

# newrest



## Corporate Social Responsibility Report 2013/14

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Prime





Newrest Group makes a commitment to its clients, employees, collaborators, and the environment on a number of key points: ensuring the quality and hygiene of our products and services, respecting human rights and the working conditions of our employees and collaborators, respecting the environment, and fighting against corruption. To this end, Newrest strictly adheres to international hygiene standards. In order to highlight our active commitment, we also comply with the UN Global Compact. This initiative includes 10 key principles derived from: The Universal Declaration of Human Rights, the International Labour Organization's Declaration, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

# Group commitments



# Quality, Health, Safety & ENVIRONMENT



Our clients and consumers trust us to provide catering services in line with two expectations: tasty products and safe products.

Quality management aims to fulfill these expectations, and as such, Newrest has developed its Quality Management System, which includes all the processes used, from menu creation and menu planning to product delivery for cafeterias, canteens and remote catering or transport companies (airlines, rail, etc.). It involves all our human resources, from top management to new employees, including chefs, nutritionists, organizers, supervisors, etc. We chose to have the quality management system certified by an internationally recognized agent (Bureau Veritas) so that implementation would be consistent in all our operations. We have used the ISO 9001 standard as a model, and certification of our operations will be based on their consolidation. Our quality management system acts as an integrated management system, making it easier to obtain other certifications if required by our clients or the markets in which we operate. In particular, we have certified our food safety management process with ISO standard 22000 in markets where required by food safety standards. Even though our activity has no significant environmental impact, our choice to manage resources as efficiently as possible has led us to develop methods and actions that allow us to accomplish our objectives. Wherever required in collaboration with our clients, we've made our commitment clear through ISO 14001 certification.

## Management indicators for continuous improvement

Quality, implementation of the Quality Management System	↗ Internal audits implementation of Newrest's Quality Management system 77% of subsidiaries audited
Quality, client satisfaction	↗ QMS: 100% of inflight catering business in the system ↗ Consumer satisfaction surveys in 50% of cafeterias
Quality, food safety	↗ Microbiological analysis in 88% of our subsidiaries ↗ HACCP system internal audits 100% of centers audited
Occupational health and safety	↗ Incidence & Gravity index 100% of our subsidiaries ↗ Internal audit 77% of our subsidiaries
Environment	↗ Internal audit 77% of our subsidiaries

Our objective is to guarantee the safety of our employees and those within the environment of our activities, as well as environmental safety. We seek to achieve this by developing and implementing stringent health and safety procedures. Consistent implementation and compliance with the OSHAS 18001 management model has allowed us to obtain certification for operations faced with specific market requirements.

## ↗ Objectives for continuous improvement

None of our commitments can materialize without measurement and improvement tools. We have put indicators and targets in place for each of our objectives. During this exercise, we initiated a regular communication project with the Board with respect to quality indicators: client satisfaction

indicators, quality management indicators, food safety management indicators for the products we serve, and health and safety management indicators for employees' occupational safety and health. Newrest's commitment to transparent practices and continuous improvement has led us to define indicators for all our quality management system objectives, and the next financial year will also include environmental management indicators.

## ↗ Quality management and client satisfaction

Our quality management approach seeks to establish close ties with our clients based on mutual trust and on their satisfaction with our services and products. Quality management involves a combination of systematic, inter-related activities, concerning all levels of the company, with the aim of delivering products and services best suited to our clients' needs. Given the complexity of our service environment, we sometimes fall short of 100% compliance. Thorough analysis of all deviations and incidents detected along the chain allows us to identify areas for improvement and further our "continuous improvement" approach.

Newrest has created a global "QMS" database, including incidents detected during service to clients in the inflight catering sector. This database alerts all management levels, from service supervisors to top management, of the quality of service delivered to our clients. By contrast, in instances where there is direct contact with the consumer, such as school and company cafeterias or remote sites, we rely upon consumer satisfaction surveys to detect areas for improvement.

## ↗ Quality and food safety management

It is already quite clear that food safety management must be carried out using a systematic method of identification, localization, evaluation and inspection for possible risks related to the health standards of the products in the food chain. This is the focus of the HACCP system implemented in all our centers.

This financial year included evaluating the efficiency of the HACCP system implemented in all the centers where we prepare and serve meals, using two verification tools: internal audits and microbiological analysis of the meals prepared. Internal follow-up audits of the HACCP system have been carried out by local QHSE experts in 100% of cafeterias, canteens and remote catering in which we operate.

Corporate QHSE management has completed internal audits of quality and food safety management in 77% of Newrest's subsidiaries.

## ↗ Occupational health and safety

In addition to the health and safety policy determined by the Group's presidents, Newrest has defined rules to ensure that basic health and safety management methods are put in place for employees. Partial deviations detected during internal audits are considered to be major non-conformances.

The objective of the policy and the safety management system is to gradually reduce the number of accidents. The Newrest Board thus closely monitors KPIs for its establishments. These are the Incidence Index, which indicates the number of accidents causing lost working days per one thousand employees, and the Gravity Index, which assesses the number of lost working days due to accidents in relation to the total number of hours worked.

