



mademoiselle
DESSERTS
• IN LOVE WITH PATISSERIE •

**CORPORATE SOCIAL RESPONSIBILITY
AND SUSTAINABILITY REPORT
2016**





COMMUNICATION ON
PROGRESS

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

We welcome feedback on its contents.

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INTERVIEW WITH THE CHAIRMAN



How is Mademoiselle Desserts going a year after the creation of the new name?

All the sites now have the same name, which means we are making it possible to bring the teams together around a common identity and streamline external communication. This name has instantly become a market leader and has been accepted by our customers without difficulties, because, aside from our development, they see that our passion and character remain intact!!

In 2016, Mademoiselle Desserts bought two foreign businesses, built two factories in England and generated 6% growth in France in a very difficult market.

So it was a very good year!

How has consumer behaviour developed over the last few years?

The baking shows on television create a buzz, but the market for fresh pastries in France is static and has even fallen a little over the last few years. Meanwhile, consumption habits and manufacturing methods are changing. In addition, there has been a tremendous development in restrictive preferences : "Home-made", allergen labelling or nutritional values and the trends towards "made in France" and "locavores". Consumers eat less, but more often. Snacking, for example. They think about their health and budget but they want to carry on enjoying themselves. Sales of British and American type products – muffins, cookies, cheesecakes, etc. – are developing strongly. Ideas of natural or "clean label" products, including reductions in additives, are developing, along with "-free" products, such as gluten-free, for example. The act of purchasing is becoming a responsible one, with seasonal products and the fight against waste. We are known and recognised for having the most natural products and the cleanest label on the market. We still make everything ourselves. We almost exclusively use simple raw materials: butter, sugar, flour, chocolate, etc. and everything is made in-house.

What corporate social responsibility initiatives has your business taken?

We have put together a structured, dynamic CSR approach since 2009. It is based on the principles of ISO 26000. We carry out diagnoses on our sites and the sustainable development manager has a "3D Expert" qualification from AFNOR. Every year we draw up and publish our CSR report. They are all available on our website. Men and women are at the heart of what we do. We have, for example, defined the group's values and drawn up our ethical charter with a representative group of employees. All the sites are committed to an occupational health and safety management approach with an OHSAS 18001 certified site.

We draw up our own Greenhouse Gas Assessments, for example, using regularly updated software allowing us to monitor environmental indicators.

We also have a responsible purchasing approach run by purchasing management and shared both internally and with suppliers and providers. We meet our main suppliers at the sites to discuss our sustainable development approach, particularly our responsible purchasing actions: our charter, our policy and the CSR assessment of our suppliers and providers.

Our approach is recognised by others; we participate in business collectives (3D with Coop de France, the Altère network, ANIA, etc.) and inter-business exchange workshops. Above all, our CSR approach is a factor for integrating the companies we purchase and creating a common culture in a business that is developing strongly, particularly internationally.

Didier Boudy

GOVERNANCE AND CSR: STRATEGIC APPLICATION

Since November 2013, Equistone Partners Europe has been the majority shareholder in Mademoiselle Desserts. Azulis Capital and Cerea Partenaire are minority partners. The group chairman, Didier Boudy, reports on strategic actions and CSR to the supervisory board and the shareholders.

The business is run by the COMEX or executive board, now made up of nine members, which meets every month to implement group strategy. In fact, the COMEX recently added Bertrand Dindault, assistant managing director in charge of sales development. Bertrand's mission is to run the group's sales, marketing and R&D activities in France, as well as exports.

The CODIR, or management board, includes the COMEX and the industrial site managers. Its members meet monthly to manage actions and factory performance indicators.

Because results and the way things are done are equally important, sustainable development is at the heart of our business strategy. Every member of the CODIR takes charge of CSR actions related to the seven major issues.

Corporate Social Responsibility is integrated into the strategy. The CSR executive committee consists of 18 people. It is led by Barbara Bosquette, the communication and sustainable development manager. This committee meets twice a year to confirm or set the group CSR objectives, integrate developments and monitor the progress of actions and performance indicators.



BEN MORGAN
FOOD TECHNOLOGIST



BARBARA BOSQUETTE
COMMUNICATION AND SUSTAINABLE DEVELOPMENT MANAGER



MICHAEL WHEELER
HMC BAKERY MANAGER



DIDIER BOUDY
CHIEF EXECUTIVE OFFICER



FRANCK CORLAY
MARKETING AND R&D MANAGER



BERTRAND DINDAULT
FRANCE CHIEF COMMERCIAL OFFICER



PASCAL ROBERT
RENAISON SITE MANAGER



HERVÉ JEANPIERRE
CHIEF FINANCIAL OFFICER



PATRICK LAURANT
PURCHASING MANAGER



GUILAUME MAROULIER
BROONS SITE MANAGER



CHRISTOPHE LARRAUD
FINANCIAL CONTROL MANAGER



CHRISTIAN LESCOT
FRANCE CHIEF OPERATIONS OFFICER



SOPHIE NEY
HUMAN RESOURCES MANAGER



FRANCIS MONEY
VALADE SITE MANAGER



LAURENT SERRES
TECHNICAL AND LOGISTICS MANAGER



STEVE OND-OND
EXPORT SALES MANAGER



OLIVIER ZONTA
FRENCH SALES MANAGER



PATRICE CAMPOURCY
SAINT-RENAN SITE MANAGER



TARGETING SUSTAINABLE DESSERTS BUILDING THE FUTURE TOGETHER

In 2015 we set out our vision for 2018: *Targeting Sustainable Desserts* ; in 2016 we are on track!

- At governance level, a strategy committee has effectively been set up
- The supervisory council has welcomed Nadine Dewasières as a second independent administrator
- We have integrated three companies: one in the Netherlands and two in England
- The group is now following an internationalisation policy, with 45% of group turnover achieved outside France
- We have launched our corporate brand, Mademoiselle Desserts, in B2B
- We have created our Oh Oui! brand in B2C
- We have pursued the launch of responsible purchasing channels

TARGETING SUSTAINABLE DESSERTS

20 COMMITMENTS FOR BUILDING THE FUTURE

STRENGTHENING OUR GOVERNANCE		COMMITMENTS	OUR INDICATORS	2015	2016
Governance	1	To apply good governance practices	To establish and promote a strategic committee	Planned in 2016	Done
			To pursue our commitment to the Global Compact	Done	Done
			To get a woman on to the supervisory board	Planned in 2016	Done
	2	To develop the culture of the business	To integrate acquisitions	HMC	QP and Ministry of Cake
			To ensure the evolution of a highly B2B culture towards a more B2C one	Launch of the new brand	Launch of the new brand

TO ENSURE OUR ECONOMIC SUSTAINABILITY		COMMITMENTS	OUR INDICATORS	2015	2016
Economic sustainability	3	To ensure continuing customer satisfaction	To adapt the French and international sales organisation	Done	Done
			Number of complaints per 100 tonnes of products delivered	1,3 ²	2.52% ²
			Number of crisis management exercises carried out	2 ¹	2 ¹
	4	To develop the extent of our range and the innovations produced	Part of turnover achieved with products launched less than 12 months ago	10,8% ²	15% ²
			Proportion of turnover devoted to R&D	1% ²	1,1% ²
	5	From our industrial base, to develop the group's exports and internationalisation	Share of turnover outside France, following the acquisition and integration policy	27%	45%
	6	To guarantee good, safe, healthy products	Number of products references following a consumer-customer panel	487 ¹	309 ¹
			Number of materials containing GMOs/azo-colorants	0 ²	0 ³
			Proportion of products using hydrogenated vegetable fat	/	12% ¹
			Number of IFS and/or BRC certified production sites	5 out of 6 ²	7 out of 7 ³
			Percentage of suppliers with safety/quality certification	76% ²	81% ²
	7	To keep our systems modern, effective and integrated	Training and implementing group operational excellence standards	Planned in 2016	Carried out for two sites
			Level of investment €M	8 ²	7 ³

1 : Within France 2 : Within France and the UK (HMC+MDC) 3 : Within France, UK (HMC+MDC) and the Netherlands
 The businesses we purchase are not necessarily at the same standard as the group for all criteria. Our indicators can therefore suffer when we integrate them

TO BE A RESPONSIBLE EMPLOYER		COMMITMENTS	OUR INDICATORS	2015	2016
Health and safety	8	To improve health and safety at work protection	Accident frequency and severity rates	CF sites	Frequency: 35% ¹
			Number of sites meeting the OSHAS18001 benchmark	1 ²	1 ³
Ethics	9	Drawing up, publicising and ensuring the application of our ethical charter	Proportion of new workers made aware of the ethical charter	95% ²	96% ²
Training	10	To support career development	Proportion of employees trained	72% ²	51% ²
			Total number of hours' training given	10 327 ²	13 964 ²
Employment	11	To develop our attractiveness	Number of speculative CVs received	In progress	In progress
			Profit-sharing and shareholding plans	Yes	Yes
Industrial relations dialogue	12	To develop industrial relations dialogue	Number of agreements signed	8 ¹	8 ¹
Industrial relations climate	13	To promote a good industrial relations climate	To establish and follow an industrial relations management chart	Planned in 2016	Done
			Number of open dialogue and transparent meetings a year between the chairman and all employees	6 ²	9 ³

TO PRESERVE THE ENVIRONMENT		COMMITMENTS	OUR INDICATORS	2015	2016
Energy	14	To optimise our energy efficiency (electricity and gas)	Gas consumption per tonne of product manufactured	406 KWh/T ²	344 KWh/T ³
			Gas consumption	15 621 514 KWh ²	15 417 275 KWh ³
			Electricity consumption per tonne of product manufactured	888 KWh/T ²	832 KWh/T ³
			Electricity consumption	34 139 127 KWh ²	37 268 576 KWh ³
			Number of tonnes of CO2 equivalent for sites (GHG footprint scope 1 and 2) France	5 929 ¹	7 569 ²
Water	15	To reduce water consumption	Water consumption per tonne of product manufactured	3.76 m ³ /T ²	3.27 m ³ /T ³
			Water consumption	144 769 m ³ ²	146 502 m ³ ³
Waste	16	To reduce raw material waste selecting and recovering waste	Total weight of waste by type and treatment	3 521 T ¹	4 132 T ²
			Recycling rate	75% ¹	69% ²
GHG	17	To reduce the impact of GHG emissions resulting from raw materials and packaging - To reduce our carbon footprint	Number of actions implemented by raw material suppliers with a big CO2 footprint	In progress	In progress

TO ENSURE OUR IMPACT ON SOCIETY AND OUR LOCAL INTEGRATION		COMMITMENTS	OUR INDICATORS	2015	2016
Impact on society and local integration	18	Responsible, sustainable purchasing. To strengthen our partnerships with our key suppliers	Proportion of supplier turnover subject to CSR assessment	10% ¹	8,7% ¹
			Proportion of our turnover on long contracts (>12 months)	18,5% ¹	25,8% ¹
	19	To prioritise local purchasing whenever possible	Proportion of local suppliers of raw materials and packaging (< 250km)	/	21,2% ¹
	20	To sustain and promote our local integration	Number of associations helped	324 ¹	422 ²
Number of portions of desserts offered to associations			In progress ¹	82 716 ²	

1 : Within France 2 : Within France and the UK (HMC+MDC) 3 : Within France, UK (HMC+MDC) and the Netherlands
The businesses we purchase are not necessarily at the same standard as the group for all criteria. Our indicators can therefore suffer when we integrate them

TO STRENGTHEN OUR GOVERNANCE



COMMITMENT N°1 TO APPLY GOOD GOVERNANCE PRACTICES

TO ESTABLISH A STRATEGY COMMITTEE

As mentioned in our commitments, we have established a strategy committee. Two meetings of this committee have already taken place and four meetings are planned for 2017. The planning of these committees is integrated into the planning of the group's activities. The participants are Jacques Hubert, who is an independent administrator, Hervé Jeanpierre, Christian Lescot, Bertrand Dindault and Didier Boudy.



