycling facility in the country.

IT **equipment** at end of use is, in France, either reused within the Group or collected by our **partner Ecologic**.

Similarly, for a number of years, **products in good condition that are withdrawn from sale** (customer returns, end-of-series items, trade fairs, etc.) have been **donated annually** to our partner associations and NGOs (Secours Populaire, Emmaüs Connect, etc.), or to our employees during "second life clearance" events.

REDUCING AND OPTIMISING OUR CARDBOARD CONSUMPTION

Cardboard is the main waste we produce. Many of our subsidiaries have introduced initiatives to reduce the use of cardboard boxes and encourage their reuse, such as **CHS, Coldis, Oxstal, Noveo and ECF Middle East** among others, which select empty boxes and ensure that they are reused both internally and for deliveries.

Cardboard recycling has been rolled out in the Middle-East (**ECF Middle East** and **Restofair Rak**). Cardboard is converted on site into **cushioning** to protect our goods (replacing new cushioning or bubble wrap).

LIMITING OUR CONSUMPTION OF PLASTICS

Plastic (packaging film) is the second most common type of waste we produce. In 2023, we took action to reduce the quantity of film we use. **Southern Hospitality**, for example, reduced the thickness of the plastic film used to ship goods on pallets, and **ECF Middle East** worked on optimising the quantity used.



The Group's key indicators 2023

50%

non-dangerous waste is recycled and recovered in the Group of which **67%** in France and the BeneLux and **58%** in Europe

63%

of subsidiaries launched initiatives over the past year to reduce the waste generated by our business, and to sort and recycle it more effectively

Training and raising awareness of environmental issues

Raising awareness among teams at major annual events



Reward Hospitality, Australia

Since 2008, we have been organising special events within the Group to inform and raise awareness among our employees on various social and environmental issues (waste, waste collection, disability, etc.).

SUSTAINABLE DEVELOPMENT WEEK

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 2023, we chose the theme of Climate Change for Sustainable Development Week: the ECF Group rolled out a programme of awareness-raising and events on climate issues (mobility, circularity, food, energy). To mark the occasion, a number of employees made a personal commitment to concrete action in favour of the climate, as part of the Group's #ECFenAction challenge. The subsidiaries also devised other challenges, such as a car-free day, a car-pooling day, a vegetarian meal, the organisation of a bartering system... These events are also an opportunity to get together for a meal.

DIGITAL RESPONSIBILITY

With regard to our digital uses and associated energy consumption, in 2023 several subsidiaries (France, Italy, Middle East) took part in Digital Cleanup Day, a day to raise awareness of responsible digital use, focusing in particular on storage, IT data consumption, end-of-life and re-use.

REDUCE AND REUSE

We hold a number of events each year to raise awareness among our employees about waste (big sorting day, "second life cupboard clearance", collection of end-of-life mobile terminals or electrical equipment, etc.). In 2022 we had chosen the theme of the circular economy at the Group's Sustainable Development Week.

As part of European Waste Week EWWR 2023, on the theme of Packaging, we were able to compile a compilation of best practices illustrated and shared by all our participating subsidiaries.



