



**be the  
change**  
*by newrest*

Report 2021

Corporate  
Social  
Responsibility





# 0102033

Summary

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3. Our commitments

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NEWrest





# 0102033

Summary

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# 010203

Summary

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... FOR THE PLANET

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# 01

# Introduction

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





# Joint interview

**Olivier Sadran**  
Co-president

**Jonathan Stent-Torriani**  
Co-president

**Aurélie Gueguen**  
COO  
MOAA Division

**Olivier Laurac**  
COO  
EA Division

"The Corporate Social Responsibility (CSR) is intrinsic to who we are, it guides our strategic decisions."

**You created the CSR department in September 2020, would you say that the Covid-19 crisis acted as a decision accelerator?**

**OS.** The health crisis has accelerated our digital, environmental and social transition. We had to adapt to new codes and we actually had to formalise our CSR approach. Our CSR charter was published in November 2020. It is the fruit of our collective reflection and it is today carried by a department dedicated to its global influence.

Our societal involvement and sustainable initiatives existed long before the creation of this department, they are part of our DNA. The creation of a CSR department also makes it possible to highlight and share the initiatives of our employees.

**How is CSR practically integrated at Newrest?**

**AG.** We have built our CSR commitment around 9 social and environmental pillars. These are now part of the daily lives of our 29,000 employees.

Practically, CSR at Newrest is above all linked with employee shareholding, 95% of the Group's capital is owned by 400 executives.

We look above all for small victories, measurable, observable and in line with our businesses.

We wish to project ourselves into initiatives in accordance with the reality of our ecosystem, and play an active part in its evolution. Here are some examples:

- Sorting of our waste and recycling of our bio-waste
- The policy of donation and the fight against waste
- The modelling of our units to reduce our carbon impact
- Digital tools that help us raise the awareness of our employees and our clients
- The transition to zero plastic in our own way.

**Why are sustainability aspects important in your industry?**

**OL.** We serve over 2,000,000 meals a day. The impact that we have on the health of consumers and on their daily enjoyment is important. Raising awareness among our guests, our clients and our employees and through them, their families, is a structuring element

of the change towards which our companies must go in order to be more sustainable.

The overhaul of our supply chains, our purchasing books and modes of consumption will define the out-of-home catering market of tomorrow.

We have a role to play and we must move forward together with the other market players.