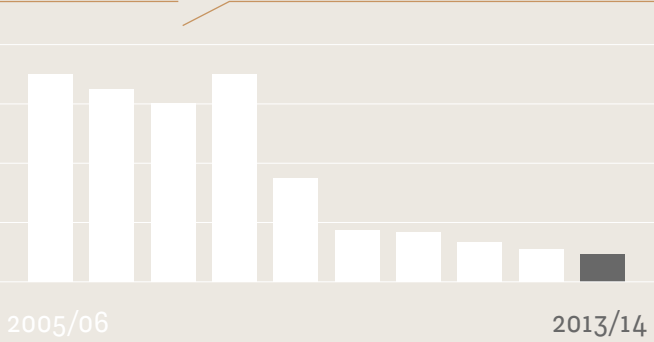
## ↗ Environmental commitments

At Newrest, we have developed several active management initiatives for our businesses with environmental impact. These initiatives range from systematic management in compliance with organic production certification or ISO standard 14001, for which some of our operations are certified, to alternative energy or recycling initiatives.

Starting this financial year, environmental management is one of our global objectives, made evident through the obligation to reduce energy consumption by 5%, water consumption by 5% and paper consumption by 5% at all our headquarters. These objectives will be reported to the Board for all of our organizations.

## Incidence index evolution

(accidents/average staff\*1'000)



# Newrest's Involvement IN LOCAL COMMUNITIES



## 1. Local employment

- 93.3% of our employees are hired locally
- 99% of employees in 50% of our countries are hired locally
- 80% of our countries have hired more than 95% of their employees from the local population

## 2. Local procurement

- 87% of global Group purchases are made locally
- More than 50% of purchases are made locally in 90% of our countries
- 100% of purchases are made locally in 45% of our countries (Panama, Peru, Congo, Zambia and Uganda, for example)
- Up to 12% of local purchases are bought from cooperatives

### ➤ Cooperatives

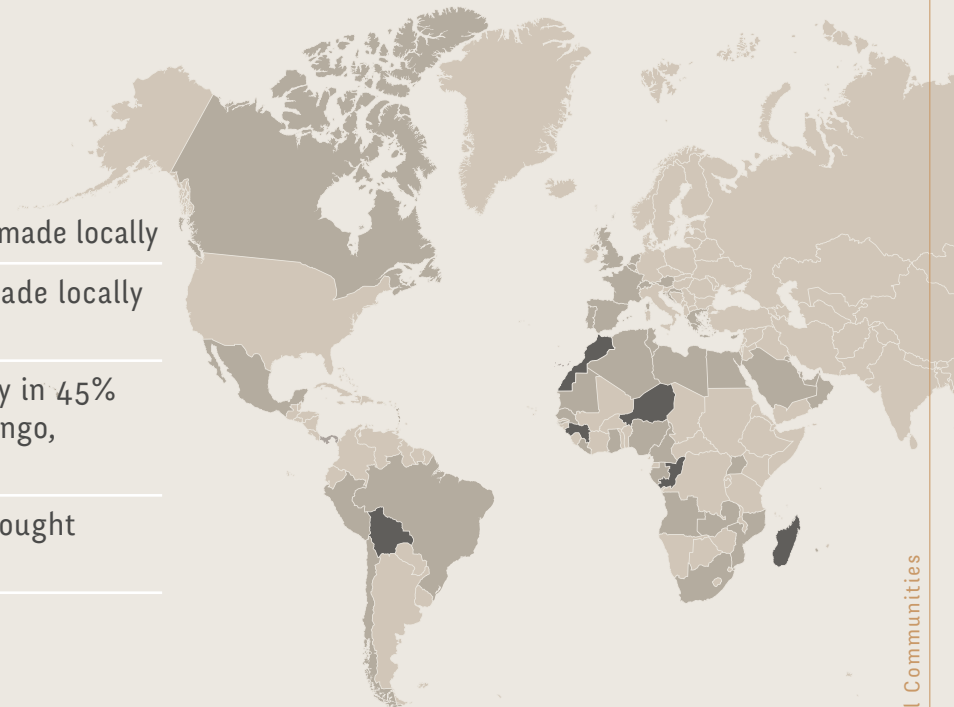
Newrest enters into partnerships with agricultural cooperatives almost everywhere in the world. These purchases may represent up to 12% of the amount of local purchases, as is the case in Morocco, for example.

Products purchased from cooperatives are for the most part fresh products:

- fruit and vegetables in Guinea, Niger, Madagascar, Bolivia and French Polynesia,
- lama meat in Bolivia,
- dairy products in Morocco,
- eggs in the Congo and Niger.

These partnerships with cooperatives allow us to work together on the following:

- Newrest commits to certain volumes, thereby ensuring the sustainability of small farms.
- Payment terms are shorter in certain cases, such as in the Congo.
- It goes without saying that purchases from cooperatives must not jeopardize product quality, so quality control monitoring and procedures are implemented at the cooperatives, which is also the case for all our local suppliers.
- Substantial work is carried out to improve production conditions, as it is the case in Bolivia, for example, where Newrest Bolivia supports the cooperatives' farmers with their applications for certification to the Bolivian health authorities.





