



CSR and Sustainability Report  
**ECF Group**

**2021**



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.



*Sustaining experiences in Hospitality & Care*

# Contents



<b>A word from the CEO</b>	<b>P.5</b>
<b>Presentation of ECF Group</b>	<b>P.6</b>
<b>Our CSR commitments</b>	<b>P.14</b>
<b>Provide environmentally-responsible products</b>	<b>P.18</b>
A range of more environmentally-friendly products.	P.20
Sustainable relationships with our stakeholders.	
Maintaining lasting partnerships.	P.22
<b>Reduce our environmental footprint and promote environmental preservation</b>	<b>P.26</b>
Better control of our impact on the environment.	P.28
Promote greater environmental and social responsibility.	
Promote our challenges.	P.34
<b>Develop respectful, inclusive and fair relationships</b>	<b>P.38</b>
Fair and respectful labour relations.	P.40
<b>Perspectives</b>	<b>P.44</b>





## A word from the CEO

**ECF Group has been committed to a responsible approach since 2004**, addressing environmental, social and business issues and publishing an annual CSR report. Our commitment is embodied in our signing of the United Nations Global Compact, to which we renewed our membership again this year. We support and respect the ten principles of the Compact for the environment, human rights, labour rights and the fight against corruption.

The Covid crisis, difficult in many ways, has had a global impact on people and their world view. The crisis has also slowed down the roll-out of our CSR policy. Despite this, **ECF Group has continued to meet its commitments** in this area. Founded several decades ago, our Group owes its resilience to its unique balance, international presence, lasting relationships with its partners and the loyalty and professionalism of its employees, which have proved to be an essential asset in this turbulent year.

During this difficult two-year period we stood by our suppliers and customers and supported some customers in difficulty, notably by postponing payment until after they had reopened their business.

Everywhere, from Europe to Australia, our teams have been able to rely on the group's three key values of Performance, Professionalism and Proximity, and have adapted with agility, reoriented themselves and managed to get through the health and economic difficulties of the Covid-19 epidemic with resilience. The commitment of our partner-suppliers and customers was also remarkable throughout this period.

In 2021, we were particularly committed to refocusing our actions on the well-being of employees at work with the roll-out of the Great Place To Work survey, work-from-home guidelines, and reinforcing the health and safety of our employees and our visitors. We have continued to reduce the energy consumption of our buildings and our journeys, and audited our service quality performance, enabling us to renew our ISO 9001 version 2015 certification this year.

**This new report reflects our efforts and motivation to continue individual and collective actions to preserve our future.**

**Christophe Alaux**

Chairman & CEO of ECF Group

# Presentation of ECF Group

## Our story

**ECF Group is an international distribution company specialising in the development of commercial brands and private labels for professionals in the hospitality sector (hotels, commercial and institutional catering, tourism, etc.), the health and social sector (hospitals, canteens, nursing homes, etc.) and the food industry (caterers, butchers, delicatessens, fishmongers, bakers, etc.).**

Since the creation of Maison Chomette in Paris in 1880, the group has continued to develop through organic growth and acquisitions. For more than 140 years, ECF

Group has been integrating new brands to provide a wide range of specialised solutions, adapted to the needs of professionals who are constantly facing new challenges in welcoming their customers.

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

## KEY INDICATORS

Thanks to its entrepreneurial spirit and 20 years of support from key financial partners, ECF Group is now the leading international group in its business sector.

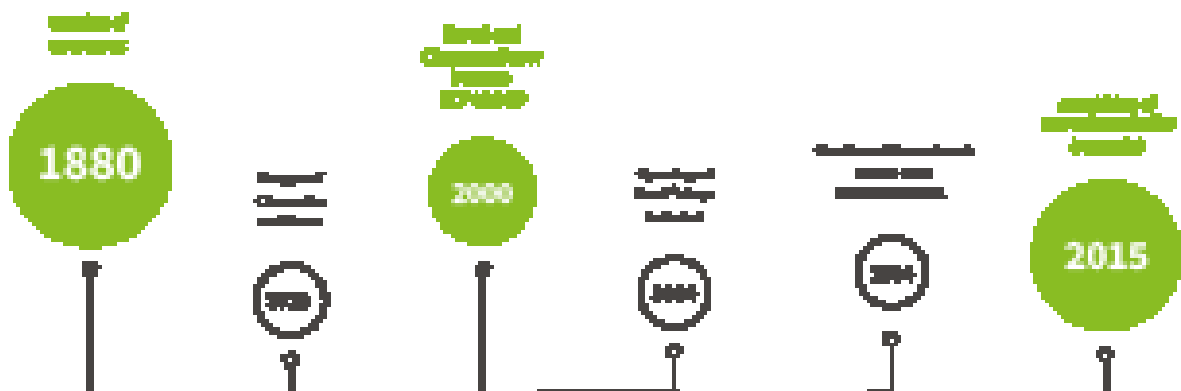
ECF Group has 23 commercial brands and own brands.

**445M€**  
CONSOLIDATED TURNOVER  
AT THE END OF MARCH 2022

**1,300**  
EMPLOYEES

**20**  
COUNTRIES

**200,000**  
CUSTOMERS



# Our values

**Professionalism, performance and proximity are the three values that underpin the culture and business model of our Group. These three values allow us to act collectively with the same vision and ambition, inviting all employees to embrace change to constantly adapt the group to an ever more demanding market.**

## PERFORMANCE

Guarantee irreproachable service quality and profitable growth for our group, our subsidiaries and our customers. ECF Group offers the widest range of products and services that enable professionals to perform their jobs every day. We cater for all equipment and supply needs whether they are for tableware, kitchen equipment, furniture, take-away elements, large equipment, buffet equipment, clothes or hygiene. To help our customers focus on the essentials, every day we mobilise our resources as we constantly strive for our best performance.

## PROFESSIONALISM

Be the trusted partner that brings together the best specialists in each field, sharing a constant commitment to quality. We develop commercial brands and own brands serving professionals in the hotel industry, restaurants, tourism, local authorities, catering and the health and social care sector. To make their work even easier we put all our expertise and professionalism at their disposal every day.

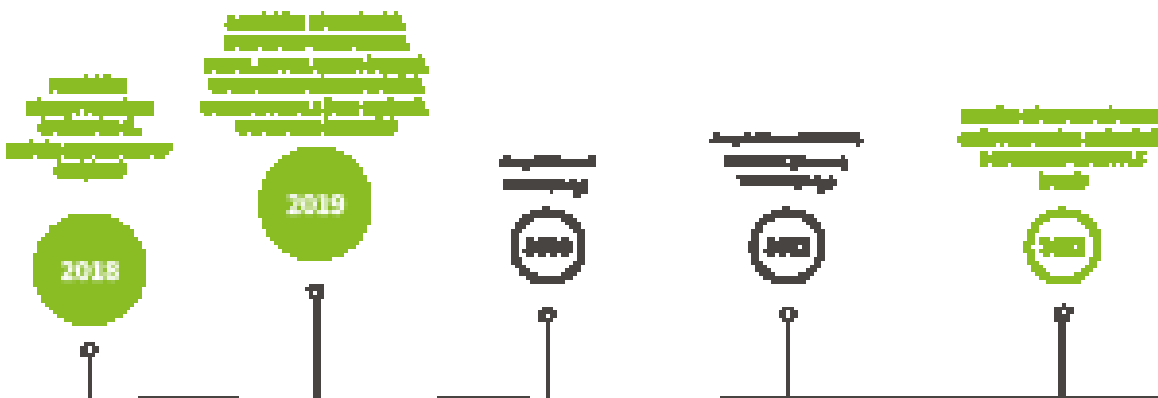
## PROXIMITY

Be available while guaranteeing unrivalled customer support, combining services and omnichannel resources. ECF Group is committed to enhancing the experience of our customers. Every day, they can rely on our omnichannel solutions and the responsiveness of our supply chain, which responds to all requests in real time, 7 days a week. With all our teams around the world working closely with our customers and understanding their ambitions, we form a structured and efficient network capable of acting as a genuinely local partner.