**Are you confident about the achievement of the 2025 objectives that you set through the be the change charter?**

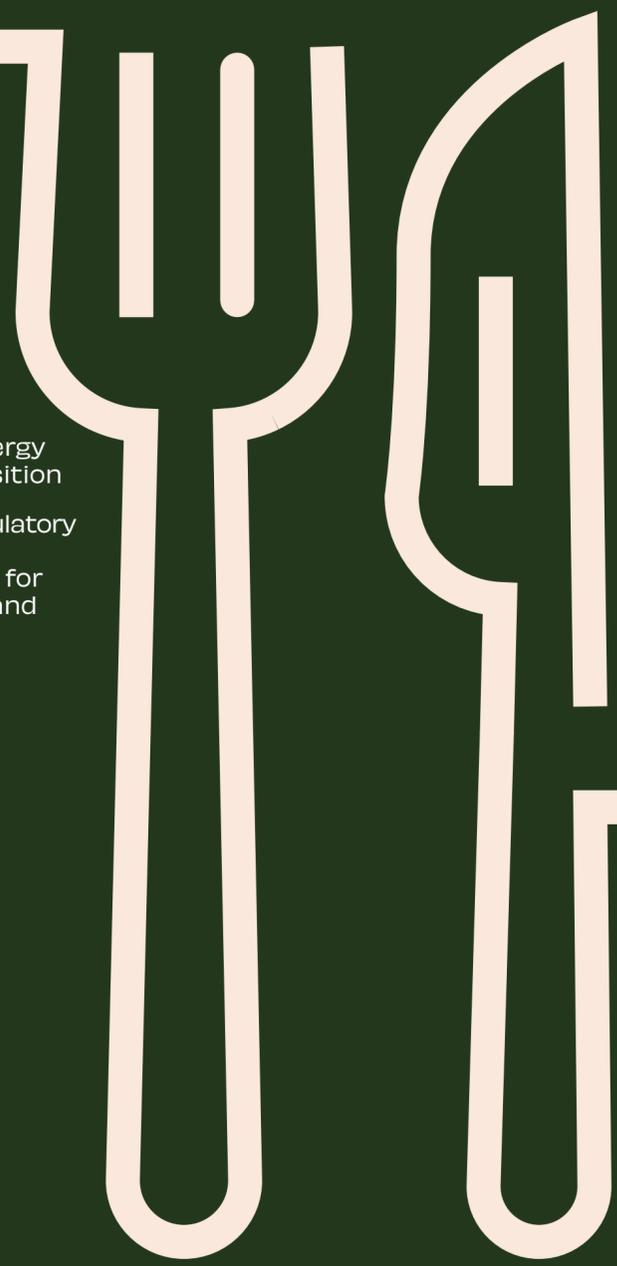
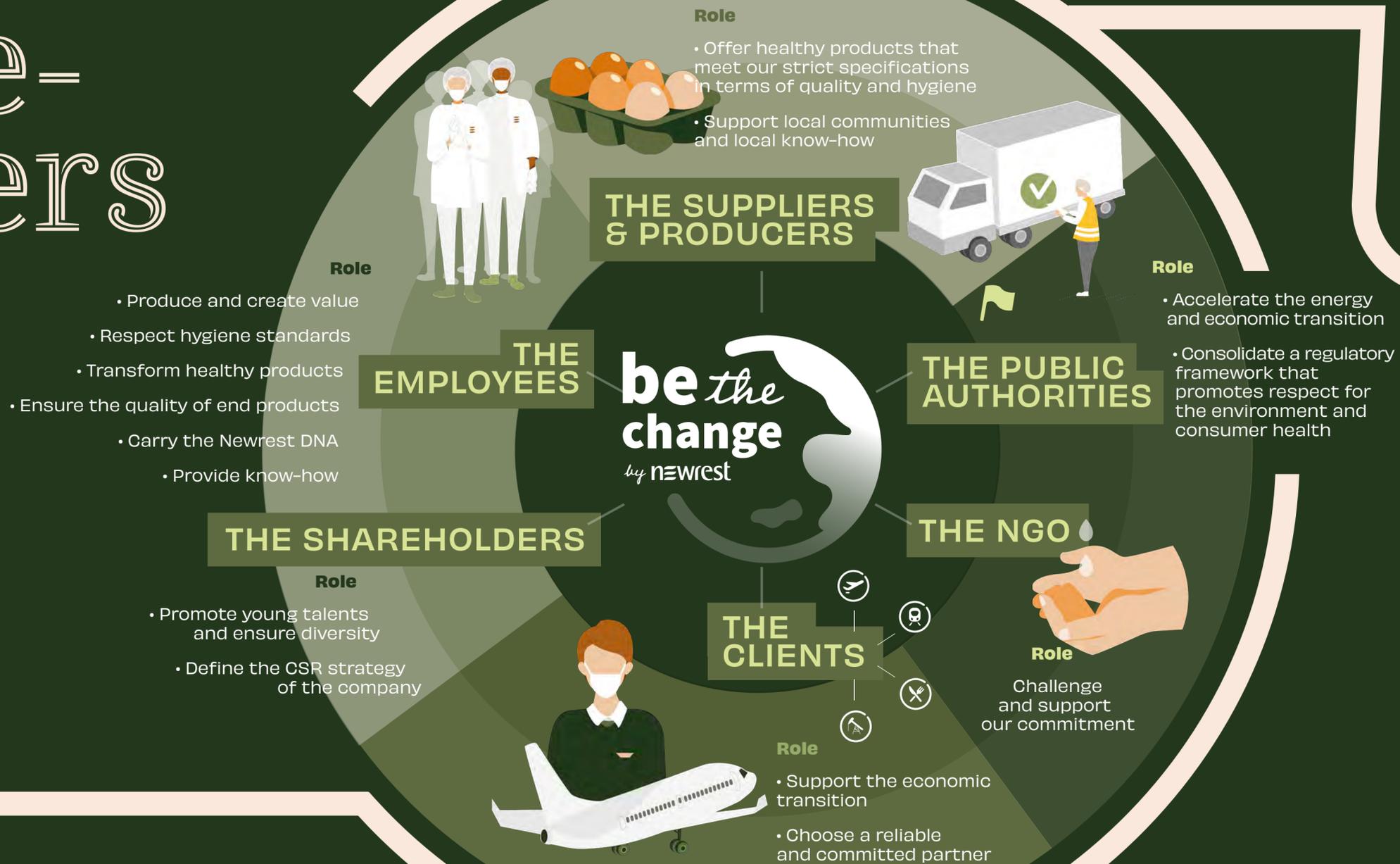
**JST.** We set ourselves clear objectives, which we could qualify as ambitious, that's true, but we are moving forward in the right direction, measuring step by step the results in order to reach them. All of our stakeholders - the associations and the administrations in particular - help us maintain an achievable course. We are not alone in this transition and the entire Newrest team is involved. I am confident that we will achieve these objectives, we are giving ourselves the means to do so.

# 02

# Stakeholders



# Our Stakeholders



# 03

## Our Commitments



Following our materiality analysis, we are focusing our efforts on 9 distinct issues.

# Commitments towards our staff



# 9 pillars

# Commitments for the planet



# 6 pillars

Commitments  
for the  
**planet**



Objective 2025

+ 10% per year  
volume of bio-waste  
**recycled**  
recycled  
recycled

# Reducing food waste

As a player in the catering business, **food waste** is a major topic on which we have focused our efforts for many years.





# Reducing food waste

**We first act upstream to ensure better optimisation of stocks and production.** We assess our losses in raw and finished products via our internal management tool, **Winrest**. This enables us to obtain key information to target practical actions to fight against food waste.

Downstream, we work with various partners around the world to **add value to our unsold products** such as the **Banque Alimentaire (French food bank)** and **Too Good To Go**.

Our intention is that all the countries of the Group identify simple and pragmatic actions to reduce food waste to be an actor of change, each in their own way.

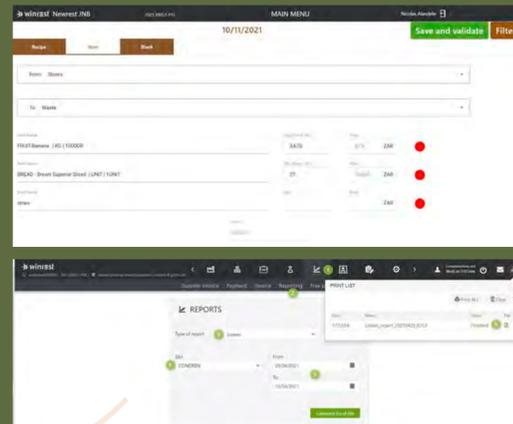
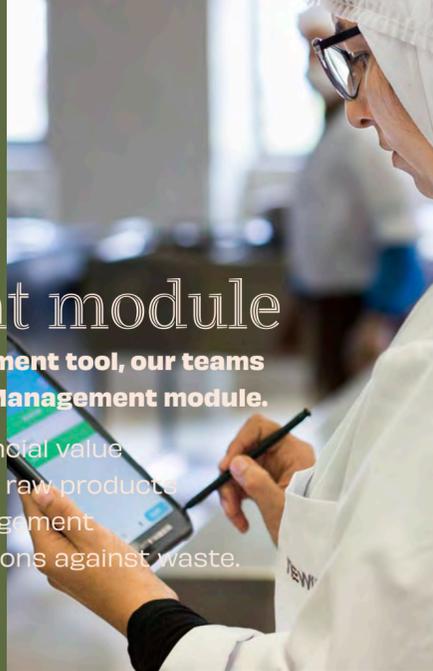
**2,124**  
MEALS SAVED  
THANKS TO OUR  
COLLABORATION WITH  
**TOO GOOD TO GO**  
(FRANCE AND SPAIN)  
THIS YEAR