# Our Socio-Economic ACTIONS

Our compliance with the principles of The Universal Declaration of Human Rights has led many Newrest subsidiaries either to support NGO activities in countries where we have operations or to launch their own actions.

## 1. Key figures

- 5,500 individuals have benefited from Newrest's support in the form of direct actions or donations
- More than 350 employees were actively involved
- Actions in place in 75% of Newrest’s countries

## 2. Social actions

### ➤ Bolivia

In Bolivia, Newrest trained 45 unemployed women six hours per week for five months on the following: food hygiene, stock management, creation of restaurant menus, cleaning, laundry services, reception, customer service.

The objective of this training is to prepare the communities for the Paris-Dakar race stopover.

This year, once again, Newrest Bolivia provided breakfasts to primary schools and kindergardens in the town of San Cristobal beside the mine we manage. One thousand children were the focus of a communication campaign on “good health and a healthy diet” provided by our specialist in childhood nutrition.

### ➤ The Netherlands

In The Netherlands, Newrest distributed meals and drinks to food banks and small toys to the Peter Pan Foundation.

The goal of this foundation is to allow children of all ages to develop their personality and creativity through music and theater.

### ➤ Panama

Newrest Inalsa presented a donation in kind to a home that cares for children placed there by order of a court. Household linen and cleaning products were distributed.

### ➤ Gabon

During the year, Newrest Gabon donated food products on a number of occasions to the Port-Gentil Parish, which manages an orphanage with close to 30 children.

### ➤ Morocco

Newrest Morocco funds schools in the working-class areas of Casablanca via the Al Jisr association and through its membership in the Initiative association. Throughout the year, close to 30 employees helped 350 children benefit from Newrest's assistance.

### ➤ South Africa

Newrest dnata supports Oliver's House, an orphanage in Johannesburg, by donating food products. This home welcomes children with AIDS who are either orphans or have been abandoned.

### ➤ Croatia

Newrest Dubrovnik helped the communities in the town of Cilipi, close to the airport where Newrest operates:

- Donation of a laptop for a neighborhood center that the townspeople completely renovated. This center has a room where weddings, birthdays and other municipal events take place on a regular basis.
- Donation of school materials to an underprivileged family in Cilipi that has a disabled daughter.

### ➤ Chile

In December 2013, Newrest Chile's team at work on the site where Alma, a gigantic telescope, is located, in the north of Chile, organized a Christmas party in the small village of Camar, 70 km from the operation site. Twenty-three children between the ages of one and ten who live in this village of 60 inhabitants, 3,000 meters above sea level, were able to enjoy a Christmas pageant prepared by our employees.

The employees, in coordination with the village teacher, handed out gifts and clothing, and two volunteered to dress up as Santa Claus and his elf. Thanks to the generosity of Newrest teams, every child received two gifts and a bag of candy, and spent an hour with Santa Claus and one of his elves.

## 3. Health and humanitarian actions

### ➤ French Polynesia

In French Polynesia, Newrest participated in the “good health and balanced diet” days organized by the social security fund. Eight Newrest employees took turns over two days promoting a balanced diet, aimed at fighting obesity and diabetes.

### ➤ Austria

Newrest Wagons-Lits Austria made a number of donations to local associations in the field of health:

- an association that helps children suffering from AIDS (HIV Kids),
- an Austrian association involved in the fight against cancer (Austrian Cancer Research).

### ➤ Madagascar

In 2013, Newrest created the ESPER Madagascar association. In partnership with the French “Entendre le Monde” association, Newrest Madagascar will provide support for the detection and management of deafness in the region of Toamasina. One of the French association's missions is planned for early 2015, in parallel to the deployment of doctors, nurses and medical equipment, and focuses on training and ensuring the sustainability of the association's actions on site.

### ➤ Oman

In order to improve the health of the residents and citizens of the Sultanate of Oman, Newrest Wacasco once again renewed its support this year for the Oman Cancer Association via Dar Al Hanan, which provides free accommodation, food services, psychological support and administrative assistance to young patients and their families.



The goals of the Oman Cancer Association are:

- to promote screening in remote regions of the Sultanate of Oman
- to support the families of patients during their cancer treatment (transportation, accommodation and meals),
- to follow up on patients and ensure they follow their chemotherapy treatment properly and regularly,
- to assist patients and their families with administrative procedures related to or resulting from their illness.

### ➤ Philippines

Typhoon Haiyan, which struck the Philippines in November 2013, caused major damage to 41 provinces. The Newrest Group donated 15,000 to its subsidiary in the Philippines to allow the employees working on sites abroad to shorten their stay away from the country and return to look for their dear ones from whom they had no news.

