

be *the*
change
by newrest

Corporate
Social
Responsibility

» REPORT 2025

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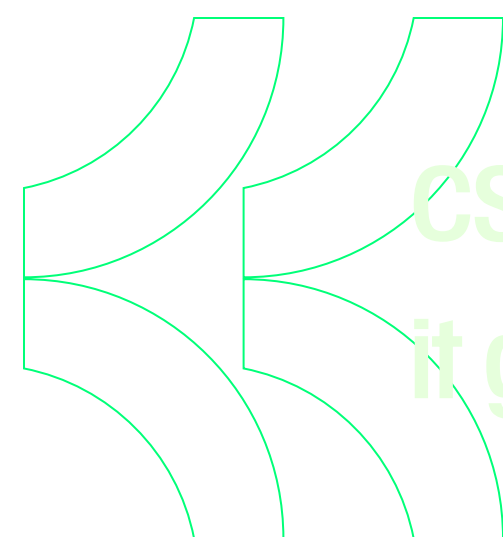
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01

roduction



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





IN PHOTO
FROM LEFT
TO RIGHT →

Olivier Sadran Chief Executive Officer	Lucie Lalanne Deputy CSR director	Marc Starké Vice President in charge of CSR
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OLIVIER SADRAN ➤ At a time when corporate social responsibility is becoming imperative, I am proud to present **Newrest's CSR 2025 report**. This document reflects our **collective commitment**, the **strength of our partnerships**, and the unwavering **dedication** of our employees around the world. It is also an opportunity for me to reiterate our commitment to the **United Nations Global Compact**.

For five years, the stability and richness of the **initiatives led by our teams** have demonstrated the power of collective action. Our employees are the **driving force behind our transformation**: their daily commitment, creativity, and ability to innovate are a real strength for the group. This **dynamic** is witnessed in every project, every action, and every territory in which we operate. This has contributed significantly to improving our **Ecovadis score** over the past three years, reaching a **score of 69/100** in 2025 and thus obtaining the **Ecovadis bronze medal**.

Our CSR approach is based on **close collaboration** with our **stakeholders** and

clients. Together, we co-develop **concrete and sustainable solutions**, such as the recycling of plastic bottles in the Caribbean, developed in partnership with our clients in the airline industry. These examples illustrate our commitment to placing **innovation and circularity** at the heart of our practices, taking into account **local realities** and the specific needs of each ecosystem.

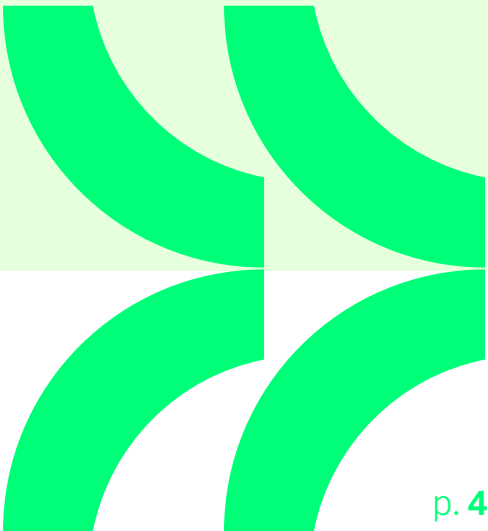
Our **recent acquisition in Latin America** reached a milestone in our development. As the **leader in remote site management in this region**, we are aware of our responsibilities towards **communities and the environment**. This **responsibility** drives us to go even further in our search for solutions and actions aligned with our CSR pillars. That is why we will be organizing a **CSR seminar** dedicated to Latin American countries in 2026 to **support our teams**.

Our in-depth knowledge of territories and ecosystems often positions us as a **catalyst for change**. Sometimes we initiate change, as in Gabon, where we helped **structure a new**

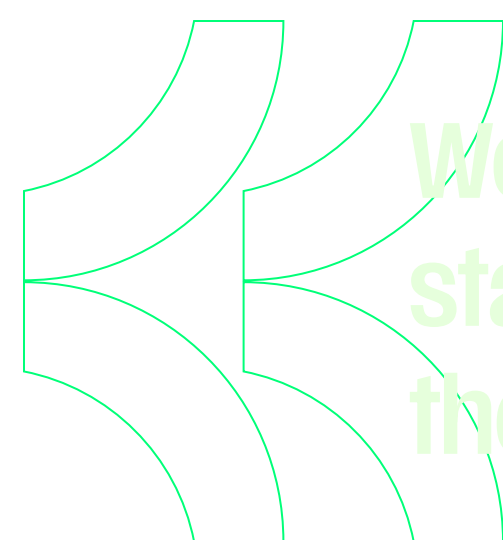
value chain as part of our responsible purchasing policy. Sometimes, we **enhance and strengthen existing chains**, as with our long-standing partnership with cooperatives in Morocco. This ability to **adapt and innovate** is at the heart of our strategy: it enables us to **anticipate challenges** and **meet our clients' expectations**.

Finally, we recognize the **growing social impact** of all our initiatives. Whether through **solidarity projects**, actions promoting **inclusion, training** for younger generations, or the promotion of **diversity**, each initiative helps to strengthen the community spirit and create **shared value**. Our ambition is clear: to be a responsible, committed, and exemplary player, able to **support transitions** and meet tomorrow's challenges.

I invite you to discover all our actions and perspectives in this report. Together, let's continue on our path to bring about lasting changes in the group's practices.



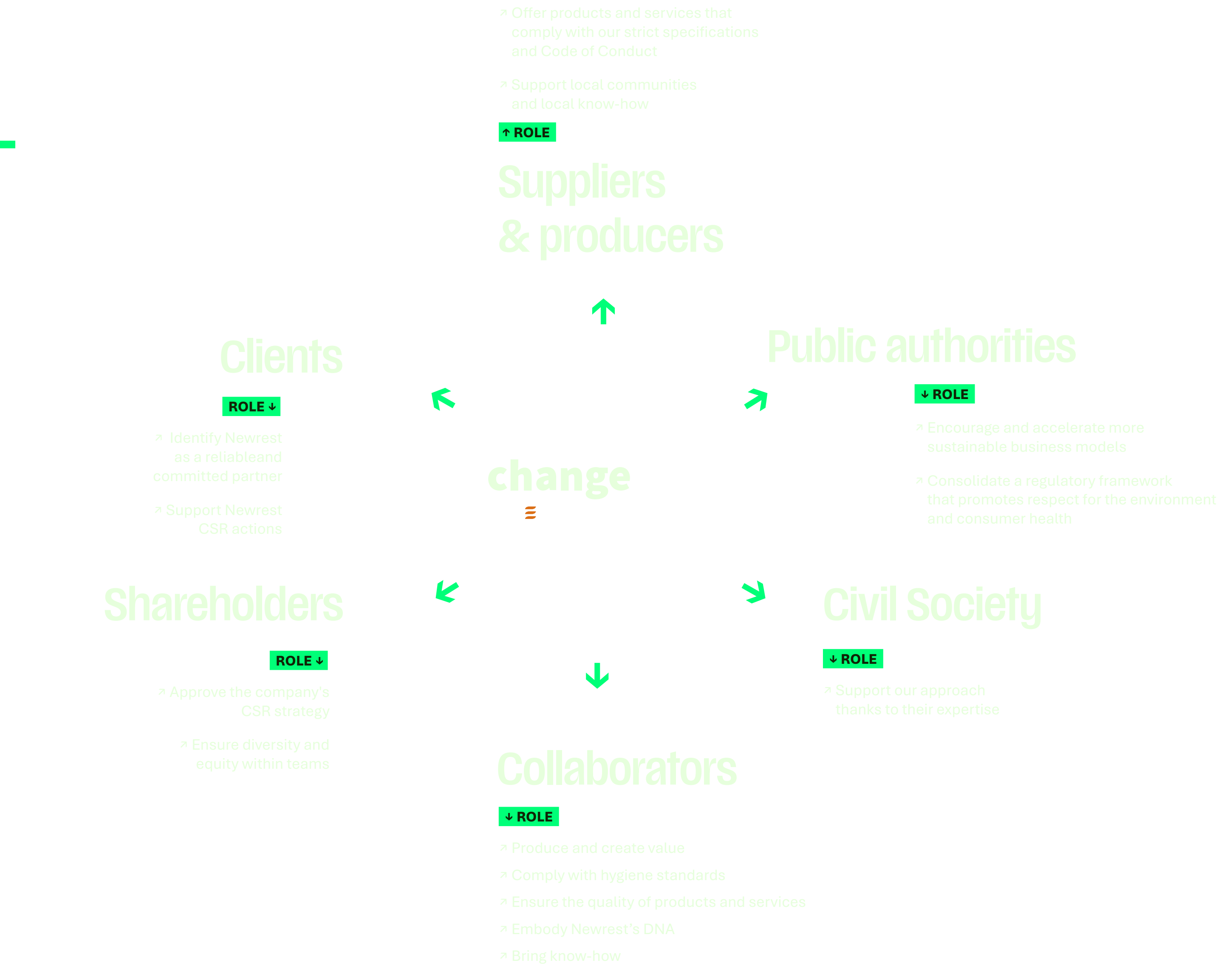
02



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

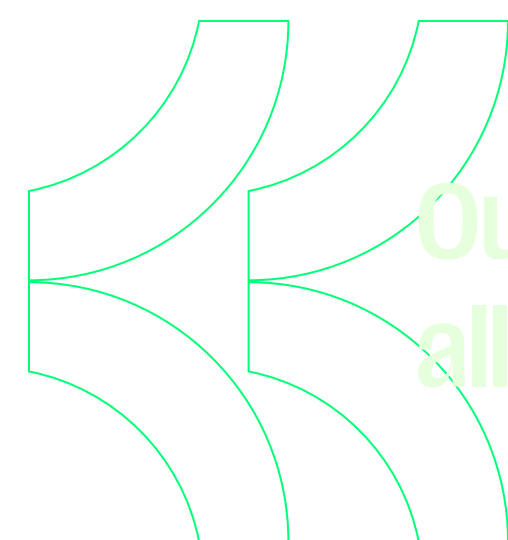


Our stake-



03

Partner



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



9 pillars

Everyday
ethics



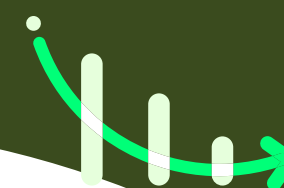
Talent &
diversity



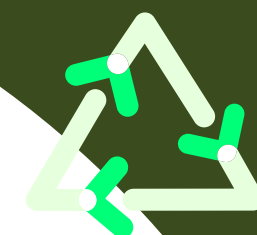
Innovation in
management



Reducing
food waste



Improving waste
management strategy



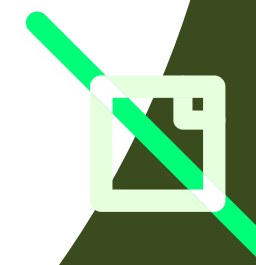
Promoting
a sustainable
purchasing approach