## A GROUP TOOL

# The Waste Management module

**Within our Winrest management tool, our teams have developed the Waste Management module.**

It enables to obtain the financial value of the losses of finished and raw products to improve production management and implement practical actions against waste.



Calgary, Canada



Condren, France



NGO Vinzi, Austria



Noumea, New Caledonia

## Global & local scale initiatives

### FRANCE

**La Banque Alimentaire** - Collaboration with this organisation for the collection and distribution of its unsold products to people in need.

**Atypical** - Collaboration with this company for the purchase of products from organic farming at advantageous prices because they are downgraded products.

### AROUND THE WORLD

**Food donations** - Partnership with various food donation organisations: *UK City Harvest* in the United Kingdom, *NGO Vinzi* in Austria and many others.

**Save'Eat** - Internal solution developed by our teams to enable guests to buy the unsold items of the day at an advantageous price.



# Imposing selective sorting

Selective sorting within our operations is a critical area that we have started to tackle through **the certification of some of our countries to the ISO 14001 standard.**

Objective 2025

**+ 15%**

per year of total volume of **recycled waste**

recycled  
recycled  
recycled





# Imposing selective sorting

**18.2%**  
OF BIO-WASTE  
RECYCLED IN 2021

**The integration of this topic as a pillar of our CSR charter has enabled us to raise awareness across employees around the world to the need to reduce and recycle waste.**

This work has also encouraged many employees to think outside the box to create new value chains, in particular when recycling facilities are not present in their countries. For example, bio-waste generated in several units are transformed into compost or simply given to local communities for different uses. Our goal is to increase the recycling of our waste by 15% per year until 2025.

MEETING WITH



## Rukayat Oshinowo Sorting in Nigeria

**Who are you and what is your position at Newrest?**

My name is Rukayat Oshinowo, I have been the Logistics and CSR Manager of Newrest in Nigeria since November 2019.

**Tell us about your zero waste Inflight Unit project?**

I first noticed that we were facing many challenges, especially in terms of CSR, before I put forward an action plan that was accepted by the Managing Director of Newrest Nigeria, who is very involved in CSR himself.

We already had bins available in the unit. We therefore used them to set up the selective sorting of our waste. At the same time, I contacted several organisations to handle the recycling.

We collected 30 tons of waste (plastics, paper, cardboard) and above all, we reduced our waste management costs.

Our challenge in 2022 is to recycle our bio-waste to achieve our unit's objective of *recycling 100% of its waste*.

**A word to encourage other employees to achieve what you have done?**

Go ahead, go for it!

### Get started and own this change!

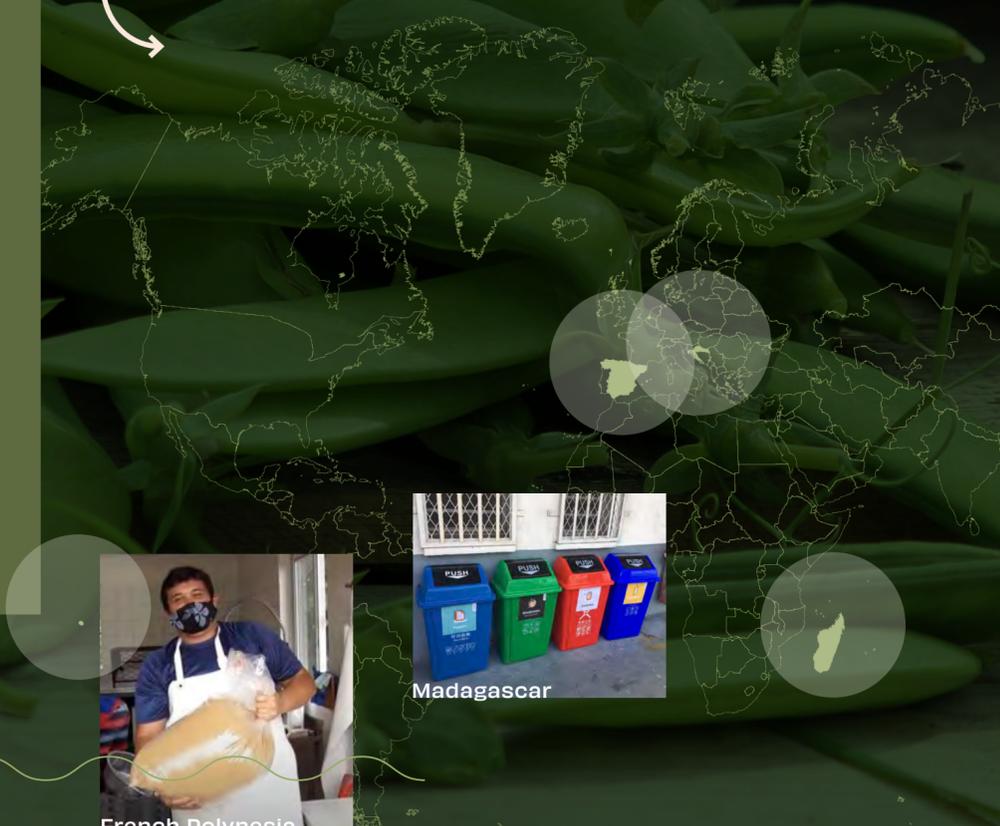
## Global & local scale initiatives

**SPAIN** Recycling and reusing cooking oils.

**CROATIA** Sorting and processing of bio-waste using a biodigester.

**FRENCH POLYNESIA** Sorting and recycling of bio-waste as natural fertiliser.

**MADAGASCAR** Setting up sorting bins.





In France, unsold food that could not be recycled and **other bio-waste is transformed into compost thanks to a strong partnership with *Les Alchimistes*.**



MEETING WITH

# Mathieu Theurial Les Alchimistes

Who are you?