For its part, Newrest SOS collected donations in the Philippines from its employees and clients in the amount of 22,000, which was donated to the Red Cross in the form of clothing, canned goods, blankets, bottled water and footwear. The year-end party was canceled and the budget allocated was also used for this purpose. International NGOs focused on the Tacloban and Leyte provinces, so Newrest SOS decided to help families in Culion, Coron and Busuanga.

## 4. Actions focused on disabilities

### ➤ Croatia

Newrest Dubrovnik financed the purchase of a seat to facilitate the transportation by car of paraplegic children for an association that works with highly disabled children.

### ➤ Tunisia

In Tunisia, Newrest sponsors a farm focused on the insertion of the disabled. For the most part, it welcomes disabled individuals from needy families who live close to the farm.

### ➤ France

In France, Airshop (inflight sales) subcontracts to an association that employs disabled workers, the ANRH ESAT Corbeil BAPC, in Corbeil Essonnes. The products, packaging, labels and use-before dates are provided to the center, along with a demonstration kit. Then all of the components are assembled and Airshop recovers the products packaged in boxes.

## 5. Sports-related actions

### ➤ Austria

Newrest Wagons-Lits Austria supported Special Olympics which, through its actions and based on its values, contribute to giving true meaning to these activities, and highlight and promote essential values: promotion of the individual, the meaning of honest effort, team spirit, respecting the adversary, loyalty, the will to win, the joy of winning and the acceptance of defeat.

Newrest Wagons-Lits Austria also financially supported an association, which, in collaboration with the national police's sports department, helps adolescents in difficulty through sports activities.

### ➤ Congo

In partnership with Total E&P Congo and Allianz, Newrest Congo participated in the organization of an event in aid of an orphanage in the city of Pointe-Noire. Close to 40 orphans were invited to take part in an afternoon dedicated to the introduction of rugby at the rugby school's training session.

The children, although very shy at first, were very enthusiastic to meet and talk with the players, educators and monitors, and rapidly threw themselves into the game. The entire event was organized to ensure it would be warm and friendly, thanks to the partners (Total E&P Congo, Allianz Congo, Minoterie Minoco) and all the volunteers who attended. Newrest Congo then served a hearty snack that all of the event's participants richly deserved.



## 6. Miscellaneous actions

### ➤ Angola

Since 2012, Newrest Angola has worked in partnership with the Dom Bosco association. In 2013, a hotel school was inaugurated: a new step forward in this collaboration.

Newrest Angola can now hire professionals who have been perfectly trained on our multiple trades for offshore and onshore projects. Newrest Angola's goal is to go even further in its partnership with Dom Bosco by working with our clients to promote the development of internships.

### ➤ Croatia

Newrest Dubrovnik financed the castration of six dogs in a kennel for dogs that roam the city of Dubrovnik. This kennel is home to close to 400 dogs.

# Our Employees: OUR GREATEST STRENGTH

## 1. Employee training

### 1.1 Key figures

- 85% of employees trained
- 170,000 training hours
- 23,800 employees trained
- More than 6,000 toolbox training sessions for more than 5,000 employees
- Employees trained regardless of their position in the company



### 1.2 Training topics

General	➤ Personal hygiene ➤ Languages ➤ Waste management
Kitchen/cooking	➤ Food safety ➤ HACCP ➤ Kitchen production ➤ Unidirectional flow principle ➤ Pastries and baked goods ➤ Restaurant management ➤ Culinary training ➤ Food allergens ➤ Halal food ➤ Traceability ➤ Stock management and FIFO ➤ Use of chemical products
Service	➤ Customer service
Inflight	➤ Aviation safety ➤ Procedures on safety measures at aircraft doors ➤ Aircraft approaches and the inflight handling activity ➤ Ramp safety for the handling activity ➤ VIP cuisine
Remote sites	➤ HUET and BOSIET for offshore oil sites ➤ Survival at sea
Occupational health and safety	➤ Occupational health and safety ➤ First aid ➤ Ebola: symptoms and the fight against the disease ➤ Risk prevention ➤ Fire safety
IT	➤ Computer training on internal software (Unirest, Winflight) and external software (Sage)
Management	➤ Conflict management ➤ Financial management and reporting

### 1.3 Trainers

Training is provided...  
...either by outside providers, in particular for training on:  
➤ occupational health and safety,  
➤ the use of chemical products,  
➤ aviation and airport safety.

...or internally, when the training is provided by:  
➤ our HSE managers,  
➤ our site managers,  
➤ our training managers, who visit the different operation sites.

With regard to external training, Newrest decided to enter into a partnership with REHIS, the Royal Environmental Health Institute of Scotland. This Scottish training institute provides member companies with training materials. Our trainers are accredited and administer exams to our employees. These exams are then sent to REHIS, which corrects them, then sends us the results. In Madagascar and Oman, 330 individuals were trained on HACCP and food hygiene (first and second levels).



## 2. Employee motivation



### ➤ Initiative in Austria

Newrest Wagons-Lits launched an internal contest over the year for its employees on board trains: the 25 employees who achieve the highest number of sales on board trains receive prizes. In the early part of the year, a large sign was displayed, listing the 25 prizes to be awarded at the end of the year. These prizes include trips to Italy and a flat-screen television.