Committing
to the reduction
of single-use
plastics



Developing
paperless
processes

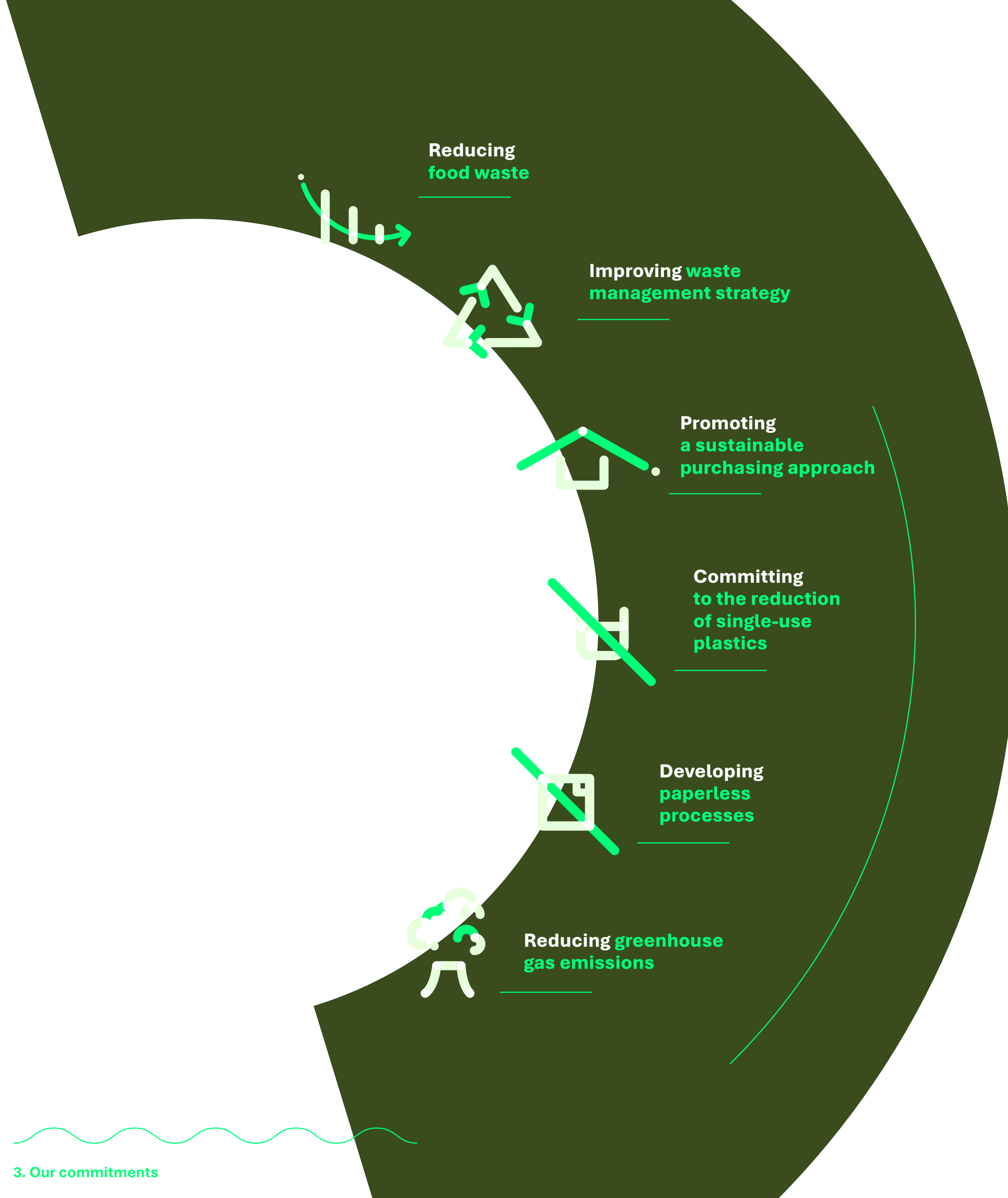


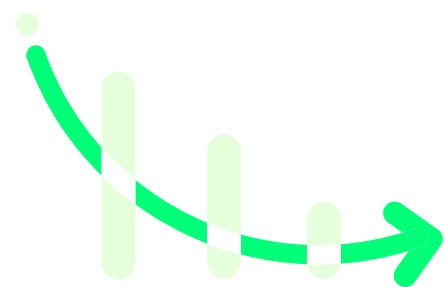
Reducing greenhouse
gas emissions



6

to the planet





PILLAR #1

Reducing

-40%

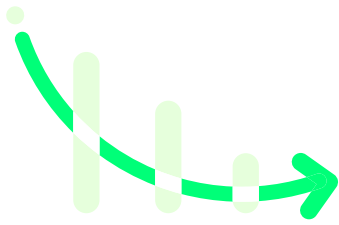
OBJECTIVE 2030 ↓

40% REDUCTION IN FOOD WASTE

ORIGINATING FROM OUR OPERATIONS*

*In financial value in relation to total purchases





PILLAR #1

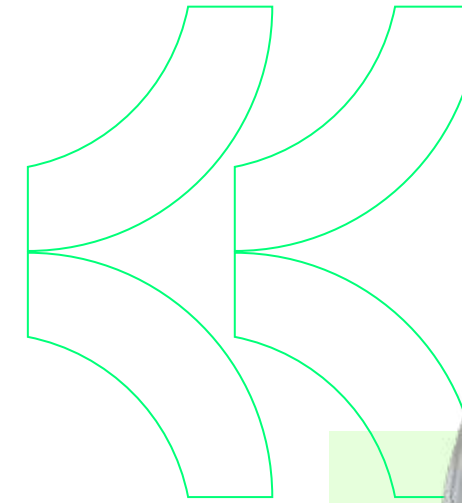
Reducing



End consumers are also included in this process through **awareness** and engagement programs designed to encourage responsible behavior and reduce food waste at their level.

Attentive to our clients' needs, our teams take the initiative to offer **concrete, original and innovative solutions**, fully integrating CSR issues into their **operational reality**.

Dedicated tools have been deployed to support this transition, including **artificial intelligence** technologies to analyze flows in detail and **optimize losses**. This approach is reinforced by our involvement in **research**, particularly in collaboration with ZHAW University, to leverage artificial intelligence in the fight against food waste.

**INTERVIEW → MORTEN OTTESEN**

**HEAD OF MENU DESIGN
AND PROCUREMENT SCANDINAVIA**

◆ SCANDINAVIA**The “Banana rescue” initiative**

ORIGIN OF THE PROJECT → In the search for a new dessert for Scandinavian Airlines System (SAS), I discovered a Danish company that turns surplus bananas into delicious cakes.

Bananas are the most wasted fruit in the world and this initiative allows us to save more than 8 tons of bananas per year.

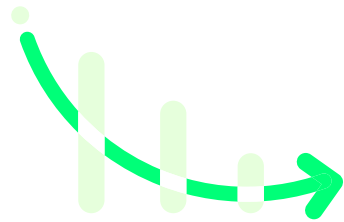
DEVELOPMENT PHASE → To comply with SAS's specifications, we worked closely with the company Banana CPH to manufacture a food product that corresponded to our needs.

In 6 months, the recipe was changed, the packaging adapted, and the dessert approved.

THE FUTURE OF THE PROJECT →

To continue to offer innovative desserts to our client, I am constantly looking for the best local products. As part of our efforts to reduce food waste, we are now considering making ice cream from leftover fruit. »