Nadine Deswasière also joined the committee in 2016 as independent administrator. Nadine is heavily involved in CSR and the company's business ethics "they are a lever for competitiveness, differentiation and innovation for the business". Nadine even set up her own business, EthiConseil, in 2007, a firm specialising in governance and CSR. Depending on events and matters to be dealt with in the medium and long term, the strategic committee can invite other members from COMEX or the supervisory council to join it.

Didier Boudy reports from these committees to members of Comex and the supervisory council.

TO PURSUE OUR COMMITMENT TO THE GLOBAL COMPACT

The group's signing of the Global Compact really begins to become significant with our international development. Since 2014, the French companies have been members of the French association, Global Compact France. In 2017, we are going to join Global Compact UK so our four British sites can also benefit from educational forums and exchanges and themed workshops.

Our signing of the Global Compact allows us to make the most of our commitment, communicating and engaging in dialogue about the actions and performance of our organisation in terms of social responsibility.

Finally, the principles of the Global Compact are linked to the 17 Sustainable Development Goals set in agenda 2030 at world level.

In September 2016, countries in fact had the chance to adopt a set of sustainable development goals to **eradicate poverty, protect the planet and ensure prosperity for all** as part of a new sustainable development agenda. Each goal has specific targets to be achieved in the next 15 years.



Network France
WE SUPPORT

 **OBJECTIFS**
DE DÉVELOPPEMENT
DURABLE



COMMITMENT N°2 TO EVOLVE A HIGHLY B2B BUSINESS CULTURE TOWARDS A MORE B2C ONE

Mademoiselle Desserts



In 2016, to support their growth, the group's companies, each with their own names, were brought together under the single identity: Mademoiselle Desserts. The aim is to be able to meet new challenges and form a common identity. This new brand embodies the dynamism and passion for innovation the group associates with the confectionery tradition.

The group has been continuously growing and developing since 2009. All its companies have been guided by the same principle throughout our evolution: to make each of our instant desserts a moment of real pleasure and excitement, whether you're alone, with your family or among friends. The group wanted to give this great adventure new style by creating a new brand proudly upholding our status in France and everywhere else as a trustworthy manufacturing company, demanding and increasingly flexible in responding to the requirements of customers and prospects.

With Mademoiselle Desserts, the group wants to bring all workers together around a single common story based on brand logic, with a focus on the future. It also provides an opportunity to improve the way it shares its vision, values and deep commitment to sustainable development with its customers and partners.

"Every morning, all the group's workers get up for everyone who loves enjoying and helping others enjoy good confectionery."

Oh Oui !



Mademoiselle Desserts continues its growth and commitment to bring its consumers real moments of pleasure and excitement with its sweet gourmet treats. The snack market, which is growing strongly, offers a great development opportunity. In mass retailing, it has increased by 10% every year since 2013, but it lacks desserts. 35% of French people associate a snack with a moment of relaxation or pleasure, like a sweet to be enjoyed between meals.

For this reason, in 2016 the Mademoiselle Desserts group began working to create its own brand, Oh Oui! For this new brand, the group wanted a different name that was immediately memorable and easy to pronounce, evoking fun, closeness and emotions. This brand will support a varied range of products for all consumption opportunities available in the fresh range: bars, flans, opera and "Financier" cakes, lemon or chocolate tartlets, etc.



A gluten-free range will also allow us to respond to consumers' real concerns. Five gourmet bars, of which three are gluten-free, will be offered from March, including caramel and chocolate shortcake and a brownie bar.



Creation of a new position: packaging project manager

In June 2016, we created the post of packaging project manager. In fact, packaging has a fundamental influence on the act of purchasing. It must attract attention, put across a message, make it easier to use a product and have a limited impact on the environment. The development of the packaging for Oh Oui! products is therefore as important as the product itself.

So Cécile Guérin, in charge of raw material purchasing and packaging for the group in France, was naturally best positioned for this role, which now occupies 50% of her time.



“I have been developing and purchasing packaging for the group since 2016. It is a really exciting job for me as well as being a strategic one. In fact, consumption trends are evolving and packaging is becoming increasingly important in the act of purchasing, in terms of both its design and other aspects. Packaging can now give nutritional information about the product and recycling instructions, as well as carrying messages. Consumers know this and look at it. It is our job to find a good compromise between the design and primary function of packaging, which we must not forget has to protect our products. As techniques and materials evolve, it is necessary to stay informed and trained so several training days are being organised in the months and years to come to strengthen our expertise in this area.” **Cécile Guérin.**

BUSINESS PROFILE

A GROWING MEDIUM-SIZED BUSINESS



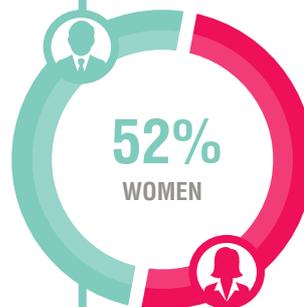
1331
EMPLOYEES



9 industrial
SITES
4 IN FRANCE / 4 IN ENGLAND /
1 IN THE NETHERLANDS



57 550 m²
OF PRODUCTION AREA



42
AVERAGE AGE



13 978 hours'
TRAINING GIVEN



50 % of products
DELIVERED TO SUPERMARKETS



50 % of products
DELIVERED TO CATERING



55% of turnover
IN FRANCE



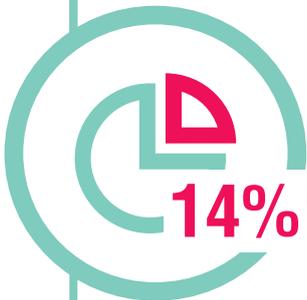
45% of turnover
INTERNATIONALLY



2 845 references
FOR FINISHED PRODUCTS



€210 million
TURNOVER



14% of capital
HELD BY EMPLOYEES



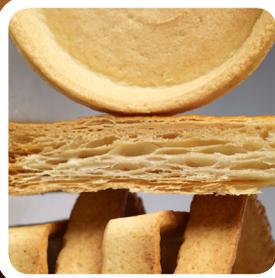
1 majority
INVESTMENT FUND: EQUISTONE



2 investment funds
STILL WITH US AFTER SIX YEARS:
AZULIS CAPITAL ET CEREAL



OUR PRODUCTS: AMBASSADORS FOR OUR EXPERTISE



BASES

Sweet, puff pastry, shortcrust pastry or pizza



TARTS

With puff, sweet or shortcrust pastry, etc.



CHOUX PASTRY

Eclairs, chouquettes and empty or filled choux pastries



DESSERTS

Individual and for sharing



SHEETS

Charlotte sheets, génoise sheets and joconde biscuits



MILLE-FEUILLES

A real revolution



KITS

For charlottes and ready-made desserts



SNACKS AND MINI-DESSERTS

Sweet snacks



FLAN

Plain, hot flavours



ENGLISH AND US DESSERTS

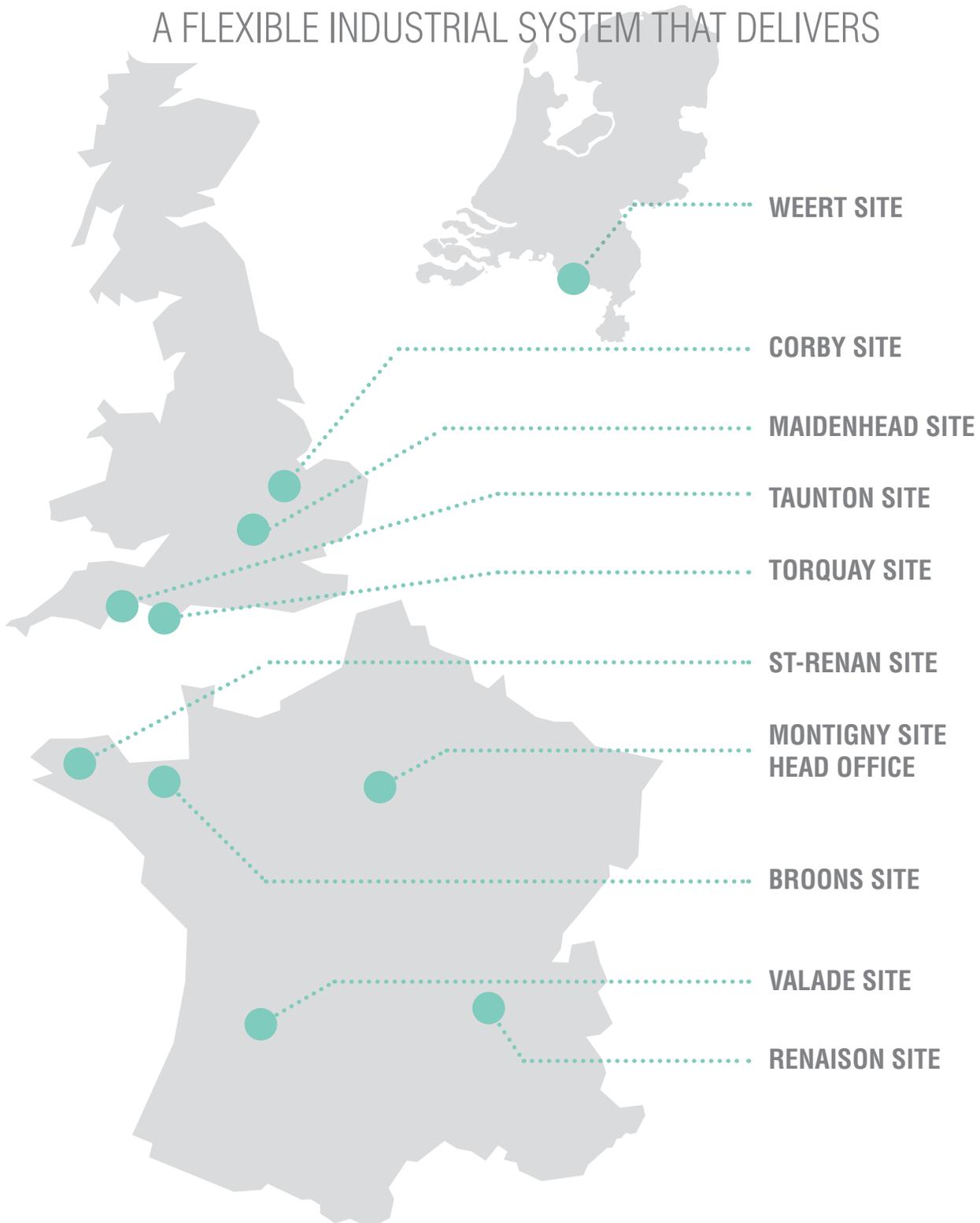
Carrot cake, caramel shortcake, brownies, etc.



