

“Our CSR commitments”

2023 ANNUAL REPORT

**GROUPE
LE DUFF**

Declaration of extra-financial performance





LE DUFF

GRUPE
LE DUFF

“Editorial”

Louis LE DUFF, Founding Chairman
Maryvonne GUILLLOU, Group CEO

CSR has become a significant policy for any company mindful of its activities' environmental, economic, and social impact. This is obviously the case for LE DUFF Group. Our entities did not wait for the rise of this social and environmental concern to make CSR one of their key development areas. From the outset, LE DUFF Group has placed critical principles, such as a “product” policy focusing on quality, taste, nutrition, and a customer-friendly attitude, at the core of its corporate project.

In this respect, 2023 marked an important milestone. By implementing a Group CSR approach, the Group's management body enlisted all our entities and businesses, both in France and abroad, in this process. Everyone swung into action. Throughout the year, Le DUFF Group employees met to discuss their ideas. No topic was overlooked: the place of individuals in the workplace, the environment, energy, purchasing, the circular economy, etc.

Additionally, an important milestone was reached for the Louis LE DUFF Endowment Fund. The year was marked by the roll-out of new projects focusing on the organization's primary mission: promoting, educating, and transmitting good nutrition values to young people.

We would like to thank everyone involved in this work for all their efforts! We are making progress, and our daily commitments are vital to ensuring we continue producing while reducing our impact.

This, without a doubt, will ensure LE DUFF Group a bright future!

We are all concerned, we are all vigilant.

We hope you enjoy reading this 2023 CSR report!

Stay on track!



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This document is interactive. You can click directly on the headings to go to the pages concerned and browse the document using the buttons that appear with this small hand.

This document presents information concerning the extra-financial performance of LE DUFF Group, in accordance with the regulations: French Decree No 2017-1265 of August 9, 2017 implementing French Ordinance No 2017-1180 of July 19, 2017 on the publication of non-financial information by certain companies. The declaration of Extra-financial performance describes Le DUFF Group's Corporate Social Responsibility (CSR) approach and covers its industrial and food service activities for the period from January 1 to December 31, 2023.

“The Group’s purpose”

“Eat so good”

**“Make every instant of consumption a wholesome,
delicious and enjoyable one”**

Our Group’s purpose conveys our everyday mission, which is to provide all our customers worldwide with healthy yet indulgent moments of pleasure.

This is a promise to the customer and a mission for employees.

The Group’s purpose is backed by the Louis LE DUFF Endowment Fund, LE DUFF Group, and its brands worldwide.

“Eat so Good” perfectly reflects all the CSR activities of our brands.

*Consumers benefit from
high-quality, healthy
and enjoyable dishes
for their well-being!*

Louis LE DUFF



*Our manifesto which describes
the Group's commitments*



It's so good!

It's so good to bring you great products to enjoy with confidence at any time of day.

It's so good to do our best each day in order to satisfy over a million customers on all the continents.

It's so good to see the pride in the eyes of our chefs, bakers, pastry chefs, and all our team members.

It's so good!

It's so good to love our businesses, our brands and our products, embodying our values of authenticity, high standards and generosity.

It's so good to share the same love of the earth with our partner farmers, millers and producers.

It's so good to benefit from the talent of Meilleurs Ouvriers de France award-winning artisans, who happily dedicate their greatest recipes to us.

It's so good!

It's so good to receive valuable advice from doctors, researchers and nutritionists, so our products are as healthy as they are tasty.

It's so good to give a new generation of employees a fair chance, as they proudly defend our colors.

It's so good to make every instant you spend with us a wholesome, delicious and enjoyable one, whether you're online, buying to take away or at a restaurant.

It's so good to give our best in order to achieve the best.

It's so good!

Eat so good!

“Our history”

From the vision of an entrepreneur to the development of a group

Upon returning to France from North America, Louis LE DUFF founded Brioché Dorée in Brest in 1976, convinced that a fast-food outlet would be successful.

*This marked the birth of the Group and of French-style café-bakeries.
The development of food service activities then continued with Del Arte,
Fournil de Pierre, Kamps (Germany), La Madeleine (United States),
and Au Pain Doré (Canada).*

In 1984, LE DUFF Group decided to make its own products, to monitor their quality even more closely. This marked the birth of BRIDOR (premium bread and Viennese pastry products), which is now a supplier for prestigious hotels and restaurants; it also gave rise to Gourming (Cité Gourmande and Frial), which offers terroir-style frozen ready meals and vegetables.

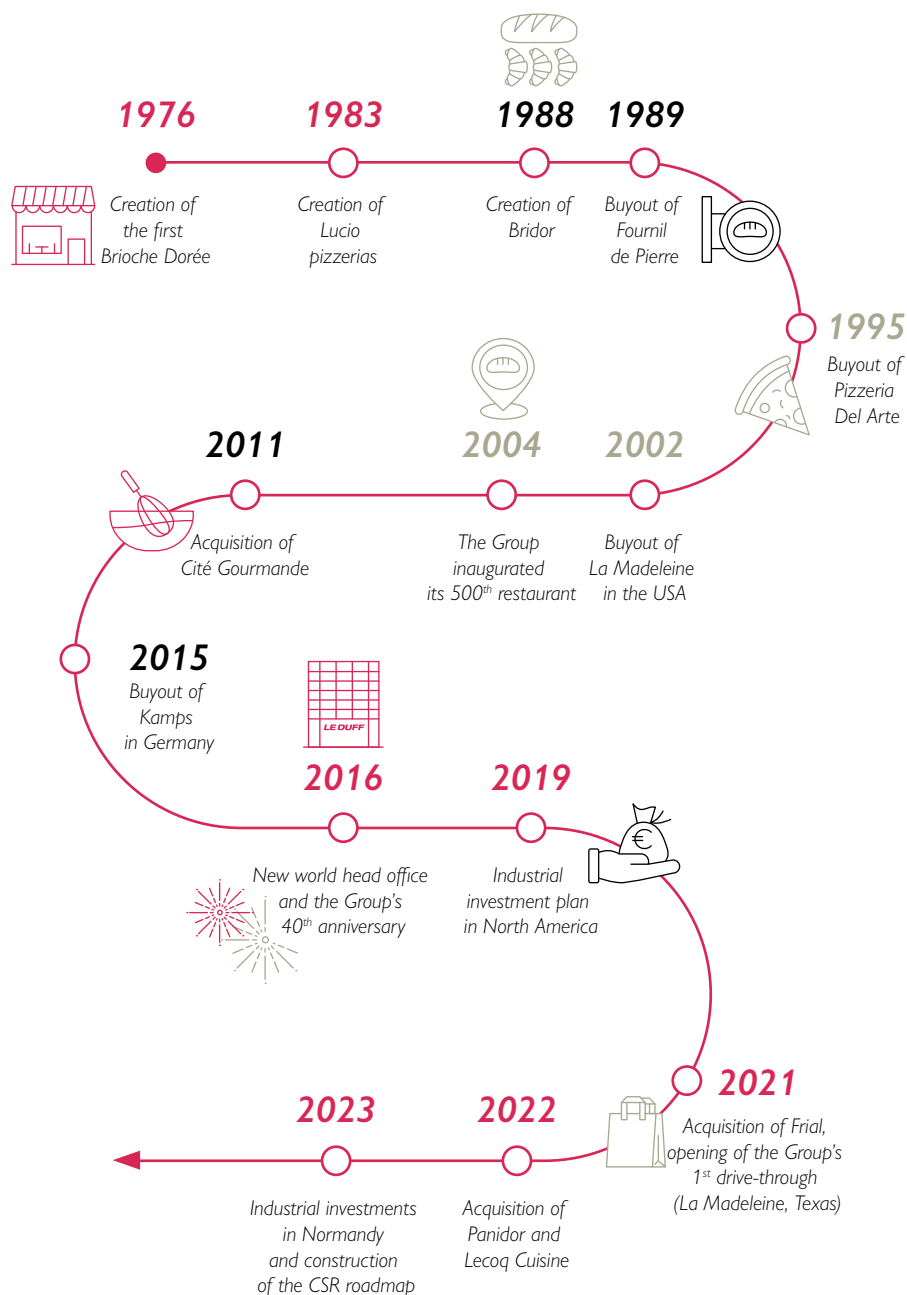
Ingredients for success: high-quality, enjoyable dishes