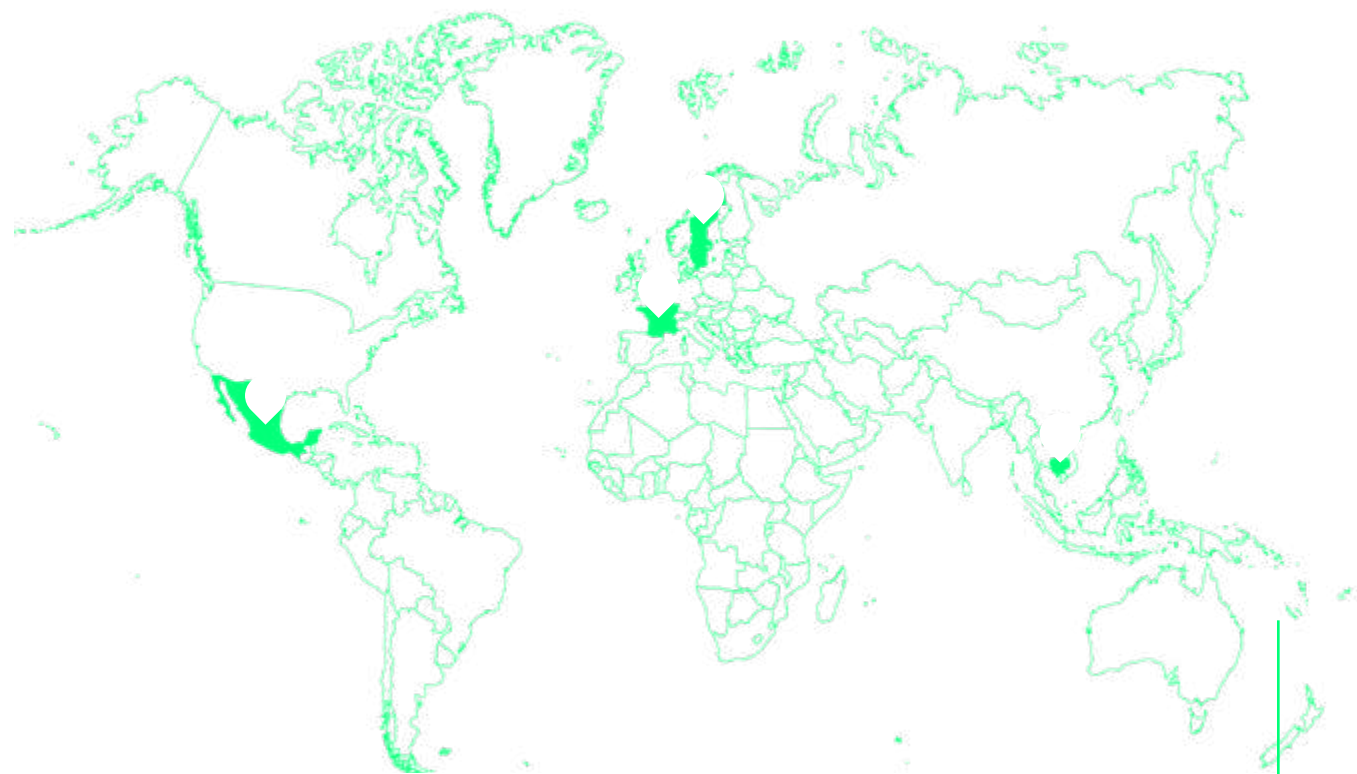




PILLAR #1



Global & local scale initiatives →



MEXICO

Nourishing hearts through food

Donation of 141.5 kg of surplus or near-expiry food products to foundations to reduce food waste while supporting people in need.

FRANCE – CATERING

An impactful record with *Atypique*

Recovery of more than 300 tons of French products in 2025 thanks to *Atypique*, a wholesaler of downgraded fruits and vegetables, enabling us to cook around 1 million meals for our guests.

FRANCE - RAIL

Supply chain optimization

Reduction of 30% in food losses since January 2025 at the Gare de Lyon site by quickly putting products nearing their expiration date, back on trains ready to leave.



SWEDEN – RAIL

No food waste on SJ trains!

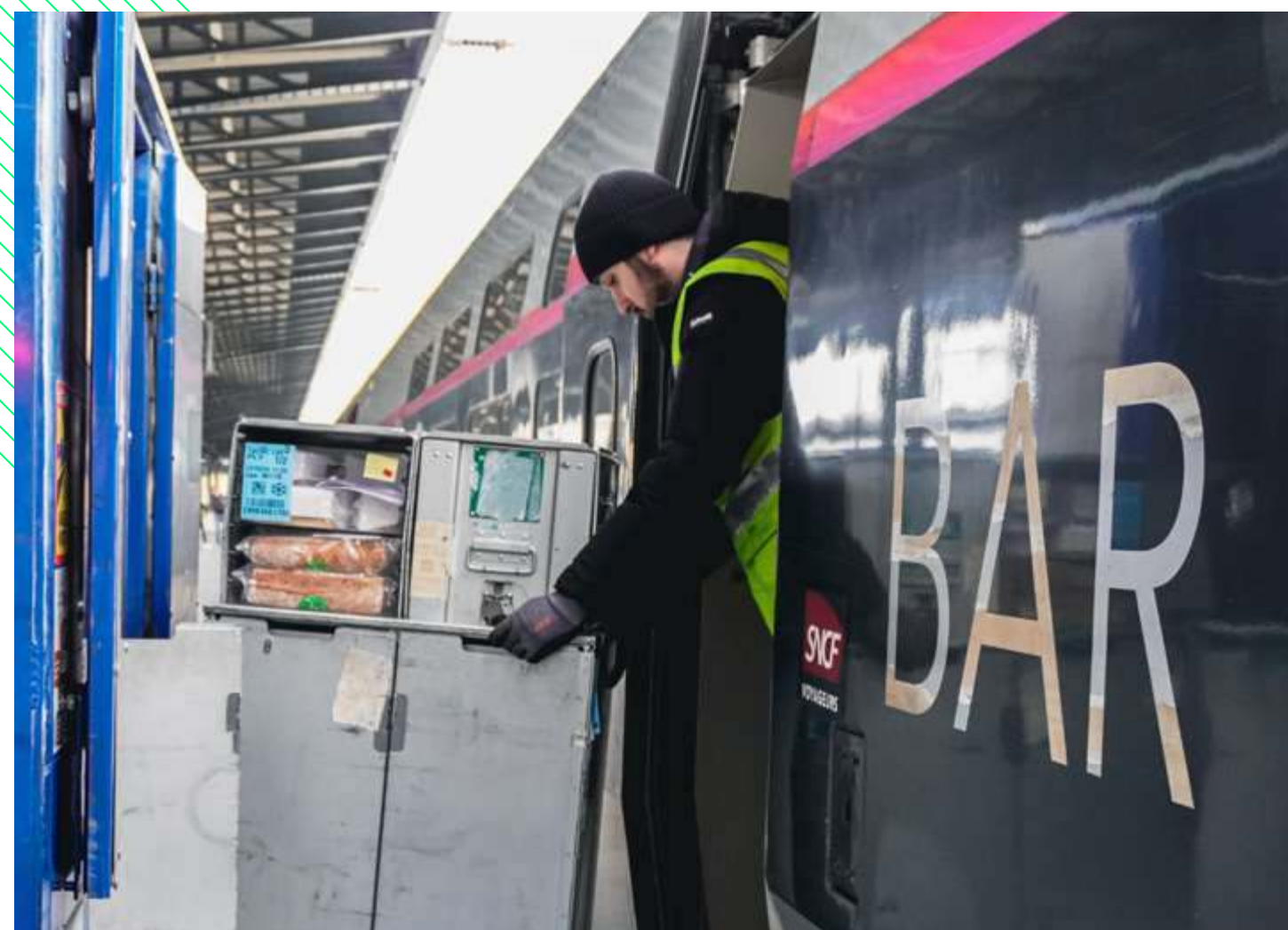
Recovery of near-expiry food products on board the SJ trains we manage, to sell them at discounted prices or redistribute them the same evening to people in need via the *Allwin* company.



CAMBODIA

Dishes on demand

Preparation of meals on site at the request of each customer in order to limit overproduction in most of our points of sale within the new *Phnom Penh* airport.





Focus ↓
COLOMBIA
A program against food waste



In Colombia, Newrest has been running a program to fight against food waste since 2017. Initially held annually, it has now been implemented every month for the past three years, reflecting the growing importance given to this topic.

The objective is to reduce waste and raise awareness among both our guests and our kitchen teams: in the canteens, educational actions are carried out with guests, while the chefs make sure to waste as little as possible when preparing meals.

This initiative has already prevented 13 tons of food waste.
The aim is to continue this momentum to achieve the group's target.

Our commitment ↓

by 40 % by 2030

IN THE KITCHEN

- Adjust product orders based on actual needs.
- Optimize the use of each food item to limit waste.
- Offer anti-waste recipes (“anti-waste menu”).
- Donate surplus food to charities (52 tons donated since 2017).
- Promote the sorting and recycling of bio-waste.

IN THE CAFETERIA

- Raise awareness each month on specific topics through:
 - Awareness posters (e.g., portion sizes).
 - Fun activities
- Promote the sorting and recycling of organic waste.

Reduction in food waste, with a 13.7% decrease observed between October 2024 and September 2025



PILLAR #2

Improving

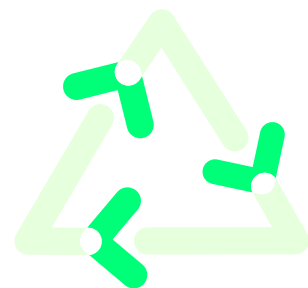
50%

OBJECTIVE 2030 ↓

50% OF TOTAL WASTE

SORTED BY 2030





PILLAR #2

Improving



We continue to optimize our **waste management** on a global scale, acting on our **own streams** and working closely with our customers to identify and implement solutions adapted to **each type of waste**.

This approach covers all the streams generated by our activities, whether it is **food waste**, **textile waste** or specific to certain sectors such as international airline catering,

whose recycling is currently limited by **strict regulations**.

Despite these constraints, we build projects based on circularity, by **recovering resources** and **reducing volumes** of non-recoverable waste. This ambition is reflected in concrete initiatives, led by teams on the field aiming at changing practices and fully integrating responsible waste management into our operating model. This approach is part of our **Integrated Management System (IMS)**, within which the **ISO 14001** standard provides a clear framework for the continuous improvement of our environmental performance.

**INTERVIEW → FABIO GAMBA****MANAGING DIRECTOR – AIRLINE CATERING ASSOCIATION****◆ WORLD****Cabin waste: an environmental and regulatory challenge for the coming decade**

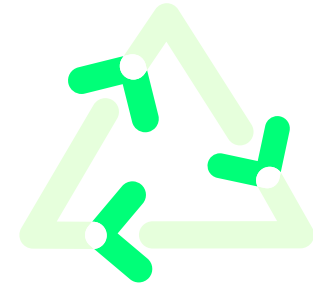
The management of cabin waste – in particular *International Catering Waste (ICW)* – is a growing challenge for caterers and airlines. Each passenger generates an average of 0.9 kg of waste, or almost 3.6 million tons per year worldwide. Subject to restrictive health regulations, the sector is responsible to the authorities and encouraged to reduce its volumes of waste for economic, social and environmental reasons. However, it must deal with multiple contradictions, which complicate the implementation of sustainable solutions.

Nevertheless, the industry is working to change the situation.

In close cooperation with European and North American health authorities, volunteer airlines have already carried out trials on transatlantic flights to promote the sorting of on board waste, thereby enabling the recycling of certain types of waste.

Despite significant progress, these trials have shown the operational difficulties involved in sorting and treating this waste properly, as well as the need for clear case law.