• IN LOVE WITH PATISSERIE •

BALANCED LOCAL INTEGRATION IN FRANCE... DEVELOPING INTERNATIONALLY

A FLEXIBLE INDUSTRIAL SYSTEM THAT DELIVERS





TO ENSURE OUR ECONOMIC SUSTAINABILITY



CUSTOMER PRIORITY: A NEW FLEXIBLE ORGANISATION THAT DELIVERS

COMMITMENT N°3 TO ADAPT THE ORGANISATION

The sales administration department was reorganised from 1 June 2016. The aim is to optimise relationships with customers by creating a one-stop shop for taking orders. The development of sales-sales administration links to make information exchange more effective and harmonising information systems and working methods between the different sites.

Supermarket and catering units have been set up. Within each unit, sales-catering pairings have been established. Operating with pairings like this allows us to be better organised, more effective and more forceful in our responses to clients.



“ To me, that’s what good organisation means. Automatic procedures are created between us and we exchange a great deal of information. After a time, the pairing becomes richer. It’s a pleasure to work like this. We know the way we each operate and we don’t waste time in exchanges and communication of information. Olivier gives clear answers to my requests. ”

Sylviane Nédelec.



“ It’s a real support to me to be able to rely on my partner in my work every day. It must be said that Sylviane has a perfect knowledge of our client accounts. She even anticipates my requests for product details, for example. There is a strong customer impact: real follow-up of orders, always with the same contact person, and a relationship of trust is created. Sylviane won’t tell you, but she’s on first-name terms with some clients! ”

Olivier Rudet.

Order administration is now centralised at the Broons site, whether they come in by telephone, electronic data exchange, e-mail, the supplier website, or fax. Our six-person team handles orders both for France and for export. Nowadays only about a dozen orders are taken by phone, often from smaller shops, caterers, distributors and outlets.

“The computer systems are connected so that all orders can be recorded in our basic ERP system. For the Broons and Saint-Renan factories, orders are then switched to the AS400 system. An entire internal organisation has been established to deal with more than 400 customers. We all have our tasks and specific areas: Laurence works mainly on large-scale exports, Karine on all the sites in France, Christèle on electronic data exchange orders and Lily on back-up. We deal with an average of 200 orders a day. This requires having an overall view of the group’s order portfolio and we have this in the “command” menu.”

Christèle Pellerin.



“Export clients, representing around 10% of the total order volume, place their basic orders by e-mail. The products are often specific and there are inter-departmental exchanges, particularly with each factory’s production, logistics and planning departments, every day.”

Laurence Galle.



Today, the strongly female team consists of 19 people, 18 of them highly competent women who maintain their sense of humour in both summer and winter!



INCO

On 13 December 2016, the second phase of regulation 1169/2011 came into force. It is also called the INCO rule, from its French title "Information Consommateur" (Consumer Information). Under these new regulations it has become compulsory to display the nutritional values of food products. The aim is to put across information openly to consumers so they can make independent choices and decisions about the food products they buy and to harmonise information on packaging throughout Europe.

Data has been collected since the end of 2016 at all the French sites so we can calculate the nutritional values of products. These values are now displayed on all product packaging or in product details (in B2B).

CLEAN LABEL

As part of our Clean Label approach, our product range has been reworked to limit the number of additives as much as possible and to use high-quality raw materials: switching mousses, creamy desserts and even frozen desserts to 100% animal cream, removing palm oil and using natural flavourings and colourings. In particular, work has begun on one of the business's landmark products, feuillantine, in which the number of additives has been reduced from 14 to four. The remaining additives are present in certain raw materials, such as soya lecithin in chocolate.

This Clean Label work continues as we constantly seek to improve our products, with the gradual elimination of gelatine. In particular, it is being replaced by the use of other texturisers, such as pectins, starches, etc.



Natural, simple, local products, origins and health – these are terms used by consumers as their criteria for choosing foods. "Eating well" is now a factor in purchasing. That is why we are launching the CLEAN M. project in 2017.

The aim is to have the "cleanest" possible ingredients lists. We have therefore begun to list all product ingredients by group in France, England and the Netherlands. We have particularly focused on colourings, preservatives, emulsifiers, vegetable oils, etc. The idea is to reduce them as far as possible and even get rid of certain undesirable ones, such as hydrogenated vegetable fat in margarines and fillings; sulphur dioxide, which is a preservative; and the white colouring E171 in decoration. Alongside ingredients, we are going to work on "sustainable" criteria for raw materials: responsible sourcing (fair trade, etc.); local, regional or national ingredients with the shortest possible food miles; and assessing our suppliers on quality criteria but also environmental and social ones, etc.

“ I have worked closely with Ibrahima from the quality department to collect data on our suppliers, who really responded and have helped us a lot. The data collection has kept us busy for several months. We used our recipe formulation software to calculate the nutritional values of pastries, as the system integrates all the ingredients. It's a lengthy process but we are now satisfied and proud we were able to respond to customer expectations, which have become our expectations. When I do my shopping I don't look at the product labels the same way any more! ”

Vinciane Guignier, R&D department
and Ibrahima Sow, quality department



COMMITMENT N°4 TO DEVELOP AND EXTEND OUR RANGE AND THE INNOVATIONS PRODUCED

Our new product catalogue

In 2016, we proactively reviewed a large part of our product range so we could respond to the development of consumer needs. In particular, teams have worked on the origins of raw materials, designations of origin and more “fruity” products, etc.

We have also extended our range thanks to the acquisition of the company Quality Pastries, a specialist in mille-feuilles. Our whole range is explained and presented in the new catalogue available on our website.



FRUITS
APRICOT CREAM
SHEET CONTAINS 47%
APRICOTS



PURE BUTTER
BITES FOR FILLING CONTAIN 30%
PURE BUTTER



**SEMI-SALTED BUTTER
FROM ISIGNY**
PEAR CARAMEL SHEET
WITH BUTTER VERY
HIGH-QUALITY BUTTER



FRESH MILK
PART OF A FLAN
= ONE GLASS OF MILK!



**DESIGNATIONS OF
ORIGIN**
THE PLEASURE OF
BLACKCURRANTS
FROM BURGUNDY



BACK TO CHILDHOOD
TRADITIONAL SABLÉ BISCUITS
FROM NANTES



Another special feature of the catalogue is the inclusion of lots of recipes to make yourself: chocolate charlotte or even “false cream cheese”!

Finally, the QR code allows you to download the catalogue to your telephone or tablet whenever you like.



BAVAROIS REVISITED

Made at our Renaison site, **Bavarois** have been revisited to be broken down into four flavours: chocolate, raspberry, passion fruit or lemon for zesty freshness. Very fresh and very light, ideally a bavarois consists of fresh fruit or chocolate mousse. Moistened biscuit featuring a light mousse offering inimitable freshness in the mouth and an innovative design.



SWEET PUFF PASTRY

The sweet puff pastry was successfully launched many years ago and is still going strong! Year after year, there are more references for crispy products with those made with pure butter. Caramelised puff pastry goes extremely well with fruit, bringing together quality, tradition and healthy eating.



GENOISE CAKE

The **Genoise cake** – the kind our grandmothers used to make – was launched at Renaison: 2 diameters, 185 mm and 230 mm and two flavours – plain and chocolate. To make it, we have invested in two sets of specific moulds. This new reference allows us to extend the range.

This product was launched in record time, more quickly than planned, to provide a positive response to an urgent requirement from one of our clients.

Did you say innovation and capacity to react?

AND IN 2017...

Several projects are in progress for 2017, such as the definition of the snack range. Products will be specifically developed to follow this great proven trend, particularly for generation Y, who nibble 4.4 times a day, or the 57% of French homes who buy snack products (source: Kantar).

COMMITMENT N°5

STARTING FROM OUR INDUSTRIAL BASE AND INTERNATIONAL DEPLOYMENT, TO DEVELOP THE GROUP'S EXPORTS AND INTERNATIONALISATION.

COMMERCIAL DEVELOPMENT IN ASIA



Mademoiselle Desserts has been speeding up its development in Asia for two years now. This has translated into the establishment of long-term partnerships in different countries: Thailand, China, Cambodia, South Korea and Japan, where we already sell a very wide range of products: **flan, tarts, mini-desserts and snacks.**

In order to support this development in our markets, in July 2016 we recruited **Pamela Ghilassene** through International Business Volunteers (V.I.E.) for the whole Asia Pacific region, based with our partner in Thailand. The group's aim is to achieve at least 5% of its export turnover in Asia by 2017.

AUDITS BY OUR EXPORT CUSTOMERS

2016 has seen many audits from our export customers, a sign of our group's good progress in this market.

These audits had a double purpose: for our customers to meet our teams, see our processes and products and for us to get a better understanding of their concerns so we can better adapt to them. The Renaison site, for example, has been visited by the Dutch company Smilde Foods, who came to check the manufacture of ready-to-cook products and sheets. At the Broons site, 12 days were set aside for audits by our export customers, with four companies visiting the factory! The Thai company BCBG, Bindi from Germany and the British companies Morrison's and M&S had the chance to discover the dessert production line and check the effectiveness of its operation and the organisation in place to meet customer requirements. The company BCBG, for example, paid particular attention to the visual appearance of products as this is a very important factor for meeting with the concerns of the Asian market. Morrison's and M&S focused on the safety of food commodities and the notion of "food fraud". They also checked that our products, such as the crunchy chocolate log, are made from quality ingredients, strictly following European regulations.



COMMITMENT N°6

TO GUARANTEE GOOD, SAFE, HEALTHY PRODUCTS

We are absolutely uncompromising on the requirement that our products should be safe. Consumer health is the aim of our commitment: manufacturing good, healthy products that are as natural as possible.

In 2016, the Renaison site has received IFS and BRC certification. The integration of the IFS and BRC benchmarks guarantee that our safety management system for food commodities is working well, in particular:



- The production of safe products using a living HACCP system in accordance with current regulations
- Following specifications
- The use of a training plan suitable to particular jobs and employees' needs
- The development of our industrial system at a higher performance level
- Setting specific improvement targets for each department every year provided with regularly monitored, managed indicators
- Preventing malicious acts by analysing the dangers



COMMITMENT N°7

TO KEEP OUR SYSTEMS INTEGRATED, MODERN AND EFFECTIVE

In 2016, we have made a series of invoices paperless using Agilium software. The principle is a simple one: the invoices are scanned when they come in by e-mail and the information is then entered into the system by the accounting staff, which allows them to follow the validation cycle. The signatories can then confirm the invoices sent to them and payment can be made (or they can be blocked if necessary).