Les Alchimistes is a French socially conscious company (ESUS) working in the collection and composting of urban food waste locally.

## We use food waste as compost to create fertile soils.

With the composting of food waste, we create a virtuous cycle for more sustainable ecosystems and return precious nutrients back to the earth.

How are you supporting Newrest in upgrading its bio-waste?

Our collaboration with Newrest began with a thorough inventory of Newrest sites in France, a precise diagnosis and adapted recommendations. We opted for a collection service and a transformation of bio-waste as close as possible to the sites.

After a conclusive test on an inflight catering site and a catering retiree licensed in Toulouse, we set up this service in the 8 territories where we are present.

We offer practical support to Newrest through:

- personalised volume calculations of bio-waste,
- technical studies,
- precise recommendations (number of collections, bins, etc.),
- internal communication tools (signage, monthly reports, monitoring platform) and external, as well as on-site team training,
- legal monitoring of the management of bio-waste and the regulations.

We have co-built with Newrest a real national solution for the management of bio-waste which materialised with the signing in 2021 of a framework agreement. This partnership works very well and is expanding rapidly. Our objective is to go further with Newrest by supporting it in 15 French territories in 2022.

What are the practical results of this recycling?

- Thanks to this collaboration, we have:
- recycled 46,904 kg of bio-waste,
  - generated 8,443 kg of compost,
  - avoided 18,761 kg of CO<sub>2</sub> emissions.

Mathieu Theurial - President Co-Founder of Alchimistes Occiterra.

LES ALCHIMISTES IN FRANCE IN 2021:

**46,904 KG**  
OF BIOWASTE RECYCLED

**8,443 KG**  
OF COMPOST GENERATED



**18,761 KG**  
OF CO2 EMISSIONS AVOIDED



Objective 2025

100%

of egg products purchased must come from **alternative farms** to the cage alternative farms

# Promoting local and responsible purchasing

The involvement of our clients as well as the emergence of new government requirements encouraged our teams to move towards new national sources of supply and to develop structuring projects for local economies. **A virtuous approach that contributes to the development of sustainable agriculture in the countries where we operate.**





**100%**  
OF CHICKENS PURCHASED  
IN OUR EUROPEAN  
COUNTRIES MUST RESPECT  
THE EUROPEAN CHICKEN  
COMMITMENT BY 2025

**GABON AND CAMEROON**

## Partnership with La clé des champs & ASL

**Newrest collaborates with the company La Clé des Champs in Gabon to obtain eggs (from non-caged hens) and fruits & vegetables that are fresh and local.**

It is a central purchasing agency that supports and participates in the structuring of local sectors.

Based on the same model, we work hand in hand with ASL, a company based in Cameroon that offers fruits and vegetables from farmers in the region.



Gabon



## Global & local scale initiatives

**FRENCH POLYNESIA** Willingness to include the production of fruits and vegetables from employees in the purchasing.

**COLOMBIA** Commercial agreement between Corpagolfo and Newrest to source fresh and local fish.

**CROATIA** Collaboration with a nearby agricultural cooperative of the unit.

**NIGERIA** Creation of an ecological farm close to our unit in collaboration with a specialised organisation to buy more local vegetables and promote healthy diets, which are important to Nigerians.



Nigeria



# Promoting local & responsible purchasing

**53.6%**  
OF PRODUCTS PURCHASED  
ARE NATIONAL PRODUCTS

**23.5%**  
OF EGG PRODUCTS  
COME FROM ALTERNATIVE  
BREEDING METHODS  
TO THE CAGE

**In 2021 we achieved one of our commitments: since 1<sup>st</sup> January, no Group subsidiary has purchased any endangered fish** (list defined in 2021).

These species are no longer cooked by our chefs. This is the result of raising the awareness of our clients and of our suppliers so that this process evolves over time, with the list of protected fish changing every year.

[→ Full details on our website](#)



# Focus on Plympton Farm in Guyana

Project selected for the internal competition Green Superheroes

[→ Details](#)



## MEETING WITH

### Antoine Morillon

#### Who are you and what is your position at Newrest?

I am Antoine Morillon, General Manager of Newrest in Guyana. I joined the Group in 2018 following a contract being awarded to the company SBM.

#### How did the collaboration with Plympton Farms start?

We met with the CFBD - Center for Global Development. Thanks to them, we got to know the people in charge of Plympton farms, who have the know-how to grow many products in hydroponics.

We asked our client SBM to finance this project which is fully in line with their CSR approach.



#### What does this project consist of? What are the practical results?

The project consists of producing locally and hydroponically fruits and vegetables which are imported into Guyana.

Our goal is to reduce by 30% our annual volume of imports for this product category.

#### What is the social impact of this project?

To ensure the sustainability of this project, we wanted to create economic opportunities for remote communities of the Highway to Linden region as well as develop a value chain that directly involves them (source of stable income, acquisition of specific agricultural know-how).