The ACA, Airline Catering Association, of which Newrest is a founding member, wishes to play an active role in this dynamic by bringing together the players in the airline catering industry to take up one of the major challenges of the next decade: enabling, where sanitary conditions allow, the sorting and recycling of recyclable waste generated on board, and thus be part of a circular economy model. »



PILLAR #2



Global & local scale initiatives →



COLOMBIA

From the vegetable garden to fork

At the *Brinsa* and *Pintuco* sites, organic waste is transformed into compost that is used to enrich the soil of the vegetable gardens, which then supply the kitchens with local products.

OMAN

Improving plastic recycling

Installation of sorting bins to recycle plastic waste to improve the site's waste management.

ANTILLES & FRANCE – INFLIGHT

Recycling of plastic bottles on board

Implementation of a specific sorting process in collaboration with several of our clients to make it possible to recycle plastic bottles used by crew members on board aircraft.



CHILE

The story goes on with the uniforms

Recycling of 1 ton of old uniforms into blankets, yarns and other textile products, avoiding 25,000 kg of CO₂ and promoting the integration of people with disabilities.

ZAMBIA

Recycling to grow better crops

Recycling of tin cans and bio-waste to grow plants: the cans are reused as pots and the bio-waste is transformed into compost, to enrich the plants.



SOUTH AFRICA

Employees mobilized to take action!

Organization of a waste collection day near our 3 units (Cape Town, Johannesburg and Durban) which allowed us to collect 26 bags of 50 liters.



FOCUS ↓

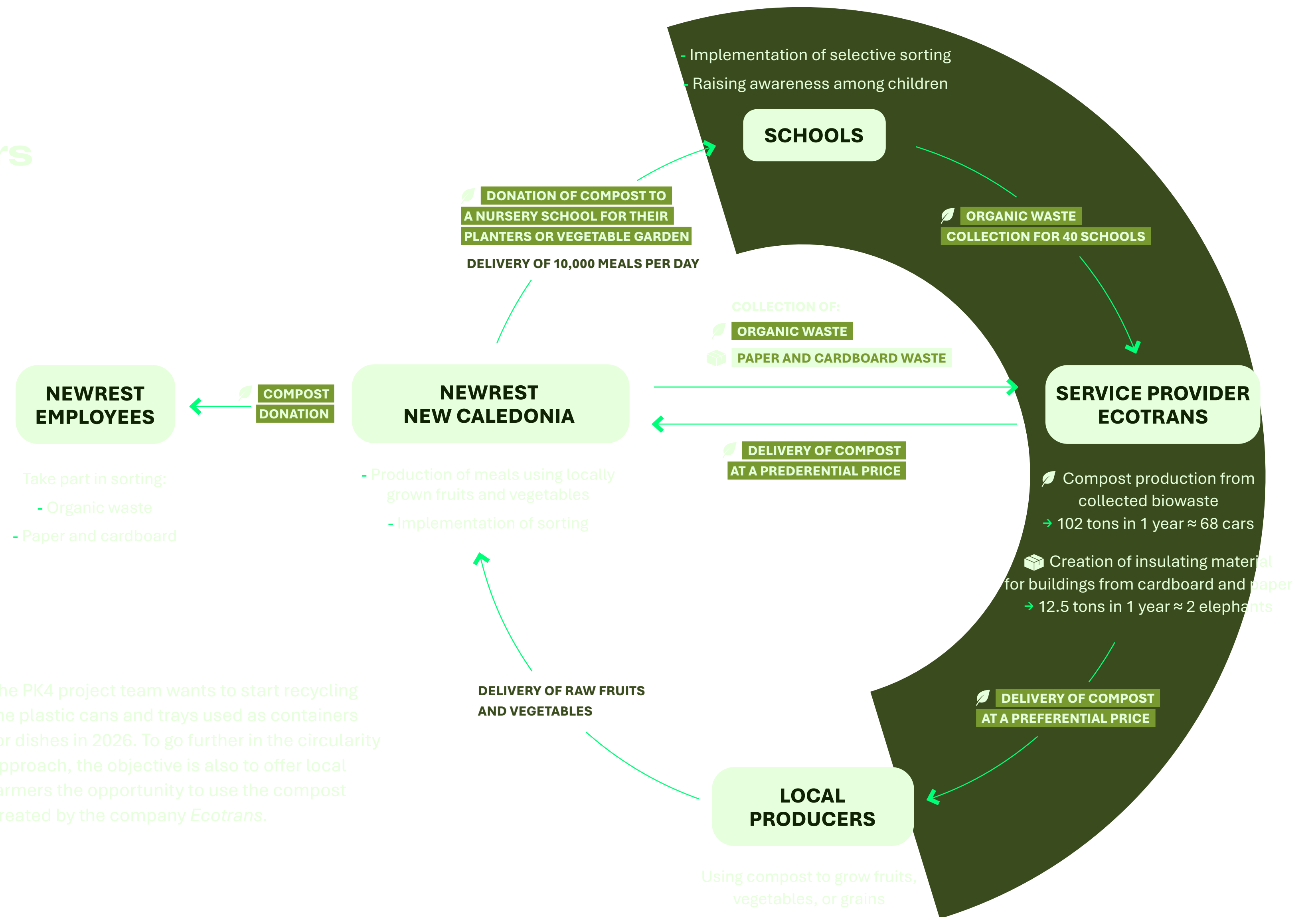
NEW CALEDONIA

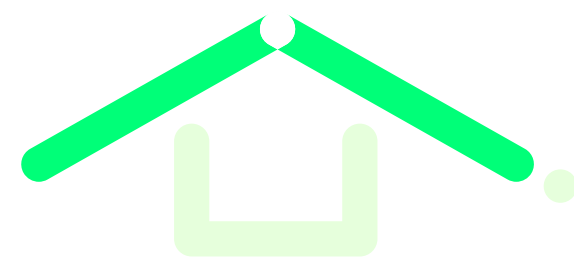
Valorest, the leftovers that enrich our land

Aware of the challenges related to waste sorting and recycling in New Caledonia, the PK4 unit teams have been stepping up their efforts in this area since November 2024. The aim is to sort 80% of bio-waste, paper and cardboard by the end of 2026, at our central kitchen site and in the 40 schools in a municipality representing around 5,500 children.

This project has reduced waste management costs by almost 50%. In addition to the economic benefits, it has above all contributed to limiting landfill and preserving New Caledonia's ecosystem, which is known for its uniqueness and fragility.

The PK4 project team wants to start recycling the plastic cans and trays used as containers for dishes in 2026. To go further in the circularity approach, the objective is also to offer local farmers the opportunity to use the compost created by the company *Ecotrans*.

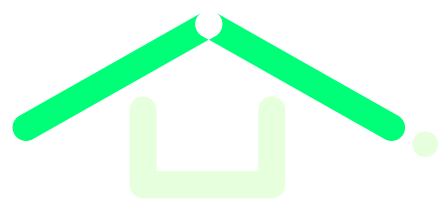




PILLAR #3

Promoting





PILLAR #3

Promoting

We want to play a leading role in **structuring a responsible value chain**, by supporting new suppliers towards **sustainable practices** and by promoting the expertise of our historical partners, regardless of their size.

Beyond economic considerations, our purchases play a **strong social role**. Through our partnerships, we participate in the **inclusion of vulnerable people or with disabilities** within our value chain.

We also provide financial and technical support for initiatives that contribute to the **socio-economic development of the regions** in which we operate.

Each collaboration is an **opportunity for mutual learning**, with the aim of developing good practices together.



↩ CLICK HERE TO
WATCH THE VIDEO

FOCUS → COSTA RICA

Collaboration with the Hogar Siembra foundation

Since November 2024, Newrest Costa Rica has been collaborating with *Hogar Siembra*, a foundation that takes care of vulnerable young girls until they reach the age of majority, offering them psychological and professional support.

Newrest is involved in the development of a training program dedicated to the manufacture of biscuits and uniforms. This initiative aims to equip the young girls with technical and operational skills, allowing them to access a potential job within the company and strengthen their economic autonomy.

By purchasing these biscuits, Newrest Costa Rica directly supports the actions of the *Hogar Siembra* foundation to favor the social integration of young girls.

This collaboration makes it possible to diversify the training courses offered and to promote the products manufactured by the foundation.



Global & local scale initiatives ↓

CHILE

Strengthening local agricultural sectors

In partnership with the Institute for Agricultural Development, Newrest Chile trains local farmers and buys some of their vegetables, helping to expand their points of sale and increase their visibility.

MOROCCO

A long-lasting partnership

For more than 10 years, Newrest Morocco and COPAG have forged a long-term partnership based on trust, shared values and support for the local economy, to offer our guests 100% Moroccan dairy products.

COLOMBIA

Local ready-to-eat products

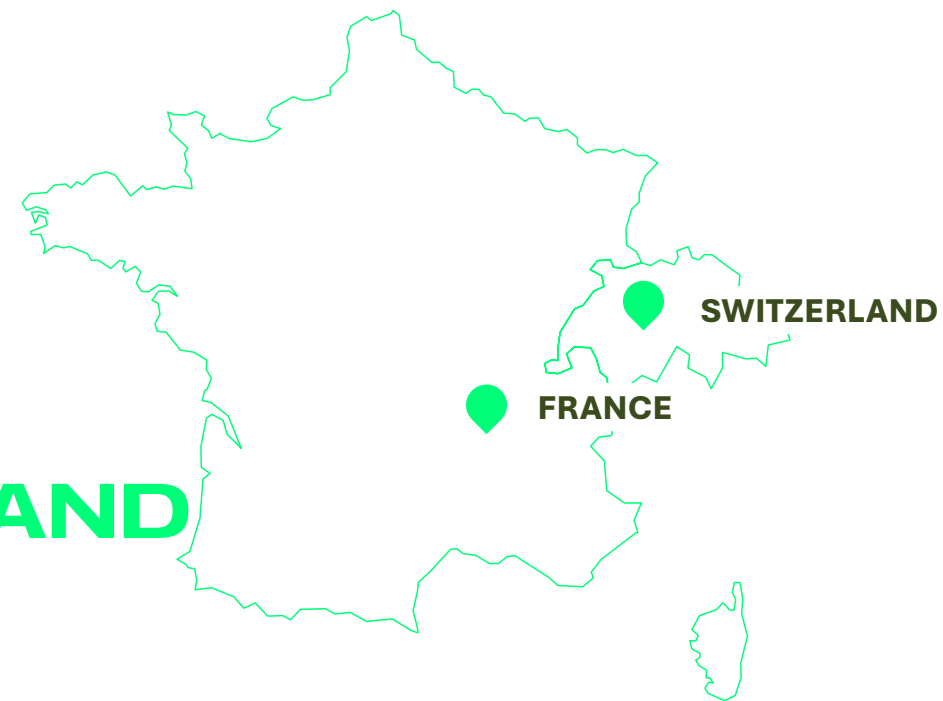
Installation of a factory in the department of Cesar dedicated to the transformation of local agricultural products into ready-to-eat food. This project aims to support the socio-economic development of communities, generate income for families, and promote the products of the territory.