### ➤ Employee of the year in Mauritania

Newrest Mauritania organized an incentive event for its employees: the election of the best employee of the year. The election is not based solely on the quality of the work accomplished and commitment to the company but also on the individual's personal values. Toure N Diabou was the proud winner in 2013. BWO, local and head office representatives came especially to attend the event.

### ➤ Multiple initiatives in Oman

In addition to the employee of the month initiative, Newrest Wacasco launched the Employee of the Year and Driver of the Month contests; the latter emphasizes the zero-accident policy and compliance with the highway code rules.

### ➤ Newrest Gabon celebrates May 1<sup>st</sup>

Newrest Gabon organized a company meal to celebrate May 1<sup>st</sup>. Close to 80 of the subsidiary's employees met during the afternoon on a sports field close to the Newrest Gabon premises.

One of the chefs was responsible for preparing a festive meal, with the help of prep cooks. Employees enjoyed a friendly atmosphere and a buffet with salads, braised chicken, roast mutton, braised pork chops, jumbo shrimp kebabs, whole braised fish, rice, couscous, manioc and various sauces on the side. In addition, musicians played well into the evening.



### ➤ Newrest Cameroon celebrates May 1<sup>st</sup>

All of Newrest's employees in Cameroon attended its first Labor Day parade. Contract employee representatives also participated in the parade that celebrates workers. Afterward, a meal was shared on the company's premises and gifts were handed out.

### ➤ Newrest Antilles participates in the “Relais Inter-Entreprise” relay competition

On May 27, 2014, Newrest Antilles in Pointe-à-Pitre participated for the first time in the “Relais Inter-Entreprise 2014” sports event organized by an association that bears the same name, “Relais Inter-Entreprise”, which commemorates the abolition of slavery. Close to 60 teams composed of companies, municipalities and associations attended. As planned, three employees from Newrest Antilles - Sabrina Lujien, Chef, Vans Chalat, Supervisor, and Mirtha Lujien, Temporary Chef, participated in the 61 km long inter-company race.

The distinctive feature of this race is that, at the start and at the end of the race, the teams are composed of women only. Every three kilometers, the baton is relayed, so a full team requires 24 people. Their goal for 2015: a team exclusively composed of Newrest Antilles employees.



### ➤ 35 Newrest Peru employees participated in the Lima marathon

In May 2014, 35 Newrest Peru employees ran in the 10 km and 21 km races at the Lima marathon, a perfect occasion for a time of shared enjoyment and team building. Everyone gave their very best and made it to the finish line.

### ➤ Culinary Art in Morocco

Twelve Newrest chefs participated in the first culinary art training session, led by the famous Moroccan chef, Meryem Cherkaoui, on Wednesday, May 28, 2014. On the occasion of this innovative initiative based on the “gastronomic use of Mousseline-brand mashed potatoes” theme, original recipes, easy to reproduce for catering, were prepared throughout the day.

After Casablanca, this training will be provided in the region of Rabat. This initiative falls within the Newrest Group's Human Resource policy, which consistently targets a training dynamic that allows its employees to constantly improve.



# The Environment

## 1. ISO 14001:2004 certifications

The Newrest Group launched a widespread certification campaign for its units in 2014. Today, five countries have been certified ISO 14001:2004:

- Austria
- Bolivia
- Greece
- Portugal
- Switzerland

We manage multiple different activities in these countries, and the certification covers operations in the rail, remote site, inflight and catering sectors.

## 2. Recycling and waste reduction policy

### 2.1 Waste reduction

#### ➤ Group

At the Congo's initiative, an awareness-raising campaign on waste was launched on all catering and remote sites.

These posters were then translated into five languages: French, English, Spanish, Portuguese and Madagascan.

Similarly, the use of Winflight software for inflight catering and Unirest software for the remote sites and catering helps many countries produce the quantities actually required for site consumption. For example, Winflight allows for a real-time forecast of the number of meals to be produced, facilitating the optimal use of raw materials.



#### ➤ Croatia, Spain and Uganda

Replacement of wood or cardboard crates by reusable, foldable plastic boxes, cleaned by the suppliers after each delivery.

- 90% reduction in the quantity of wood boxes and crates in Croatia
- In Uganda, the boxes and crates have all been replaced by plastic boxes

#### ➤ Cyprus

Newrest Cyprus has put compactors in place for cardboard, which is therefore recycled.

#### ➤ Angola

On Total's Girasol site, the client has achieved ISO 14001:2004 certification. Therefore, as a subcontractor, Newrest Angola has implemented a comprehensive series of measures to reduce the impact of its activities on the environment. The most significant measure was to replace the detergent used in the past with one that is more eco-friendly.

#### ➤ French Polynesia

Since 2011, Newrest has partnered with SEP – Fenua Ma (“Société Environnement Polynésien”), a semi-public company founded in 2007. It has three main goals:

- the study and implementation of household and industrial waste treatment operations for all of the archipelagos in French Polynesia,
- the protection and rehabilitation of former unauthorized or uncontrolled landfills,
- the protection of natural spaces.