LE DUFF Group works day in and day out to provide its customers with high-quality products, made with carefully selected noble and authentic raw materials.

*Its production techniques are inspired by bakery and culinary heritage,
to preserve the quality of traditional recipes.*

*Within its Culinary Academy, it works with top chefs in bakery and catering,
including the best Craftsmen of France,
and with nutrition experts to develop premium recipes.*

*LE DUFF Group first and foremost owes its expansion
to the dedication of its 19,000 staff members.*



“The Group in brief”

A global group with local roots

It was in his native Brittany that Louis Le Duff created Brioche Dorée in Brest. Now operating all around the world, LE DUFF Group is dedicated to supporting the economic buoyancy of its region, with its head office in Rennes and several of its production sites in Western France.



18 production sites



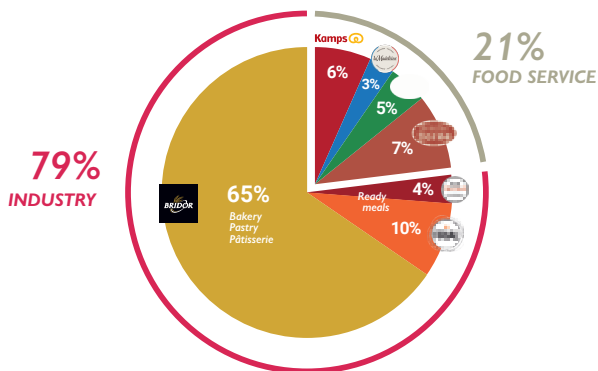
Operations in more than 100 countries



19,000 employees driven by common values



Business model



INDUSTRY 79%

Resources

Sourcing in value:

- Food > 90%
- Non-food < 10%

Breakdown of food purchases in volume:

- Flour
- Butter
- Sugar
- Chocolate
- Eggs
- Vegetables

Entities



Frozen bakery
-pastry-pâtisserie
products



Frozen cooked vegetables



Frozen ready meals

Market segments

**BAKERY
PASTRY
PÂTISSERIE**

**READY MEALS
& COOKED
VEGETABLES**

Distribution



Present in 100
countries: France,
Europe, Middle East,
Africa, United States,
Latin America, Asia

Customers

- Artisans
- Retail
- restaurants and catering, hotels, restaurants
- LE DUFF food service subsidiaries

FOOD SERVICE 21%

Resources

Sourcing in value:

- Food > 90%
- Non-food < 10%

Breakdown of purchases in volume:

- Flour
- Mineral water
- Baguette
- Tomato sauce
- Mozzarella
- Chicken

Sourcing

Logistimax
LE DUFF

- Food and non-food purchases
- Logistics
- Quality

Subsidiary geared exclusively towards
the Group's French food service brands:
Del Arte, Brioche Dorée, Fournil de
Pierre, Tablapizza, Ginger's and
Restauration des Loges

Brands



over 1,000
restaurants and outlets
around the world

80% franchise
20% corporate

Customers

Millions

of meals served
every month for
our customers in
our restaurants

“CSR within the Group”

CSR Governance

For several years, Le DUFF Group's entities have been taking action for sustainable development.

In 2023, at the initiative of its management body, LE DUFF Group set up a CSR governance structure to organize the CSR approach and define Group-wide strategic orientations. This structure aims to address current challenges in sustainable development and meet stakeholder expectations. It is made up of three Technical Commissions that report to a GROUP CSR Committee, which in turn reports to the management body.

The Group's specialist committees, i.e. the ETHICS Committee and the CSR Committee, work together to assist management in monitoring issues relating to ethics and CSR.



The CSR approach: the result of collaborative efforts

Throughout the year, employees in all entities, all experts in their respective fields, worked hard to develop proposals for the Group's roadmap.

This roadmap revolves around 3 important pillars for the Group:



**LIMIT OUR
ENVIRONMENTAL IMPACT**



**SUPPORT AND
DEVELOP OUR TALENTS**



**SHARE THE LOVE
OF THE EARTH**

Commitments were made as reflected in specific targets, backed up by indicators.

For example, the Group undertook to implement a decarbonization strategy to reduce its environmental impact. An initial milestone was reached with an ambitious strategy aimed at reducing our direct emissions by 30%. Indirect emissions are also being targeted by a strategy that is currently under study.

As of 2024, the Group is preparing for the entry into force of the new European Corporate Sustainability Reporting Directive (CSRD), with a view to publishing its environmental, social and societal performance in accordance with the regulations in 2026.



Christian DE GOUVILLE

Board Member

Chair of the LE DUFF Group CSR Committee

At LE DUFF Group, we endeavor to build robust and sustainable growth that is also responsible and supportive. The Group's governance structure, supported by management bodies, relies on the collaborative efforts of all Group entities.

Our sustainable development goals



Edouard DE TINGUY

Chief of Staff, Communication & CSR Director

LE DUFF Group companies have been involved in CSR initiatives for many years. It had become necessary to bring them together to demonstrate their strengths, define a strategic framework, and meet increasingly stringent regulatory expectations. The Group's CSR roadmap is contributing to 12 of the 17 Sustainable Development Goals defined by the UN to achieve a better and more sustainable future for all.