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



And thanks to our supply chain, we can deliver to nearly 80% of our customers around the world in under 48 hours.

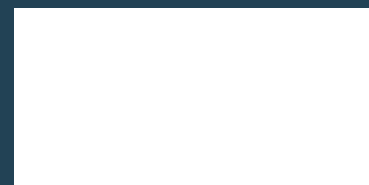


# ECF Group: an international group

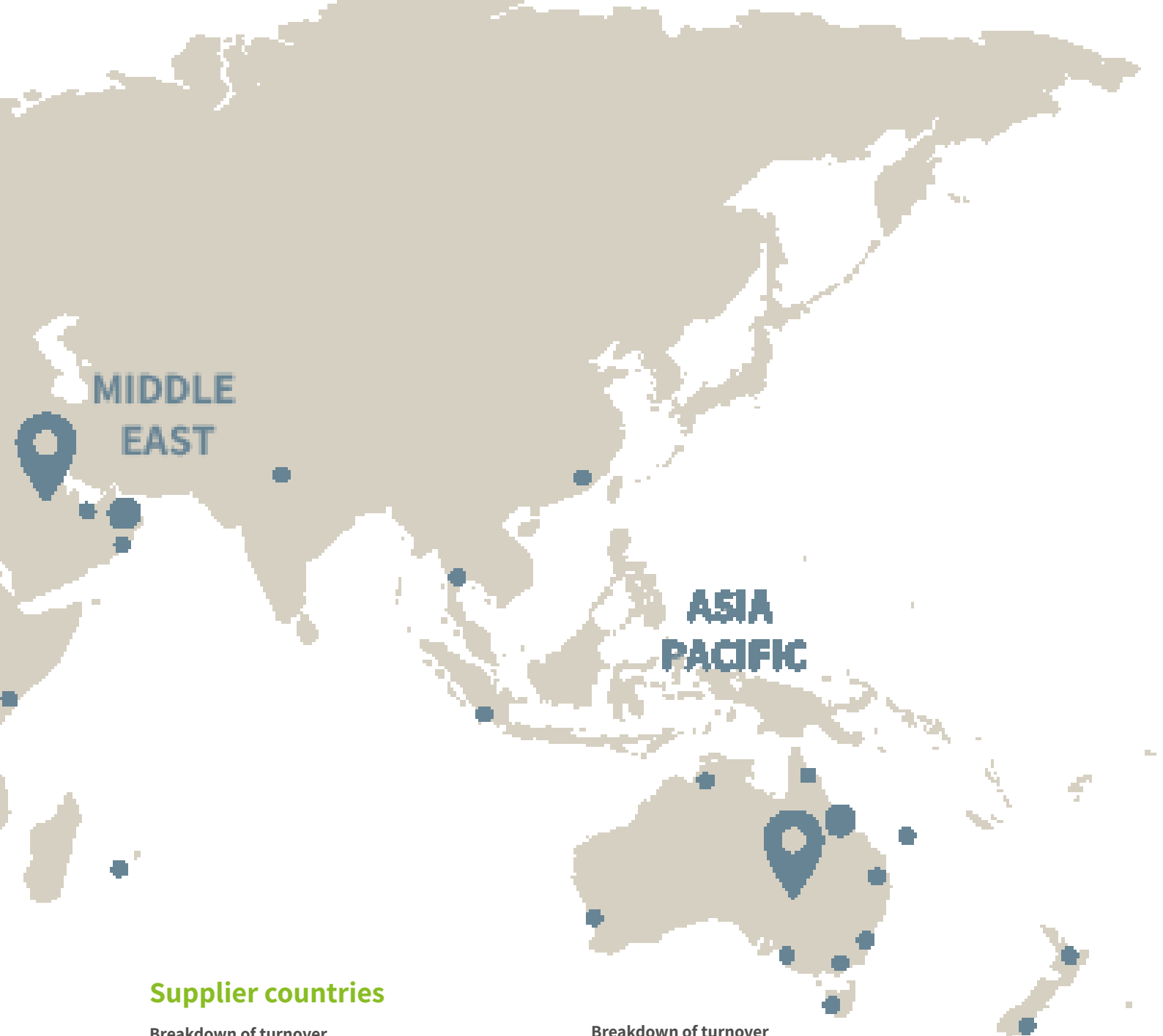
Thanks to our international network divided in three regions, Europe, Middle East and Asia-Pacific, we offer a tailor-made solution to all our customers around the world.



ECF Group's **own brands**: developed with our cutting-edge product expertise and expert market knowledge.







### Supplier countries

Breakdown of turnover by region for ECF France

	TO 2021(%)
France	55
Europe (excluding FR)	27
Asia	8
Middle East	7
USA	3
<b>Grand total</b>	<b>100</b>

Distribution in Europe **82%**

Breakdown of turnover by region for ECF Asia Pacific

	TO 2021(%)
Australia	75.1
Asia	21.3
France	2.4
New Zealand	1.2
Europe	0.1
<b>Grand total</b>	<b>100</b>

Distribution in the Pacific **76.3%**

### Staffing and Sales

Breakdown of employees and sales by region

	Employees (%)	Sales (%)
ECF France	50	54
ECF Asia Pacific	34	31
ECF Europe	7	10
ECF Middle East, Africa & India	9	5
<b>Grand total</b>	<b>100</b>	<b>100</b>

## Our customers

ECF Group is a committed group of companies present in 20 countries. Today it has 23 commercial and own brands for professionals:



### RESTAURANTS

Hotel groups and independent hotels



### FAST FOOD

Takeaway, online sales, virtual restaurants, snacking



### HOTELS

Hotel groups and independent hotels



### TOURISM

Holiday parks, holiday residences, mobile homes, amusement parks, holiday cottages



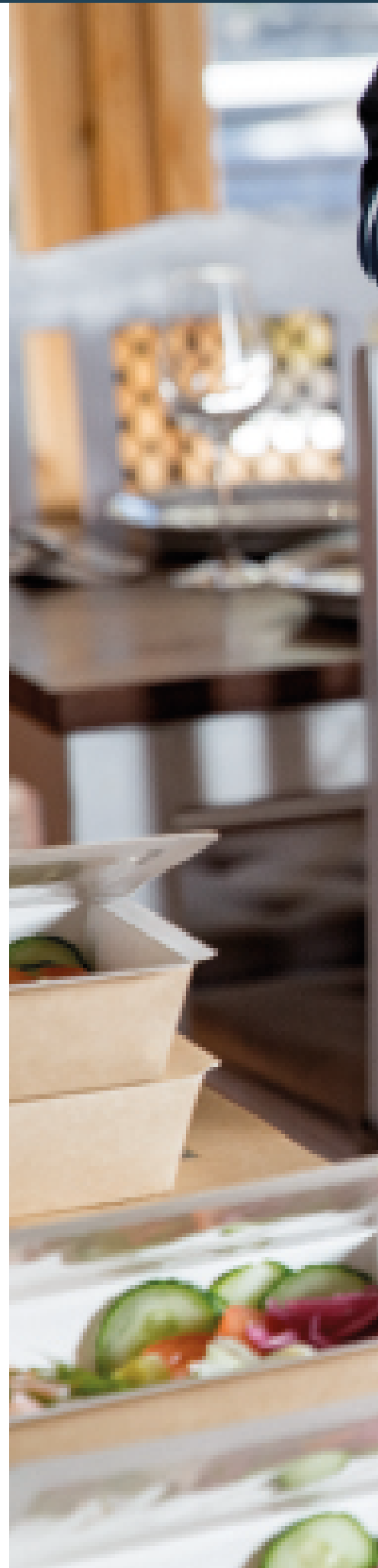
### HEALTH, EDUCATION AND SOCIAL

Hospitals, local authorities, nurseries, school canteens, care homes



### CATERING

Caterers, butchers, delicatessens, fishmongers, bakeries







## Governance

The Supervisory Board is a key body in the governance of the group, approving the strategic direction of ECF Group's business and ensuring its implementation. It meets quarterly and at the end of 2021 will have 8 directors, including 1 independent director and 1 non-voting director. Each director brings a high level of expertise and proven experience in the areas of interest to ECF Group: international development, etc.