For each kilo of recyclable waste thrown into recycling bins, the SEP pays one Polynesian franc to associations selected by the mayor of the operation's town and that focus as a priority on the town's underprivileged children. Industry also participates in this operation and, thanks to its efforts in sorting and recycling waste, the SEP provides funds to large associations such as Village SOS in Papara and SAGA.

Every year, Fenua Ma rewards its partners – all those who endeavor to ensure that waste is systematically and appropriately sorted. On June 5, 2014, awards were handed out to the towns, companies, schools, island towns and hotels that have signed an agreement with Fenua Ma.

Newrest received the “Tortue d’Or” award in the “corporate” category. Approximately 500 kg of cardboard and more than 300 kg of plastic waste are recycled every week. This prize rewards the Polynesian teams and their efforts to sort waste, which directly benefits the children in their town.

#### ➤ Mexico

The tax on waste paid to the city of Cancun decreased by 60% thanks to the purchase of an organic waste disposer, which significantly reduces the weight of waste disposed of.

### 2.2 Recycling and reusing

Systematic recycling of the following items:

- Cardboard ➤ Glass ➤ Paper
- Cooking oil (into biofuel in Tunisia and dog food in Africa)

Recycling of the following items, if treatment centers exist in the country:

- Electronic devices ➤ Batteries ➤ Light bulbs
- Cleaning products ➤ Cans ➤ Plastic ➤ Wood crates
- Green waste as compost ➤ Toners

### A few recycling figures

Austria	➤ 98 tons of cardboard ➤ 57 tons of glass ➤ 127 tons of compost
Portugal	➤ 5 tons of paper ➤ 1.2 tons of glass ➤ 850 kg of plastic



### 2.3 Reduction in the use of paper

As a general rule, documents are printed in black and white and on both sides, which is the default setting on all computers.

Furthermore, electronic archives are given preference over paper archives. To this end, intranet platforms have been developed both at the Group level and in the different countries.

Finally, scrap paper is reused in printers for internal documents.

### A few figures on savings achieved:

Austria	➤ -9.27 tons
Cyprus	➤ -1%
Portugal	➤ -2 tons
Congo	➤ -10% (reuse of scrap paper)
Madagascar	➤ -32%
Mexico	➤ -3%



### ➤ Headquarters

By reducing the page number of the 2013/14 Activity Report and promoting its electronic diffusion, 23% of paper and ink have been saved, compared to last year.

### ➤ Cyprus

Elimination of desktop printers, centralization on one printer that uses less electricity and ink.

### ➤ France

Eco-friendly printing of the 176,000 SNCF cards and 100,000 brochures for sales on board airplanes for the Airshop subsidiary.

### ➤ Greece

Each user has a code to print, and the number of documents printed is monitored every month.

### ➤ The Netherlands

The Dutch Ecofont software was installed on every computer. During printing, Ecofont punches holes in the typed letters, with no impact on legibility. Up to 50% of ink used can be saved.

## 2.4 Reduction in the consumption of energy

Austria	⬇ -1,400 kWh
Cyprus	⬇ -15% electricity ⬇ -4% fuel oil
France	⬇ -7% fuel oil
Portugal	⬇ -4,500 liters fuel oil
Reunion Island	⬇ -52% fuel oil
Spain	⬇ -6.5% electricity ⬇ -2.8% fuel oil
Switzerland	⬇ -1% electricity ⬇ -0.1% fuel oil (new trucks purchased)
Tunisia	⬇ -12% fuel oil
Cameroon	⬇ -10,000 liters fuel oil
Congo	⬇ -15% electricity (energy-saving light bulbs) ⬇ -10% fuel oil (new logistics)
Uganda	⬇ -20% fuel oil

### ➤ The Netherlands

During the extension work for the inflight catering unit, LED lighting was put in place virtually throughout the site. The reduction in the consumption of electricity is not visible yet, but should be next year.

Since the beginning of 2014, all of the inflight catering trucks now use AdBlue®: an aqueous solution composed of 32.5% urea and 67.5% deionized water. By using this solution, 85% of pollutants (nitrogen oxide) is transformed into water vapor and harmless nitrogen. The impact of the use of this product cannot be measured, however the quantity of CO<sub>2</sub> produced has dropped significantly.



### ➤ Congo

Logistics schedules have been revised to allow for the optimization of deliveries and therefore the reduction of CO<sub>2</sub> emissions.

➤ This has led to a 10% drop in the consumption of fuel oil as compared to the prior year.

### ➤ French Polynesia

In French Polynesia, the production of gas to produce hot water dropped by 100%: hot water is now produced solely from solar energy.

### ➤ Cameroon

Tracking of vehicle consumption was implemented in order to adjust the consumption of light and heavy vehicles.

Every month, the logistics manager reports on monthly consumption to the director general, who then compares it to prior consumption to determine the refills for the following months.