LIMIT OUR ENVIRONMENTAL IMPACT

7 Affordable and clean energy



9 Industry, innovation and infrastructure



13 Climate action



SUPPORT AND DEVELOP OUR TALENTS

3 Good health and well-being



4 Quality education



5 Gender equality



8 Decent work and economic growth



10 Reduced inequalities



SHARE THE LOVE OF THE EARTH

3 Good health and well-being



11 Sustainable cities and communities



12 Responsible consumption and production



15 Life on land



16 Peace, justice and strong institutions



LE DUFF Group's CSR roadmap



LIMIT OUR ENVIRONMENTAL IMPACT

CARBON

2030

30% reduction in direct emissions vs 2022¹

Defining a strategy for reducing our **indirect emissions**

ELECTRICITY

2030

15% reduction in consumption vs 2019¹

Promoting the use of **low-carbon** and renewable electricity

WATER

2030

25% reduction in consumption vs 2019 for the industrial sector¹

Managing water and **implementing best practices in food service**

WASTE

2025

97% of industrial waste recycled²

100% of restaurants equipped to **recycle waste**³



SUPPORT AND DEVELOP OUR TALENTS

SAFETY

2025

17% reduction in frequency rate vs 2022

24% reduction in severity rate vs 2022

TRAINING

2025

80% of staff receives **training** at least once a year

Increasing training to promote upskilling

DIVERSITY

annual

Gender equality index ≥ 85 for each entity in France

Monitoring gender parity in our **workforce and management bodies**

QUALITY OF WORKING LIFE

annual

Promoting a **working environment conducive to the fulfillment** of employees



SHARE THE LOVE OF THE EARTH

ANIMAL WELFARE

2026

100% of eggs from **cage-free hens**⁴

Maintaining our commitment to meeting **Europe Chicken Commitment (ECC)** criteria

LOCAL

2025

≥ 80% of purchases sourced **domestically**

NUTRITION

annual

100% of products with accessible **nutritional information**

CIRCULAR ECONOMY

2025

97% FSC or PEFC certified or recycled **paper and cardboard**⁴⁵

SUPPLIER RELATIONS

annual

Encouraging our suppliers to sign our **Responsible Purchasing Charter**

CSR commitments, excluding climatic and geopolitical contingencies. Industry and food service scopes.

(1) Per metric ton produced in the industrial sector and per m² in the food service sector • (2) In light of existing recycling solutions • (3) In compliance with national regulations • (4) Excluding La Madeleine • (5) In light of current technical constraints.

“Our governance & ethics”



Dominique JAUNASSE
LE DUFF Compliance Officer

LE DUFF Group's social and environmental footprint, as well as its ethical approach to doing business, are major challenges. A multidisciplinary international team builds and implements the programs inherent in this ethical approach. During the 2023 financial year, the dedicated governance structure was reinforced to optimally tackle the Compliance Program addressing challenges in the prevention of corruption, the duty of vigilance, and personal data protection.

LE DUFF Group Business Code of Ethics

For several years now, LE DUFF Group has adhered to a Business Code of Ethics setting out its values and the rules to follow in the conduct of its business, in particular for the fight against harassment and discrimination, the prevention of conflicts of interest and situations of corruption, the fight against forced labor, fair competition, etc.

This Code defines the conduct to be adopted in day-to-day decision-making, both internally and externally with outside stakeholders (third parties, consultants, customers, suppliers, service providers). Because this commitment is fundamental, the Business Code of Ethics has been translated into five languages: English, Spanish, German, Mandarin, and more recently, Portuguese. It is available in digital format so that all staff members the world over can read it and implement it.

The Group has also introduced a Compliance Day. Every year, on December 9, the Ethics Committee reaffirms the Group's ethical values, reiterating its commitment to its zero-tolerance policy for situations of corruption and influence peddling. Every year as well, employees have a fun opportunity to test their knowledge of the Compliance Program and its objectives.

Whistleblowing system

Since 2020, LE DUFF Group has had a professional whistleblowing system called Wispeek. This completely secure external platform runs 24 hours a day, seven days a week, enabling any employee, all around the world, to confidentially report events or situations that run contrary to the Business Ethics Code or the law. The whistleblower can choose whether or not they wish to remain anonymous.

Anti-corruption system

LE DUFF Group has been committed to the fight against corruption for many years. Last year, it continued to strengthen its system for the prevention, detection and remediation of corruption and influence peddling, in compliance with the requirements of the French Sapin II Act. The Compliance team, under the supervision of the Ethics Committee, is improving the implementation of the program and recommendations in order to strengthen its approach to fighting corruption. Aware of changes in our organization and improvements to our program, we are currently developing new measures to enhance the system in place further to the revision of the risk map.

Personal data protection

Personal data protection is one of the components of the Compliance Program.

The Group has implemented a program to meet data protection requirements and the obligations of Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, referred to as the General Data Protection Regulation (GDPR). Aware of the challenges posed by personal data protection, the Ethics Committee carried out an audit of the situation in 2023. A specific governance structure was created, revolving around a GDPR Committee and a Data Protection Officer.

Duty of vigilance

Although LE DUFF Group has written several Vigilance plans in recent years, this is no longer a legal requirement. However, the Group remains sensitive and vigilant in identifying and preventing risks related to its supply chain. To this end, it continues to pay close attention to new obligations in terms of human rights and fundamental freedoms, the environment, and health and safety, which are the subject of the future European CS3D directive.

We are all concerned, we are all vigilant!

compliance@groupeleduff.com

“Culinary know-how around the world”

Protecting bakery and culinary heritage

Every country has its own vibrant and singular bakery and culinary culture. LE DUFF Group is the custodian of this cultural heritage, which it strives to conserve and promote, both through its bakery-pastry-pâtisserie business and through its food service operations. To bring these varied bakery and culinary cultures to life, the Group is committed to working with chefs from every corner of the world, drawing inspiration from local recipes.

To protect this heritage, we have to transmit our vocation to young generations and to people who want to learn our professions. In our subsidiaries, we work each day to protect and promote traditional recipes and pass them on to the new generations.

+100

LE DUFF Group is present in over 100 countries,
on 5 continents, with its products.



Promoting French-style Cafés-Bakeries

The wealth of French Cafe-Bakery know-how, due to its conviviality and its excellence, deserves to transcend borders. The promotion of this universe is a showcase for France and also meets consumer expectations worldwide.

Our subsidiaries, which found their creation of value on this concept, contribute to this by developing their activities.

+1M Customers per day
welcomed by LE DUFF
Group in its restaurants

810 Number of “Cafés-Bakeries”
around the world



“Our topics, risks and opportunities”