FOCUS ↓

FRANCE & SWITZERLAND

Made in Local

MORE INFORMATION ON MADE IN LOCAL
IN FRANCE HERE

What does it look like in France?

Our largest network of *Made in Local* partners is in Roanne, near Lyon. In this region, our teams centralize all purchases from local suppliers in one place. This system promotes local distribution channels by involving a single intermediary (Newrest) between the producer and the guests. All local products are delivered to one of our central kitchens and then redistributed to our various catering sites in the region.



Made in Local promotes food practices based on 3 major commitments:



An exclusively local offer



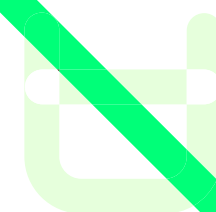
The promotion of professions



The quality and freshness of the products

The *Made in Local* charter was initially intended to help buyers target and categorize local suppliers. This approach promotes the richness of local products and strengthens our relations with producers by supporting them in the development of their industry.





PILLAR #4

Committing to

50%

OBJECTIVE 2030 ↓

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

*whose primary packaging is made
of non-plastic material





PILLAR #4

Committing to

We can count on the **innovative capacity** of our teams to minimize the use of single-use plastic packaging in our operations. By **rethinking packaging formats**, we identify concrete solutions to reduce the volumes used. This work is based on **a close collaboration with our clients and suppliers** to find the **right balance** between quality, operational feasibility and environmental responsibility.

We are also actively exploring **alternative models**, such as **deposit return scheme**, to avoid the use of disposable items. This approach is part of a drive to reduce waste at source, giving priority to **reusable solutions**.

FOCUS → AUSTRIA, SWITZERLAND & REUNION

Zoom on our examples of reusable tableware

In order to limit the use of single-use containers in our various activities, our teams opt for reusable container solutions.

In Austria, we serve breakfasts and dinners in sleeper car trains - about 32,000 meals a month - in porcelain tableware with stainless steel cutlery.

In Switzerland, a dozen restaurants have been in partnership with reCIRCLE for several years, which provides reusable containers for take-away sales.

Since September 2025, in Reunion, a deposit return scheme is now in place at our points of sale at the airport to minimize the generation of packaging waste.

These initiatives complement those implemented in the airline catering sector, where the use of reusable containers is widespread worldwide for certain services.



Global & local scale initiatives ↓

NIGERIA

Plastic at the heart of the debates at Lagos airport

Participation in the conference "End Plastic Pollution" on the World Environment Day, in partnership with FAAN (Federal Airports Authority of Nigeria).

USA

An alternative to shoe covers

Guaranteeing food safety in our units while limiting disposable products is possible thanks to the use of a machine to disinfect our employees' shoes when washing their hands.

FRANCE - CATERING

Rethinking packaging

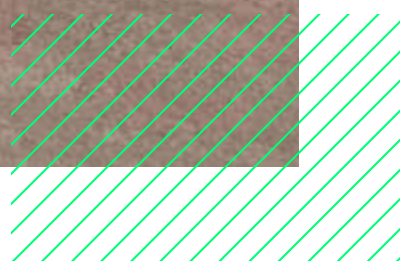
Installation of a *Delaferme* yoghurt fountain at a customer site in the Ile de France region to limit the creation of single-use plastic waste.



Focus ↓

CHILE

A mobile water fountain



The idea was born from a clear observation: mining sites consume a lot of disposable plastic bottles, and there is no viable solution for providing fresh water to employees exposed to extreme conditions, with temperatures exceeding 32 °C and altitudes close to 2,000 meters.

To meet this challenge, *Leonardo Huaiqui*, QHSE Manager, *Fabián Vera*, Maintenance Operations Manager, and *Walter Leiva*, Maintenance Supervisor, have swung into action to develop a mobile and autonomous water fountain.

This innovative fountain is powered exclusively by solar energy. Materials already on site were reused to build it: partition panels, out-of-order service trolleys, and even an old refurbished water dispenser. Our approach is practical, economical and sustainable.

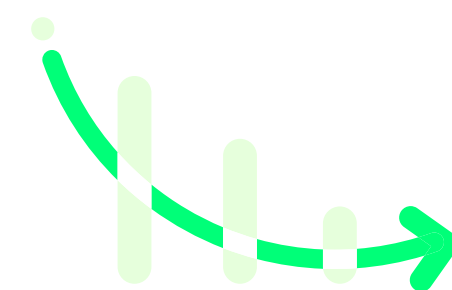


What are the benefits?

A mobile water fountain in service helps:

- Avoid the purchase of 2,400 (500 ml) PET plastic bottles each month.
- Recycle 100 kg of scrap metal.
- Decrease the costs associated with the purchase of bottles and the energy consumption required to cool the water.
- Avoid 0.34 tons of CO₂ eq each month.

The project was mainly financed by Newrest and required the reuse of materials and the purchase of a solar kit and electrical accessories. The initial investment to build the fountain (1078€) paid for itself in just one month thanks to the savings generated.



PILLAR #5

Developing

100%

OF OUR OPERATIONAL SITES
HAVE IMPLEMENTED DIGITAL SOLUTIONS
IN THEIR PROCESSES





PILLAR #5

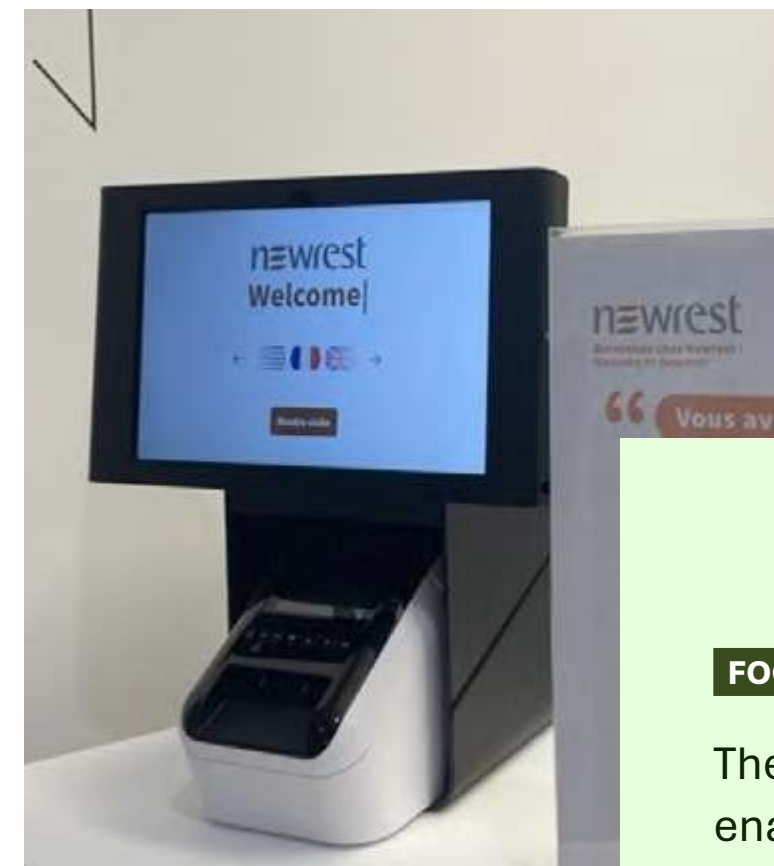
Developing



In 2025, we extended our **Digital Factory** model to multiple locations. It illustrates our capacity to innovate by offering **integrated solutions**, strengthening our **digital maturity** and improving **transparency** while guaranteeing instant access to operational and commercial data.

The implementation of an **electronic document management system** (EDM) also significantly reduces the number of local printouts. This tool centralizes all the procedures related to the company's key functions (HR, QHSSE, IT, Maintenance, Purchasing, Operations, etc.) in a **single tool that is accessible online**.

As part of our continuous improvement approach, we are continuing to **digitize our processes** wherever relevant and feasible, in order to optimize our practices across all the company's key areas.



FOCUS → WELCOME'EAT

The *Welcome'EAT* solution initially enables visitors to be welcomed and registered using a touch terminal located at the entrance to the premises. This dematerialized visitor register replaces paper-based monitoring. This solution is now deployed in sixteen countries in which we operate.

The latest version of the tool enables an e-mail to be sent to guests in advance of their visit, inviting them to complete an online QHSSE form. Once the data has been validated, guests receive a QR Code to scan each time they enter and leave our sites, to ensure the traceability of their movements.



Global & local scale initiatives ↓

COLOMBIA

Susana, the chatbot at the service of employees

Provision of *SUSANA Bot* on WhatsApp for employees to facilitate access to their internal and personal information.

UNITED KINGDOM

Online forms

Creation of Microsoft Forms (employee of the month, opinion polls, security checks) in the Manchester unit to reduce paper consumption and optimize processes.

SCANDINAVIA

Gain efficiency with digital checklists

Use of checklists through our Winrest ERP or other external tools, to ensure control of cleanings or vehicles. The aim of this practice is to eliminate the printing of documents.

ANGOLA CABINDA

Less paper, more efficiency

Adoption of tablets for the performance of operational monitoring tasks, previously carried out on paper, thus improving the traceability of food products while optimizing the efficiency of processes.



FOCUS ↓
WORLD
Digitization
of operational
procedures

They are based on a synergy between advanced technologies and human expertise to optimize internal processes, improve decision-making and reduce production costs.

This model reflects our ambition to transform our operations over the long term.

France (ORY & CDG), Islande (KEF), United States (IAH & ATL), Greece (ATH), Spain (BCN), Netherlands (AMS).