Restofair RAK, UAE

Raising awareness of climate challenges

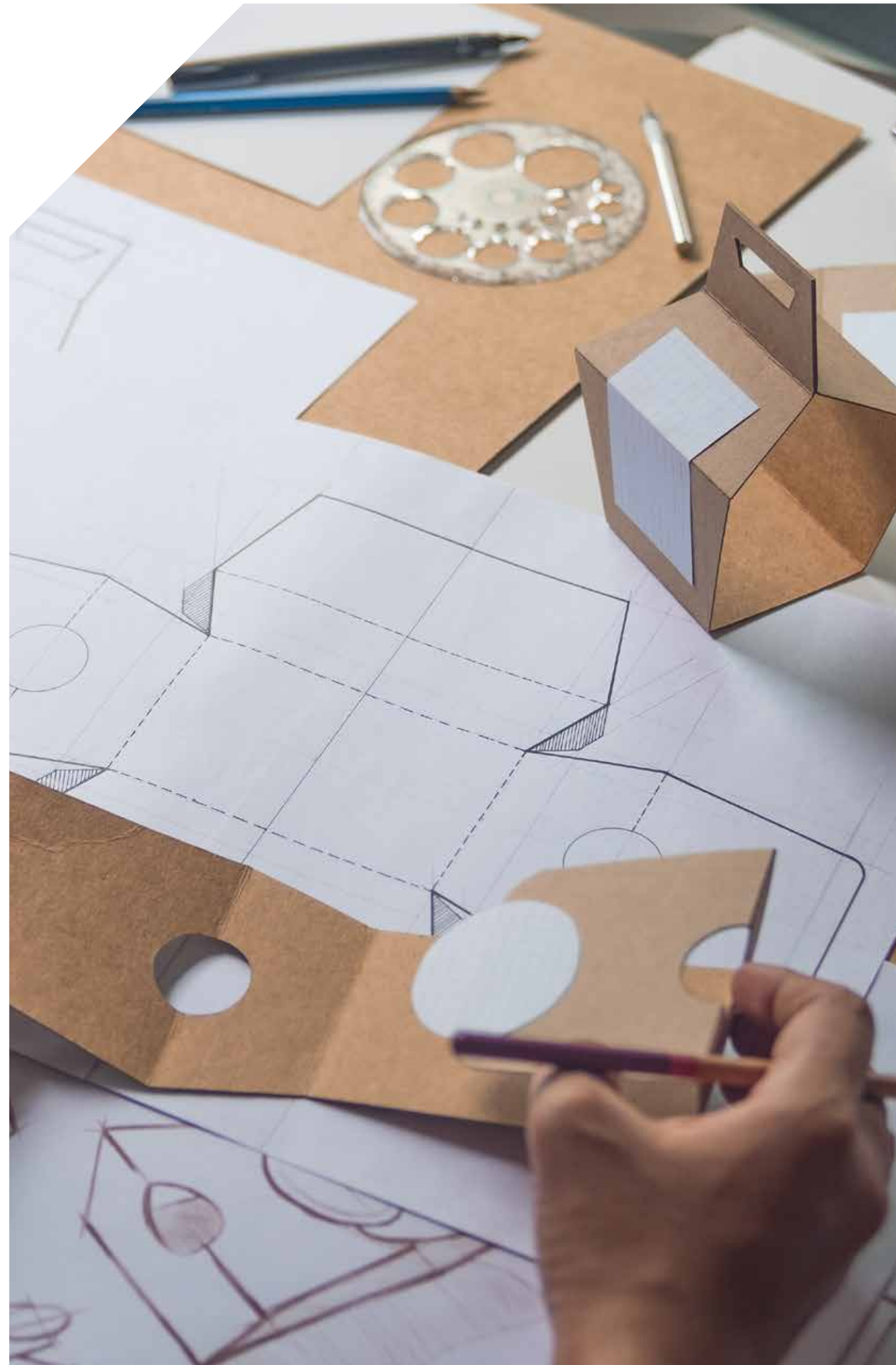
Rolling out a climate strategy requires awareness-raising and training, with our teams' support being essential to its success, starting with the management teams and some of our employees in management positions. To this end, in 2023 we launched a training programme on the challenges of climate change in the Group's various countries. The aim of this 3.5-hour training programme is to present the company's climate strategy and carbon footprint, and to include a session on the Climate Fresco and to discuss how to reduce our impact.