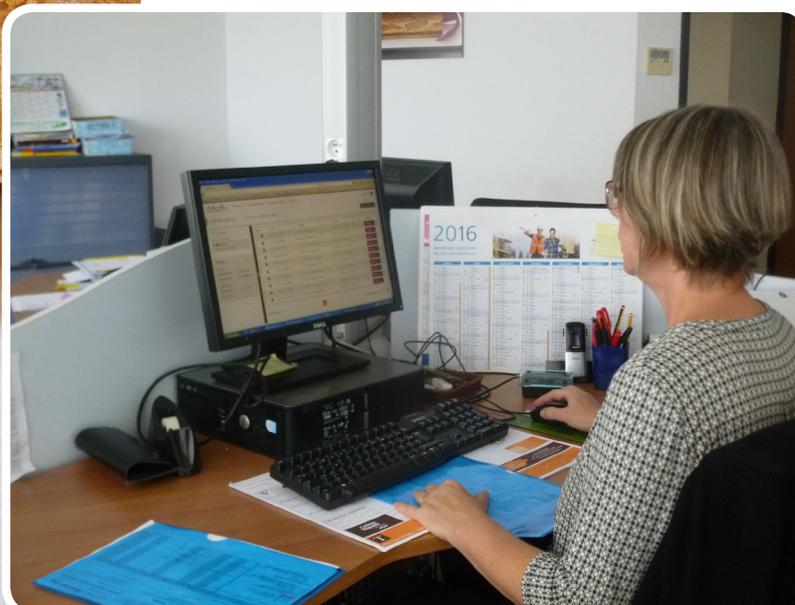
This invoice monitoring allows staff:

- to know in real time where the invoice is in the confirmation process
- to check the invoice history
- not to have files and to use less paper
- no longer to have to send invoices between sites

Since the summer of 2016, 7,800 invoices have gone through the software, which means 4,563 have been scanned instead of having to be sent by mail from the sites to head office. The software was installed for Mademoiselle Desserts Valade on 1st January 2017 and has already processed 1,887 invoices in four months, except for invoices for raw materials and packaging, which still go through the VIF software.

“ Agilium makes it possible to work more calmly, with less handling and possible loss of documents. ”
Dominique Molette says.

This is contributing to the progress of the move towards a paperless system, thanks in part the whole Raison team, who have achieved trouble-free implementation.



LE D-WAY

D-WAY

In 2016, as planned, we rolled out our D-WAY benchmark at the Saint-Renan and Valade sites. Remember, this an “industrial excellence” benchmark based on collective intelligence, continuous improvement and knowledge. The tool consists of the compilation of good performance management practices and an evaluation system allowing self-assessment and progress measurement with a view to achieving industrial excellence.

The use of this system has been a decisive element in setting of targets for 2017. The evaluation grid makes it possible to place yourself on a scale between 0 and 100.



On our historic site at Valade, the level achieved is 54%. That means the site is working in accordance with a continuous improvement system on all its production activities and associated services, such as maintenance, procurement and still cleaning.



“ We carried out our diagnosis with Yannick of the methods department in November. For three days we were asked about good practice in ten areas such as organisation, the autonomy of teams and knowledge of equipment. We identified, for example, that we still had to write down certain operating modes. Another course of action concerns the evaluation of temporary staff. The aim is to allow people recruited temporarily to be selected and maintained in their jobs so their contracts can be made permanent.

Finally, our on-the-job training needs for qualified people have been identified, and training for teachers must now begin. ”

Jean-Claude Bourinet

In 2017, we plan to roll out D-WAY on our Broons and Renaison sites, as well as creating a cooperative platform for document exchange and language use. Why not an FAQ forum too?



TO BE A RESPONSIBLE EMPLOYER

The group's management has always considered that women and men at our companies are the main resource for businesses.

That makes their occupational health and safety our main priority. In 2016, the group invested 7 million euros on all sites: adaptation of work stations, compliance of pallet racks, making equipment safe and reorganising offices to improve well-being at work.

HEALTH AND SAFETY

COMMITMENT N°8 TO IMPROVE HEALTH AND SAFETY AT WORK

Mademoiselle Desserts wants to involve all its subsidiaries and their staff in this approach and to make everyone responsible for their own health and safety and that of their colleagues.

Aware of its responsibilities, management publishes and publicises its health and safety policy to all staff and stakeholders. Each site has established a health and safety management system. The main aims concern respect for the applicable regulatory requirements; the reduction of occupational accidents as far as possible through risk assessment; the analysis of accidents and incidents and the implementation of the associated corrective measures; and the prevention of occupational diseases and stress, particularly by integrating ergonomics at an early stage in industrial projects.

By making occupational health and safety its top priority, the Mademoiselle Desserts group is participating in Sustainable Development Goal 3 "Ensuring healthy lives and promoting the well-being for all at all ages". Employees with good health and well-being are more involved in the business and participate in making it competitive. The reduction in psycho-social risks, musculoskeletal problems and other risks linked to occupational health also makes a contribution.

REDESIGNING THE PACKAGING AREA AT VALADE

€971,000 is the cost of the investment made by the Valade teams to improve working conditions. In fact, internal studies have revealed that 41.6% of the cost of occupational disease on the site were attributable to the packaging zone, which includes a total of six lines. The aim of this two-stage project, split between 2016 and 2017, is therefore to improve working conditions at finished product packaging stations.

Harmful postures, manual taping and raising the arms above shoulder height are among the actions that have been eliminated. Workspaces have also been changed to open them up and provide more light.

Stage 2 of the project, in 2017, will continue with automated palletisation. This will involve installing a robot to make up the pallets in an organised way according to an automatic, predefined plan.

BEFORE



AFTER



TRAINING IN CHEMICAL HAZARDS

In 2016, all sites updated their procedures to integrate REACH European regulations. The employees concerned in the use and handling of what are classified as chemical products have been trained in relaxed but educational internal training sessions. At Valade, 60 people from the cleaning, maintenance and procurement teams have been trained in this way. At Broons and Saint-Renan, all the cleaning teams have been for internal chemical hazard awareness-raising led by the safety manager. This awareness-raising session has highlighted the development of labelling and the new hazard pictograms.

Fiche Sécurité : Produits Chimiques (Evolutions)	
<p>Anciens pictogrammes</p> <ul style="list-style-type: none"> T Toxique Xn Nocif O Irritant C Corrosif F Inflammable O Oxydant N Dangereux pour l'environnement 	<p>PREVENTIONS</p> <ul style="list-style-type: none"> Connaître les risques des produits chimiques Lire les étiquettes et fiches produits chimiques avant utilisation Se protéger en mettant les EPI adaptés
<p>Nouveaux Pictogrammes</p> <ul style="list-style-type: none"> GHS07 Danger GHS09 Danger GHS10 Danger GHS11 Danger GHS12 Danger GHS13 Danger GHS14 Danger GHS15 Danger GHS16 Danger GHS17 Danger GHS18 Danger GHS19 Danger GHS20 Danger GHS21 Danger GHS22 Danger GHS23 Danger GHS24 Danger GHS25 Danger GHS26 Danger GHS27 Danger GHS28 Danger GHS29 Danger GHS30 Danger GHS31 Danger GHS32 Danger GHS33 Danger GHS34 Danger GHS35 Danger GHS36 Danger GHS37 Danger GHS38 Danger GHS39 Danger GHS40 Danger GHS41 Danger GHS42 Danger GHS43 Danger GHS44 Danger GHS45 Danger GHS46 Danger GHS47 Danger GHS48 Danger GHS49 Danger GHS50 Danger GHS51 Danger GHS52 Danger GHS53 Danger GHS54 Danger GHS55 Danger GHS56 Danger GHS57 Danger GHS58 Danger GHS59 Danger GHS60 Danger GHS61 Danger GHS62 Danger GHS63 Danger GHS64 Danger GHS65 Danger GHS66 Danger GHS67 Danger GHS68 Danger GHS69 Danger GHS70 Danger GHS71 Danger GHS72 Danger GHS73 Danger GHS74 Danger GHS75 Danger GHS76 Danger GHS77 Danger GHS78 Danger GHS79 Danger GHS80 Danger GHS81 Danger GHS82 Danger GHS83 Danger GHS84 Danger GHS85 Danger GHS86 Danger GHS87 Danger GHS88 Danger GHS89 Danger GHS90 Danger GHS91 Danger GHS92 Danger GHS93 Danger GHS94 Danger GHS95 Danger GHS96 Danger GHS97 Danger GHS98 Danger GHS99 Danger GHS100 Danger 	<ul style="list-style-type: none"> Respecter les situations et le mode d'application du produit en suivant les modes opératoires définis Former les nouveaux arrivants aux risques des produits chimiques Réagir en cas de projection accidentelle en rinçant à l'eau et/ou à la solution





COMMITMENT N°9 TO DRAW UP, PUBLICISE AND OVERSEE THE APPLICATION OF OUR ETHICAL CHARTER

We drew up our ethical charter in 2015. The aim in 2016 was to publicise it on all sites and inform all employees about it. The charter was therefore distributed to all staff by the end of 2016. Everyone has received a copy has committed to be aware of it and apply it.

In 2017, we will roll it out to the last two group venues: Quality Pastries and Ministry of Cake.

We will also attach the charter to the employment contract and list of induction documents so that 100% of new employees are made aware of its ten principles. It will therefore have to be given to employees when they arrive, along with the internal regulations, the health charter and the hygiene charter.

Finally, in 2017, we will display all ten charter principles on big panels installed at all group sites.

:: ETHICAL CHARTER ::

You might be about to cross a line when you hear...

The end justifies the means!

Everyone does it!

It's always been like that!

Because the way we reach our goals is just as important as the goals themselves, we have drawn up an ethical charter as part of our strategy and lasting commitment to the sustainable development of our employees across all of our activities.

The aim is to create a workplace where the emphasis is on responsibility, shared values, and co-operation between the company's employees.

This charter outlines our key ethical principles, so that all employees can refer to it and follow the fundamental rules regarding behaviour and integrity and come together around these values.

It also builds on our support for the 10 principles of the United Nations Global Compact

Our goal is to build relationships with our stakeholders – colleagues, customers, and suppliers – based on honesty, trust, respect, and loyalty. Our ethics are based **on principles for behaviour and action** which are both observed and enforced by all managers and employees.

Achieving this goal requires respect for all of the ethical guidelines outlined in this charter.

If you're still unsure, ask yourself :

Is this in line with the group's values and policies ?
Would I like to be treated the way I am treating others ?
Would I like to be treated the way I am treating others ?