Specialised committees (CSR and audit) are being set up within the Supervisory Board and the Executive Committee. The Group Executive Committee is composed of:

We also have specialised quarterly operational committees:

<b>Axel BERNIA</b>	Director representing Naxicap Partners and Chairman of the Supervisory Board
<b>Dimitri Du MOULIN</b>	Director representing Naxicap Partners
<b>Emmanuel BAILET</b>	Director representing Naxicap Partners
<b>Philippe KLOCANAS</b>	Director representing WCP
<b>Anthony GUILLEN</b>	Director representing WCP
<b>Jean-Luc SAXOD</b>	Director representing HOREFI
<b>Thierry DRECQ</b>	Independent Director
<b>Laurence ALZIARI</b>	Observer appointed by Ecotel Financial Group

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

Investment Committee  
Quality Committee

## Our ethical commitments

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

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

**This system is based on the following three main elements:**


- 1/** A code of conduct designed to remind all Group employees of the behaviour to be avoided or favoured in certain potentially risky situations in the course of their job.
- 2/** A Warning System designed to allow any employee or partner of the group to report any situation that is contrary to the above-mentioned code of conduct but also to any national or international law.
- 3/** The form defining the specific criteria applicable in France, Belgium and Luxembourg in terms of "gifts and invitations".

Respect for people and compliance with international norms and standards are at the very heart of ECF Group's strategy and value system. The code of conduct sets out the ethical principles adopted and applicable to all employees in relation to our customers, suppliers, shareholders and partners, whatever their business or country of business.

By respecting these principles, we wish to and will be able to provide the best possible support to our customers and strengthen our close business ties with external partners. They are absolutely key to strengthening the group's performance over the long term.

**For every corruption risk identified by ECF Group through the risk mapping exercise, the code of conduct defines the rules to be followed for different processes:**

- Gifts and invitations
- Business partners
- Conflicts of interest
- Facilitation payments
- Recruitments and appointments
- Donations, sponsorship and patronage
- Acquisitions and equity investments
- Maintenance and accuracy of books and records



**REWARD HOSPITALITY has released its Anti-Modern Slavery Policy and Statement, within the framework of Australian law legislated in 2018, the second legislation in the world to define and combat modern slavery. In 2021 after business reopened, a questionnaire to measure this risk was sent to suppliers.**

# Our CSR commitments

## A committed Group

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

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

This dynamic translates concretely into 3 commitments that we have been defending for 15 years now.



## Our stakeholders

ECF Group's activities and business model are based on interactions between a large number of stakeholders and maintaining long-term, beneficial and sustainable relationships with them is a crucial issue.

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:

- employees
- customers
- business partners



# Our commitments



#1

## REDUCE OUR ENVIRONMENTAL FOOTPRINT AND PROMOTE ENVIRONMENTAL PRESERVATION

■ **Better control our impact on the environment.** To minimise the impact of our activities, we continually strive to implement best practices and focus on solutions with a small environmental footprint.

■ **Promote greater environmental and corporate responsibility.** Training, involvement, development: the company makes its employees aware of the issues that shape today's world and gives them an experience that is all the more powerful because it is shared, supportive and forward-looking.



#2

## PROVIDE ENVIRONMENTALLY-FRIENDLY PRODUCTS

■ **A more environmentally-friendly product offering.** ECF Group constantly sources and selects products with the highest standards and labels. In addition to this approach, we also ensure the sustainability of our products.

■ **Long-term relationships with our partners.** ECF Group is at the service of and attentive to its customers when it comes to improving its quality of service. It involves its suppliers in its Sustainable Development policy and selects them by integrating criteria relating to environmental and social aspects.



#3

## DEVELOP INCLUSIVE, FAIR AND RESPECTFUL RELATIONSHIPS

■ **Fair and respectful labour relations.** ECF Group is concerned with the professional and personal development of its employees, rolling out social practices to ensure well-being, health and safety at work.



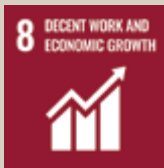




# ECF Group's contribution to the United Nations Sustainable Development Goals



**SDG 5:** We are vigilant about equal opportunities, equal pay and the representation of women at all levels of responsibility in the company.



**SDG 8:** We are working on continuous improvement in this area through our suppliers and the products and services we offer. We are committed to the principles of the Global Compact and to continuous improvement of working conditions and training.



**SDG 10:** We are committed to anti-discrimination and diversity, ensuring equal opportunities in recruitment and access to decision-making positions.



**SDG 12:** We are working to reduce our waste and improve our recycling, we are choosing more and more eco-friendly products and creating ranges of hygiene products with a reduced impact on the environment.



**SDG 13:** We carried out our first carbon assessment including scope 3 in 2009 and a second one in 2018 to take stock of our actions. In 2019, we also completed our mobility plan and are working on the selection of low-emission and hybrid vehicles for our internal vehicle fleet.



**SDGs 14 and 15:** We have an impact on these SDGs and are trying to reduce them by offering our customers more and more products and ranges with a reduced impact on aquatic and terrestrial ecosystems (hygiene and cleaning products) and PEFC/FSC labelled products for sustainable forest management.



Our catalogues and printed materials are also PEFC/FSC. We are also working to reduce our waste and increase recycling.

A photograph of a person working at a desk in a modern office. The person is seen from the side, typing on a laptop. On the desk, there is a white mug and a wire mesh tray. The background features a wooden wall and several hanging lamps with white wire mesh shades. The overall atmosphere is warm and professional.

**Provide**  
environmentally-responsible  
products



# Axis 1

A range of products kinder to the environment.

## Offering our customers an ecological alternative

All ECF Group subsidiaries want to support customers in their environmental transition. Our actions in this area have focused on matching the needs of our customers with sustainable products that have a lower impact on the environment and finding more ecological alternatives.

### SUSTAINABLE PRODUCTS AND MORE AND MORE LABELLED PRODUCTS

Our products are for the most part sustainable: glass, ceramics and stainless steel are our main product range. We offer equipment for professionals, so we select products that are resistant and lasting.

For products that can be labelled - tableware, take-away items, hygiene products or textiles, which represent 20% of

our sales - we are gradually increasing the share of products that respect rigorous labels such as FSC, PEFC, Ok Compost, Nordic Swan Ecolabel and European Ecolabel. The labelled products in our catalogue represent over 51% of these types of product and have increased by 63% over the last five years for ECF France and by 91% for ECF Asia Pacific. We are also working on enhancing their value in our catalogues.

## KEY INDICATORS

Advance group fiscal year 2021

**561** **63%**  
increase in 5 years

Eco-labelled products in the Chomette, Ecotel and Santor catalogue

**529** **91%**  
increase in 5 years

Eco-labelled products in the Reward Hospitality catalogue



## REPLACING PLASTIC

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

Materials such as PLA cardboard (cardboard with PLA film = bioplastic made with plant residues, usually corn starch) and compostable bagasse (derived from sugar cane fibres) were chosen. A range of FSC kraft containers, FSC paper straws, FSC wooden cutlery and paper cups have been rolled out in our subsidiaries around the world. Reward Hospitality's sales with our supplier BioPak resulted in 483 tons of plastic being avoided.