The Group's key indicators 2023

79% of top management was trained in the challenges of climate change in 2023

5 countries of the Group rolled out climate training in their entities



Part 2



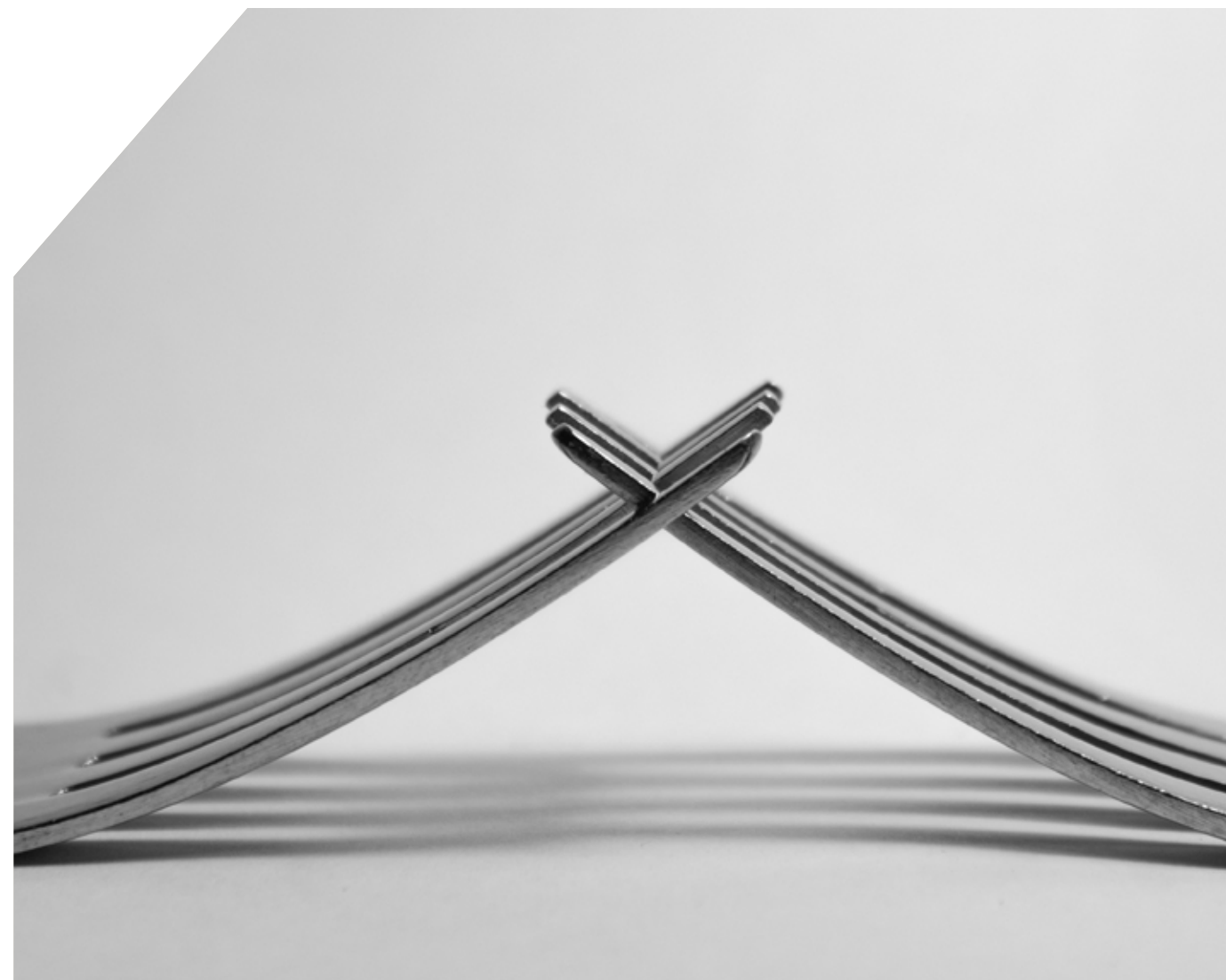
Offering

responsible solutions
and supporting
our partners in their
ecological transition

Offering more sustainable products and services

Assisting our customers in their environmental transition is a goal shared by all of the ECF Group's subsidiaries.

We are constantly on the lookout for innovative alternatives and solutions, so that we can offer ever more responsible products and services.



RESPONSIBLE PRODUCTS AND AN INCREASING NUMBER OF LABELLED PRODUCTS



The vast majority of our products are made from **sustainable materials**: glass, ceramics and stainless steel are the key materials in our range. These products are not labelled, but may use recycled materials in their manufacturing process.

In other product areas, such as tableware, takeaway, hygiene, textiles and electrical equipment, we are gradually increasing the proportion of products that have been awarded rigorous **labels or that are manufactured using bio-sourced or recycled materials**.

In 2024, our ambition is to continue to develop and promote responsible ranges and products for our customers.

WHAT IS A RESPONSIBLE PRODUCT FOR THE ECF GROUP?

A responsible product that has obtained at least one environmental label, whose certificates we have received and checked, and/or a product made entirely or partly from recycled or bio-sourced materials.



The Group's key indicators 2023

CHOMETTE, ECOTEL, LA CORPO

12%

of the products proposed are responsible, and represent 22% of sales in terms of turnover.

REWARD AUSTRALIA

17%

of the products proposed are responsible, and account for 19% of our turnover.



FOCUS ON THE COMMITMENT OF OUR SUPPLIER SANTOS AND ITS LONGTIME-LABELLED RANGE

Alexandrine STRICKER

Marketing Director Santos

“ Since 1954, Santos has been committed to developing and designing reliable, durable and repairable appliances, achieving this through its innovations, the materials it uses and its local network of suppliers.

With **Longtime®**, the label for products designed to last, we want to highlight this policy and commitment, which are an integral part of the brand's DNA. This label was chosen because it is awarded by an independent inspection body, which certifies the **reliability and reparability of the products** it certifies against a set of 41 criteria. What's more, our company is regularly audited to check that these conditions are still being met.

At the end of 2023, we passed the 75% mark for Longtime-labelled products with the recent certification of our coffee grinder range. All our juicers, blenders, coffee grinders (fitted with Ø63.5mm wheels) and centrifuges are now Longtime-certified. The next step is to pursue our sustainability efforts, but also to go a step further with the reconditioning and eco-design of innovative products that continue to be made in France. ”

This year, we have included new products with the Longtime label, a label that promotes product durability, with a string of criteria relating to reparability, availability of spare parts, after-sales service, etc.

Our partners Santos (electrical appliances), Deglon (cutlery) and Tournus have developed products with the Longtime label. We have listed 112 of them.

REDUCING PACKAGING

In Australia, **Reward Hospitality** chose to commit to a **voluntary programme (APCO)** concerning the production of its waste and the packaging of the products it sells.

Suppliers are encouraged, among other things, to eliminate plastic from the packaging they produce or to add sorting instructions.



ALTERNATIVES TO PLASTIC AND TO SINGLE USE

We are aware and looking to offer our customers products that reduce or replace plastic.

Since 2017, takeaway packaging products have been the subject of a global review in the Group (Europe and Asia-Pacific), to anticipate and support our customers in the regulatory changes in each country by offering alternative and innovative solutions.

Our **Earth Essentials** brand, which offers paper and cardboard packaging for takeaway, continues to expand its range in each of the Group's countries.

To illustrate these innovations, this year **OXSTAL** developed an innovative range of plastic-free cups, with a leak-proof interior made from paper pulp and a plant-based additive. These cups are FSC, OK Compost and Flustix certified.

Similarly, to prepare from the **transition from disposable to reusable**, the Group is proposing glass container solutions, in different presentations and suitable for return, for example with Arcoroc's **So Urban range**.

OUR CIRCULAR MANUFACTURING PROCESSES

We are developing and offering our customers an ever-increasing range of products made from **recycled materials**, in a variety of product categories such as glassware, ceramics, trays, etc.

For example, since 2022, 100% of the glassware distributed by our 2 main suppliers has been produced from **30% recycled glass**.

Among our new products in 2023, our **Lily** range by pro.mundi proposes coloured glasses **manufactured from 100% recycled glass**.

HYGIENE PRODUCTS THAT HAVE LESS IMPACT FOR THE ENVIRONMENT

To reduce our impact on health and the environment, we are working to select and expand our hygiene and cleaning product ranges with innovative products.