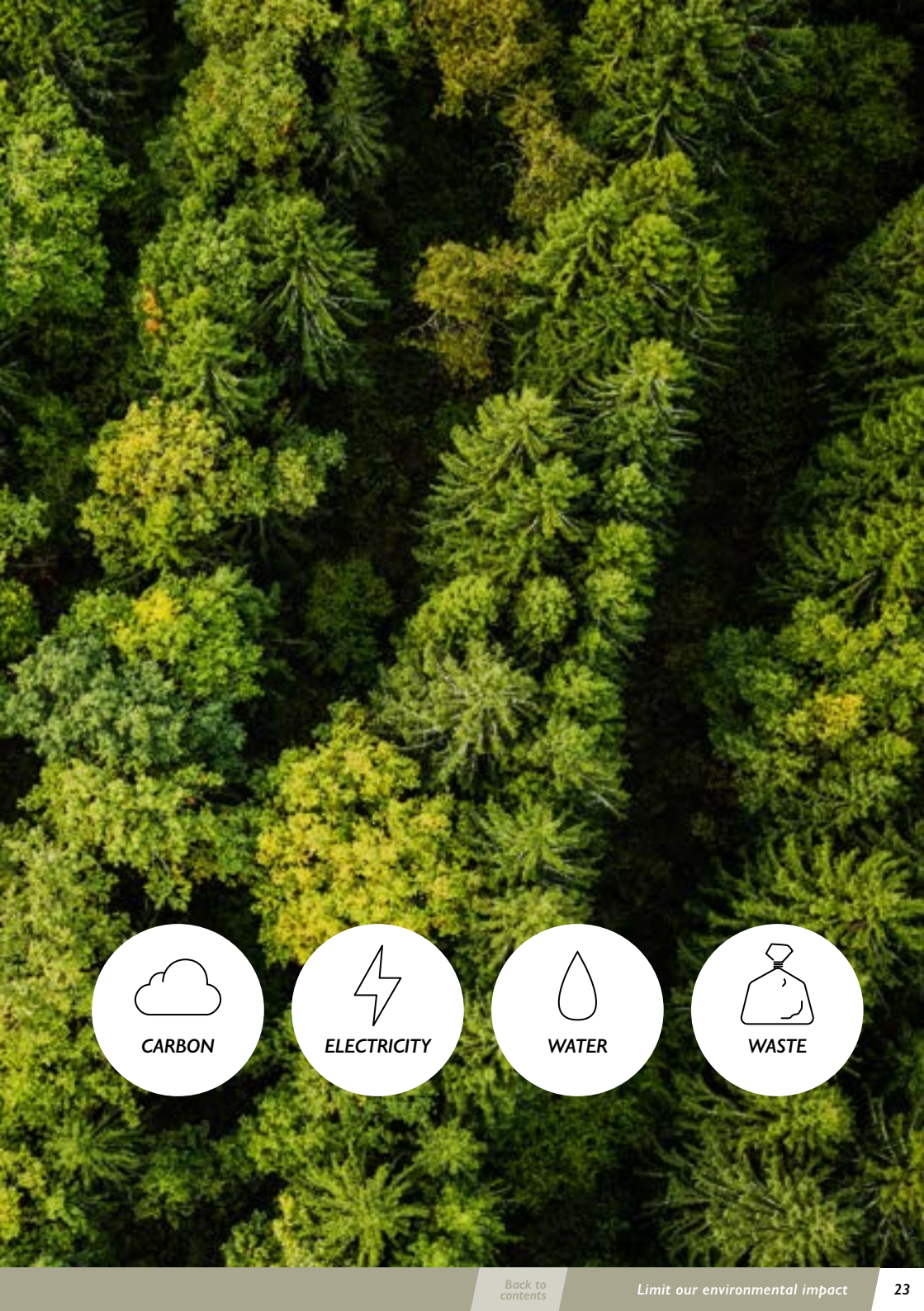
TOPICS	RISKS
CARBON	Contribution to climate change
ELECTRICITY - WATER	Depletion of natural resources
WASTE	Waste management
SAFETY	Threats to personal safety
TRAINING	Support, attractiveness and talent retention
DIVERSITY	Worker discrimination
QUALITY OF WORKING LIFE	Occupational diseases and health at work
ANIMAL WELFARE	Threats to animal welfare
LOCAL	Impact of supply chains
CIRCULAR ECONOMY	Wastage of natural resources
NUTRITION	Long-term negative health effects caused by food
ETHICS	Threats to human rights, fundamental freedoms, the environment, health and safety
	Corruption, influence peddling and conflicts of interest
	Personal data protection

Topics and risks for the Group were identified and assessed through a two-dimensional materiality matrix considering their importance for the Group as well as stakeholder expectations. This work led to the identification of major social, environmental and societal topics and risks for the Group. Our matrix will be updated in 2024, taking the form of a double materiality assessment.

DEFINITION	OPPORTUNITIES
<i>This risk refers to the climate risks posed by the company through its industrial and food service operations and through the activities of its agricultural suppliers and subcontractors (carriers)</i>	Development of a carbon strategy
<i>This risk refers to the risk of rare and necessary resources becoming depleted because of the over-consumption or irresponsible use of such resources in relation to entities' activities</i>	<ul style="list-style-type: none"> • Optimized use of energy and water • Cost reduction
<i>This item refers to the environmental risk associated with non-recycled waste and the loss of food for human consumption</i>	Actions focusing on the end of life of products
<i>This item refers to the risk of work accidents involving employees on production sites and in restaurants, and also involving suppliers and subcontractors, in relation to direct working conditions</i>	Safety plan
<i>This item refers to the risk of talent drain, maintaining the engagement of employees and their interest in their work, and the costs associated with turnover and loss of knowledge</i>	Employee retention and performance
<i>This item refers to the risk of discrimination and risks to accessibility and career advancement, for reasons related to the social or ethnic origin, age, disability, gender, sexual orientation or politics of employees</i>	Diversity at work
<i>This item refers to all the risks that are run by the Group's employees in relation to their working conditions, when these are likely to affect their health in the medium or long term</i>	Employee well-being and performance
<i>This item refers to the risks run by farm animals held by suppliers of meat products, in relation to farming, transportation or slaughter conditions that do not ensure their welfare, or due to insufficient or inadequate nutrition and care</i>	Commitment to supply chains that ensure animal welfare
<i>This item refers to the risk of dependence on imports or increased greenhouse emissions due to transportation and the decline of local economies</i>	Strengthening local economic fabrics
<i>This item refers to the risk of damage to the natural ecosystem and the risk of pressure on food and non-food resources</i>	Sustainable use of resources
<i>This item refers to the risks associated with the uninformed or non-controlled consumption of products by consumers in restaurants and by customers of industrial product</i>	Food information
<i>This item refers to the risks to human rights, fundamental freedoms, the environment and health & safety to which the Group remains sensitive</i>	Compliance program
<i>This item refers to the risk of corruption, influence peddling and conflicts of interest with all the Group's stakeholders</i>	
<i>This item refers to the risks associated with protecting the personal data of all the Group's stakeholders, to which it is vigilant</i>	



“ *Limi our
environmental
impact* ”



CARBON



ELECTRICITY



WATER



WASTE

Our commitment

Actively contributing to the fight against global warming, caused primarily by greenhouse gas (GHG) emissions.

In 2023, LE DUFF Group introduced a carbon strategy aimed at reducing GHG emissions intensity in its direct scope of responsibility. Various action plans were drawn up, with the main drivers being the optimization of energy consumption, the shift to a lower-carbon energy mix, and the reduction of refrigerant leaks.

In parallel, work has been initiated within the Group, with the holding of workshops aimed at establishing a roadmap taking account of the entire value chain, with emphasis placed on upstream emissions, which make up a large share of our carbon footprint.

Our ambition

Reducing our direct greenhouse gas (GHG) emissions by 30% by 2030, as compared with 2022. At the same time, we are working to define a reduction strategy for our indirect emissions.

Our indicators

Scope 1 and 2 GHG emissions:

78

kg CO₂e/ton produced in the industrial sector

37

kg CO₂e/m² in the food service sector

Target -30% vs 2022 by 2030

Our 2023 carbon footprint for Scope 1 and 2 emissions:

33,700

tons CO₂e



The year's best achievements

Isabelle DUSSOUS

Quality Director
at BRIDOR EMA



BRIDOR's teams are heavily committed to protecting the environment. A decarbonization strategy has been determined for the company's activities, with a target of carbon neutrality by 2030. To this end, our plan includes the reduction of energy consumption and the development of renewable energies.