ECF Group has created a new private label, **Earth essentials**, an alternative to traditional take-away packaging. The Asia Pacific region is the first to develop this brand, with a range of cardboard products currently undergoing testing for compostable certification with Din Certco for AS4736 (commercial composting) and AS5810 (domestic composting).

## FROM DISPOSABLE TO REUSABLE

Non-plastic packaging solutions are a first step towards reusable containers, in different sizes and returnable, like Arcoroc's So Urban range. On-site consumption will also become involved. In France from 1<sup>st</sup> January 2023, fast food meals eaten on site will have to be served in non-disposable containers.

## CLEANING AND HYGIENE PRODUCTS WITH LESS ENVIRONMENTAL IMPACT

In our cleaning product range, we are shifting our sourcing towards hazard-free products and expanding our range of products with a reduced environmental impact. For example in 2017, in France we launched **Kleaning Essential**, a range of 19 risk-free, ultra-efficient and 100% natural hygiene products. Santor also offers ecological alternatives with **Santor Green**, a complete range of environmentally-friendly solutions.

In 2021, we extended this offer with a European Ecolabel laundry detergent in sheet form, which is eco-responsible, compact and reduces our environmental impact and that of our customers.

For hygiene products, in 2016 our Reward brand launched a **Choyer Earth** range of 35 products for our hotel customers, which includes shower gels, shampoos and lotions. The composition and the container have a lower impact on the environment.



## Axis 2

**Sustainable relationships with our stakeholders.  
Maintaining lasting partnerships.**

### Develop collaborations with our stakeholders

**We are committed to developing strong and sustainable relationships with all our stakeholders: suppliers, service providers, customers and the charities we support.**

We source from more than 440 suppliers, the vast majority of which are in Western Europe (France, Belgium, Spain, Sweden, Germany, Italy, the United Kingdom, the Netherlands, etc.). 62% are French suppliers and 89% are European suppliers. We have a long-term relationship of trust with our suppliers, most of whom we have worked with for a long time. We have been working with 81% of our suppliers for over 10 years and with 30% for over 20 years.

Through our customer-centric approach, we make every effort to develop lasting relationships with our customers. By offering advice and with a high level of availability, we try to meet our customers' demands on a daily basis.

From the first Covid lockdown, we were able to anticipate, listen to and support our customers who were severely affected with long periods of closure. During this time, we suspended the automated reminder process and the collection process for order payment. We asked customers to contact us about any needs and/or difficulties and we set up payment facilities with new payment schedules and even deferred payments until business resumed.

We believe our internal stakeholders are equally as important. This concern is the subject of a separate commitment. Our employees are just as attached to the group's brands. Average length of service is 10.9 years for our employees.

#### KEY INDICATORS

**81%** of suppliers have been working with us for over 10 years  
(28% for over 20 years)

**10.9 years:**  
average years of service of employees for ECF France





# Ensure the good conduct of our suppliers and encourage our partners to embrace sustainability

Now part of our purchasing policy, we favour partnerships with suppliers who subscribe to our Sustainable Development approach. The supplier selection process includes analysis of their sustainability actions.

**Reward Hospitality** has also published its Anti-Modern Slavery Policy and Statement and in 2021 rolled out a supplier questionnaire to analyse this risk. 44% of suppliers have already responded. 84% of suppliers have already signed the charter against **modern slavery**. This is in compliance with Australian law enacted in 2018, the second legislation in the world to define modern slavery.

For our suppliers in Asia (8% of our turnover), we work with a French agent based in Hong Kong and Shenzhen, who visits all the new factories before they are listed, ensuring working conditions in particular. Our agent also carries out pre-loading inspections and monitors any change in working conditions.

In 2008, we commissioned SGS to carry out social audits on more than 60 inspection points with our suppliers outside Europe. Nine criteria of working conditions are assessed such as child labour and the environment. This year, the audits have been suspended and will resume after the Covid crisis.

Going further than the often commercial collaboration with our external stakeholders, ECF Group strives to develop partnerships based on respect for fundamental human principles and the environment. Since 2007, our suppliers have committed themselves each year by signing our "supplier charter". These are the 7 fundamental principles it contains:

- **Abolish slavery**, forced or compulsory labour and refrain from their use in any form.
- **Do not employ children or make children under 14 work** in arduous production, manufacturing or assembly tasks.
- **Guarantee workers the right to organise trade unions or other** representative bodies.
- **Provide workers with pay** to meet their basic needs and those of their directly dependent family members.
- **Guarantee good working conditions**, particularly in terms of working hours, to ensure the health, safety and moral integrity of employees.
- **Respect equal opportunities for recruitment and pay**, without discrimination on the basis of ethnicity, colour, gender, political or religious beliefs.
- **Respect the environment**, by ensuring that no dangerous products or substances are released into the environment.





## Serving our customers

**ECF Group is committed to the customer experience. This year, we will help our customers as they make the transition in take-away equipment to reusable and returnable elements.** The UN has proclaimed 2022 the International Year of Glass. This highlights the ecological virtues of glass - sustainable, good for food preservation and infinitely recyclable - and supports this approach and the associated new French regulations.

### **CONTROLLED GDPR MANAGEMENT**

Protecting customers' personal data is very important. Our governance involves a Data Protection Officer (DPO), records of processing activities and dedicated procedures, which we are continuously improving.

### **A LONG-STANDING QUALITY MANAGEMENT SYSTEM**

We also strive to guarantee our customers high-quality service from our support teams and our supply chain. To this end, we have deployed an ISO 9001 certified quality management system for the ECF Group, Chomette and Santor headquarters since January 2007. We are continuously improving our performance and

management systems through our certification process. We are committed to providing consistent quality in our services throughout the country and internationally. Our monitoring indicators and annual customer satisfaction surveys provide customer feedback and improve our quality of service.

In 2021, we successfully completed the renewal process for the ISO 9001 2015 certification.

### **BAN PRODUCTS THAT ARE HARMFUL TO HUMANS AND THE ENVIRONMENT**

Finally, we care about the health and safety of our customers. All products sold are rigorously controlled and comply with French and European standards and regulations. All products that are harmful, in particular those containing CMR agents (carcinogenic, mutagenic, or toxic for reproduction) are discarded, both in France and in Asia-Pacific. We are offering increasing numbers of alternatives with products that are less harmful to the environment.



# Improve our quality of service to reduce our environmental impact

**We listen to our customers and work to improve our shipments in packaging, cushioning and delivery.**

Packaging is often avoided when it is not necessary. For all products already packaged by our suppliers which do not present a risk of breakage or theft, delivery is made without overpacking. For bulk orders requiring protection against breakage, we have several sizes of shipping cartons. Our cardboard packaging is all FSC-certified, with 83% to 100% recycled material and is 100% recyclable.

For the **interior cushioning**, in 2009 we replaced polyester with cellulose sheets and since 2019, bubble wrap has been gradually replaced by crumpled kraft paper sheets or tubes or cardboard on the manual preparation lines. Thermoformed plastic sheets are made on our mechanised line in our ECF France warehouse.

**We are working to reduce the packaging** of our products in France and in Asia-Pacific. For example, on the mechanised chain of our logistics platform in France, tests with small pieces of cardboard were carried out at the end of 2019. The Covid crisis greatly reduced our activities, but today our work on reducing the size of our packaging can resume. In 2021, Burns and Ferrall now called Reward Hospitality NZ replaced its polystyrene packaging for ceramic sinks with recyclable cardboard, reducing the volume of waste at our customers' premises and reducing the cost of processing.

Most of our direct suppliers are located in the country where we operate, which facilitates trade and reduces the transport of goods.