**GOAL: REDUCE BY**  
**-30%**  
**THE ANNUAL VOLUME OF IMPORTS**



# Reducing greenhouse gases

**Newrest has started its energy transition thanks to practical actions** that involve all of our countries and our employees. All our production sites use LED technology for example to reduce their electricity consumption.

Objective 2025

**-10%  
impact**  
impact  
impact



100%

OF OUR LIGHTS WILL USE LED TECHNOLOGY





# Reducing greenhouse gases

**78%**  
OF LIGHTING  
IN OUR UNITS  
ARE LEDS

**Our group's QHSE team has been trained in audits and plans to carry out energy audits in all of our countries where this has not yet been achieved.**

This first step gives us a clear and practical roadmap for the actions to be prioritised to improve our energy performance on directly owned production sites. We also support our clients with infrastructures that do not belong to us, towards more energy efficiency.

The ongoing construction of numerous units dedicated to airline catering allows us to apply the solutions that we have identified to reduce our carbon impact. The most significant actions will become essentials for our future units.

Laos



**LAOS**

## Vehicles & electric tuk tuks

**Newrest Laos has been committed to using electric vehicles and tuk tuks since 2017 for its operations at Residential Villages.**

Their batteries are also 100% recycled with client support.

## Global & local scale initiatives

**FRANCE**

**Route optimisation** - Removal of 2 routes and reduction in diesel consumption thanks to the implementation of route optimisation software and a vehicle geolocation tool.



Laos



Objective 2025

**-50%**  
plastic  
**non recyclable**  
in our production sites

# Committing to the zero plastic transition

**In our context, reducing single-use plastic requires the involvement of our clients.**  
The economic stakes must be in line with the type of service that they want.





28% OF PRODUCTS WITHOUT PLASTIC PACKAGING (PRIMARY)

# Committing to the zero plastic transition

In order for all employees to understand the collective effort to be made, the Newrest group has decided to no longer make any cups, stirrers and disposable plastic bottles available to its employees. **Target that was reached in 2021.**

The purchasing departments of our subsidiaries around the world have improved their skills to be able to offer coherent solutions to our clients and to work with our suppliers to develop food delivery methods that limit the use of plastic. We remember from last year the dynamism of the packaging sector which gave us a glimpse of a significant change in consumption habits, even within territories where the legislation is not restrictive.

## WHICH CLIENT USES SUCH PACKAGING?



### Diana Castillo Mexico - cardboard lunch box and cutlery from avocado seeds

#### Who are you and what is your position at Newrest?

My name is Diana Castillo, I work in the HR department and my colleague Dora Luna works in the OHSE department.

#### Can you give us more information on your plastic-free packaging project?

We wish to promote the zero plastic policy for Newrest Mexico clients in order to reduce our environmental impact. To do so, we have replaced plastic cutlery with biodegradable cutlery created from avocado seeds and plastic trays with boxes made from biodegradable vegetable cellulose.

#### What are the results of this project?

We have reduced the volume of single-use plastic packaging products by more than 60% thanks to this initiative with 2 clients of the Inflight activity: *Southwest* and *World2fly*.

## Spain - Vueling goes plastic-free

We supported Vueling in the elimination of all plastic cups, cutlery and coffee stirrers on planes, replacing them with sustainable alternatives made from wood or recycled paper. In total, over 5 million cups, 1 million coffee stirrers and 200,000 plastic cutlery were removed. Plastic has also been eliminated from the plastic packaging of crew meal trays.

## Global & local scale initiatives

### MOROCCO

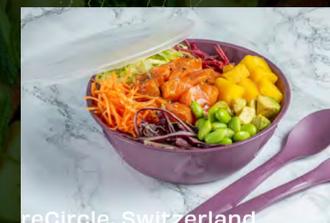
**Water fountains** - replacement of plastic bottles by water fountains in 13 schools. **Elimination of 1 million plastic bottles** in one school year.

### SWITZERLAND

Returnable containers - Newrest collaborates with the company reCircle, which offers a returnable container service.



Mexico



reCircle, Switzerland

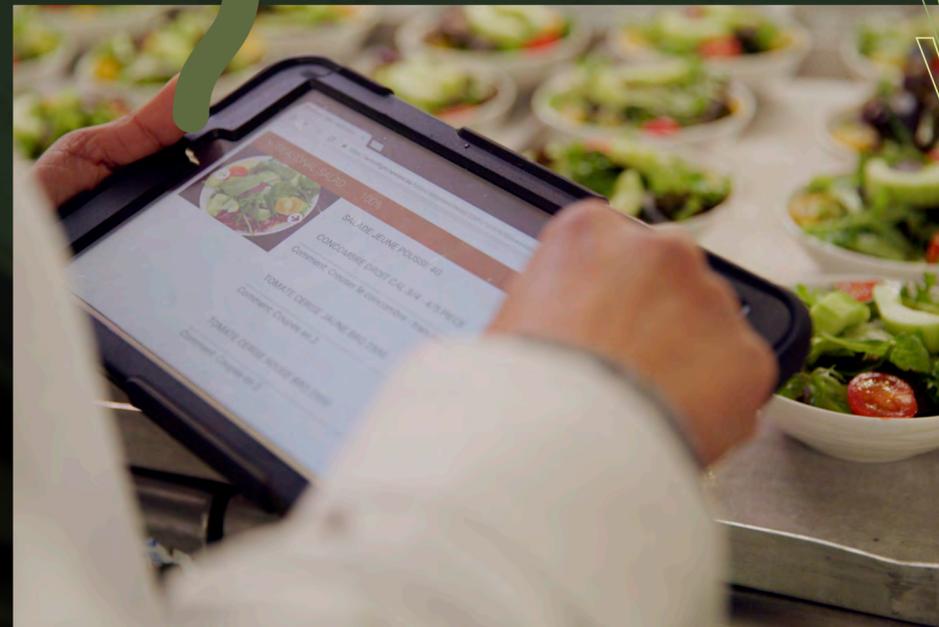


# Adopting the zero-paper policy

Since the publication of our CSR charter, we have implemented a simple action to reduce our paper consumption: **reducing printers, especially at the head offices in our 57 countries.**