For example, in 2017 we launched the **Kleaning Essentials** brand in France, a range of 17 hygiene products based on 100% plant-derived surfactants, which are effective and have no risk labelling.

Concentrated cleaning products are active ingredients that can be diluted in water, and have the advantage of saving on plastic, packaging, transport and storage! Our innovative brands have been offering these products for several years and are continuing to develop their ranges. Among our new products in 2023, **Santor** launched its **SANTOROOM** range of concentrated products carrying the European **Ecolabel**, in a recyclable container, and **COLDIS**, with its **IDEGREEN** range, a range of capsules to be diluted to recharge ready-to-use surface cleaning sprays.

Developing lasting relationships with our partners



DEVELOPING SUSTAINABLE PARTNERSHIPS

We develop solid, lasting relationships with all our stakeholders, whether they be suppliers, service providers or customers.

Across the Group, our subsidiaries are developing partnerships with key suppliers around the world to offer innovations that meet the expectations of our customers, regulatory changes and sustainability challenges.

To nurture these relationships, annual conventions are organised by Chomette and Reward Hospitality, attended by our suppliers and all our sales forces. These events are an opportunity to highlight and reward our suppliers, discuss new products and communicate our responsible purchasing strategy.



The Group's key indicators 2023

392

suppliers have been with the company for more than ten years i.e. 57% for our central purchasing units in France and Australia

Ensuring quality services to our customers and partners

The ECF Group is committed to enhancing the experience of its stakeholders in a sustainable way, whether by protecting data online or by offering its customers quality products and services.

DATA SECURITY

We are concerned about **protecting the data** of our customers, employees and suppliers, and are committed to deploying data security procedures across all our subsidiaries.

As part of its IT policy, the Group has made **cybersecurity** a top priority by strengthening its systems, with the arrival of a Group **Information Systems Security Manager in 2023**. It has also rolled out a **training campaign** via e-learning modules aimed at involving and empowering employees in the face of the risks associated with cyber attacks.

USER HEALTH AND SAFETY

The health and safety of our customers is a priority. All the products we sell are rigorously tested and comply with French, European and international standards and regulations.

We constantly monitor products that have an impact on health or the environment, to ensure that new products are listed that do not contain dangerous substances or CMR agents (Carcinogenic, Mutagenic, Toxic for Reproduction).

QUALITY MANAGEMENT

The ECF Group is committed to providing its customers with quality services for all its processes, particularly those related to products and its supply chain. We are committed to ensuring that the quality of our services is respected and consistent across all Group subsidiaries.

To achieve this, we have rolled out a quality management system, for which several of the Group's subsidiaries, including our central purchasing hub in France (ECF, Chomette, CHS and GastroTotal), have obtained ISO 9001 certification since 2007.

Our monitoring indicators and annual customer satisfaction surveys enable us to listen to our customers and improve the quality of our services.



The Group's key indicators 2023

ECF GROUP

4

ISO 9001 certified subsidiaries (ECF, Chomette, CHS, GastroTotal)

Committing to a responsible purchasing approach with our suppliers

As part of our responsible purchasing policy, we favour partnerships with suppliers who subscribe to our CSR approach. The ECF Group aims to develop partnerships based on respect for fundamental human principles and the environment.

To make this vision a reality, every year since 2007 our suppliers have committed to a contractual relationship by signing our "supplier charter". In 2023, we decided to move towards a responsible **suppliers and purchases charter**. The supplier's approval of this charter will be a condition for establishing a long-term relationship with the ECF Group. Our aim is to have 70% signatories by 2024 and 100% by 2029.

Many of our partners and key suppliers have an increasingly committed CSR approach, rewarded by certification or subject to CSR performance assessments. **We are proud of their achievements and their progress and innovation.**

To get to know all our suppliers better, we created a CSR questionnaire in 2023. It's also an opportunity to raise awareness of these issues among our suppliers.

Our new supplier charter and CSR questionnaire will be rolled out by Group subsidiaries from 2024.

THIS NEW CHARTER COMMITS THE GROUP ON 4 ISSUES:

- **Regulatory issues:** the supplier undertakes to apply all local laws and regulations and international conventions relating to human rights, working conditions, the environment and ethics.
- **Ethical issues:** the supplier will conduct its activities in accordance with the principles of loyalty, integrity and fairness, particularly with regard to the fight against corruption, transparency and confidentiality.
- **Social issues:** the supplier undertakes to ensure the health and safety of its employees and to reject forced labour, child labour and discrimination in employment matters.
- **Environmental issues:** the supplier undertakes to limit its environmental impact (consumption of energy, water, resources, production of waste, etc.) and to take all possible steps in this direction.

Furthermore, in 2023 we worked on creating a CSR questionnaire for our suppliers, with the aim of assessing their maturity in terms of sustainability issues and raising their awareness of them. Topics covered include CSR labels and certifications, carbon footprint, products (packaging, eco-design, EPR), flows and resources (water, energy, waste).

Our supplier charter and CSR questionnaire will be rolled out by the subsidiaries of the Group from 2024.