## KEY INDICATORS

ECF France:

**62% of turnover**

with French suppliers,  
**89% in Europe and 8% in Asia.**

ECF Asia Pacific:

**75% of turnover**

with Australian suppliers  
and **21% in Asia**

**0 recalls**  
of marketed products

**ISO 9001** certification renewed in France  
in 2021

# Reduce

our environmental footprint  
and promote environmental  
preservation







## Axis 3

### Better control of our impact on the environment.

Climate change is one of the major issues of our time, but we also have to deal with issues of biodiversity and depleting mineral resources. Our activities, including the manufacture of the products we sell, their transport, our logistics, employee mobility and the energy consumption of our buildings, have an impact on these environmental issues and, conversely, these major issues are likely to impact our activity.

## Controlling the impact on our facilities

To reduce the environmental impact and protect our employees, we comply with the regulations for our classified installations for the protection of the environment and our stores. We regularly monitor and continuously improve the performance of our equipment and processes.

This year, for example, we centralised the security and maintenance of fire safety and evacuation equipment for all our sites in France and upgraded the fire safety system to reduce the spread of fire and added thermal cameras. Similarly, fire safety for the Asia-Pacific region's main logistics hub in Yatala was audited and tested by the Queensland Fire Service.

For ECF Asia-Pacific, this year staff were trained in first aid and fire safety for the region's main logistics hub in Yatala was audited and tested by the Queensland Fire Service.

Our water consumption is monitored, although it is mainly restricted to sanitary use and the sprinkler system after the annual tests (automatic water sprinkler system).

Finally, to a lesser extent, ECF Group helps preserve biodiversity by maintaining green spaces at head office with 100% organic and "zero-phyto" products, and by using the mulching technique to reduce water requirements and weeding.

# Reducing and recycling waste

## REDUCING AND OPTIMISING OUR PAPER CONSUMPTION

Certain processes have been digitised to reduce our paper consumption. To date, we have responded to public market bids digitally and offer our customers paper-free invoicing. For Chomette, currently 46% of customers have chosen paper-free invoicing. In Asia-Pacific, the digitisation in 2020 of various processes such as training, knowledge testing and HSE tracking resulted in a 43% reduction in paper consumption by 2021.

## WASTE SORTING AND RECYCLING

Since 2016, we have been separating waste in our offices for recycling. On our logistics platforms, we have **5 sorting bins** for paper, cardboard, plastic, wood, ferrous metals and also hazardous waste, which is collected separately. In France, we work with dedicated local service providers for pallets that we no longer need so that they can be collected, repaired and put back into service, contributing to the circular economy.

As far as our **IT waste** is concerned, this is limited to the group's head office. We keep our IT equipment well beyond its warranty period and any that is no longer useful but still functional is reconditioned and donated to a school or a charity.

For many years, we have **not thrown away any products in good condition**. All customer returns, all discontinued items that have not found a buyer, are, without exception, donated. When moving or reorganising offices, if we have to change the furniture, we avoid throwing it away and try to find local buyers. In 2021, this was the case for the ECF Group headquarters in Grigny.

## KEY INDICATORS

**7%** less printed paper  
(compared to 2016)

**46%** of our customers choose paper-free invoicing

**78%** of our waste is recycled  
(excluding energy recovery)

**0 tons**

of functional products thrown away



# Reducing our impact on transport

Employee journeys from home to work or for business have an impact on the climate, the environment, health and well-being. Conscious of this, ECF Group has decided to work on the issues of sustainable mobility.

## OPTIMISING AND REDUCING COMMUTING

A Mobility Plan was devised at ECF Group's head office in Grigny in 2019, with the help of the company EKODEV. The results obtained were very significant and helped establish a concrete action plan:

- Creation of a **mobility manager** position for all French and Benelux subsidiaries,
- Renovation and addition of warm and user-friendly break and catering rooms (with refrigerators, microwave, coffee machine) to reduce car travel at lunchtime,
- Installation of 4 **electric charging stations** in 2020, for employees and our visitors too,
- Discussions on carpooling solutions have been initiated.

Commuting to work in 2021, as in 2020, was greatly reduced thanks to the introduction of working from home. It has therefore been decided throughout the group (in France and in Asia-Pacific) to maintain a hybrid work mode, when the role allows it. ECF Group, together with its social partners, has set up a **working from home charter** for 2021.

## BUSINESS TRIPS WITH FEWER EMISSIONS

With the aim of avoiding travel and adapting to lockdown constraints, from 2020 **video conferencing was used** and this process was finalised in 2021 throughout the group and its subsidiaries to ensure intra-group discussions and reduce business trips. During the Covid crisis, the sales department implemented one-day working from home trials for travelling salespeople.

**The travel policy** has also been redefined. The new policy encourages the use of trains (in France), describes the line manager approval processes, and provides a framework for the budgets with the mobility manager approving and monitoring decisions. Even after Covid flight restrictions were lifted, the Asia-Pacific region has planned not to return to pre-Covid practices and is continuing to restrict domestic and external flights in favour of teleconferencing and videoconferencing.

With regard to our fleet of company vehicles, we have redefined our vehicle policy, renewing and selecting vehicles with the lowest emissions. In France, a **hybrid vehicle** is allocated as a priority for all categories if the employee's travel profile is compatible.

## DOWNSTREAM TRANSPORT TO DELIVER TO OUR CUSTOMERS

For several years we have been optimising the transport needed to deliver orders. This involves pooling orders, working on reducing breakage on delivery and putting in place very resistant packaging to reduce the transport of returned goods, therefore reducing the associated greenhouse gas emissions. For many years we have been optimising loads to limit handling by transporters during transit, therefore saving time.

Our transporters are committed to reducing emissions. Our main transporter, which covers 61% of our delivery tonnage, is committed to the ADEME's CO<sub>2</sub> Objective charter. In 2021, our transporters continued to equip themselves with less polluting vehicles (NGV, BioGNC, electric vehicle), and local subcontractors ensure customers in pedestrianised city centres and in low-emission cities (ZFE) are delivered by low-emission vehicles or three-wheelers.

# Controlling our energy consumption

**Over the past ten years in France and in Asia-Pacific, the group has undertaken numerous initiatives to reduce its energy consumption and therefore reduce our associated greenhouse gas emissions.**

In 2011 at our ECF Group logistics platform in France, a major project was launched to replace our traditional lighting with 100% LED lighting, ensuring better light quality and over 50% reduction in energy use, along with the installation of presence sensors in certain common areas and in certain stores.

ECF's Asia-Pacific headquarters and logistics hub in Brisbane achieved 5-star Green Star certification in 2018 (66.7/100), certifying the building is sustainable through the design, construction and operational phases. For example, the lighting is LED powered with motion and brightness sensors for automatic light adjustment.



## KEY INDICATORS

Energy audit of the ECF France logistics platform in Grigny

Reduction in energy consumption for lighting at head office and our logistics platform in Grigny:

**60%** less compared to 2015

Energy reduction at ECF Group headquarters in France:

**12%** less compared to 2016

Reduction in company vehicle fuel consumption:

**17%** less compared to 2019

**This year, we continued the roll-out of LEDs in stores, particularly on the ECOTEL Fréjus site and 50% of the exterior lighting at the Grigny logistics platform is now LED.**

Since our last energy audit dates back to 2016, we carried out a new energy assessment of head office and our logistics platform in Grigny at the end of 2021, which allowed us to define an initial action plan for 2022. In New Zealand, the relocation of 3 sites to a new warehouse in Auckland was an opportunity to choose a less energy-intensive warehouse.



# Reducing our impact on climate change

## CLIMATE CHANGE IS ONE OF THE MAJOR CHALLENGES OF OUR GENERATION

It is urgent we anticipate the necessary changes to make and reduce our impact by respecting the Paris agreements signed in 2015. These agreements commit each country to drastically reduce their GHG emissions to limit the temperature rise to 1.5°C (compared to pre-industrial levels), to strengthen our capacity to adapt and reduce vulnerabilities to climate change.

We carried out a greenhouse gas emissions assessment (GHG assessment) in 2009 for head office and the logistics platform in France. It was updated in 2018 and filed on the ADEME's GHG assessment platform.