DIDIER BOUDY Président	HERVÉ JEANPIERRE Secrétaire Général	CHRISTIAN LESCOT Directeur Général Adjoint en charge des Opérations	STEVE OND-OND Directeur Commercial Export	FRANS VISSER Managing Director U.K
FRANCK CORLAY Directeur Marketing, Recherche et Développement	PATRICK LAURANT Directeur des Achats	SOPHIE NEY Directrice des Ressources Humaines	GÉRARD VERDINO Chairman U.K	OLIVIER ZONTA Directeur Commercial France

TRAINING

COMMITMENT N°10 TO SUPPORT CAREER DEVELOPMENT

Investing in training is essential for developing a qualified workforce and therefore for economic development. Initial training and continuous education allow people to adapt more quickly and maintain their employability when businesses develop.

That is why, in 2016, Mademoiselle Desserts has devoted 13,978 hours to training for its teams on all its sites. A total of 529 employees have benefited from this training.

Encouraging training that allows employees to improve their skills is a key factor for success. The development of agri-food careers and all business activities requires an adaptation of skills to deal with changes in our environment.

It is essential to give training associated with the acquisition of these new skills and to anticipate the arrival of new technologies. The introduction of robots in manufacturing lines making it possible to keep employees in jobs by optimising their working conditions requires full, specific training.

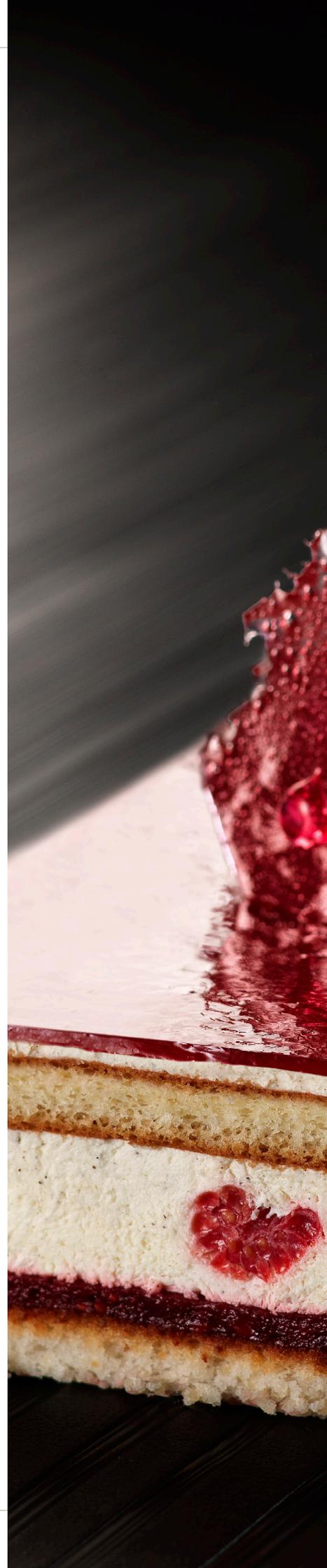
The installation of “Géraldine”, for example, in Valade, has made it possible to automate the packaging of certain puff pastry products. This is a new equipment which automatically places products in cartons.



“We have had a week of initial training to get used to the equipment” team leader [Sophie Bonvoisin](#).

In this way, the teams have learned to use the computer and the robot software and to change parts on the machine depending on the products made. The machine manufacturers then supported production for two months.

“This allowed us to deal with problems linked to starting to use the robot and get it to evolve in accordance with our needs.” Géraldine user, [Lydia Colard](#).





EMPLOYMENT

COMMITMENT N°11 TO DEVELOP OUR ATTRACTIVENESS

In order to raise our profile and improve our attractiveness we first of all changed our name in March 2016. All the group's sites now have the same identity: Mademoiselle Desserts. This name makes it possible to create unity and increase our visibility, optimising cohesion between sites and the understanding of who we are.

In order to present the new name, we opened the doors of our factories to the press and local employment agencies at Broons, Renaison and Valade. We welcomed about 20 representatives of these sectors at all three sites. The aim was to improve knowledge of the company and answer questions concerning business strategy, development policy and employment.



In 2016, we began our external communication actions with our participation in the employment forum, for example at Périgueux in May, or at the Agri-Campus engineering schools' forum in Rennes.

In 2017, our aim is also to revamp our website, as well as developing our presence on social media, an indispensable means of communication.



INDUSTRIAL RELATIONS DIALOGUE AND CLIMATE

COMMITMENTS N°12 & 13 TO DEVELOP INDUSTRIAL RELATIONS DIALOGUE AND PROMOTE A GOOD INDUSTRIAL RELATIONS CLIMATE

Meetings with employees

Communication is essential for creating a good industrial relations climate. Such communication comes, for example, from Didier Boudy's involvement with employees once or twice a year on each site, explain strategy, results and projects carried out within the group. Nine meetings took place in 2016 on the different sites in order to meet and offer dialogue to all employees. These one-hour meetings also allowed employees to ask any questions they liked about our activities.



Thanks!

In order to celebrate the new Mademoiselle Desserts identity and bring the teams together, employees on all sites were sent a nice fleece with the Mademoiselle Desserts logo! Whether you are in production in Corby, maintenance at Valade or R&D at Broons you are bound to come across someone wearing that fleece. It is a way of creating cohesion based on the new brand and to thank everyone for the work they do every day.



Team meetings

Managers on each site wish to exchange information with their teams. The workshop managers and site supervisors at Valade understand this very well. In order to ensure effective dialogue in the production workshops, time has been set aside for meetings between workshop managers and supervisors, as well as those between supervisors and their teams.

The supervisors are workshop managers' right-hand men and women on the ground. Their role is technical, setting an example to their team, achieving continuous improvement and supervising production all at the same time. So they have varied duties, such as, checking the proper operation of the lines, welcoming new arrivals and training temporary workers in the jobs.

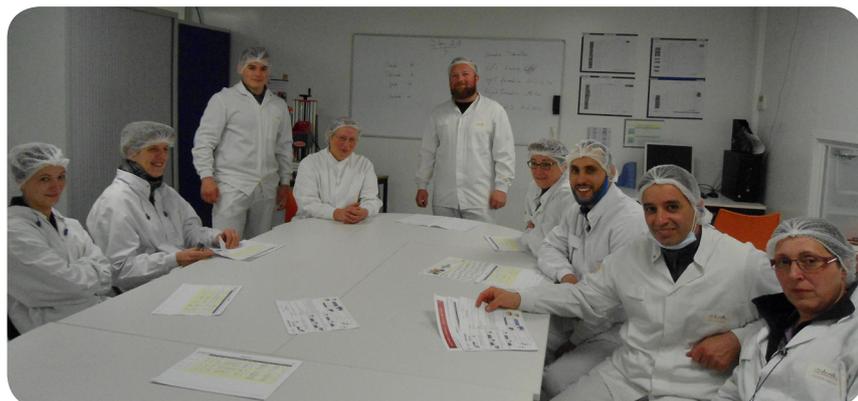
Once a month the meeting between the workshop manager and the supervisors offers a chance to assess the work being done. There, they discuss quantities produced, quality, and specific upcoming events. It is a real opportunity for dialogue where everyone can deal with the subjects they feel are important.

“ These meetings are important for giving information to the supervisors. This “workshop manager-supervisor” organisation allows me to detach myself from purely operational tasks to concentrate on other duties, particularly management and continuous improvement. ”
Jean-Christophe Lair, manager of the M3 workshop in Valade.



Meetings between the supervisors and their teams take place at least once a fortnight. It is a time spending time with the team where the supervisor can give information such as the key indicators for the workshop, schedules and special events like audit days. It is also a chance for the team to talk about various subjects.

“ My aim is to involve my colleagues, support them and take the chance to improve their skills to make working conditions as good as possible. ”
Nicolas Monjanel, supervisor.





TO PRESERVE THE ENVIRONMENT

The use of natural resources through the consumption and transformation of raw materials of animal and plant origin is the group's top environmental concern.

Each site monitors its consumption and raw material wastage and its electricity, gas and water costs.

Each site assesses its greenhouse gas emissions.

In 2017, we are going to update the data for all the French, English and Dutch sites, in accordance with the GHG protocol.



COMMITMENT N°14 TO OPTIMISE OUR ENERGY EFFICIENCY

As part of the energy regulations, the European directive obliges companies with more than 250 employees or those for which annual turnover exceeds 50 million euros to an energy audit of their activities every four years in accordance with regulation NF EN 16247.

Our Valade site is therefore involved and it carried out its diagnosis at the end of 2016.



“ This project makes it possible to respond to the regulatory obligation by providing an audit report to the DREAL (Regional Environmental Office). This energy audit is also the initial step to ensuring energy control actions are properly established. The in-depth study of the different energy-consuming work stations allows us to show where energy can be saved and determine the actions and investments that can be envisaged for running at the lowest possible cost. ”

Cyril Delgoulet, maintenance and new works manager



In 2016, Mademoiselle Desserts Valade recruited an apprentice for the professional electrical energy management qualification: **Cédric Cheval**.

“ My duties lead me to work in close cooperation with the different energy agents. Whether in the audit or study phase or from now on when the first actions are rolled out. One of my aims is to create our energy management chart, as well as providing support for good practices to deal with this new energy and environmental challenge. ”

All the work carried out now on the Valade site is now useful for the other sites. We are rolling out the approach to the Saint-Renan site in 2017 and gradually to the Broons and Renaison sites. The energy management chart will initially be common to all French sites. We will then extend it to the English and Dutch sites.



COMMITMENT N°15 TO REDUCE WATER CONSUMPTION

In 2016, many actions have been undertaken to reduce water consumption on the production sites. We might mention the example of the Broons factory where a dedicated working group has been established. The aim of the group, consisting of the hygiene, safety and cleaning departments, is to highlight points for surveillance and to introduce actions to optimise water use.

For example, low-flow hoses have been introduced with the cleaning teams. This group's work has also contributed to the fitting of new meters to more easily target work stations that consume most water.

The assessment of this year's efforts is positive: the group's water consumption has reduced by 6.7% between 2015 and 2016. So, today, we use an average of 6 m³ of water to produce a tonne of confectionery compared to 6.4m³/tonne in 2015.

These encouraging figures drive us to continue our efforts to optimise our water consumption.

This is one of the aims of the GREEN (energy network group) project. In fact, this project will allow the piloting of specific actions involving savings of gas, electricity and also water.



COMMITMENT N°16 TO REDUCE MATERIAL WASTAGE, SELECTING AND RECOVERING WASTE

Our waste is a resource! For this reason, in 2016, the group is renewing its efforts to select and recover waste. All the French and English sites together have generated 4,132 tonnes of waste. In 2016, we set up a working group which meets quarterly and exchanges results, actions and good practices for selecting and recovering waste.