THE DIGITAL FACTORY OF WISSOUS →

FRANCE

A first for Newrest.

The unit in Wissous is the first *Digital Factory* to be built. It is entirely dedicated to our partner and customer, Transavia.

Opening in 2024.



THE DIGITAL FACTORY OF SUCY-EN-BRIE →

FRANCE

Innovation at the heart of rail catering.

This new unit, adapted to the specificities of the railway industry, is based on data analysis and business intelligence.

Opening in 2025.



THE DIGITAL FACTORY OF MADRID →

SPAIN

The group's first multi-client *Digital Factory*.

A 14,000m² site to meet the growing requirements of international airline catering. This plant operates 130 flights for 42 airlines every day and employs 600 people.

Opening in 2025.



↩ **CLICK HERE TO ACCESS
THE PRESENTATION OF OUR DIGITAL
FACTORY MODEL**



PILLAR #6

Reducing

-30%

OBJECTIVE 2030 ↓

30% REDUCTION

IN CARBON EMISSIONS*

*On sites that have conducted a carbon footprint analysis





PILLAR #6

Reducing

In 2025, Newrest strengthened its strategy to **reduce CO₂ emissions** by combining several complementary levers. **Significant investments** were made to improve the **energy efficiency** of our infrastructure and equipment, particularly through the **renovation** of buildings, the construction of new, **more efficient units**, and the use of **specific equipment** such as solar panels or even electric or biofuel-powered vehicles.

This dynamic is also based on **in-house expertise**, with a team dedicated to **energy optimization** that supports our sites and those of our customers. In addition, technical adjustments have been made in our factories such as the **replacement of certain refrigerant gases**, which are essential for

maintaining the cold chain, but which can now be replaced by alternatives with a **lower GWP** (Global Warming Potential).

Our collaboration with **Tennaxia** (formerly Traace), via its *Carbon* module remains an essential element in our **CO₂ emissions management**. This platform still allows us to **measure the carbon footprints** of more than 90 units in 38 countries, with a focus on the **quality of each data** collected.

This in-depth work is essential to identify the **levers for reduction**, rationalize consumption and structure our **carbon trajectory** over the long term. While the results are not always immediate, they are part of a **gradual and sustainable process of transformation**.

[↩ CLICK HERE TO
WATCH THE VIDEO](#)

FOCUS → FRANCE

Together, let's master energy, let's master the impact!

GEPSA, a subsidiary of Newrest, is a leading player in multi-service and multi-technical services in sensitive environments. Through its Energy Department, composed of 7 engineers, *GEPSA* acts on three key levers to support its clients and partners in their energy performance and decarbonization challenges:

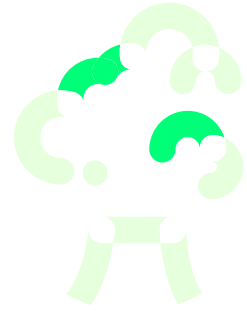
- Improving the energy management of sites
- Carrying out energy renovation work
- Raising awareness among users

The objective is to reduce the energy consumption of client sites by an average of 15% over a full year.

To achieve this, *GEPSA* sets up systems to monitor energy and fluid consumption such as the installation of *Building Management Systems* (BMS), the renovation of *Air Handling Units* (AHUs), the installation of pumps, or the study of thermal and photovoltaic energies.

GEPSA has also launched a national campaign to raise awareness of energy sufficiency, driven among other things by its educational innovation "GEPSA Impact Energie": a virtual reality game designed to raise awareness among its clients and employees of energy issues in prisons. To date, more than 1000 people have been sensitized.

Agile and versatile, *GEPSA* is strengthening its expertise in its current and future markets, both public and private, through the digitization of its tools and the training of its teams to obtain the ISO 50001 – Energy Management certification.



PILLAR #6



Global & local scale initiatives →



WORLD

Pipe insulation: an effective solution to save energy

Significant reduction in heat loss on heating networks, thanks to the thermal insulation of pipes within our units in France, Germany, Greece, Cyprus, Morocco and the United States.

WORLD

Hybrid and electric vehicles in service

Use of hybrid and electric vehicles as company vehicles, to deliver our products on site or to ensure the safety of airport ramps.

REUNION, ICELAND & SPAIN

Refrigeration unit replacement

Installation of new and more efficient cooling systems allowing a reduction of around 13% in energy consumption at Reunion Island. In Iceland and Spain (Madrid), CO₂, which has the lowest GWP (Global Warming Potential), is now used as a refrigerant gas.



FRANCE - CATERING

Spirulina, the superfood that is shaking up meat

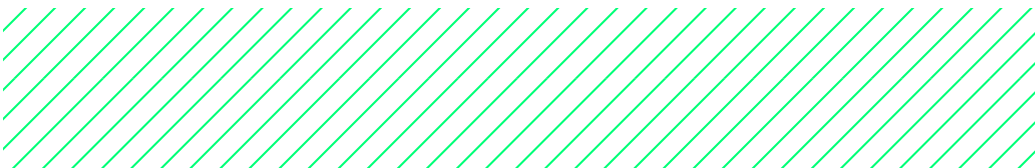
Introduction of a new ingredient, "EDO" in the catering industry: a gourmet spirulina crumble, used to replace ground meat and enrich dishes with proteins and minerals.





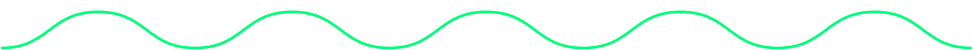
FOCUS ↓ WORLD

Energy savings within
our units: actions
that make the difference



Each year, Newrest devotes several million euros to CAPEX investments to build or renovate more efficient units. These projects include energy efficiency and self-sufficiency solutions, contributing to a significant reduction in CO₂ emissions in addition to energy and financial savings.

Here is a sample of the different installations present on our own sites or our clients’ sites:

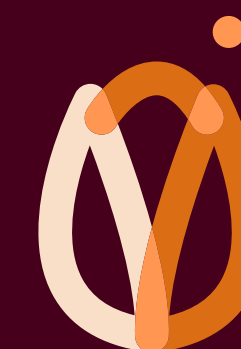


3 pillars

Our commitments
to our employees



Everyday
ethics



Talent
& diversity



Innovation in
management



PILLAR #7

Everyday ethics

In 2025, everyday ethics translates into raising awareness of our *Code of Conduct*, the development of local solidarity projects, the support of the younger generations, and the active spreading of the QHSSE culture through the *I Care by Newrest* program.

-10%

OBJECTIVE 2030 ↓

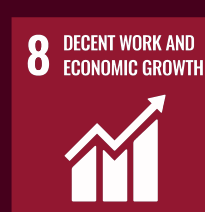
10% REDUCTION IN ANNUAL

FREQUENCY RATE (FR*)

AND SEVRITY RATE (SR**)

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

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





PILLAR #7

Everyday ethics

In order to facilitate the **assimilation of the Code of Conduct** by all our employees, we have designed a **series of educational videos** dedicated to each of the 17 topics addressed. These communication materials aim to **make our teams aware** of the key principles of the Code, by concretely illustrating the **rules of conduct to be adopted** through specific examples of professional situations.

We are witnessing the flourishing of **local solidarity projects** within the group.

Our teams continue to be fully committed to a wide range of actions, from donations to building infrastructures, and setting up training and knowledge-sharing programs.

We pay particular **attention to the younger generations**, helping them **build a sustainable future**. By passing on essential knowledge – nutrition, waste management, health, safety and hygiene rules – we actively contribute to their **personal and professional development**, while strengthening their autonomy and sense of responsibility.

Guaranteeing safety in our operations remains a top priority. The **I Care by Newrest program** embodies our QHSSE culture, and helps spread the **right reflexes to adopt**, particularly in terms of **safety at work**. Each employee becomes a player in their own safety and that of their colleagues.



INTERVIEW → THOMAS FORGACS
NEWREST UGANDA COUNTRY MANAGER

📍 **UGANDA**

Hands for Hope Project

A meaningful solidarity initiative

The *Hands for Hope* project aims to build a school for the education of Ugandan children with disabilities. Supported by Newrest, this initiative reflects a strong commitment to inclusion and local development. It meets an essential need: to provide these children with a suitable and caring learning environment.

Collaborative and structured implementation

In order to assess needs and understand local realities, our teams first conducted several site visits, before selecting an NGO partner to oversee the construction

of the school. Newrest Uganda also took charge of selecting and financing the materials needed for the project.

Concrete results

In just six months, the *Hands for Hope* project has contributed to the building of a classroom, a rest area, a playground and adapted sanitary facilities. These new spaces offer children a safe, stimulating and inclusive environment.





PILLAR #7



Global & local scale initiatives →



COSTA RICA

A boost for the start of the school year!

Donations of school materials (school supplies, fruits and biscuits) to over 60 children from two schools close to our factory.

ANGOLA CABINDA

Going beyond food aid

Evolution of our support for the Lândana orphanage: initially in the form of food aid, Newrest now also donates school materials and offers a training program including cookery classes, enabling 56 young girls to improve their skills and eventually join our teams.

NEW CALEDONIA & MADAGASCAR

I Care by Newrest : safety in action

Thanks to the deployment and reinforcement of the *I Care by Newrest* program, extension of the number of days without lost-time accident - 1,685 days at the Goro mine site in New Caledonia and 885 days at the *Ambatovy* mine in Madagascar.

SOUTH AFRICA

Donation of unused tableware with *United Airlines*

Donation of decommissioned catering equipment, in partnership with *United Airlines*, to the NGO *SOS Children's Villages South Africa*, to support them in providing a stable and caring living environment for vulnerable children.



CLICK HERE TO
WATCH THE VIDEO





FOCUS ↓

ZAMBIA, PERU, NIGERIA

Training the younger generations

ZAMBIA

Nourish and Flourish Project

This initiative encourages a healthy lifestyle among the children of the *Kids Alive* orphanage, through food education and physical activity. Thanks to practical workshops, they learn how to grow fruits and vegetables in a garden, while increasing their awareness of the importance of a balanced diet. Regular sports sessions complete the program to promote their well-being and independence.