Ricardo MORAIS

Sales & Marketing Director at Panidor

Panidor helped restore the Leiria pine forest after it was destroyed by a fire in 2017. With the active contribution of its employees and their families, over 1,000 pine trees were replanted over one hectare of land, thus enhancing the region's ability to absorb carbon dioxide (CO₂) while preserving the local fauna and flora. This initiative demonstrated Panidor's authentic commitment to preserving the environment and combating climate change.



Camille DE FLEURIAU

CSR and Study Coordinator at Brîche Dorée

Brîche Dorée is going to undertake in-depth audits of electricity consumption in three of its restaurants, before and after the completion of work, with the goal of identifying energy-intensive equipment and highlighting good energy practices. In parallel, the brand is working to resolve the problem of refrigerant leaks; this is an important measure to improve energy efficiency and reduce the environmental impact of its operations.

ELECTRICITY

Our commitment

Reducing our energy consumption to limit the environmental footprint of the Group's activities.

Every industrial site implements an energy performance policy, backed by international standards such as ISO 50001 or internal energy management programs. The Group's restaurants are improving their practices and management approaches to reduce their energy consumption. The Group's head office in Rennes has a High Environmental Quality building that is used to improve its energy performance.

Moreover, the Group strives to promote renewable and low-carbon energies by encouraging self-generation on its sites or by opting to purchase green electricity. This energy management is a major driver for the Group in its efforts to reduce greenhouse gas emissions.

Our ambition

Reducing our electricity consumption by 15% by 2030 compared with 2019, per ton produced for the industrial sector and per m² in the food service sector.

We also undertake to promote the use of renewable and low-carbon electricity.

Our indicators

498

Electricity consumption
in kWh/ton produced
in the industrial sector

507

Electricity consumption
in kWh/m²
in the food service sector

Target: -15% by 2030 vs 2019



The year's best achievements



Laure PRUNIS

CSR-Environment Project Officer at Cité Gourmande

Cité Gourmande is looking to enter into a power purchase agreement (PPA) to promote renewable energies. In addition, cost estimates are currently being drawn up for the installation of photovoltaic carports.



Serusha RICHES

Quality Manager at FB Solution

FB Solution UK has signed a contract with the energy and service provider Opus Energy, which uses 100% renewable energy (versus 27% previously with a different provider). In 2024, FB Solution UK also plans to install solar panels as part of the extension of a production unit.

Alexandru CIUVAGA

R&D and CSR Project Manager at Del Arte

In 2023, Del Arte carried out an energy audit of its restaurants in order to target its actions. Furthermore, high-power charging points have been set up in its new restaurant in Joué-lès-Tours to enable customers to quickly and efficiently recharge their electric vehicles.



Maxime BOUSQUET

Site Manager at SPIE Facilities for the Group's head office

LE DUFF Group's head office in Rennes is a High Environmental Quality building that was built in 2016 and has a surface area of over 8,700 m². SPIE Facilities and the Group are working together to optimize its energy performance. This has proven productive, with a 30% decrease in overall consumption between 2019 and 2023. To achieve this, we carried out various employee awareness-raising initiatives over the course of the year, including tours of the building to understand how it works, in addition to tailored displays depending on the season. The fine-tuning of equipment has helped reduce electricity consumption.

WATER

Our commitment

Preserving water resources, which are essential for our health, economy and ecosystems, by minimizing their use in our operations.

Recent periods of drought have highlighted growing pressure on these resources. LE DUFF Group has long been optimizing its industrial processes and pursuing its efforts to consume less water. Food service activities systematically involve the use of water, requiring careful management. Water management is a major topic for LE DUFF Group, which does its best to preserve this resource.

Our ambition

Reducing our water consumption by 25% on industrial sites per ton produced by 2030 versus 2019. Moreover, we undertake to manage water efficiently and to promote good practices in our food service activities.

Our indicators

1.8

Water consumption in m³/ton produced in the industrial sector

Target: -25% by 2023 vs 2019

The year's best achievements



Daniel VAN MÜNSTER
Head of Energy & Sustainability

Kamps has invested in the installation of a measurement technology for allocating water between departments. The neutralization of wastewater will also help reduce unnecessary rinsing processes that use a lot of water.



Virginie DANCEL
Health, Security,
Safety & Environment
Director at FRIAL

Frial took steps to optimize its water management in 2023. These included lengthening production runs to reduce the frequency of cleaning, increasing linkages between recipes, and optimizing certain cleaning procedures as determined by the Quality Department.

Our commitment

Fighting against the wastage of resources by putting into place waste reduction, sorting and recycling campaigns.

At our level, we work to fight against the depletion of natural resources by implementing a comprehensive and sustainable approach to managing the waste generated by our various activities. Our industrial sites endeavor to maximize the recycling, reuse and recovery of products, while our restaurants continue to improve waste recycling by putting into place appropriate solutions.

Our ambition

Recovering 97% of industrial waste and equipping 100% of restaurants for waste recycling, by 2025.

Our indicators

95% of industrial waste recycled

Target: 97% by 2025

81% of restaurants equipped to recycle waste

Target: 100% by 2025

The year's best achievements

Frial carries out employee awareness-raising with regard to recycling and has introduced new guidelines. A new process using organic materials to recover high-density polyethylene (HDPE) and polypropylene (PP) has been introduced in France, with specific sorting on the Falaise site. In addition, Frial is optimizing the recovery of metallic waste and non-IT waste electrical and electronic equipment (WEEE) by modifying the sorting areas on the COFA, APOR and Falaise sites.

Sonia ROUDESLI
Sustainable Development
Manager at BRIDOR



BRIDOR introduces new recycling processes, incinerates non-hazardous industrial waste and reuses organic material from production waste. Moreover, BRIDOR has been working with its suppliers to reduce secondary packaging for butter, with the development of single plastic packaging. This plastic is then recycled.



“ *Support
and develop
our talents* ”



SAFETY



DIVERSITY



TRAINING



**QUALITY OF
WORKING LIFE**

PERSONAL SAFETY

Our commitment

Ensuring the workplace safety of each and every employee and thus maintaining an efficient operational organization.

To reduce the risks inherent in our industrial and food service operations, all around the world, the Group is instilling a safety culture for its 7,600 employees to ensure a safe and reliable work environment. This is reflected in prevention activities such as training, awareness-raising, and ongoing accident monitoring. Various policies and actions, tailored to the specific characteristics of each entity, are being deployed.



Our ambition

Improving occupational health and safety performance by reducing the number of lost-time work accidents.