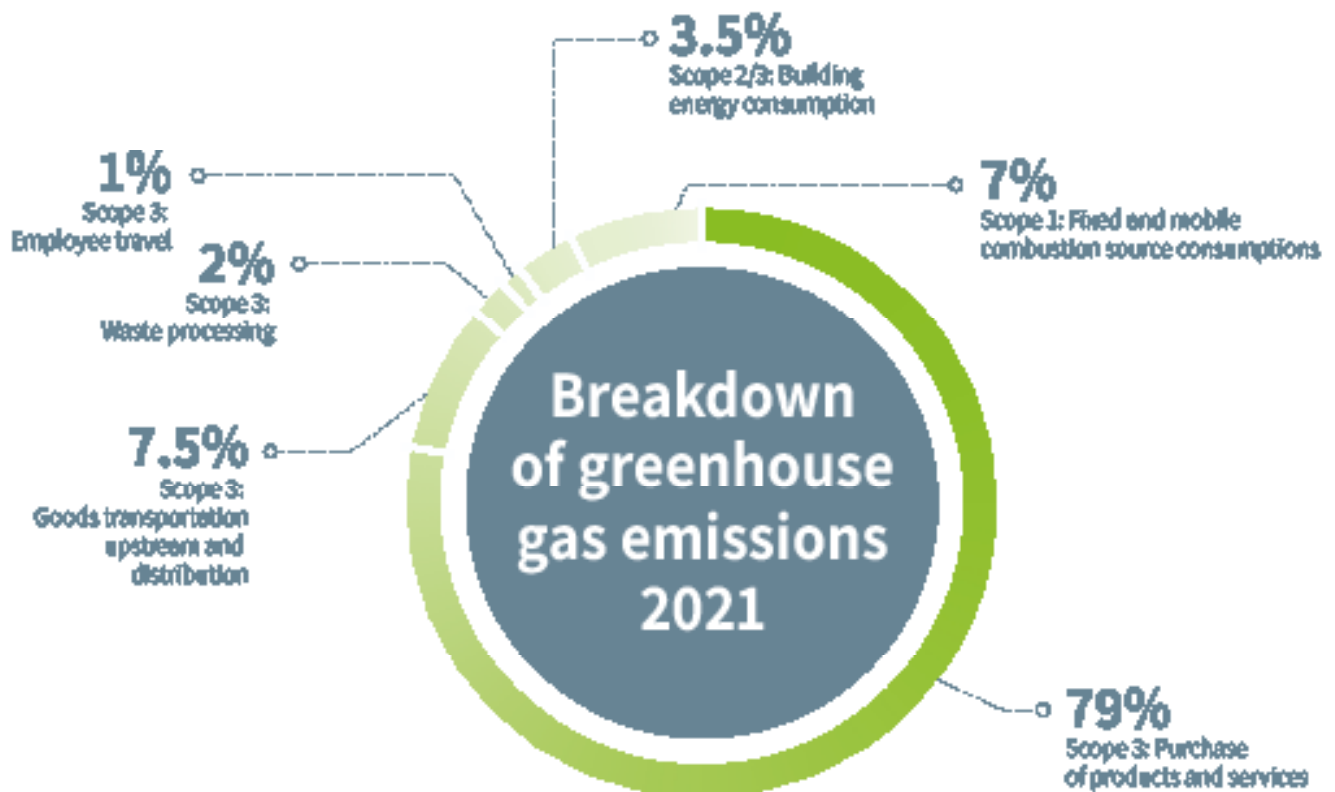
For 2021, we updated the calculation of our GHG emissions by integrating the scope of Chomette France and Benelux, and the non-franchised Ecotel shops and La Corpo. Our GHG assessment includes scope 3 (freight and procurement).

Scope 3 represents the majority of our emissions, linked in particular to the purchases of products we sell (77.7%) and the transport of goods upstream and for distribution (7.9%).

2021 was a strange, unusual year in terms of GHG emissions as we had to stop our business for a few months due to the Covid crisis.

We will work on updating our action plan and putting in place the necessary tools to measure our emissions on an annual basis and extend the scope of analysis to all subsidiaries.

We continued our contribution to **reforestation and biodiversity with the Ecotree association**, with the purchase of 120 additional trees, helping restore half a hectare of forest in France in 2021, which will enable the absorption of 9.6 tons of CO<sub>2</sub>.









## Axis 4

Promote greater environmental and social responsibility.  
Promote our challenges.

### Strengthen our awareness activities

The promotion of environmental responsibility is mainly ensured through better communication with stakeholders.

Since 2008, we have set up special events within the Group to inform employees and raise their awareness about social and environmental issues (waste sorting, blood donation, clothing collection for charities, disability, etc.).

Every year since 2012, the European Week for Sustainable Development and the European Week for Waste Reduction are two key moments that remind us about our commitments, raise employee awareness and get everyone involved.

Exceptionally, due to the Covid crisis that heavily affected our business, these events could not take place in 2021.

### Developing our solidarity

Since 2004, ECF Group and its brands have been supporting NGOs and local charities. Their objective is to promote fair social relations by making financial, material and sometimes logistical contributions to causes that are important to them. Many of them are long-standing and loyal relationships, but there are also new encounters.

#### SOLIDARITY TO CREATE A FAIRER WORLD

All over the world, teams are mobilising and organising themselves to support causes close to their hearts. Here are a few examples of commitments by employees this year to charities helping fight inequality, poverty and hunger.

- Every year Chomette donates equipment to its partner organisations and this year the company donated 49 pallets of hygiene and cleaning products (much needed during the Covid crisis) and kitchen equipment to **Secours Populaire Français** in Grigny. These donations were quickly snapped up by families as well as by other branches of the charity.
- Reward Hospitality New Zealand provided logistical and material support to the BBM programme (Brain Body Movement), which opened a community restaurant that provides healthy food especially to the poorest members of the community to **help fight obesity and diabetes**. The staff donated cooking equipment and utensils and provided logistical support for home delivery of meals during the Covid crisis.
- And, as they do every year at Christmas, employees at Reward Hospitality's Yatala and South East Queensland sites in Australia rallied around the **Rosie** volunteer outreach service, **which helps the homeless** by collecting essential goods.



## SUPPORTING CULTURE THROUGH SPONSORSHIP

Culture is a bond that unites us and brings us closer together, providing comfort in times of anxiety. To support artists and access to culture, this year ECF Group has contributed to the **Essonne Patronage Foundation** supporting the restoration of the Château de Méréville estate. Chomette sponsored the November 2021 exhibition in Paris of painter Sergei Chepik (1953-2011), a Kiev-born artist who emigrated to Paris from Russia in 1988.

## SPORT AND HEALTH DRIVING VALUE

Sport promotes values such as fairness, teamwork, equality, inclusion, perseverance and respect. Every year for the last 15 years, the Group has been involved with **local sports clubs** (rugby, football) in France and Australia, where it sponsored a surf lifesaving charity.

In the field of health, Reward Hospitality has worked with the **McGrath Breast Cancer Foundation**. ECF France also supported the Curie Institute and its fight against cancer. ECF employees took part in the 10 km "Course des Lumières" in Paris in November 2021, and matched everyone's donation to **the Curie Institute**.

## SUPPORTING CATERING EXPERTISE

Chomette has been supporting the catering industry for 10 years through training, work with social integration organisations or sharing expertise, like for example Cuisine Mode d'Emploi(s), a training centre for social integration in the catering industry that Chomette has been sponsoring for 6 years. This year, the company has chosen to support **the French Gastronomy and Service Team**.

## INTRODUCING YOUNG PEOPLE TO OUR COMPANIES

For several years, ECF Group has been striving to facilitate young people's access to their first job, helping develop their skills. At ECF Group's head office, we regularly take on high school students for their Year 10 internship. Reward Hospitality is partnering a high school in a programme that introduces young people to the company's various businesses.