In 2016, paper selection was established for all the French sites and at head office in Montigny. We installed recycling bins for paper and also for plastic bottles. The business Les Joyeux Recycleurs is responsible for collecting their content every two weeks, taking them to recycling centres. For every kilo collected, 5 euro cents go to the Ares Atelier integration association. A third type of bin has also been installed to recover used batteries on all sites.

In 2017, we joined the Ademe programme "Less food waste for better performance", an action for which our Renaison site has been selected.

Finally, at Saint-Renan, Anthony Audrain has been named as project leader on the site for waste selection and recovery.



“ Good management of our waste is, in fact, an economic and environmental commitment on which we must make progress. Generating less waste, selecting it better and finding new recovery channels are our aims in future years for optimising our environmental performance, and we will need our suppliers to support us. ”
Anthony Audrain.



Unfortunately, in 2016 the recycling rate has fallen from 75% to 69%. This reduction is explained particularly by the extension of the perimeter for this indicator to the British sites, particularly Corby.

In fact, only organic waste is recovered there for the moment, accounting for 7% of total waste. The Corby site therefore has plenty of room for improvement and the move to the new factory provides the opportunity to establish waste selection.



GHG IMPACT

COMMITMENT N°17 TO REDUCE THE IMPACT OF GREENHOUSE GAS EMISSIONS LINKED TO RAW MATERIALS AND PACKAGING

The use of renewable energies, the protection of animals and plants, the fight against climate change and responsible consumption and production – all these environmental issues benefit from the Sustainable Development Goals with the horizon 2030, which include 17 international goals.

Through our actions to reduce greenhouse gas emissions, we are participating in goal 13 of the SDGs.

LOCAL PROCUREMENT AS FAR AS POSSIBLE

Local procurement and the reduction of raw material transport distances play an active part in reducing CO2 emissions. In 2016, we signed a three-way contract for "wheat from Périgord". On 11 May, Mademoiselle Desserts Valade welcomed local farmers, the Périgourdine cooperative and Périgord Farines Minoterie Allafort. On the day, the three local agents signed a charter of commitment entitled "Périgord Flour Supply System". It is a three-way contract between the wheat producers, the miller or processor and the Valade site. 100% of the plain flour used, particularly in sweet pastry, will come via this system from August 2016. This commitment stems from our social responsibility approach. We want to buy our raw materials locally as far as possible.

COMING SOON: TERMINALS FOR CHARGING ELECTRIC CARS

In 2017, the group's sites want to install terminals for charging electric cars.

At our new site in Corby, England, a traditional electric socket has already been installed in the employee car park.





TO ENSURE OUR IMPACT ON SOCIETY AND OUR LOCAL INTEGRATION



FAIR TRADING AND LOCAL DEVELOPMENT

Aware of the impact of its activities on jobs, the local economy, the environment and nutrition, Mademoiselle Desserts is committed to social responsibility and to publicising this issue. It pledges to purchase responsibly and sustainably.

The volumes of raw materials bought; suppliers' capacity for innovation, dialogue and communication and logistics optimisation are among the many key success factors forging mutually beneficial relations.

The group's businesses do not carry out any unfair trading practices. They implement the prevention provisions, and corrective measures if necessary, concerning corruption and conflicts of interest with their suppliers.

In our concern to establish lasting commercial relations with our suppliers, all workers must act with probity and impartiality, respecting the confidentiality of information. Mademoiselle Desserts is committed to plan its purchasing in advance, as far as possible, being open with its suppliers. As far as possible, the group reduces the economic dependency of its suppliers and is considerably extending the scope of its tender processes.

We invite all our suppliers to commit themselves and to act alongside us by asking them to sign our Responsible Purchasing Charter, drawn up in accordance with the commitments of the Global Compact and ISO 26000.

COMMITMENT N°18 RESPONSIBLE, SUSTAINABLE PURCHASING

At the end of 2016, 73 suppliers had signed our Responsible Purchasing Charter. This forms part of the annual assessment of our suppliers and providers for the French sites. Our aim is to roll it out to our raw material suppliers on our English and Dutch sites in 2017.

In accordance with this charter, we have established an online self-assessment system on social responsibility criteria with our suppliers.

These criteria will be developed in 2017 to adapt our requirements specifically to current issues such as respect for the environment and carbon strategy, the shortest possible procurement chain, the conclusion of a commitment to CSR and the reduction of waste at source, for example.

Our chart and our responsible purchasing policy are available on our website : www.mademoiselledesserts.com

COMMITMENT N°19 TO PRIORITISE LOCAL PURCHASING WHENEVER POSSIBLE

The working group with almost 500 raw material and packaging suppliers. We purchase more than 41,000 tonnes of raw materials a year, largely of animal and vegetable origin: 10,000 tonnes of flour, 8 million litres of milk, 5,000 tonnes of sugar, 4,500 tonnes of butter, 3,200 tonnes of eggs, 1,000 tonnes of chocolate and 2,500 tonnes of apples. In France, the wheat used in our flours is grown less than 250 km from our production sites, in the Dordogne or Charente; the milk comes from the Dordogne or Charente-Maritime; and the eggs from Vendée and from Normandy. It is worth noting that we look for very fresh products: 700 tonnes of apples are peeled, cored and cut up every year in our production areas. We want this concern to use fresh local products to strengthen our territorial integration. Our aim is to better develop local channels in order to contribute to the dynamism of our economic and associated partners and reduce our environmental footprint.



COMMITMENT N°20 TO SUSTAIN AND PROMOTE OUR LOCAL INTEGRATION

Businesses represent the means for important actions for the local development of territories. We wish to become integrated in the sectors where our businesses are established in order to encourage lasting actions at local level.

Our businesses are economically important in the regions where they are established. Most often located in the countryside, they make it possible to maintain activity in rural areas that are so often deserted. They directly employ more than 1,400 employees, allowing them to generate almost 4,000 additional indirect jobs.

DONATIONS

The development of regions also comes via local associations. Our actions therefore takes the form of close links with them. We sustain social, humanitarian, sporting, cultural and other associations with donations in the form of products or cash. More than 400 associations benefited from donations from the group in 2016.

At Valade, in 2016, we set up a new partnership with the solidarity association Entr'act, a social grocery in Toulouse. The association, set up in 1995, offers food aid and support for families in difficulties. The Valade site chose to aid Entr'act's food bank, giving it 1,450 kg of confectionery, a donation worth more than €6,000.

Jérémie Clément, manager of the association, says:

“ We were distributing the products received as donations for several weeks. The recipients were delighted. They have continually complimented us on the quality of the confectionery. ”



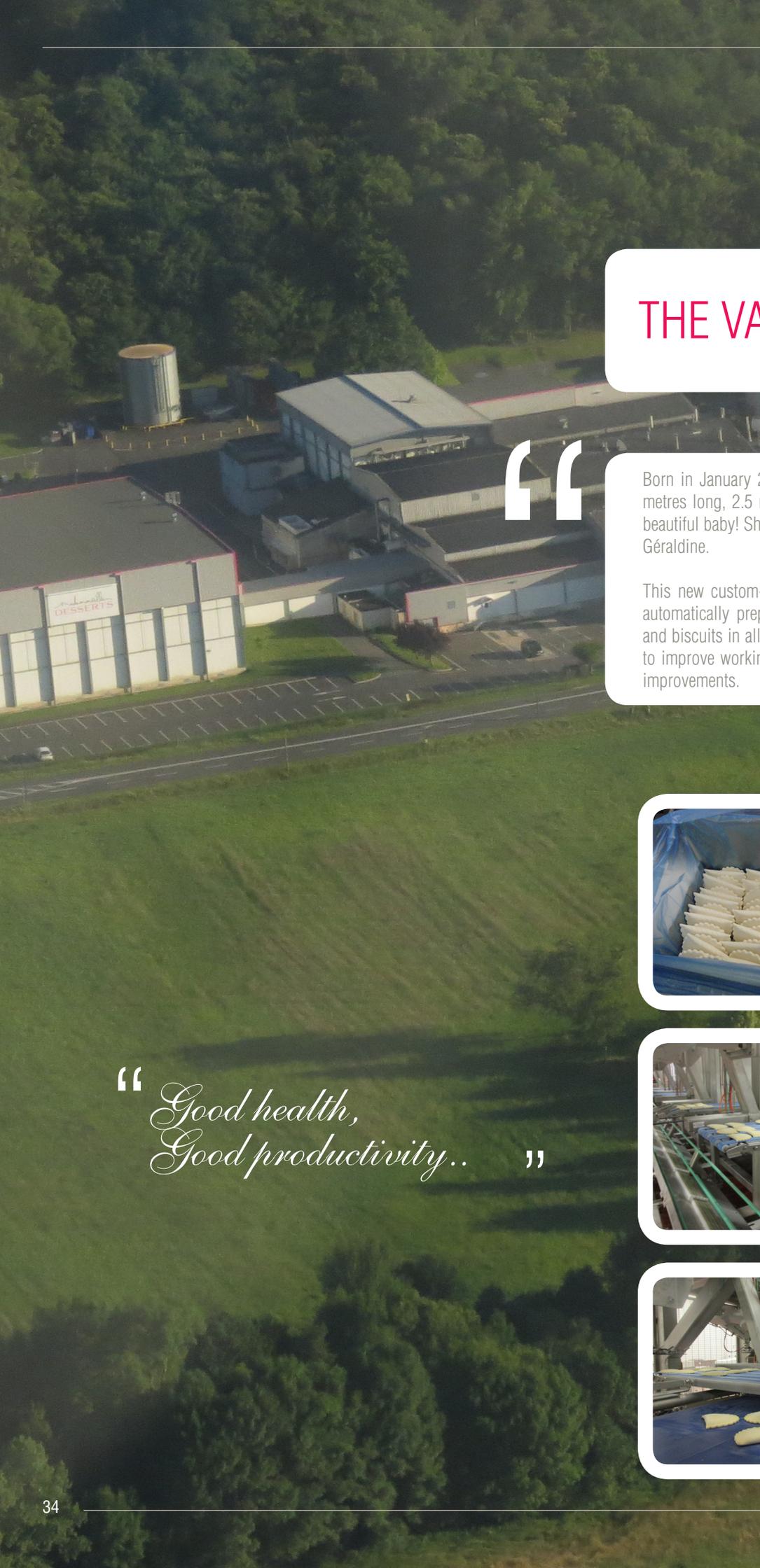
The business's local integration is also shown by the two factory outlets on the Broons and Renaison sites. These make it possible to create a direct link with individuals and help them discover our products locally.

OUR FACTORIES OPEN THEIR DOORS!

We opened our doors in 2016, welcoming 49 people to the Valade site in 2016, including local business leaders, technical diploma students, schoolchildren and teachers. These visits are organised by the “Founders Club”.

Meetings with the local press also took place following the change in the names of the sites at Broons, Renaison and Valade.





THE VALADE SITE

“

Born in January 2016, she weighs 12 tonnes and is 13 metres long, 2.5 metres wide and 3 metres high: what a beautiful baby! She consists of 11 robots and her name is Géraldine.