Newrest sets up awareness-raising actions for the youngest, to support them in their empowerment and provide them with the resources they need to improve their quality of life.

PERU

The I Care Kids Program

The aim of this program is to enable the children of our employees to spend a day discovering their parents' jobs through a range of fun and educational activities. These meetings are structured in the form of games and workshops, allowing the youngest children to learn in an entertaining way the "non-negotiables" rules to be respected in terms of health, safety and hygiene.

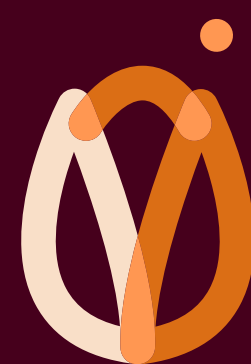


NIGERIA

Project Green (educate, recycle, transform)

In partnership with several public institutions, Newrest Nigeria has been organizing meetings and discussions for the past 2 years to raise awareness among children in several primary schools in Lagos. This project aims to train the younger generations to become "Environmental Heroes". In the space of two days, over 800 children learned about the *17 Sustainable Development Goals of the United Nations*. During interactive workshops, they also learned how to recognize and sort out different types of waste as well as the right actions to be adopted to better protect the planet.





PILLAR #8

Talent & diversity

The human factor is at the heart of our growth. We know we can count on the commitment of our teams and their ability to take on new challenges to contribute to the development of the group.

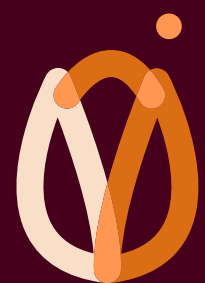


81

INTERNATIONAL

GRADUATE PROGRAM

CONTRACTS



PILLAR #8

Talent & diversity

We place the development of our talents at the heart of our strategy, with the ambition of integrating them into our teams over the long term and strengthening our employer brand.

We value the **diversity** of our workforce and offer **career opportunities** to everyone, regardless of their background or situation. We also put our know-how at the service of **local communities, sharing our technical skills** in order to contribute to their **skills development** and, ultimately, **facilitate their integration** into our professional ecosystems.

Innovation is also at the service of our **training policy**. As part of the **I Care by Newrest** program, we evolve our **educational materials** to ensure safety within our operations. Among the major advances this year is the deployment of **virtual reality** training, now deployed in several countries, offering our employees **immersive, interactive training courses** adapted to the realities on the ground. These long-term investments are designed to fix the QHSSE culture by establishing good practices to be adopted when faced with various operational scenarios.

FOCUS → PERU

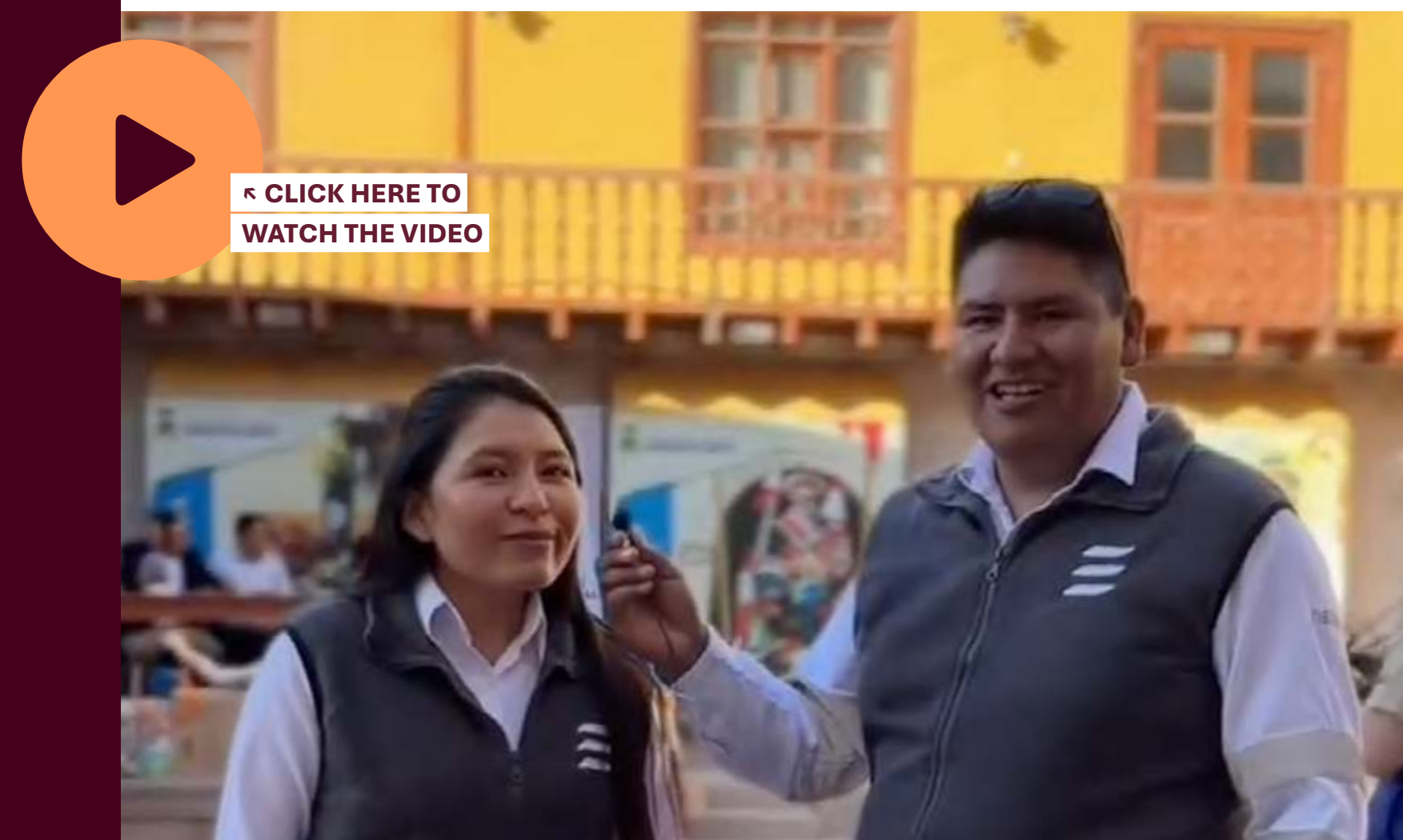
Health is on the plate

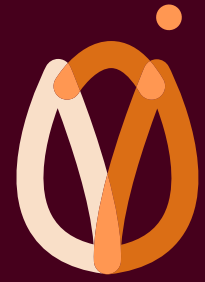
In Peru, in the Moquegua region, the *Salud en la Olla* project aims to train members of community canteens in villages near our sites.

The training program is structured around four modules: food hygiene, nutrition, financial management and customer service. A total of 193 participants from 32 canteens were trained.

Combining theory and practice, the initiative includes guided tours of canteens, the creation of a gastronomic competition and a reward system to encourage the application of good practices.

This project concretely participates in the development of their knowledge and know-how while strengthening the local community fabric in the long term.





PILLAR #8



Global & local scale initiatives →



FRENCH POLYNESIA, NEW CALEDONIA, FRANCE

Caring and inclusion: our commitment to disability

Implementation of a recruitment and integration process adapted to people with disabilities, including participation in dedicated fairs, the adaptation of workstations, and specific programs that meet their needs.

FRANCE & MEXICO

Newrest is committed to the inclusion of experienced talents

Signature of the 50+ Charter, which promotes the integration of employees over 50 years old in France. In Mexico, the *Sabor a Experiencia* program also helps to highlight the experience and know-how of the most experienced employees.

BOLIVIA

A training program for communities

Since 2024, the *Newrest School* program has been helping to train communities in the *San Cristóbal* mine in the basics of cooking and pastry-making. In 2025, 50 new communities were trained, and graduates presented their culinary projects at the "La Romería" Gastronomic Fair.

WORLD

A virtual environment to manage real situations

Deployment of virtual reality rooms to train our teams in terms of ramp safety. Now up and running in France, and soon in the United States, Scandinavia, Spain and South Africa, this innovative training tool enables best practices and routines to be implemented more effectively.

[CLICK HERE FOR MORE INFORMATION](#)



FRENCH POLYNESIA

Portrait de Gilbert

Integration of Gilbert, a homeless person, into the Facility Management teams as a green space maintenance worker, thanks to the *Te Torea* association, which trains and brings together companies with people in difficulty.

[CLICK HERE TO WATCH THE VIDEO](#)





Focus ↓ MOROCCO

Dedicated training for the catering industry

Newrest is committed to the *Bab Rayan* association, a non-governmental organization based in Casablanca that has been working for several years in the protection of children.

In 2022-2023, the association opened a Center for Youth Integration (CYI) designed to support young people leaving social welfare institutions or from families in very precarious circumstances. This centre provides training in the culinary arts, baking, pastry-making and catering, in collaboration with experienced professionals in the sector.

Newrest Maroc participated in the design of the CYI's kitchens and launched a training program specifically dedicated to the catering industry in 2024.