# Strengthen our internal and external communication

## INTERNAL COMMUNICATION KEEPING IN TOUCH DURING THE PANDEMIC

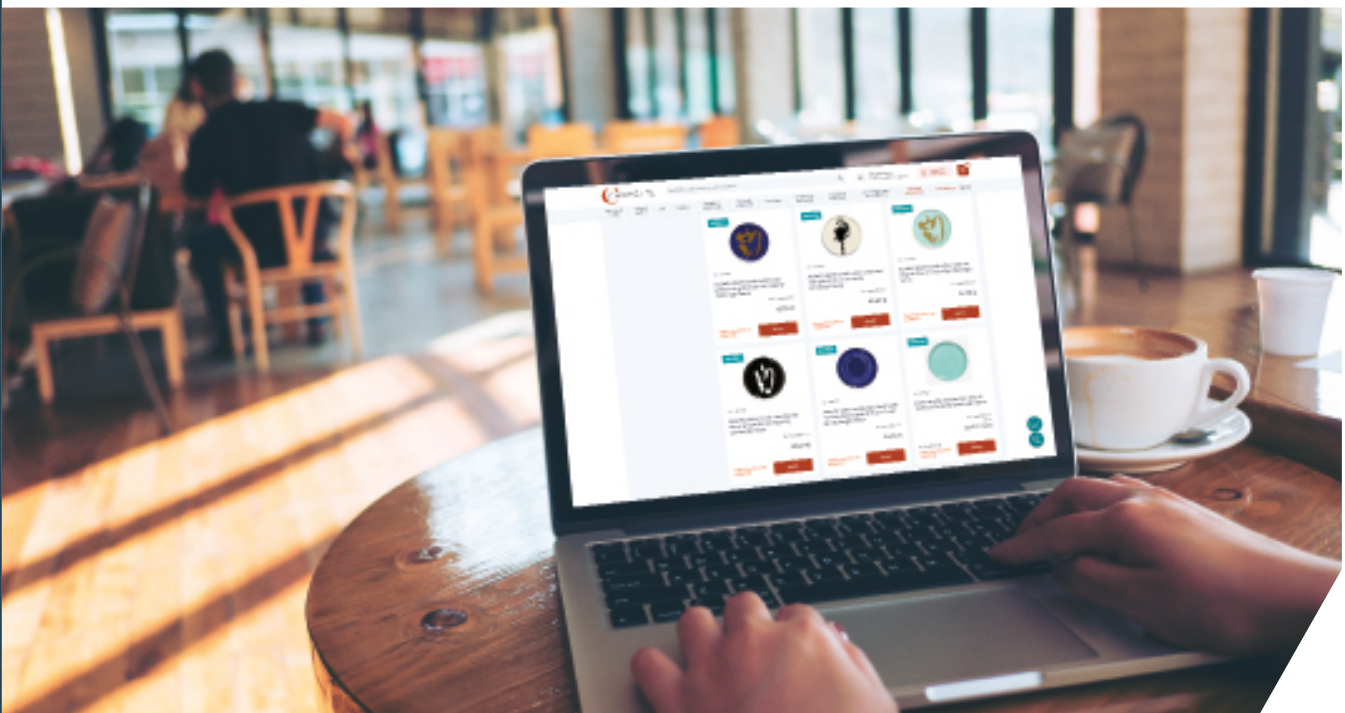
As the Covid pandemic affected our businesses and organisation with a long downturn period, we focused on maintaining contact with employees. For example, ECF Asia-Pacific held regular briefings with the CEO via Teams and all employees to communicate on the company's performance, necessary adaptations and new instructions related to the health crisis. Reward Hospitality New Zealand also set up a newsletter and challenges to keep teams connected.

After business started again in 2021, ECF Group set up a **working group on internal communication**. Made up of fifteen Group employees from all geographical, professional and statutory backgrounds, this group worked on an inventory of existing systems and systems to create, to improve internal communication and cohesion within the company. The 4 months of work resulted in a presentation to the Executive Team. The action plan has, for example, helped clarify the use of collaborative communication channels (Yammer, etc.), create a detailed role chart and set up communication about the arrival of new employees to the group to facilitate their integration.

## EXTERNAL COMMUNICATION MULTI-CHANNEL ACCESS FOR OUR CUSTOMERS

On the ECF Group website, we communicate our key figures, charters and the annual CSR report. On brand websites like Chomette's for example, we share tips and trends with our customers: advice on product selection, information about returnable containers, biodegradability and other tips. Customers can also place orders directly on most of our brand websites. Chomette has a dedicated mobile app too.

All our complete and specialised catalogues are available **electronically from the brand website**. For example, for Chomette and ECOTEL 37% of commercial documents (guides, seasonal selection, flyers, etc.) are sent as digital PDF files. The paper edition of our catalogues is printed on 93% **PEFC-certified paper** guaranteeing sustainable forest management. The printed tonnage is 7% less compared to 5 years ago.







**Develop**  
respectful, inclusive  
and fair relationships







## Axis 5

## Fair and respectful labour relations

### Ensure the development and well-being of our employees

**Today more than ever, our culture of employee development is a compass that guides us in our daily actions to create good quality of life at work, diversity and develop talent.**

#### **QUALITY OF LIFE IN THE WORKPLACE AND A FOCUS ON THE EMPLOYEE EXPERIENCE**

Since 2014, we have been conducting surveys to improve quality of life in the workplace for our employees. In 2021, our latest survey was performed by **Great Place to Work** and covered ECF Group and its subsidiaries in France and Benelux (Belgium and Luxemburg). It was rolled out in the first quarter of 2022 to Asia-Pacific, Middle East, and Europe regions. This survey, which will now be carried out annually, should enable us to measure the effectiveness of our actions with a view to continuously improving the well-being, commitment and experience of employees.

In 2021, we surveyed 687 employees in France & Benelux, i.e. a little more than half of our employees worldwide (51%), with a response rate of over 73%, which is a very good result for a first participation. The survey highlighted the prominent strengths identified by our employees, for example our company is seen as caring and inclusive and has a strong sense of pride and belonging (74%). For a first participation, ECF scored 61%, well above the average result of 54% in France and 4 points away from certification. At the end of the year after businesses reopened, we continued lunchtime activities at head office run by a team of volunteer employees, building and maintaining links between the teams for special events (Halloween,

Christmas). At the same time, the HR team took over the organisation of the monthly food truck which sets up in the car park in front of the building, where we can order and enjoy different specialities every month. As well as being a fun break, this helps reduce the need for outside travel at lunchtime and therefore reduces our greenhouse gas emissions!

#### **WORKING FROM HOME: A HYBRID ORGANISATION**

ECF Group has long demonstrated its ability to adapt to its employees. Already in 2008, ECF Group was implementing home-based working solutions to provide a job solution for some employees. The Covid crisis enabled the roll-out of tools and organisational changes. Since that time, many employees have found themselves eligible and interested in this hybrid model. A **working from home charter drawn up with our social partners** has been in force since 1<sup>st</sup> September 2021. It has helped formalise the terms and conditions of remote working and has established this hybrid and flexible organisation over the long-term. We have also been able to run a trial with sales staff working from home and will continue this process through telephone appointments with certain customers, avoiding unnecessary miles travelled. These actions reinforce the company's ambition to reduce its carbon footprint.



## TRAINING

We believe that a company's flexibility is based on the personality of its employees and we pay particular attention to the loyalty of our talents. Attracting them is good. Keeping them is better. We believe it is essential for our employees to project themselves in the medium- and long-term into the collective that is ECF Group. Since 2020, we have been diversifying our training catalogue via e-learning, in France with our "Académie ECF" platform and in Australia with the "The Venue" platform, developing the skills of our employees. These tools mean we can provide a more comprehensive and accessible offer (short, modular training).