# Nutrition



## 1. Use of Unirest

Unirest software is used on many remote and catering sites, and has been used throughout the company since 2012.

- It has the following features:
- creation of detailed menu plans based on the nutritional requirements of each client,
  - creation of recipe sheets with details on the food products required,
  - creation of menus based on the menu plans and recipe sheets,
  - management of food product stocks and the cost of food products, and therefore the management of purchases based on upcoming menus,
  - nutritional impact of each dish proposed.

This tool is currently used in 50% of our countries that have a catering and/or remote site activity, and it should be deployed in 75% of these countries by next year.

## 2. Use of Winflight

Similarly, an internal software package was developed more than seven years ago for the inflight sector. It is currently used in 80% of the countries in which we have an inflight activity.

- This software allows for:
- the creation of menus for each airline,
  - the creation of corresponding recipe sheets,
  - the updating of requirements in accordance with the passenger load rate of flights,
  - stock management,
  - management of the cost of food products,
  - the proposal of menus suited to everyone's dietary requirements (gluten-free, vegetarian, etc.).



### 3. Marcel and Linda campaign

Newrest designed posters on the importance of proper nutrition. These posters are now present in most of our catering and remote sites.

This concept was developed further to the success of Madeleine on the school catering sites.

## 4. Nutrition on our operation sites

Regardless of the country and type of operation, Newrest designs healthy meal plans in partnership with its clients.

A healthy meal option (with no animal fat or red meat) is offered on most of the remote and catering sites.

Of course, the calorie content of dishes is displayed on the self-service line, allowing everyone to select a meal that best suits their nutritional needs.

Also, a nutritionist regularly visits certain sites, offering those who wish a personal program that includes sports activities and tips on a healthier lifestyle.

Furthermore, taste tests of all of the dishes offered are attended by clients in all business sectors. This allows for an evaluation of the organoleptic characteristics of our services. This committee includes representatives of our clients who can then provide us with their feedback - both positive and negative - on the food services proposed.

Finally, day events dedicated to the prevention of diabetes, obesity and smoking are organized in almost every geographical areas. Similarly, for catering sites, “Taste Test Weeks” are held, in particular on school catering sites.

#### ➤ Greece

On catering sites, the side dish for the main meal may be replaced with a salad.

#### ➤ The Netherlands

In partnership with Arkefly, Newrest Netherlands created a healthier menu that includes fair trade products for the airline's crews.

#### ➤ Switzerland

Newrest Canonica received “Fourchette Verte” and “Région Terre d'Avenir” certification for its catering activity. The “Fourchette Verte” label is based on the following criteria:

- encouraging the population to adopt healthy dietary habits,
- offering a balanced diet, consumed in a healthy (100% non-smoking spaces) and pleasant (hygiene, waste-sorting) environment,
- allowing for the consumption of alcohol-free beverages at a reasonable price,
- improving awareness on dietary habits and health among both the population (more specifically, individuals who eat outside of their homes) and food service professionals,
- contributing to a reduction in the incidence of risk factors for chronic diseases resulting from dietary habits.

Every day, Newrest Canonica offers a meal option that is prepared with organic products, and at least 30% of purchases are made in the cantons in which it has operations.

#### ➤ Congo

Contrary to local dietary habits, Newrest Congo stopped using products rooted in tradition but that are unhealthy in its cuisine, such as bouillon cubes.

#### ➤ Uganda

Local recipes were adjusted to reduce the quantity of cooking oil. Furthermore, the awareness of employees was raised on the importance of including fruit and vegetables in their diets, as well as of reducing their consumption of animal-derived proteins.

#### ➤ French Polynesia

Since its creation, the Polynesian subsidiary has implemented numerous measures to improve its clients' well-being by providing healthy food, one of which was the implementation of an awareness-raising campaign on dietary balance.

In the company's cafeterias, a specialized dietician's assistant provides information to employees on the composition of a balanced meal when they choose their food. She also provides advice to consumers in accordance with the composition of their tray. Communication materials with information on food groups are distributed: each group has a color code that is also set out in front of each dish.

#### ➤ Oman

On the Vale site in the Sultanate of Oman, a healthy meal option is proposed. It includes a sugar-free soda, products with low animal-derived fat and milk product content, as well as vegetables and grilled white meat.

#### ➤ Spain

In July 2014, Newrest Spain celebrated the Newrest Canarias' First Technical Days on Nutrition in Schools with the organization of exhibits, roundtables and working groups in which experts from Newrest and its clients were able to meet, train, collect information and hold discussions.

All of the participants were highly motivated during these Days, which, with regard to processes related to the municipal sector, were prepared with Newrest Morocco's teams.

#### ➤ Tunisia

On November 14, 2013, World Diabetes Day, Newrest Catering in Tunisia organized a breakfast at the head office of Attijari Bank in Tunis. A healthy meal was served in the presence of our team of nutritionists in order to inform and educate the bank's employees on this subject. Awareness-raising flyers were also distributed to provide guests with information on diabetes and the various stages of this disease.