The Group's key indicators 2023

56%

of suppliers to the Group's two main purchasing groups (France and Australia) have signed our 70% supplier charter: target 2024





ECF GROUP RESPONSIBLE PURCHASES POLICY



Corinne LEDUC

Managing Director
ECF Group

“As part of its CSR approach and in order to meet our customers' expectations, the ECF Group is continuing to develop its range of responsible products and is committed to responsible purchasing.

In order to harmonise the notion of "responsible products" across the Group, we have established a common definition for 2023, which we have already used to align the product standards of our purchasing centres in France and Australia. These are now visually identified with a green leaf on our digital media and printed communications.

In addition, with the support of a number of highly committed suppliers, we have launched projects to improve the environmental approach to our ranges, and to study innovations from our suppliers as well as solutions for reducing packaging.

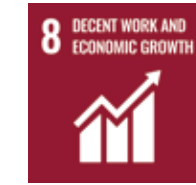
Our supplier selection and evaluation processes are increasingly integrating this environmental approach.

We will be pursuing our policy in 2024 along 2 lines:

- 1) Product: continue to roll out and harmonise the processes for listing responsible products across the Group's growing number of subsidiaries.
- 2) Supply: supporting our suppliers and moving forward with them in our responsible purchasing approach, working on innovation and product labelling, and starting to include the carbon footprint of their products. "



Part 3



Developing

and protecting human capital within and beyond our company

Ensuring the well-being of our employees



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

Since 2021, we have been conducting an annual survey of all Group subsidiaries in conjunction with Great Place To Work, an international label specialising in measuring quality of life at work. In early 2024, more than 2,000 employees were asked to take stock of the year 2023. With a participation rate of 80% (compared with 68% last year), **the ECF Group obtained Great Place To Work certification** with a score of 70%. In addition, 20 of our subsidiaries have obtained certification, representing 90% of the Group's countries.

The Great Place To Work survey shows the extent to which employees perceive the company as benevolent and inclusive: a collective where individuals are treated with respect, whatever their origin, religion, sex or gender. Similarly, 80% of employees are proud of their work.

To engage employees, Reward Australia has rolled out its Reward me platform, which gives employees access to sports and wellness training and discounts on personal purchases.

A wide variety of friendly events are also organised in all the Group's subsidiaries to encourage collaboration and commitment.



The Group's key indicators 2023



70% GPTW confidence index

80% participation rate

90% Group countries are GPTW certified

Onboarding new employees and developing a common culture within the Group



ONBOARDING NEW EMPLOYEES

Welcoming and integrating our new employees is a priority, particularly as new entities frequently join our Group.

The data from our survey bears this out: for 2023, **85% (+2% vs. 2022) of people consider that new employees are onboarded well**, thereby ensuring they integrate well into their teams. This year, we continued to improve the onboarding of new employees, rolling out a new onboarding programme in France and the Benelux countries. The programme will then be rolled out in other countries, starting with Asia-Pacific.

DEVELOPING A COMMON CULTURE

To develop a common culture throughout our different markets and subsidiaries, **in 2023 we launched an intranet Group, GE4ME**.

This internal communication platform enables all Group employees to share tools and news from the Group and the Regions, giving greater visibility to the initiatives of the Group's entities.

This is also an opportunity to **share** with all of you the **vision and common values** of the Group to guide our actions towards our strategic objectives.



FOCUS ON OUR HR STRATEGY

Pablo PARETS

Human Resources Director ECF Group

“ **What is the main challenge for your HR strategy this year?**

Our HR strategy fully supports the Group's overall strategy, mobilising all employees around our corporate project. In the face of our recent strong growth, our main HR challenge has been to create common tools, practices and values to strengthen our Community and Group spirit.

This includes actions to strengthen the sense of belonging, wherever we are, and introducing new communication tools to share Group news anytime, anywhere. We have also improved our talent management tools, notably by launching a Group-wide Succession Plan Programme. This programme is preparing for the future by identifying needs for key positions and encouraging internal and international mobility.

What are the next steps of this strategy?

Our next steps aim to strengthen the use

of internal communication tools to make them more accessible and interactive, and even to create a real Group spirit via an internal social network. We will also continue to roll out our HR tools and practices across the Group, institutionalising the Succession Plan process, harmonising assessment practices for managers, and improving communication about internal vacancies. Our aim is to develop a genuine culture of international mobility and to facilitate internal mobility.

Our message to applicants?

Join us! ECF is a leading Group in many regions and will continue to grow to strengthen its positions in its markets. With strong values of Local Coverage, Excellence and Professionalism, our team is dedicated to our customers, offering superb opportunities for internal development and exciting human adventures. "

Ensuring the safety of our employees

The ECF 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 it operates in.



PREVENTION FOR OUR SAFETY

The Group is working constantly **to improve working conditions** rigorously following up all human, environmental and safety incidents.

In Asia-Pacific region, accident follow-up and accident prevention are fully digitalised. Similarly, monthly meetings are organised **with all the sites to share good practices**, discuss incidents and **remind** teams of safety guidelines.

To prevent work accidents, all our employees are given **health and safety training, from the day they start work**. Occupational risk awareness is fully digital across the Group, covering **all aspects of risk prevention**.

Regular face-to-face training courses provide training in fire risk prevention, hazardous materials and logistics ergonomics.

FOCUS ON ERGONOMICS TRAINING

This training provided in our hub in France (in Grigny) aims to **protect the health and safety of logistics teams**. Delivered by experts, it combines theory and practice to teach proper postures and safe handling techniques, helping to **minimise everyday risks**.