74 employees in the Pacific region took part in 2-year diploma courses this year.

## KEY INDICATORS 2021 achievements

**73%** GPTW participation

**61%** GPTW confidence index

The French average is 54%

**54%** of employees have been on a training course



# Health and safety at work

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

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

## SUPPORTING OUR EMPLOYEES DURING THE COVID CRISIS

The Group put measures in place in response to the Covid crisis to ensure the health, safety and well-being of its employees. All international travel and external events were suspended to reduce team exposure to the virus, protective equipment (hand gel, masks) was distributed, working from home was implemented for office staff and strict compliance with protection and distancing measures was observed. In Asia-Pacific, Reward Hospitality also introduced a paid Covid-19 vaccination leave to raise awareness and facilitate access to appointments during working hours for employees and their families.

## PREVENTION FOR EVERYONE'S SAFETY

Always concerned about the **health and safety** of its employees, to prevent work accidents, all employees must undergo health and safety training as soon as they join the company. Regular training specific to each role is also provided in accordance with each country's regulations. It covers fire prevention, hygiene, posture at work, chemical safety, driving machinery in the warehouse, bullying and harassment at work (Reward Hospitality) and public evacuation for the stores... **Awareness** of the different risks at work is now 100% online throughout the group, covering various risk prevention training.

In terms of **road safety**, for many years ECF Group has had a "good driving charter" which then became part of the "vehicle charter". One module of the e-learning safety course also covers road risks. Other initiatives, like the Chomette convention for example, provide eco-driving advice and test salespeople with speed and alcohol simulators.

## KEY INDICATORS

Performance indicators

0 fatal accidents

36 accidents at work  
(France & Australia)

4.3% absenteeism

(average of the 2 French rates: 5.71% and AUS/NZ: 2.8%)

## Fighting discrimination

Through its recruitment policy, ECF Group is committed to Diversity and Local Employment while assessing applications fairly.

According to the 2021 Great Place to Work study, in France the company is seen as caring and inclusive. Employees feel that their company treats employees fairly regardless of their ethnicity (88%), gender (83%), sexual orientation (91%), age (68%) and disability (88%).

In Australia and New Zealand, we also comply with the strict legal requirements regarding discrimination in the workplace on the basis of age, gender, race, sexual preference, disability, religion, political opinion, union involvement, pregnancy, etc. The Human Resources department is centralised to ensure that company policy and processes are followed.

The sexual parity index published in March 2022 for 2021 illustrates ECF Group's commitment to sexual equality in the company. We will continue to work and improve in this area.

### KEY INDICATORS 2021 achievements

**41%** of managers are women  
(4% more than in 2020)

**80**<sub>/100</sub> M/F sexual parity index  
Scope: France

**2.5%** more than in 2020



# Perspectives

**For this new year 2022, ECF Group has new ambitions. It formalised them with the recruitment of a CSR Director in charge of the CSR policy of the international group and its subsidiaries.**

## **CSR POLICY**

Continuing the actions we have rolled out, we will update our CSR policy, our commitments and objectives in light of environmental, social and business issues and tomorrow's new challenges. The involvement of internal and external stakeholders in this process will ensure its success.

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

## **A CONSOLIDATED VIEW OF OUR CSR PERFORMANCE**

We need a global view of our CSR performance to fine-tune our priorities and action plans; our ambition is to achieve total synergy within the group for sustainability.

We will increase our resources for assessing our efforts and areas for improvement and to monitor our objectives, with environmental, social and business indicators collected from all the group's subsidiaries. To define the Group's carbon trajectory for 2050, we will also assess our impact on climate change by measuring our greenhouse gas (GHG) emissions on an international scale.

With this consolidated view, we will be able to broaden the scope of our CSR reporting, in particular for our CSR report and ESC governance for our investors at Group level.

We will be able to measure our greenhouse gas emissions throughout the group in France and internationally, assess our impact on climate change and define our carbon trajectory.

## **ASSESS AND PROGRESS TOWARDS CSR CERTIFICATIONS**

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

To monitor and improve our employees' quality of life in the workplace, we will finish rolling out the Great Place To Work survey to all our brands in France and around the world in 2022. An assessment will be carried out every year to monitor our progress.

We will assess our CSR approach and performance with EcoVadis to progress and improve our CSR practices and we will work towards obtaining CSR certification from among the most rigorous labels, as part of our commitment to being an increasingly responsible company.

**This is ECF Group's CSR and sustainability roadmap.**



# Appendices

			FRANCE BENELUX*		ASIA-PACIFIC	
SOCIAL INDICATORS			2021	Change 2019-2021	2021	Change 2019-2021
		UNIT				
<b>Employees</b>	Physical employees at 31/12	no.	592	-1%	466	19%
	Hires	no.	101	124%	175	25%
	Turnover	%	21.7%	136%	16%	-43%
	Permanent employees	no.	506	-14%	325	-5%
	Non-permanent employees	no.	19	138%	89	82%
	Percentage of women employees at 31/12	%	45%	1%	37%	-42%
	Percentage of women managers at 31/12	%	41%	8%	48%	-28%
	Average age	years	43.56	2%	41.3	-3%
	Employees - Over 55	%	17.4%	2%	19.1%	-4%
	Employees - Under 25	%	3.6%	13%	8.8%	20%
	Average years of service	years	10.9	-9%	6.1	17%
	People with disabilities	%	2.5%	16%	-	-
	<b>Training</b>	Training hours	hours	4,149	72%	-
Number of employees trained		no.	317	-33%	-	-
<b>Health and safety at work</b>	Absenteeism	%	5.71%	32%	1.80%	-
	Accidents at work	no.	22	-19%	14	-67%
	Fatal accidents	no.	0	-	0	-

			FRANCE BENELUX*		ASIA-PACIFIC	
ENVIRONMENTAL INDICATORS		UNIT	2021	Change 2019-2021	2021	Change 2019-2021
<b>Waste</b>	Total waste generated	tons	278	<b>-30%</b>	236.71	<b>-21%</b>
	Quantity of hazardous waste	tons	3.7	<b>-34%</b>	-	-
	Quantity of recycled waste	tons	219	<b>-18%</b>	61.08	<b>5%</b>
<b>Water</b>	Water consumption	m <sup>3</sup>	2,023	<b>-36%</b>	1,426	-
<b>Catalogue</b>	Number of eco-labelled products	no.	561	<b>49%</b>	529	<b>91%</b>
	% of sales turnover	%	12.1%	<b>34%</b>	18.2%	<b>21%</b>
	% of products in stock	%	7.8%	<b>53%</b>	10.3%	<b>54%</b>
<b>Mobility</b>	Fuel consumption	litre	14,061	<b>104%</b>	-	-
	Diesel consumption	litre	318,597	<b>-19%</b>	-	-
<b>Energy</b>	Electricity consumption	kWh	1,844,786	<b>-14%</b>	1,603,897	<b>1%**</b>
	Gas consumption	kWh	2,580,296	<b>2%</b>	37,636	<b>-29%</b>
	Fuel oil consumption	kWh	6,916	<b>0%</b>	-	-
GHG EMISSION INDICATORS		UNIT	2021*			
<b>Climate</b>	Scope 1 emissions	teqCO <sub>2</sub>	1,081			
	Scope 2 emissions	teqCO <sub>2</sub>	149			
	Scope 3 emissions	teqCO <sub>2</sub>	14,599			

\* ECF Group, Chomette, ECOTEL, La Corpo, Santor. \*\*Change 2020-2021.



COMMUNICATION  
ON PROGRESS



This is our **Communication on Progress**  
in implementing the Ten Principles of the  
**United Nations Global Compact** and  
supporting broader UN goals.

We welcome feedback on its contents.



*Sustaining experiences in Hospitality & Care*

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