# Corruption

## 1. Corruption

### ↗ Group

Regardless of the country involved, Newrest Group employees must maintain commercial relations based on transparency and honesty. This requirement also applies to our suppliers and clients; underhanded competition is frowned upon.

Newrest Group employees are formally prohibited from giving gifts or money to clients or officials in order to win contracts. Additionally, Newrest employees refuse any gift offered by suppliers that are certified or seeking certification in order to obtain a deal or lower prices.

All forms of pressure or bribery towards sanitation inspection personnel in order to have them ignore certain failures to meet hygiene standards are unacceptable.

All rules apply regardless of the country, whether corruption is common or not.

The Newrest Group has implemented strict procedures to identify at-risk persons (purchasing managers, sales managers). Employees are monitored by country managers, zone managers and internal audits, who control the figures for each country every month and verify procedures during their regular visits to different countries.

A global anti-corruption policy has been drafted and translated into the three main working languages.

### ↗ Mexico

Despite widespread corruption in the country, Newrest's operations in Cancun are transparent: no employee has given into unfair proposals from suppliers or public officials.

### ↗ The Netherlands

We believe that, “You reap what you sow.” This is a key feature of the company’s management and production processes. Transparency and honesty are essential tools to achieve this goal.

### ↗ Switzerland

No year-end gift is accepted from any supplier and invitations to any event whatsoever from suppliers are politely declined.

### ↗ South Africa

A transparency/non-favoritism policy has been implemented in the company. dnata Newrest maintains this transparency thanks to its open door policy, which allows everyone to express their fears or provide information on practices that do not comply with the anti-corruption policy.

### ↗ Madagascar

Four individuals were trained so as to be able to provide internal training on anti-corruption rules and procedures.

### ↗ Ghana

A zero-tolerance policy regarding corruption, applicable to all stakeholders, was implemented.



## 2. Fair competition

Foul play is unacceptable in any invitation to tender that Newrest Group responds to. Contracts can only be won during normal competition between various participants.

Social dumping or prices that do not conform to market regulations are practices that are not tolerated. Prices are studied independently. No agreements are made with the competition.

Offers proposed for all contracts are evaluated jointly by country, zone and sales managers in the activity corresponding to the invitation to tender. The process of answering and awarding contracts is also closely monitored by the matrix organization.

## 3. Supplier selection

Suppliers are selected by external audit. It is essential that suppliers respect certain rules in order to earn accreditation: product quality, stock management, freshness, transportation system and cold chain integrity. Selections are made based solely on these criteria.

Supplier audit procedures and questionnaires have been established by Newrest and are used in all countries.

For any invitation to tender, each country must obtain a quote from at least three different suppliers. This process must be repeated once every year at a minimum for every family of products purchased. The price is not the only criterion taken into account in the selection - the quality of products also plays a role.

Of course, a contract is drafted locally to ensure a legal tie binds Newrest entities to the suppliers.

### ↗ Panama

A detailed purchasing process has been implemented. Its goal is to ensure that the selection of a supplier matches the product price and quality criteria, thereby avoiding all forms of corruption in the selection process.

### ↗ Croatia

Newrest Dubrovnik selects its suppliers and builds client/supplier relations very carefully. The objective is not just the price and quality, but also the supplier's compliance with QHSE rules, its reputation and honesty. Despite various attempts by suppliers to bribe our team, it has been very loyal and has complied with the principles imposed, and all offers of this type have been refused and management informed immediately.

The purchasing process has been divided into three different phases, each one managed by a distinct individual, so that no one can interfere in the decisions of others. Different individuals manage the processes to select products, negotiate prices, place orders and receive products.

### ↗ Mauritania

All new suppliers are approved by the Director General and Assistant Director General.

### ↗ South Africa

All purchases are renewed via an invitation to tender every three months to ensure we procure products of the highest quality possible at the best price, and also to allow for fair competition between our suppliers and avoid bribes or any other form of corruption.

### ↗ Niger

Our suppliers are selected solely on the basis of criteria related to the quality of products, their price, availability and responsiveness. Purchases must imperatively be approved by three distinct individuals: the country manager, the operations manager and the financial manager.

### ↗ Gabon

The list of approved suppliers of local products was revised further to audits. In 2014, 15 local suppliers of products with whom Newrest Gabon had been working were removed from the list, and only four were retained.

### ↗ Angola

In 2014, a new team took over the purchasing department. Their first project was to implement a system to improve control over the purchasing process.

Suppliers are now called in and a questionnaire is filled in to better understand their capacity and reliability. During all negotiations on potential reductions, a number of executives are present. Then all the information is included in the contract prepared by the legal department.

### ↗ French Polynesia

Anti-fraud procedures were implemented in the Faa'a production unit. These procedures, related to the processing of invoices, payments, purchases and logistics, are read and signed by all department heads and operators. Random controls take place to verify compliance with these procedures.

### ↗ Philippines

In September 2014, Newrest SOS participated in the Annual Integrity Summit, focused on corruption, as an innovative company. The event was organized by the Business Center in Makati, and was attended by many public and private sector representatives, as well as youth.



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