Our indicators

27.8

Frequency rate,
vs 27.7 in 2021-2022

Target for 2025: -17% vs 2022

1.5

Severity rate,
vs 1.9 in 2021-2022

Target for 2025: -24% vs 2022

The year's best achievements



Myriam BRAZ NUNES

Café Bakery Social Relations
& HR Officer (Brioche Dorée/
Fournil de Pierre)

In 2023, Brioche Dorée rolled out the deployment of the "deadman control" alarm system in its restaurants to detect movement. This initiative is aimed at ensuring the safety of our employees in emergency situations. In addition, since 2023, we have equipped our staff members with high-visibility jackets, keeping them safe when they move around outdoor traffic areas. Moreover, we carried out a campaign – repeated in 2024 – to clear out clutter in our restaurants and tidy them up, with the aims of optimizing working conditions and reducing the risk of workplace accidents. At the same time, we have stepped up our commitment to safety training, making it mandatory for all our employees by 2024.

DIVERSITY

Our commitment

Integrating new employees without discriminating, thereby promoting diversity, in line with LE DUFF Group's values and the current regulations.

Workplace diversity – including gender diversity – is a source of dynamism and a performance driver for the Group. LE DUFF Group's Human Resources departments are committed to recruiting employees exclusively based on objective criteria such as qualifications, skills and professional experience. These criteria guide decisions with regard to pay, working conditions, promotion, mobility and training. The Group policy also promotes equality, non-discrimination, and the inclusion of people with disabilities, while creating ties with the regions in which the Group's entities are located.

Our ambition

Maintaining a gender equality index greater than 85 for each Group entity in France, while ensuring a balance of men and women in our workforce and management bodies.

Our indicators

92 Gender equality index, vs 88 in 2022

Target > 85 for each entity every year

The year's best achievements



Davy GOURIO
Managing Director
at FB Solution

At FB Solution, we provide awareness-raising training for our recruiters with regard to non-discrimination during the hiring process, with the aims of reducing unconscious biases and promoting inclusive practices. As a result, no fewer than 14 different nationalities work together on a daily basis.



Romain FERIAULT
Social Law Officer at BRIDOR

BRIDOR's 2023 agreement on quality of life at work and working conditions aimed to promote diversity and inclusion, setting targets for gender diversity: 33% women in the workforce by 2025, versus 31% in 2023. Initiatives such as recruiting without CVs and using inclusive writing have also been put into place. In addition, action has been taken to support disabled people, including the establishment of partnerships. Several support measures have been initiated, including arrangements during pregnancy, the financing of places in nurseries, support for carers, and schemes enabling employees to reduce their working hours at the end of their career.

TRAINING

Our commitment

Continuing to develop employees' skills, to enable them to enhance their technical and operational knowledge.

Our training policy supports each of our staff members and is essential for employee retention.

The Human Resources departments of the various LE DUFF Group entities are committed to supporting every employee in their projects and as they advance throughout their career. Internal promotion, apprenticeships, knowledge transfer and mobility are some of the Group's core values.

Onboarding programs for new hires as well as internal and external training courses for all employees are structured and rolled out in all entities.

Our ambition

Increasing the proportion of employees who have completed at least one training course during the year, all types combined, and stepping up our training programs.

Our indicators

76%

of employees received training at least once in the 2023 financial year (vs 63% in 2022)

Target for 2025: 80%





The year's best achievements



Anna FILINOVA
Group Training Manager

LE DUFF Group provides employees with various training opportunities, in the form of on-site programs, individual coaching, and open-access e-learning modules covering a wide variety of themes. Personal development programs in the form of video games have been particularly popular among staff members. We have also enhanced our digital bookstore and organized Learning Days, a two-day event consisting of workshops addressing topics such as workplace ergonomics, how to write effective emails, and the use of artificial intelligence.

Claudia SALZ

Human Resources Manager at Kamps



We undertake to provide our franchise partners and employees with comprehensive and varied training through Kamps Academy, and to give them access to the enriching virtual resources available on **Kamps's Wiki** platform. This approach aims to build on the expertise and efficiency of all the stakeholders involved in the Kamps ecosystem.

Alexandre FORCIER HALL

China Managing Director, at BRIDOR



In 2023, **French Food Factory** trained all its employees. In July, a training session was organized for all team members, covering a wide variety of skills such as research & development, safety, and waste management.

QUALITY OF WORKING LIFE

Our commitment

Louis LE DUFF regularly affirms that “People are our greatest asset.”

People are central to everything the company does. This is why we attach the utmost importance to the quality of life of our employees, implementing specific initiatives relating to sports in our regions and well-being at work. Creating optimal working conditions is essential for retaining talent.

Our ambition

Promoting a working environment conducive to the fulfillment of employees.



The year's best achievements



Pascale CLOSSON DUQUETTE

Vice-President, Legal Affairs, Human Resources and Health & Safety at BRIDOR North America

We have a health and well-being committee at **BRIDOR North America** that regularly organizes sports activities such as hockey, golf, alpine skiing and running. In addition, conferences covering various topics such as stress and sleep are frequently scheduled as part of our overall well-being initiative.

Patricia JUDEAUX

Fast food Human Resources Director, at Brioche Dorée

At **Brioche Dorée**, we invest in the training of our employees, for example by training them in customer satisfaction and the management of sensitive situations and conflicts arising, for example, from racism, homophobia or sexism. We have also initiated people reviews, to better identify our employees' aspirations and potential in terms of career advancement and mobility. Furthermore, we offer remote training courses and encourage our employees to request career counseling sessions where they can share their aspirations with a Human Resources professional. Lastly, we also recognize the seniority of our employees by organizing award ceremonies in our restaurants.



Stéphane BOISCOURS

LE DUFF Group Social Relations Director



LE DUFF Group employees took part in the Marathon Vert in Rennes, where our head office is located. As part of this initiative, combining sports and environmental protection, a tree is planted for every kilometer covered. In partnership with various sports events such as the Urban Trail and Les Métropolitaines, the Group strives to enhance quality of life in the workplace for its employees. The Communication Department also organizes festive events, such as Christmas brunch and well-being week, to rally our teams. We also support parents with the Mes Solutions Family platform in partnership with Babilou.



“Share the
love of
the earth”



ANIMAL WELFARE

Our commitment

Opting for sustainable procurement and developing more respectful channels to meet the expectations of customers and consumers.

LE DUFF Group has been working for several years to improve the living conditions of animals by putting in place a responsible supply chain for ingredients.

The eggs and egg products used to make our products are an integral part of this approach. That is why, over the past several years, LE DUFF Group has made commitments to supply chains of free-range eggs and barn eggs, for our entities in both France and abroad. Concerning chicken meat, LE DUFF Group strives to source it from production chains that comply with the European Chicken Commitment (ECC). The ECC sets out a series of ambitious criteria for the farming and slaughter of broiler chickens in order to guarantee animal welfare standards.

Our ambition

Achieving 100% eggs from cage-free hens by 2026 and continuing to commit to the ECC criteria.

Our indicators

77% eggs from cage-free hens
vs 70% in 2022

Target: 100% in 2026

The year's best achievements



Said OMARY

Food Service Quality Director

For the *Brioche Dorée* and *Del Arte* brands, we are committed to promoting more sustainable practices that promote animal welfare. Thus, the broiler chicken supply chain is one of our priorities, as reflected in our support for the European Chicken Commitment (ECC), which raises the standards for animal welfare, in particular with regard to farming conditions, the space available, and access to natural light. In this framework, we are working in collaboration with our suppliers to build our ECC 2026 strategy.