Objective 2025

**-50%**  
of paper volume





# Adopting the zero-paper policy

**16**  
COUNTRIES HAVE  
DIGITISED AT LEAST 50%  
OF THEIR PURCHASE-  
RECEPTION-INVENTORY  
PROCESS

**15**  
COUNTRIES HAVE  
DIGITISED 100%  
OF THE HACCP PROCESS

Within our operations, once we digitise the purchase-reception process we start to implement **the concept of EDI** (Electronic Data Interchange) with those suppliers who make it possible to do so. This solution comes in addition to the ever stronger integration that we want with our clients.

A large-scale project was launched in early 2020: the digitalisation of our HACCP records. This is a very paper-consuming activity since there are at least **8 control points** in our production process (from receipt of raw materials to consumption of products), and this affects all our operational sites without exception. Since March 2021, several of our countries have totally completed this digitalisation; **we estimate that over 80% of our sites will be fully digital before the end of the first half of 2022.**



## TESTIMONIAL - THE CONCEPT OF EDI

### Christophe Bajon

#### What was the main stake of the deployment of the computerised data exchange at Newrest?

Our main ambition was to connect our internal Winrest system to our suppliers in order to automate the exchange of information and thus reduce the use of paper documents.

#### What were the main benefits?

This enabled us to make the communication with our suppliers secure by linking our systems (and thus avoiding the risk of loss or alteration of information) while saving processing time, in particular for invoicing and reducing paper exchanges especially for invoices.

## TESTIMONIAL - DIGITISATION OF OUR HACCP PROCESS WITH WINREST

### Samia Hamdouch HSE Morocco

The digitisation of our HACCP (Hazard Analysis and Critical Control Point) procedure has greatly contributed to reducing our use of paper. In the past we had to print many documents to assess and control critical points throughout the production chain. This procedure is now carried out entirely via our internal management tool.

## Global & local scale initiatives

### FRANCE

**Reduction in the number of printers** - Elimination of half of the printers on the Newrest Orly site and development of the use of tablets for many procedures initially on paper.

### GROUP

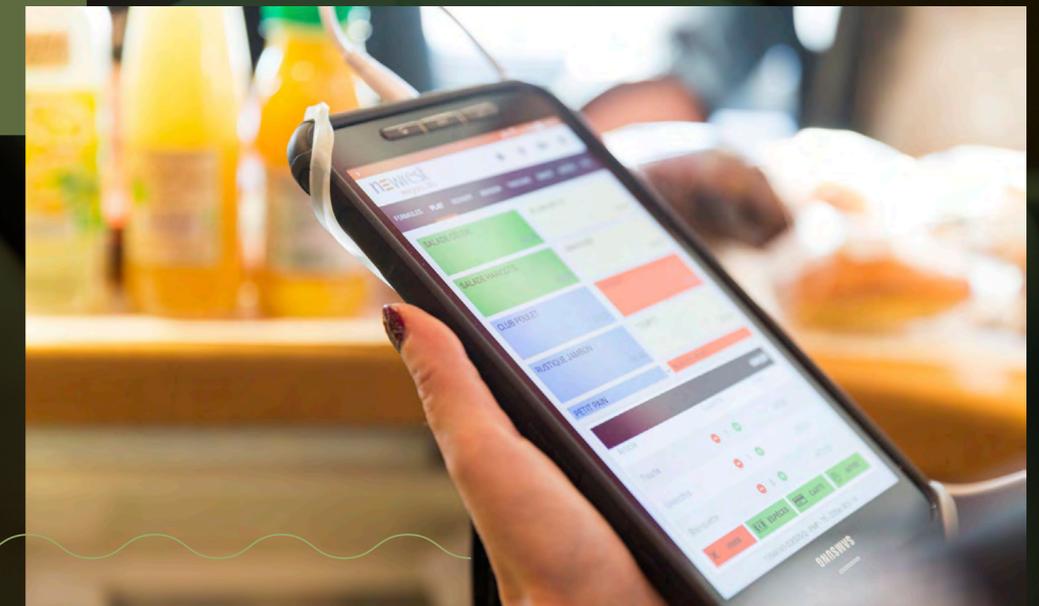
We offer our clients **solutions that are 100% digital** adapted to their needs and to market requirements. Our responses to calls for tenders are also sent digitally.

**The Business cards** of our employees are now accessible online directly via our Connect'Eat application to eliminate all printing of business cards on paper.

Out off all the sites that use the Display Eat app, 83% display their menus on an app or screen. Our ambition is to increase this ratio by 2025 to **reduce menu printing.**

### UNITED STATES & FRANCE

None of the **digital pay slips** of Newrest employees are printed and all are available online and therefore accessible at any time and place.





# Focus on the Newrest Planet Pack

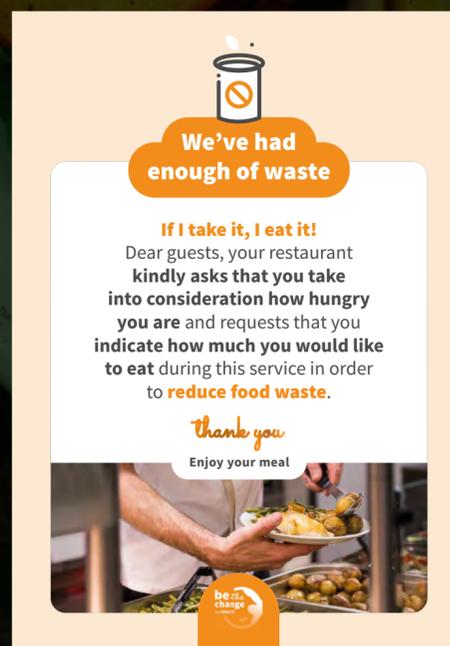
This pack offers a large number of small actions to be implemented across our collective catering sites to improve the environmental impact of our activities. Several tools are available to raise awareness and mobilise guests around fundamental CSR topics such as food waste or waste sorting.