Feedback from employees has been positive, with improvements in comfort and efficiency and a reduction in injuries. By 2023, 80% of logistics teams will have been trained.



The Group's key indicators 2023

89%

of staff consider the company to be a place in which safety conditions are fulfilled (4% more than the previous year) source GPTW

70%

of subsidiaries have trained their teams in health and safety at work

3.5%

of absenteeism (21% less than in 2022)

Training employees throughout their career



TRAINING OF ELITE SALES REPRESENTATIVES

In 2023, Chomette organised innovative neuropsychology training for its sales force to meet the new challenges of the market.

Delivered by the "Vendeurs d'Elites" company, the aim of this initiative was to develop our sales staff into sales advisers in tune with customer expectations and digital technology.

As well as technical skills, this training has strengthened team cohesion and team spirit.

We are proud to invest in our employees' development, knowing that this initiative supports our commitment to corporate social responsibility while strengthening our ability to deliver unique added value to our customers.

To support our employees' career development and build their skills, we have diversified our training catalogue since 2020.

This includes the e-learning options available in the internal platforms: "The Venue" in Australia and "Académie ECF" in France. In 2023, the ECF Academy was rolled out to subsidiaries in the Middle East and Italy, reinforcing our efforts to develop skills through short, modular sessions for all Group employees.

The key training courses for 2023 rolled out in all the Group's countries focused on **cybersecurity**, provided to all the Group's digital employees, and on **training in climate issues**, in particular the "Climate Fresco" workshop for the managers of each entity and business line in our subsidiaries.



The Group's key indicators 2023

1,570 employees trained in 2023

19,900 hours of training

1,306 employees trained in person

1,110 employees trained via e-learning



FOCUS ON "A LA CARTE", ECF ASIA-PACIFIC'S NEW TRAINING PROGRAMME

Kim MANNION

Human Resources Director at Reward Australia

“The development of our employees' skills and their career development within the Group are important to us.

In response to this challenge, we have been working for several months on the design of a new training programme, called "À la carte" for ECF Asia-Pacific.

This programme, planned for 2024, will offer a variety of training pathways and interactive modules tailored to each profession. For example, we have created modules on health and safety at work that are tailored to the logistics industry. Particular attention was paid to manual handling, the handling of chemicals, working at heights and raising awareness of hazards. The programme will also offer employees our first tailored career development programmes.

This new programme also aims to spread a common understanding of our company's identity, policies and rules. It's an essential tool for welcoming new employees.

Our next challenge will be to continue rolling out the pathways for the other positions: sales, retail, customer service and leadership. "

Promoting diversity and inclusion within our organisation and combating discrimination



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

Employees in France believe that their company treats employees fairly, regardless of their ethnic origin (89%), gender (87%), sexual orientation (92%) or age (82%). All these indicators were up on the previous year.

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, age, gender, disability or any other form of discrimination. We also apply the local regulatory requirements of the countries in which our subsidiaries are based.

We want to train the Group's senior managers in diversity and inclusion, with the aim of having 70% of managers trained by 2025 and 90% by 2030.



The Group's key indicators 2023

41%

of women in workforce (FTE)

39%

of female managers (FTE)

88%

of employees feel they are treated fairly regardless of their gender, ethnic origin, sexual orientation or age

INDICATORS FRANCE

84%

gender equality index (UES France)

3.3%

share of disabled people in France and the BeneLux

Developing our solidarity and inclusion initiatives

Since 2004, the ECF Group and its brands have been supporting NGOs and local associations. We make financial, material and logistical contributions, and sometimes organise collections for causes close to our hearts.

In 2023, many of our subsidiaries made donations or carried out solidarity initiatives.

Here are a few examples of the 4 solidarity areas we are involved in:

COMMITMENT TO SICK CHILDREN:

OXSTAL made a financial contribution of 5,000 euros to the **Magic Poppins** association, which helps sick children at the Fondation Adolphe de Rothschild Hospital by offering creative workshops in which 3 employees take part once a month.

As in previous years, **Reward's** headquarters in Yatala rallied to donate several hundred toys to the Queensland Children's Hospital. **GastroTotal**, for its part, supported the **Cin-iClown**, association in Austria, which organises events in hospitals for children suffering from chronic and serious illnesses, with a donation of 2,000 euros.



OXSTAL, monthly workshop with Magic Poppins

SUPPORT FOR SPORT AND HEALTH:

Several subsidiaries support sports clubs. **For example** ECF France supports women's sport at the USG Omnisports Grigny, a local sports club, with a grant of 10,000 euros. In Australia, **Reward** Newcastle is supporting the Newcastle Jockey Club with a \$5,000 donation. **Chomette France** is also taking part in the Course des étoiles, in support of the Laurette Fugain association.

SUPPORT FOR THE CATERING TRADES:

Chomette France made a donation of 4,000 euros to set up a restaurant called "La belle étincelle" in Paris, which employs young people with disabilities. **Novéo** donates equipment worth 1000 euros per restaurant, for 3 restaurants in France.

SOLIDARITY INITIATIVES FOR THE MOST DIS-ADVANTAGED:

Material donations are regularly made to charitable organisations, such as the **Red Cross** (CHS Group and SDS in Italy), **Emmaüs Connect** (ECF, Ecotel Annecy), **Secours Populaire** (ECF)...