3

cross-disciplinary
skills courses

5

seminars

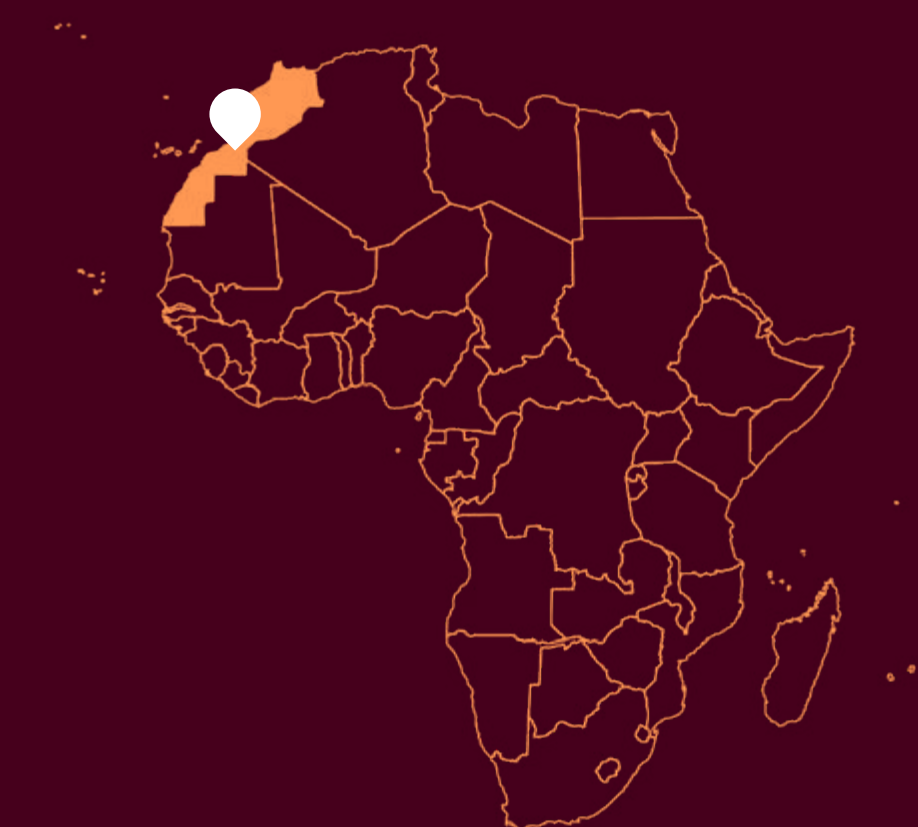
16

modules



This program, the only one of its kind in Morocco, meets the requirements and needs of players in the sector and offers students professional opportunities, thereby promoting their socio-professional integration.

The course lasts 10 months (6 months at the CFI and 4 months in the company), and includes 16 modules, 5 seminars and 3 cross-disciplinary skills courses, 72 hours of which are taught by Newrest Morocco's teams. The first class welcomed 30 trainees, and 30 new students joined the new class of 2025-2026.



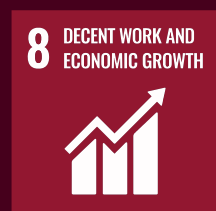
STIMULATE
PERSONAL
AND PROFESSIONAL
GROWTH



PILLAR #9

Innovation in management

We place the spirit of initiative of our employees at the heart of our CSR approach. Every action is encouraged and contributes to our desire to work together towards common goals.





PILLAR #9

Innovation in management

We consider the involvement of our employees as an essential lever in our CSR approach, and we want to give them the means to express themselves to be a source of ideas and to contribute actively to our continuous improvement.

Innovative measures such as the organization of CSR contests – whether global, such as the *Heroes of Change* challenge, or local – foster individual **proactivity** and commitment. Dedicated CSR moments are also set up in some countries to **encourage the submission of new ideas** and suggestions for improvement.

Many actions are deployed to **promote health and quality of life at work**, while **strengthening team spirit**. These initiatives take a variety of forms – collaborative workshops, sports or wellness sessions, prevention campaigns – and all aim to **create a stimulating working environment**.

We believe in the **power of teamwork** to meet the challenges of today and tomorrow. **Mutual enrichment** and team spirit are fostered to nurture everyone's **sense of belonging**. Beyond our CSR approach, it is about creating an environment where our employees can grow and move forward together to go further.

FOCUS → CANADA

Boosting the proactivity of our teams

This year, our team in Canada created their own CSR contest: an initiative open to all employees that allows everyone to submit ideas for virtuous actions to be implemented.

A committee selected the winning project from among the proposals received, and it came to fruition on October 2nd thanks to the budget earmarked for its implementation. In partnership with a local organization, a dozen Newrest employees got together to participate in a session to plant 600 trees in just two hours, in a park near Montreal!

This contest echoes the group's named *Heroes of Change*, which rewards successful CSR actions in the countries where the group operates.

DISCOVER THIS YEAR'S TWO WINNING PROJECTS

→ [RESULTS OF THE HEROES OF CHANGE 2025 CONTEST](#)

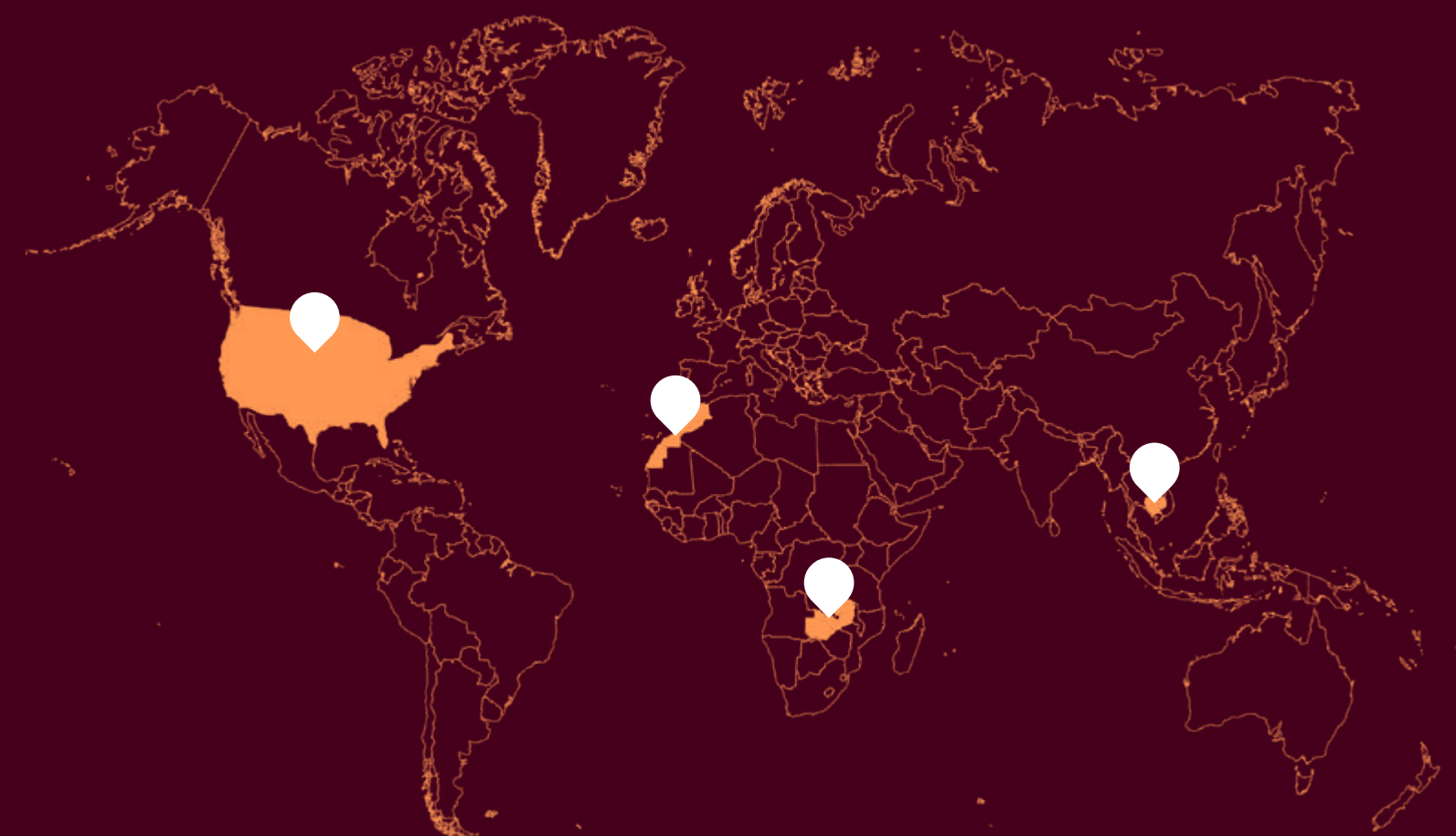




PILLAR #9



Global & local scale initiatives →



MOROCCO

Raising awareness among Newrest Morocco's managers

Participation of the Moroccan Executive Committee in the *Climate Fresk* workshop to better understand the challenges of climate change and collectively reflect on the solutions available.

ZAMBIA

All in good shape!

Launch of weekly sports sessions to promote employee well-being and strengthen team spirit and cohesion.



CAMBODIA

When solidarity, sport and knowledge meet at the top

Organization of an immersive team-building activity on Oudong Hill, combining a commitment to solidarity – with the delivery of rice and water for the inhabitants –, with the sporting challenge of climbing the steps to the summit, and a moment of cohesion around a quiz dedicated to Newrest.



USA

Move, breathe, hydrate: Atlanta in action!

Organization of an annual event in the Atlanta unit to promote health and well-being at work, highlighting the benefits of hydration and daily physical activity, with a yoga session led by an employee.



FOCUS ↓ WORLD

Feel Good Program

A question of balance...

Boost your daily life by choosing to eat better, move more and achieve physical and mental well-being.



The *Feel Good* program embodies Newrest's commitment to the well-being of its employees around the world.

Designed as a global and inclusive approach, it aims to promote health, safety and quality of life at work, while strengthening team spirit. Available in all the countries in which we operate, this program is available in various local initiatives adapted to needs and cultural specificities: sports challenges, awareness-raising workshops, prevention actions and social events.

The 3 topics of the Feel Good program:

EAT ↓

NUTRITION Passing on the basics of nutrition to help eat better!

The EAT program aims to help employees adopt healthy eating habits to improve their performance and well-being. It addresses essential topics such as balanced breakfasts, nutrition basics, healthy plate composition, and provides practical tools for better managing the quality and quantity of food on a daily basis.

MOVE ↓

SPORT Promoting sport and regular physical activity.

The MOVE program aims to integrate physical activity into everyday life to improve mental and physical well-being. It covers topics such as exercise at work, stretching exercises, explanations about muscles, and shows how to engage in regular physical activity, whether at work or at home.

LIVE ↓

WELL-BEING Implementing good practices to achieve physical and mental well-being.

The LIVE program focuses on mental well-being and quality of life. It addresses key topics such as the definition of well-being, essential health checkups, the importance of sleep, and offers strategies for reducing stress, promoting social interaction, and achieving a work-life balance.



Application of the Feel Good program at the *Kobold* site in Zambia, to raise awareness among teams of the importance of a healthy, balanced diet.

be *the* change

by newrest

› REPORT 2025

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