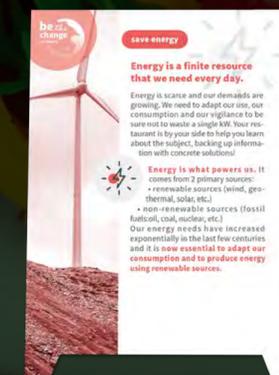
Catalog bringing together all the available tools

### Some examples:

Cards → Acting together 82 eco-gestures to control one's consumption.



← Poster Combating food waste Prevention against food waste in restaurants.



←Table easel Save energies Prevention on our daily energy use as individuals.

# Commitments towards our staff

Everyday ethics



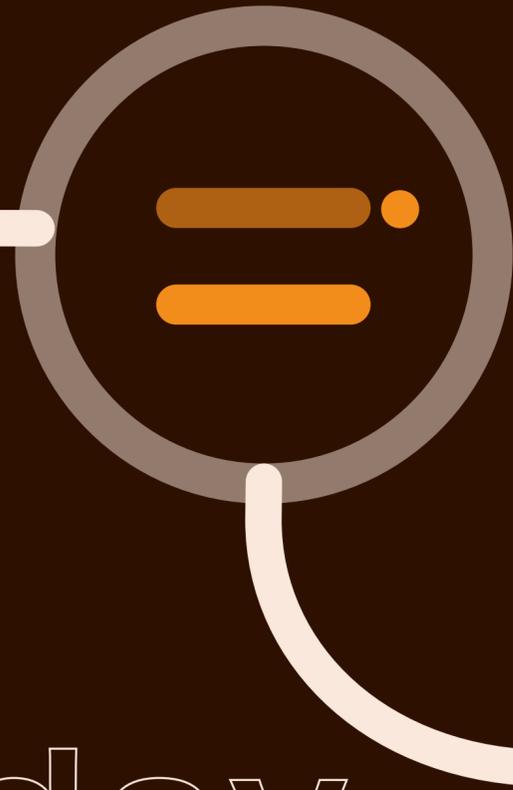
Talents and diversity



Managerial innovation



# 3 pillars



# Everyday ethics

Present in 57 countries, Newrest has developed for 15 years in **line with its commitment to UN Global Compact**. This approach is now reinforced through its CSR charter which contributes to the achievement of the sustainable development objectives goals (SDGs).

0 child labour tolerance

in our production units  
around the world





# Everyday ethics

Despite the health challenges we are experiencing, many initiatives **promoting well-being at work**, as well as communities in need have been developed or kept.

In the United States, the CARES program promotes respect and the professional development of our employees. In Peru, a committee against sexual harassment has been created. **All these initiatives bring together teams and make them aware of respecting others.**

Occupational health and safety is everyone's responsibility. In New Caledonia, our Safety Ambassadors program has become a benchmark for the Group. The creation of a safety culture through better communication, putting forward talent and the empowerment of employees have generated a significant reduction in accidents.

## SERVIHOTELES FOUNDATION



### Arlet Piret HR Director Colombia

#### What is it all about?

The foundation was created in 2011 to develop social programs like the **Vivenda a tu alcance** program which supports and accompanies employees in the management of their administrative procedures to acquire housing or carry out renovations.

#### What is the social impact of this project?

Over 100 employees have benefited from grants given by the Foundation since its creation. This support has contributed to the well-being and the improvement of the quality of community life.



Morocco

## Global & local scale initiatives

### AUSTRIA

**Lebenshilfe Association** - In collaboration with the Lebenshilfe Association, we welcome people with disabilities every week to our premises to help us prepare welcome baskets for night train passengers.

### MADAGASCAR

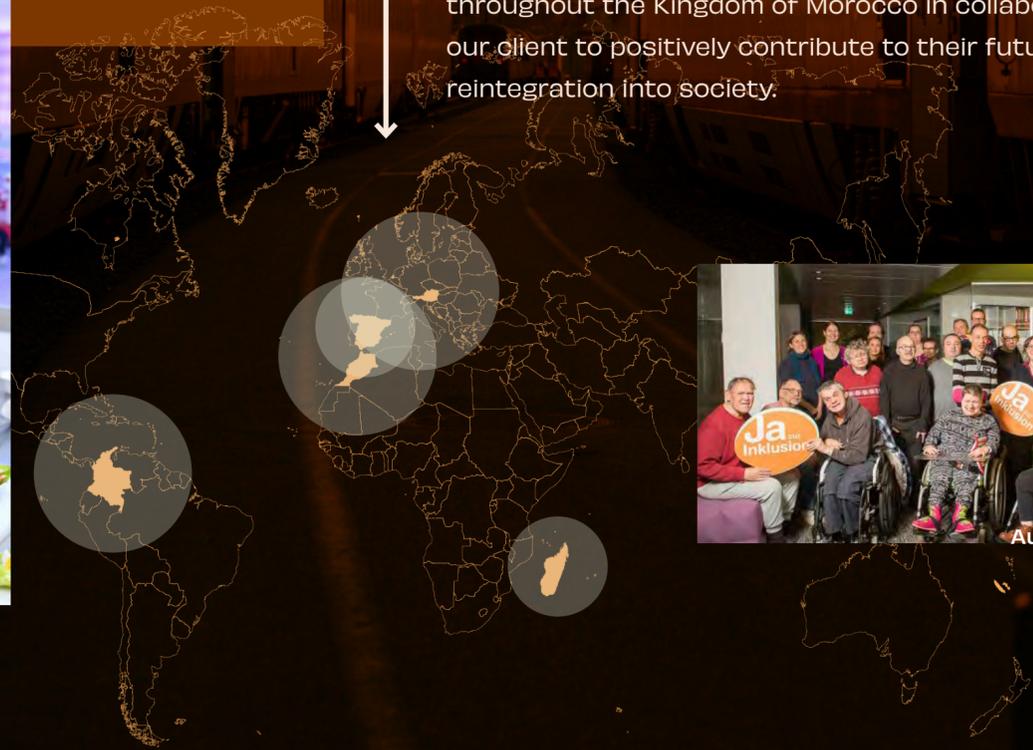
#### Support from the NGO *Entendre le Monde*