CIRCULAR ECONOMY

Our commitment

Fighting against the wastage of resources by reducing the environmental impact of our activities.

Cardboard and paper are essential materials for our businesses, whether for the protection of our products during transportation or for their use by our customers in our restaurants. In order to reduce our consumption of resources, the Group is turning to certified supplies that are part of a circular economy or derived from recycled materials. For example, we promote the use of responsibly sourced raw materials, helping to relieve pressure on virgin materials.

In addition, the Group is committed to combating food waste. To achieve this, our entities are taking action to prevent losses of foodstuffs, such as offering products at reduced prices or using anti-waste apps.

The year's best achievements



Alexandru CIUVAGA
R&D and CSR
Project Manager at Del Arte

Del Arte is deploying initiatives aimed at reducing the use of cardboard boxes for pizza. To this end, reusable pizza boxes are being tested by staff members. This concept has been tested in 6 corporate restaurants and in light of the conclusive results, it will be rolled out across the DEL ARTE network in 2024.

Our ambition

Achieving 97% FSC or PEFC certified or recycled paper and cardboard by 2025.

Our indicators

74%

paper and cardboard certified by FSC or PEFC or derived from recycled materials

Target: 97% in 2025



Jeff ERTS
Vice-President,
Human Resources
at La Madeleine

We have taken some important steps at La Madeleine to reduce our environmental footprint. We have replaced our primary salad bowls with lids with products manufactured from bottles made of recycled polyethylene (PE). Similarly, our bowls and plates for hot dishes are now made of polypropylene (PP), a recyclable plastic. These initiatives reflect our commitment to sustainability and our desire to minimize our environmental impact.

Our commitment

**Contributing to the development of local supply chains
by cooperating sustainably with local producers.**

Aware of the importance of sustainable food, LE DUFF Group endeavors to provide its customers and consumers with locally and seasonally grown products whenever possible. The Purchasing departments of the Group's various entities have drawn up purchasing policies favoring products of national or regional origin. Their relationships with their suppliers and customers are based on ethics and transparency.

Our ambition

**Maintaining 80%
of our raw material
volumes from countries
in which our entities
operate.**

Our indicators

80%

**of supplies from countries
in which our entities
operate or specialize,
vs 80% in 2022**

▼
Target: 80% in 2025



The year's best achievements



Jeff ERTS

Vice-President, Human Resources at La Madeleine

Despite the procurement difficulties encountered over the last few years, at **La Madeleine**, we implement a responsible approach to sourcing. In partnership with our community of suppliers, we strive to purchase national and local ingredients and products that meet the high standards that we have set for our operators and customers. In addition, most of the raw materials used in the products we manufacture are locally sourced.



Patrik LE MAZOU

Marketing and R&D Director at Brioché Dorée

We highlight the authenticity and origin of our ingredients at **Brioché Dorée**. For example, our Keramel king cake is made with butter from Brittany and almonds from the South of France, thus treating our customers to an authentic French tasting experience. In 2023, we continued to favor local and French products to guarantee high-quality, flavorful creations.

Florent MOUSSU

Site Director at FB Solution



In England, at **FB Solution UK**, we promote domestic sourcing. We favor British producers for our eggs and maintain our base of packaging suppliers in the United Kingdom. In addition, we use suppliers located within a radius of 500 miles to promote a sustainable approach to our supply chain.



Aurélie MARCHAND

Purchasing Manager for prepared products at Frial

Whenever possible, we purchase ingredients from local suppliers for our ready meals at **Frial**. For example, we buy milk from a dairy plant located just 30 minutes from our production sites, in Biéville-Beuville. Most of the meats we use are sourced in France, including our chicken, pork and beef, 99% of which is of French origin.

SUPPLIER RELATIONS

Our commitment

Developing balanced relations and partnerships with suppliers, integrating a responsible approach that is essential for LE DUFF Group.

In 2023, LE DUFF Group adopted a Responsible Purchasing Charter, providing a framework for the commitments and mutual values of the Group and its suppliers. Through this charter, the Group invites its suppliers to comply with and enforce all the applicable rules and the major principles governing working conditions and the environment. Furthermore, the Group endeavors to reduce environmental, social and societal risks along the supply chain.

Our ambition

Motivating and encouraging our suppliers to sign our Responsible Purchasing Charter.

The year's best achievements



Sophie LE LOC'H
Group CSR Manager

The Responsible Purchasing Charter was written further to work undertaken with CSR Governance members. This charter was an opportunity for LE DUFF Group to formalize its main social, societal and environmental commitments to its suppliers. Efforts are continuing in 2024 as the charter is gradually being rolled out to all our suppliers as part of a responsible purchasing approach.



NUTRITION

Our commitment

Providing our consumers with healthy and balanced diet.

Transparency is a major challenge that is taken into account when recipes are being developed. Moreover, in an effort to be transparent, we provide all our customers with access to nutritional information. Promoting healthy and flavorful food is also about simplifying lists of ingredients and improving recipes. Several of the Group's entities are committed to meeting consumer expectations by promoting greater naturalness and well-being through food, with the help of experts, chefs and nutritionists.

Our ambition

Achieving 100% of products with nutritional information available on our packaging or website or in our customer catalogs.

Our indicators

96% of our products with accessible nutritional information

The year's best achievements



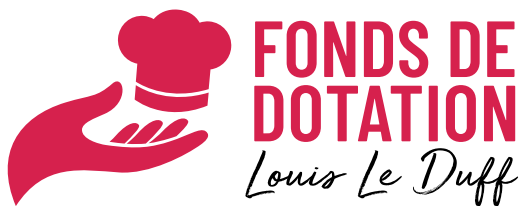
Said OMARY
Food Service
Quality Director

At **Brioche Dorée**, our nutrition program applies rigorous criteria to guarantee the quality and balance of our products, especially our sandwiches and salads. We are committed to providing flavorful food options while ensuring the health and well-being of our customers, as a testimony to our CSR approach.

Carolyn DECKERS
Quality Assurance Manager at
Kamps



At **Kamps**, we rigorously assess the nutritional values of our products and ensure that this information is available in full: it is printed on our franchise partners' packaging materials. Moreover, we have added the option of printing these values per item and per 100g on request, directly through our in-store checkout system. We launched a special promotion in connection with the international "Veganuary" campaign. This was an opportunity to launch a range of vegan and vegetarian snacks with the following slogan: "Vegan-tic good."



The topics of food, know-how and transmission are at the heart of our activities. That is why, in France and abroad, the Louis Le Duff Endowment Fund supports any action of general interest that contributes to good food, healthy nutrition, and the promotion of French know-how. With this in mind, it decided to dedicate its main mission to promoting and transmitting good nutrition values and educating young people in this area.





An impressive achievement

Following the success of the first four “Les Meilleures recettes des Meilleurs Ouvriers de France” books, all food industry professionals – bakers, butchers, delicatessen butchers, fishmongers, greengrocers, cooks, cheesemongers, pastry chefs, ice-cream makers, chocolatiers, confectioners, sommeliers, bartenders and masters of table arts – were given pride of place in this fifth volume, entitled “RECETTES & TRANSMISSION des Meilleurs Ouvriers de France.”