This new custom-made equipment makes it possible to automatically prepare apple turnovers, puff pastry discs and biscuits in all formats at the same time. The aims are to improve working conditions and generate productivity improvements.

”

Francis Money
Site manager

“ *Good health,
Good productivity..* ”





To ensure our economic sustainability

TURNOVER IN FRANCE (€)	87,596,000
EXPORT TURNOVER (%)	5
MANUFACTURED PRODUCT TONNAGE (TONNES)	28,767
NUMBER OF REFERENCES PRODUCED	680
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN OF LAST 12 MONTHS (%) ..	6.4
PROPORTION OF TURNOVER DEVOTED TO R&D (%)	1
NUMBER OF PEOPLE IN R&D	9
NUMBER OF COMPLAINTS PER 100 TONNES OF PRODUCTS DELIVERED (%)	0.11
IFS/BRC CERTIFICATION	yes
OTHER CERTIFICATION: SEDEX	yes



To be a responsible employer

NUMBER OF EMPLOYEES (INDEFINITE CONTRACTS)	432
AVERAGE AGE OF EMPLOYEES	42
FEMALE STAFF (%).....	47
NUMBER OF HOURS' TRAINING.....	8,821
NUMBER OF PEOPLE WHO HAVE HAD AT LEAST ONE TRAINING COURSE	229
PROPORTION OF EMPLOYEES TRAINED (%).....	53
NUMBER OF APPRENTICESHIPS	9
NUMBER OF WORKPLACE FIRST-AIDERS.....	74
ABSENTEEISM RATE (%)	10
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS	0.7
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS	21.88
NUMBER OF SPECULATIVE CVs RECEIVED	129



To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (KWH)	19,355,490
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (KWH/T)	672.8
ANNUAL GAS CONSUMPTION KWH	5,855,949
GAS CONSUMPTION/TOTAL PRODUCTION (KWH/T)	204
WATER CONSUMPTION (M3)	67,579
WATER CONSUMPTION/TOTAL PRODUCTION (M3/T)	2.00
TOTAL QUANTITY OF WASTE (TONNES).....	1,713
EXCESS MATERIAL CONSUMPTION (%)	3.89
TOTAL GHG EMISSIONS (T CO2EQ).....	2,099



To ensure our impact on society and our local integration

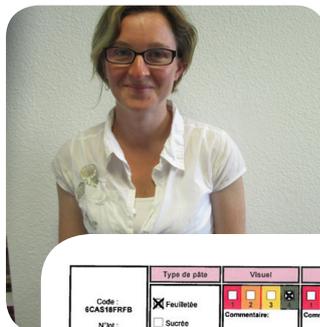
NUMBER OF ASSOCIATIONS HELPED	91
NUMBER OF PORTIONS OF DESSERTS OFFERED TO ASSOCIATIONS.....	45,000

COMMITMENT N°6 TO GUARANTEE GOOD, HEALTHY, SAFE PRODUCTS

Since January 2016, the Valade site has been using an internally developed computer tool to record the results of the sensory/taste tests carried out.

Thanks to this new form of management, we can exploit data quickly and easily. Down with pencil and paper and long live scans! Less paper used, less time wasted and live traceability! Every month, a summary of results is sent by e-mail to the internal tasting panel, including the following indicators:

- Number of products tasted and not tasted,
- Number of products judged conforming, acceptable and non-conforming,
- Average score,
- Best taster!



Type de pâte	Visuel	Odeur	Texture	Goût	Dégustateur	
Code: 60ASBFRFB N°lot: 672162 Fabrication: 28-10-2016 Duo: 28-10-2017	<input checked="" type="checkbox"/> Feuilleté <input type="checkbox"/> Sucré <input type="checkbox"/> Brisé <input type="checkbox"/> Clair/oui <input type="checkbox"/> Scone <input type="checkbox"/> Céline	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 Commentaire:				
<input checked="" type="checkbox"/> CONFORME <input type="checkbox"/> ACCEPTABLE <input type="checkbox"/> NON CONFORME <small>Si une note est égale à 1 ou 2, le produit est NON CONFORME. Si une moyenne des notes est égale à 2, le produit est ACCEPTABLE. Si toutes les notes sont égales à 4, le produit est CONFORME.</small>						

COMMITMENT N°8 TO IMPROVE HEALTH AND SAFETY AT WORK PROTECTION

TAKING INTO ACCOUNT DIFFICULT WORKING CONDITIONS

The French Employment Code imposes a general safety obligation on all employers. That means they must assess and prevent all occupational risks employees are exposed to. When preventive measures are shown to be insufficient, there are certain risk factors creating awkward working conditions which can cause lasting harm to employees beyond certain exposure thresholds. The law therefore establishes a compensation mechanism for workers in these circumstances.

In 2016, we have worked on factors creating awkward working conditions associated with our activities. The Valade site is affected by eight of the different risk factors defined.

The assessment of the work stations concerned has consisted of making observations on the ground, measuring noise, dust, etc. We have focused on awkward postures, extreme temperatures in the frozen product storerooms and repetitive movements.

The measurements were made by the company doctor. The results and lists of people exposed to risk are passed on to CARSAT Aquitaine, the regional social security agency. A total of 96 people are exposed to one or more risks.

Our aim, included in our occupational health and safety management approach, certified according to the OHSAS 18001 benchmark, is to establish risk reduction actions included in the "single document".

ENDING MANUAL LOAD CARRYING

4 TONNES !

That is the weight carried every day by each worker in the production workshop "sieving area". This task represented a risk to the team's health and safety. It also scored 162 in our professional risk assessment, placing it in the "major risk" category to be dealt with as a priority. In order to reduce the loads carried and optimise the ergonomics of each station, we have established a new system to help carry sacks.

“ A suction device makes it possible to carry sacks so that the workers can move them without having to lift the weight ”
 Malik Lebon and Yannick Peault in charge of installing the equipment.

This new €22,000 investment has made it possible to end the manual carrying of around 400 25 kg sacks a day.

“ We are delighted with this investment which, I emphasise, provides a real benefit for the team's working conditions. ”
 Jérôme Dourdoigne, head of the procurement department.

This project came about thanks to collaboration between the safety departments, with Thibault, new works, with Alain, and procurement with Jérôme. They have worked together to bring about this improvement.



COMMITMENT N°10 TO SUPPORT CAREER DEVELOPMENT

BREAKFASTS

A second induction day took place on 30 May 2016 at Valade. It brought together nine new recruits on temporary and indefinite contracts during 2016 in the production, hygiene, procurement and sales administration departments. After having breakfast together and an introduction to the company and the group, a tour of the offices and the cold store was organised. After lunch, the afternoon was devoted to regulatory health and safety training. For all of them:

WELCOME TO THE GROUP!

COMMITMENT N°16 TO REDUCE MATERIAL WASTAGE, SELECTING AND RECOVERING WASTE

The Valade site is extremely well organised in terms of selecting and recovering waste. Since September 2016, the “waste” balance has even been positive, which means that the overall gain associated with recovery is greater than management and treatment costs.

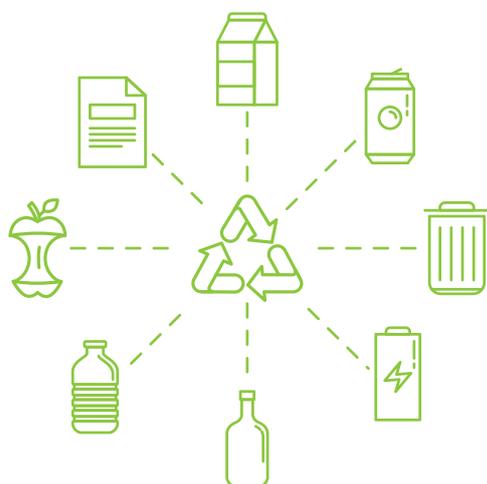
A characterisation of NHIW (Non-Hazardous Industrial Waste) has been made and it found that 98% of this waste cannot go anywhere else: it really is NHIW. That means the teams are selecting in accordance with the procedures that have been established for some years now.



“ There is double waste selection on site. It firstly takes place in production where specific bins are installed for each category. I pick up all these bins and take them outside to the dedicated area. All the waste is then taken to the presses or directly to the skips for outside providers. This allows us to check whether selection has been made properly and to correct it if necessary. Overall, though, there are few errors coming out of production. ”

Francis Laforge, selection agent for recoverable materials.

All organic waste, representing 750 tonnes a year, is recovered for pig feed. The rest of the recoverable waste is recycled with, for example, 3,600 wooden pallets a year, 15 tonnes of aluminium or even 120 tonnes of plastic.



In 2016, the site has also successfully established the selection of plastic cups. It has also extended recycling to PE and PS plastics.

Nine tonnes of office paper a year is selected and recovered. We also select batteries, providing employees with small containers at the entrance to the site. Beyond the positive environmental impact, this is the opportunity to give information about our environmental policy and everyday green practises!

COMMITMENT N°20 TO SUSTAIN AND PROMOTE OUR LOCAL INTEGRATION

THE "C GENIAL" FOUNDATION

In order to promote links between schools and professionals from the industrial sector, we welcomed a group of ten secondary school teachers from the region to the site on 18 November 2016.

After a presentation on the key figures of the group and the company, they were offered a tour of the manufacturing areas. This activity allows French education staff to improve their knowledge of the industrial sector, making their teaching more specific and contributing to helping young people find jobs. This allows us to better publicise our business and our products.



PARTNER OF



Repair cafe? You have probably heard of them because there are more than 1,000 repair cafes in the world and 10% of them are in France. "Repair things together so you don't have to throw them away" is the mindset.

In 2016, the association opened a workshop in Condat-sur-Trincou. The principle is to offer tools and materials suitable for making all possible and imaginable repairs: clothes, furniture, electrical equipment, bicycles, crockery, useful objects, toys and other items.

The Repair Cafe is intended above all to be a rewarding, fun experience for repairs that often turn out to be very simple.



“ Mademoiselle Desserts organised an information and exchange day for employees and members of our association in December. This enjoyable day allows us to publicise our actions and our needs in terms of volunteering and local concerns! ”

Dina Duverneuil, Chair of Repair Cafe.

Beyond repairs, the association promotes "time banks", where someone who needs help to clean floors, take dogs for a walk or give English classes can, in exchange, give advice on decoration, look after a child, etc.

Buy "time" tickets at a price that beats any competition!



THE BROONS SITE



Following its change of identity, Mademoiselle Desserts decided to change the names of the two factory buildings. We decided to involve staff in choosing the new names: for more than a month, employees were able to put their ideas in the boxes placed in the break room. There was no lack of participation in the meeting and we rewarded staff for their involvement with a prize draw. The lucky winner, Pierre-Philippe Chaufour received a gift hamper. The two buildings were given the simple, effective names MD1 and MD2.