CHS and **SDS** support **Terre des Hommes** in protecting and defending children's rights around the world: health, migration, access to justice.



Chomette, 10km des étoiles race, March 2023



Vision 2030

Prospects

For the years to come, ECF Group has new ambitions and is continuing its commitment.

PURSUING THE ROLL-OUT OF OUR CSR POLICY

We will continue to develop our CSR strategy and policy, taking into account the expectations, risks and opportunities inherent in our sector.

Our ambition is to be an integrated Group with a culture of shared commitment to achieving common goals, with best practice in ethics and social and environmental responsibility.

A CONSOLIDATED VIEW OF OUR CSR PERFORMANCE

Controlling our CSR performance is essential for managing our CSR strategy, defining our objectives and implementing our multi-year action plan.

We will continue to work to ensure the roll-out of our CSR policy and the robust measurement of indicators across all our subsidiaries and all countries where we are established.





This is all the more crucial given that, from 2026, we will be reporting our extra-financial results in line with the CSRD (Corporate Sustainability Reporting Directive).

DEVELOPING A MEDIUM AND LONG TERM APPROACH

Given the challenges we face, our strategy must be a long-term one with a long-term vision.

We will continue to enrich our targets for 2030, and the associated action plans, for all the pillars of our CSR policy. This also includes our climate trajectory and our objective to reduce our carbon footprint.

Our Group objectives for 2030

Pillars	 Environment	 Product	 Human	 Ethics
Commitments	Reducing environmental impact of our activities alongside our employees	Offering sustainable solutions and engaging our partners	Developing and protecting human capital within and beyond our company	Respecting ethical and regulatory principles
2030 targets	<p>100% renewable energy for electricity consumption, in all our activities within the Group</p> <p>Annual scope 1,2 et 3 carbon footprint for 100% of our entities</p>	<p>100% of our suppliers are signatories to our Responsible Supplier and Purchasing Charter</p>	<p>Gender parity in management and staff positions</p> <p>100% of managers trained in diversity and inclusion</p>	<p>100% of exposed employees trained in business ethics</p> <p>Data protection: 100% of subsidiaries GDPR compliant</p>

Integrating CSR into the external growth strategy

ECF Group has a strong ambition for external growth in order to strengthen and extend its range of products and services in its areas of activity. **Our aim is to transform our business with simplified brand platforms, common tools, shared values and a concerted approach to making ECF an integrated international Group.**

OUR MERGER AND ACQUISITION (M&A) STRATEGY

The Group's M&A* strategy consists of identifying the most relevant players in our market (distribution of Foodservice equipment) in the Group's geographical areas (Europe, Middle East, Asia-Pacific).

Our ambition is to consolidate the local market and new markets (geographical expansion, extension of the customer or product portfolio) by acquiring high-potential companies with values in common with those of ECF.

* M&A: Mergers and Acquisitions

INTEGRATING ESG CRITERIA INTO THE ACQUISITION PROCESS

With the growing importance of environmental, social and governance (ESG) considerations, we carried out our first ESG due diligence in 2022 as part of the change of shareholder process. This is an undeniable advantage, which we have drawn on to devise an ESG questionnaire that we are gradually rolling out to our acquisitions with sales of over €25m.

ESG IN THE INTEGRATION PROCESS

Drawing on our experience of PMI (post merger integration), the key to our Group's success, we have put in place a **structured post-acquisition integration programme to deploy the Group's synergies and added value.** The programme coordinates the integration of the Finance, CSR, Social, Purchasing & Supply, IT and Marketing sectors.

Taking CSR issues into account right from the due diligence process enables us to meet the growing expectations of our stakeholders, manage risks and seize opportunities to create sustainable value, while aligning ourselves with the Group's policies, objectives and ambitions. This integration phase is an opportunity for mutual enrichment on the path to responsibility and sustainability.

Southern Hospitality, Climate Workshop, Jan 2024



FOCUS ON OUR M&A STRATEGY

David BULL

MD ECF Group
CEO ASPAC & Reward



We have established ourselves as the undisputed leader in Australia and New Zealand, thanks to strategic acquisitions over the last two years.

These acquisitions have enabled us to:

- Expand our presence in key geographical areas: Southern Hospitality (Market leader in New Zealand), Hisco (Market leader in Western Australia), Chemworks (market leader in the Canberra region)
- Diversify our customer portfolio: Safco (Quick Service/ Takeaway market leader)
- Broaden our activities: Mariljohn (professional kitchen projects).

The primary benefits of these acquisitions is the complementary enhancement of our offerings and practices. We have also strengthened our managerial and executive capabilities by integrating and promoting key managers and founders.

Our post-acquisition process has naturally incorporated Corporate Social Responsibility (CSR) aspects. This includes aligning on common culture and objectives, upholding our values and CSR policy, and integrating our new brands into Group CSR events, training plans, annual employee satisfaction surveys, and extra-financial performance reporting.

Additionally, this process provides an opportunity to advance the Group's CSR maturity through the sharing of best practices and local initiatives established by these brands prior to their integration.