Louis Le Duff, CEO and Founder of LE DUFF Group and the Louis Le Duff Endowment Fund and, through their prefaces, Jean-François Girardin, President of the National Society of Meilleurs Ouvriers de France, as well as Pierre Hermé and Pierre Gagnaire, two of the world’s most prestigious chefs, came together in an invitation to celebrate French know-how and the importance of passing it on.



Louis LE DUFF

Chairman & Founder of the
Louis Le Duff Endowment Fund

Since LE DUFF Group was founded, people have been central to everything we do. We have consistently encouraged our employees to develop their skills throughout their careers and to subsequently pass on the experience of their predecessors to younger generations.

In this latest edition, we have shone the spotlight on 13 of France's Top Apprentices spanning several fields of expertise. These talents are destined to be France's future culinary stars. They are trained by their elders, the Meilleurs Ouvriers de France who embody French excellence.



“ About this report ”

Independent Third-Party Organization (ITO) Report

*Verification report on the extra-financial performance statement,
concerning the financial year ending on December 31, 2023*

In our capacity as an independent third-party organization (“third party”), for your company KERLEUNOC, accredited by COFRAC’s Inspection Division under number 3-1874 (scope of accreditation available on the www.cofrac.fr website), we have carried out work aimed at formulating a reasoned opinion expressing a conclusion of moderate assurance concerning the historical information (observed or extrapolated) in the declaration of extra-financial performance, prepared in accordance with the entity’s procedures (hereinafter the “Guidelines”), for the financial year ending on December 31, 2023 (hereinafter the “Information” and “Statement” respectively), presented in the management report pursuant to the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion:

Based on the procedures that we implemented, as described in the “Nature and scope of work” section, and the information we collected, we did not note any significant anomalies liable to call into question the fact that the extra-financial performance statement complies with the applicable regulatory provisions and that the Information, taken as a whole, is presented in an honest manner, in accordance with the Guidelines.

Methodological notes

Indicators were calculated with weights according to volumes of finished products, revenues, or numbers of employees, as indicated in the Summary table of indicators.

The reporting scope for the indicators was the consolidated scope of LE DUFF Group. Due to the non-availability of data, the following were excluded from the reporting scope: Hospitality, Kerimmobilier, FB Solution Taiwan, Brioches Dorées Carda, and Gourmet, accounting for 0.4% of consolidated revenues.

Not applicable: initiative to promote nation-army ties and support enlistment in reserve forces.

Certifications

LE DUFF Group's industrial sites boast several certifications, demonstrating their commitment to customer satisfaction and product quality.



International standard for food safety and quality.

SITES CONCERNED:
BRIDOR (6), FB Solution (1), Frial (3), Cité Gourmande (2)



International standard for the safety and quality of the processes/products of food producers.

SITES CONCERNED:
BRIDOR (3), Frial (3), Cité Gourmande (2)



Sedex Members Ethical Trade Audit.

SITES CONCERNED: BRIDOR (2)



Occupational health and safety management systems.

SITES CONCERNED: BRIDOR (5), Kamps (1)



Energy management systems.




SITES CONCERNED: BRIDOR (2), Kamps (1)



Quality management systems.

SITE CONCERNED: Kamps (1)

Summary table of indicators

PILLARS	TOPICS	INDICATORS	2023	TREND	WEIGHTING	COVERAGE RATE	SCOPE
 LIMIT OUR ENVIRONMENTAL IMPACT	Carbon	Direct CO ₂ e emissions	78 kg CO ₂ e/ton		Finished product volume	83%	BRIDOR, Cité Gourmande, FB Solution UK, Frial
	Carbon	Direct CO ₂ e emissions	37 kg CO ₂ e/m ²		Revenues	49%	Brichoe Dorée France, Del Arte, Gingers, Tablapizza
	Water	Water consumption	1,8 m ³ /ton	↗	Finished product volume	87%	BRIDOR, Cité Gourmande, FB Solution France, Frial, Kamps
	Electricity	Electricity consumption	498 kWh/ton	↗	Finished product volume	99%	BRIDOR, Panidor, Cité Gourmande, FB Solution France, FB Solution UK, French food factory, Frial, Kamps
	Electricity	Electricity consumption	507 kWh/m ²	↗	Revenues	92%	Brichoe Dorée France, Del Arte, Gingers, Kamps, La Madeleine, Tablapizza
	Waste	Share of recovered industrial waste	95%	↗	Finished product volume	98%	BRIDOR, Panidor, Cité Gourmande, FB Solution UK, French food factory, Frial, Kamps
	Waste	Share of restaurants equipped for waste sorting	81%		Revenues	92%	Brichoe Dorée France, Del Arte, Gingers, Kamps, Tablapizza
	Personal safety	Frequency rate	27.8	↗	Number of employees	79%	BRIDOR, Brichoe Dorée France, Cité Gourmande, Del Arte, French food factory, GIE GLD, Gingers, Frial, Kamps, La Madeleine
 SUPPORT AND DEVELOP OUR TALENTS	Personal safety	Severity rate	1.5	→	Number of employees	79%	BRIDOR, Brichoe Dorée France, Cité Gourmande, Del Arte, French food factory, GIE GLD, Gingers, Frial, Kamps, La Madeleine
	Training	Share of employees who have received training during the year	76%	↗	Number of employees	81%	BRIDOR, Brichoe Dorée France, Cité Gourmande, Del Arte, FB Solution France, FB Solution UK, French food factory, GIE GLD, Gingers, Frial, Kamps, La Madeleine
	Diversity	Gender equality index	92	↗	Number of employees	100%	BRIDOR, Brichoe Dorée France, Del Arte, Cité Gourmande, GIE GLD, Gingers, Frial
	Animal welfare	Share of supplies of cage-free eggs	77%*	↗	Revenues	92%	BRIDOR, Brichoe Dorée France, Cité Gourmande, Del Arte, FB Solution France, FB Solution UK, French food factory, Gingers, Frial, Kamps, La Madeleine, Tablapizza
 SHARE THE LOVE OF THE EARTH	Local	Share of purchases from country of location	80%	→	Revenues	92%	BRIDOR, Brichoe Dorée France, Cité Gourmande, Del Arte, FB Solution France, FB Solution UK, French food factory, Gingers, Frial, Kamps, La Madeleine, Tablapizza
	Circular economy	Share of FSC or PEFC certified or recycled paper and cardboard packaging	74%		Revenues	85%	BRIDOR, Brichoe Dorée France, Cité Gourmande, Del Arte, FB Solution France, FB Solution UK, Gingers, Frial, Kamps, Tablapizza
	Nutrition	Share of products with accessible nutritional information	96%	↗	Revenues	95%	BRIDOR, Panidor, Brichoe Dorée France, Cité Gourmande, Del Arte, FB Solution France, FB Solution UK, Gingers, Frial, Kamps, Tablapizza

* 100% for all entities except Bridor North America 1.5%, Brichoe Dorée France 78%, Cité Gourmande 76%, La Madeleine 0%



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