Intervention in developing countries to treat hearing problems and ear tumours.

### MOROCCO

#### Master Chef for prisoners

Setting up a cooking competition between inmates throughout the Kingdom of Morocco in collaboration with our client to positively contribute to their future reintegration into society.



Austria



Objective 2025

amplify our  
mobility policy  
to ensure development  
of our skills



# Talents & diversity

The evolution of our managerial organisation during the year 2021 has encouraged internal promotion. This was made possible through the **loyalty of our employees and to the attention given to the development of each** of them to the 4 business lines of the Group.





**Dominique Doupa Mve**

Master in Project Management and Sustainable Management

**QHSE Assistant in the QHSE department of Newrest Gabon**



**Marie Laennec**

Degree in Hospitality and Catering From New Caledonia

**Manager in the Accommodation department of Newrest New Caledonia**



**Benoît Geckeler**

Former paratrooper in the army Bachelor *Catering Manager* at the Ferrandi School

**Project Manager for Newrest Laos**

# Talents and diversity

This reorganisation supported mobility within the company despite the difficulties of intercontinental movements. The graduate program is always a reliable foundation for training tomorrow's leaders and is steadily expanding within the countries. **80% of the trainees have now joined the Group and are participating in the Newrest Adventure.**

## What do you appreciate most about Newrest?

**ML.** Newrest Nouvelle-Calédonie gave me the opportunity to **access a position of responsibility** from the start of my career. I learn and I grow every day within a team that is united and always listening.

**DDM.** Newrest Gabon is a company with a lot of young talents. I particularly appreciate the **trust** our managers place in us by entrusting us with the execution of tasks requiring a high level of responsibility. That's not the case in all companies.

**BG.** **Team spirit**, the **diversity of missions** and projects as well as the **autonomy** I enjoy.

## Your working environment in a nutshell

**ML.** **Exciting and dynamic** every day is a new challenge to take up, you never get bored on the Goro New Caledonia site.

**DDM.** I work in an environment that's characterised by a **strong team spirit**, which enables us to be more efficient and versatile, and this is all in a friendly atmosphere.

**BG.** **Caring**

**76**  
YOUNG TALENTS  
JOINED OUR TEAMS  
THIS YEAR

**25**  
PARTNERSHIPS  
WITH SCHOOLS



## Focus on internal competition

# Green Superheroes

which aimed to reward and **promote CSR initiatives** implemented by employees, served as a talent scout and sounding board for teams **around the world.**

### Employee Prize



#### "Te mana no te natura" project

Collection and processing of bio-waste to bio-fertiliser. → French Polynesia



#### The Plympton Farm

Guyana  
→ Focus



#### Project supporting local populations

Collaboration with local communities and promotion of local products  
→ Gabon



#### "reCIRCLONS !"

Use of reusable containers to reduce the use of single-use plastic packaging.  
→ Switzerland



#### Be the Change, Blossom the Seed

Promotion of local products and Tunisian ancestral know-how. → Tunisia

### Jury Prize



#### "Balance Ton Pot" project

Creation of a sorting table made from 100% recovered materials to raise awareness amongst the guests to the challenges of selective sorting and of food waste. → France



#### Recycle

Using bicycles rather than cars, aim: 20,000 km! → France



#### Waste to wealth

Implementation of selective sorting on site  
→ Nigeria



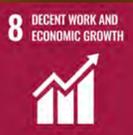
# Managerial innovation

The growth of our activities in the United States was made possible thanks to the **development of a platform** for providing business know-how.

## Objective 2025

**deploy** all the IT and digital solutions tailored to our strategic challenges, meeting our requirement to understand, inform, act **together**

together  
together  
together





# Managerial innovation

Combined with a strong mentoring policy, the successful opening of the Atlanta unit is a credit to the American teams.

**This example of sharing know-how** and mentoring is a reflection of the company.

In addition to sharing the company's capital (95% of the capital belongs to the employees), the provision of **educational material** necessary for individual and collective development is a historic vision.



## FOCUS ON

### USA training site

Since 1st January 2021, all Newrest USA employees can follow training courses through a new online platform accessible from a computer, tablet or phone.

Anyone can register to a multitude of sessions to be trained in different areas such as food safety or customer service through the HACCP procedure for example.

Each program consists of several sections offering educational photos and videos as well as quick tests in order to assess the employees' knowledge on the subject.

We want to give all our employees the opportunity to develop their individual skills to enable them to use them collectively every day.

## GROUP

**Easymovie** - We use this solution to create videos to support, inform and train our employees on a daily basis.

The training tools are in particular available directly within our digital tools (like our ERP - Winrest). Content production is now facilitated by the provision of video support construction solutions in order to make information consumption more fun.

From this common base, the employees of the Group have been a great source of innovation to cope with the structural changes generated by the Covid-19 pandemic.



# be *the* change

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