Appendices

Table of indicators by region

	Social and	Unit	GROUP			FRANCE, BENELUX		EUROPE		ASIA-PACIFIC		MIDDLE-EAST	
			2023	% Change vs. 2022	% Iso-perimeter change 2022*	2023	% Change vs. 2022	2023	% Change vs. 2022	2023	% Change vs. 2022	2023	% Change vs. 2022
WORKFORCE	Total workforce	FTE	1,732.3	26%	7%	806.5	15%	292	252%	483.8	7%	150	4%
	Physical workforce at 31/12	NB	1,876	25%	6%	839	14%	314	234%	567	10%	156	3%
	New hires	NB	582	-	-	246	-4%	49	-	261	-	26	-
	Departures	NB	528	-	-	175	-4%	42	-	289	-	22	-
	Turnover	%	29.6%	-	-	25.1%	-20%	14.5%	-	48.5%	-	15.4%	-
	Share of permanent FTE workforce	%	94.1%	-1%	-1%	96.1%	-0.3%	97.6%	6%	86.9%	-4%	100.0%	0%
DIVERSITY	Share of women in FTE workforce	%	41.3%	-5%	0%	45.0%	1%	30.3%	-32%	44.6%	-3%	32.2%	2%
	Total number of managers or equivalent	FTE	439	13%	3%	298.7	18%	35	94%	82.2	-19%	23.3	55%
	Share of female managers in FTE workforce	%	39.43%	-1%	1%	39.8%	-4%	28.6%	-43%	43.6%	20%	36.2%	36%
	Average age	years	41.9	4%	4%	41.9	0.1%	42.1	8%	44.1	11%	34.6	2%
	Share of Workforce - Over 55s	%	15.8%	16%	12%	14.4%	-18%	16.3%	27%	22.8%	99%	0.0%	0%
	Share of Workforce - Under 25 years	%	7.7%	-27%	-23%	7.1%	22%	7.3%	-22%	7.0%	-46%	14.0%	-51%
	Average seniority of the permanent workforce	Years	5.8	-	-	5.9	-	6.8	-	6	-	3.5	-
	Disabled employees	FTE	32.6	44%	30%	27.1	22%	3.5	600%	2	0%	0	0%
TRAINING	Share of trained employees	%	0.7%	-17%	-9%	0.8%	-1%	0.3%	-61%	0.8%	-	0.1%	-
	No. of hours of training per workforce present over the year	Hours	8.4	-51%	-44%	8	50%	3	-66%	12	-74%	3	-40%

*iso perimeter 2022: This percentage change does not take into account the new entities that joined the Group in 2023. The list of entities concerned is the same as for 2022.

Table of indicators by region

	Social and	Unit	GROUP			FRANCE, BENELUX		EUROPE		ASIA-PACIFIC		MIDDLE EAST	
			2023	% Change vs. 2022	% Iso-perimeter change 2022*	2023	% Change vs. 2022	2023	% Change vs. 2022	2023	% Change vs. 2022	2023	% Change vs. 2022
HEALTH, SAFETY AT WORK	Absenteeism rate	%	3.5%	-21%	-26%	4.6%	-32%	4.9%	91%	2.3%	-17%	1.1%	-50%
	Number of work accident	NB	86	95%	82%	52	93%	4	-	30	88%	0	-100%
	Number of fatal accidents	NB	0	0%	0%	0	0%	0	0%	0	0%	0	0%
WASTE	Total waste generated	tonnes	970	31%	4%	480	10%	77	-	390	29%	22	
	Share of recycled/recovered waste	%	50.4%	-15%	-12%	67.5%	-3%	58.4%	-	29.4%	-32%	36.2%	-
PRODUCTS	Number of sustainable*** products	NB	2915	56%	54%	1823	63%	-	-	1092	44%	-	-
	% of sales revenue	%	20.7%	25%	25%	22.5%	42%	-	-	18.7%	7%	-	-
	% of responsible products out of total products	%	13.7%	64%	64%	12.4%	86%	-	-	16.6%	44%	-	-
ENERGY	Total energy consumption	kWh	8,997,009	18%	-12%	4,452,478	-7%	2,170,890	198%	1,838,681	12%	534,960	14%
	Total energy consumption/sq.m	kWh/m ²	44	-10%	-15%	47.1	-30%	72.4	74%	28.8	-11%	36.9	14%
	Electricity consumption	kWh	5,497,182	16%	-5%	2,449,274	0.03%	677,821	276%	1,838,127	12%	534,960	14%
	Gas consumption	kWh	2,848,969	-3%	-19%	2,224,890	-15%	616,463	95%	616	-95%	-	-
CLIMATE	Scope 1 emissions	teqCO ₂	3,706	14%	-3%	1869.27	0%	686	453%	642	-26%	509	27%
	Scope 2 emissions	teqCO ₂	1,884	9%	-7%	163	12%	282	137%	1,153	-6%	287	20%
	Scope 3** emissions	teqCO ₂	348,261	-	-	97,053	-	12,052	-	180,503	-	58,654	-

**A sustainable product has obtained at least one environmental label, for which we have received and checked the certificates, and/or a product made entirely or partly from recycled or bio-sourced materials.

***Scope 3 includes business travel, commuting, purchasing, inbound and outbound freight and product use, and is aligned with the GHG protocol methodology. In 2022, it only included travel and freight.



Sustaining experiences in Hospitality & Care