Guillaume MAROULIER
Broons site manager



To ensure our economic sustainability

TURNOVER IN FRANCE (€)	22,913,000
EXPORT TURNOVER (%)	20
MANUFACTURED PRODUCT TONNAGE (TONNES)	2,603
NUMBER OF REFERENCES PRODUCED	440
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN OF LAST 12 MONTHS (%)	19.7
PROPORTION OF TURNOVER DEVOTED TO R&D (%)	1.9
NUMBER OF PEOPLE IN R&D	8
NUMBER OF COMPLAINTS PER 100 TONNES OF PRODUCTS DELIVERED (%)	3.3
IFS/BRC CERTIFICATION	yes
OTHER CERTIFICATION: SEDEX	yes



To be a responsible employer

NUMBER OF EMPLOYEES (INDEFINITE CONTRACTS)	182
AVERAGE AGE OF EMPLOYEES	41
FEMALE STAFF (%).....	55
NUMBER OF HOURS' TRAINING.....	2,349
NUMBER OF PEOPLE WHO HAVE HAD AT LEAST ONE TRAINING COURSE	56
PROPORTION OF EMPLOYEES TRAINED (%).....	31
NUMBER OF APPRENTICESHIPS	1
NUMBER OF WORKPLACE FIRST-AIDERS.....	42
ABSENTEEISM RATE (%)	13
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS	1.25
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS.....	40.1
NUMBER OF SPECULATIVE CVs RECEIVED	300



To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (KWH)	7,233,000
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (KWH/T)	2,779
ANNUAL GAS CONSUMPTION KWH	3,460,000
GAS CONSUMPTION/TOTAL PRODUCTION (KWH/T)	1,329
WATER CONSUMPTION (M3)	36,439
WATER CONSUMPTION/TOTAL PRODUCTION (M3/T)	14.00
TOTAL QUANTITY OF WASTE (TONNES).....	1,123
EXCESS MATERIAL CONSUMPTION (%)	12.3
TOTAL GHG EMISSIONS (T CO2EQ).....	2,042



To ensure our impact on society and our local integration

NUMBER OF ASSOCIATIONS HELPED	7
FACTORY OUTLET TURNOVER (€)	106,000
NUMBER OF PORTIONS OF DESSERTS OFFERED TO ASSOCIATIONS.....	1,570

COMMITMENT N°8 TO IMPROVE HEALTH AND SAFETY AT WORK PROTECTION

A safety week was organised at Broons at the end of March to raise staff awareness of good occupational health and safety practices:

- Promotion in the form of 30-minute workshops. All staff on site have taken part in the workshops designed, constructed and run internally. Every day a different risk was dealt with: electrical risks, manual lifting, chemical risks and mechanical lifting.
- Everyday safety points for each team and work area, promoted by the close context.
- Implementation of a daily Safety Behaviour Inspection (SBI).
- Appointment of a SAM every day in each team to take part in the daily SBI.
- Simulation of a hazardous situation to test everyone's reaction.
- Organisation of a prize draw. First prize (a day's driving on a circuit) was won by Christèle Sidibe.

The SBIs are now carried out weekly. A SAM is appointed every week in each team and work area. Moreover, a request for investment for purchasing new equipment and making everyday lifting easier is being processed.

Thank you and well done to everyone who helped make the week a success! See you in 2017!



Supprimons les
Accidents
Maintenant

COMMITMENT N°16 TO REDUCE MATERIAL WASTAGE, SELECTING AND RECOVERING WASTE

Our waste is a resource! Implementing actions to reduce and recover waste is a firm objective of the Mademoiselle Desserts team.

In 2016, the fraction of non-hazardous industrial waste (NHIW) has been reduced and we have increased the proportion of recoverable waste, such as organic waste, wood, cardboard, scrap metal, etc. For the past two years, the NHIW has been recovered in an incinerator in the city of Rennes, creating thermal energy in the university district.

This year, we have brought in selection for recycling office paper. Everyone's involvement has been essential and green practises have begun to be integrated into our everyday work.

“ It's really good. Implementation has been quick and easy! ”
Priscilla Mathieu at the Broons site.

In 2017, we are going to optimise maintenance waste recycling with a supplier that takes away steel, stainless steel, aluminium, neon lighting, etc.



COMMITMENT N°18 RESPONSIBLE, SUSTAINABLE PURCHASING



DISABLED PEOPLE AT THE HEART OF THE DEPARTMENT

The group is committed to working as far as possible with companies employing disabled people. The Broons site has signed a contract with Esatco, one of these companies, which is involved in maintaining open spaces, for example. This company can also help with washing equipment, such as ventilation ducts and jackets for the cold.

COMMITMENT N°20 TO SUSTAIN AND PROMOTE OUR LOCAL INTEGRATION



VISIT BY SCHOOLCHILDREN

On 22 April, we welcomed 38 schoolchildren and three teachers from the Notre Dame School in Broons. The aim was to publicise the Broons factory and its activities, to communicate about our work and to increase encourage young people to consider the industry as part of careers advice in their third year. On this morning's programme: a presentation of the Group and the site, a factory visit and a tasting of our products. The schoolchildren really appreciated the morning.

FACTORY OUTLET

Making people happy. Making people happy and fighting waste: that's the big task for the Broons factory outlet, which offers confectionery withdrawn from the normal sales channels at low prices all year round.

Individual apricot tarts, half bars of Montélimar nougat, Liège-style chocolate sheets, tiramisus, strawberry stars, opera cakes and mixed desserts in glasses, are offered to associations, workers' committees and even individuals.

In 2016 we have established a "loyalty card".

This makes it possible to encourage visits, with promotional discounts that increase in line with the number of visits. So, after five visits there is 5% off, ten visits 10% and 20 visits 20% discount on the order, completing the card. Promotions are also established on a large range of flans from the Valade site (vanilla flan, chocolate flan, coconut flan, etc.).

In 2017, we are launching a partnership with the Goûters Magiques group from Locminé to offer a range of Le Ster cakes: raspberry cake, chocolate chip cake, fruit cake, etc.



mademoiselle DESSERTS
tel. 02 96 84 79 48
magasin.broons@mdesserts.com
zone du piéage
22250 BROONS

Horaires :
mardi : 10h/13h - 14h/17h
mercredi et vendredi : 10h/13h non stop
jeudi : 10h/13h - 14h/18h00
samedi : 10h/13h

ouvert
tout public

mademoiselle DESSERTS
IN LOVE WITH PATISserie

Des pâtisseries déstockées
toute l'année à prix attractif

CARTE DE FIDÉLITÉ :									
Mr, Mad									
					Remise 5%				Remise 10%
magasin d'usine pâtisserie fine surgelée						magasin d'usine pâtisserie fine surgelée			

THE RENAISSON SITE



In 2016, we continued reorganising the Renaison site as part of the Odyssee project: three production zones have been defined: a preparation department, an ambient temperature department and a deep freeze department. Each of these departments has a manager: Laetitia, Florence and Anaëlle respectively. The job of the w department manager consists of coordinating, regulating and leading production activity in a department with several teams. It involves organising activity, ensuring the good progress of the manufacturing cycles with respect for personal safety, quality rules, deadlines, costs and quantities.



Laetitia, Florence and Anaëlle.



To ensure our economic sustainability

TURNOVER IN FRANCE (€)	13,688,000
EXPORT TURNOVER (%)	10
MANUFACTURED PRODUCT TONNAGE	2,286
NUMBER OF REFERENCES PRODUCED	410
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN OF LAST 12 MONTHS (%)	13.8
PROPORTION OF TURNOVER DEVOTED TO R&D (%)	1.4
NUMBER OF PEOPLE IN R&D	3
NUMBER OF COMPLAINTS PER 100 TONNES OF PRODUCTS DELIVERED (%)	2.4
IFS/BRC CERTIFICATION	yes
OTHER CERTIFICATION: SEDEX	no



To be a responsible employer

NUMBER OF EMPLOYEES (INDEFINITE CONTRACTS)	80
AVERAGE AGE OF EMPLOYEES	41
FEMALE STAFF (%).....	65
NUMBER OF HOURS' TRAINING.....	780
NUMBER OF PEOPLE WHO HAVE HAD AT LEAST ONE TRAINING COURSE	76
PROPORTION OF EMPLOYEES TRAINED (%).....	95
NUMBER OF APPRENTICESHIPS	0
NUMBER OF WORKPLACE FIRST-AIDERS.....	12
ABSENTEEISM RATE (%)	14
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS	12.54
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS	62
NUMBER OF SPECULATIVE CVs RECEIVED	under construction



To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (KWH)	3,831,220
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (KWH/T)	1,676
ANNUAL GAS CONSUMPTION KWH	4,249,289
GAS CONSUMPTION/TOTAL PRODUCTION (KWH/T)	1,859
WATER CONSUMPTION (M3)	21,725
WATER CONSUMPTION/TOTAL PRODUCTION (M3/T)	9.50
TOTAL QUANTITY OF WASTE (TONNES).....	657
EXCESS MATERIAL CONSUMPTION (%)	1.67
TOTAL GHG EMISSIONS (T CO2EQ).....	1,198



To ensure our impact on society and our local integration

NUMBER OF ASSOCIATIONS HELPED	21
FACTORY OUTLET TURNOVER (€)	350,000
NUMBER OF PORTIONS OF DESSERTS OFFERED TO ASSOCIATIONS.....	146

COMMITMENT N°4 TO DEVELOP AND EXTEND OUR RANGE AND THE INNOVATIONS PRODUCED

NEW RANGE OF BUTTERCREAM LOGS

In 2016, Renaison's end-of-year products collection was expanded with a whole new range of buttercream logs. With five flavours: chocolate, praline, coffee, vanilla and Grand Marnier and three sizes – 9, 18 and 27 centimetres, this range is ideal for all festive tables. In a quest for even tastier products, little chocolate, praline and vanilla buttercream logs are paired with new soaked natural cookie sheets.

The Renaison site also wants to remain as close as possible to customer requirements. Along these lines it produces 700 white forest logs and 1,000 vanilla and pear flavoured brown logs for Auchan every year.



COOKIE SHEETS

New cookie sheets appeared in 2016 at the Renaison site. These brand new recipes of ours make it possible to diversify our range for the many wholesale brands. These sheets are intended for products in which the site has demonstrated expertise skill and unbeatable performance. Among the new products we might mention are the Passover cookie sheets with hazelnut and misérable cake sheets with pistachio.

COMMITMENT N°6 TO GUARANTEE GOOD, SAFE, HEALTHY PRODUCTS

IFS/BRC CERTIFICATION

The whole Renaison team succeeded brilliantly with its first IFS and BRC certification in June: a recently built, well-maintained site; committed workers; and a great effort made to achieve compliance with the food commodity safety benchmarks. These certificates are essential for maintaining and continuing our activity as nowadays they are an entry requirement for our French and international customers.

The sixth version of IFS is now applicable. It has been developed with the participation of certification bodies, distributors and industrial companies throughout the world. It therefore has the advantage of satisfying all the agri-food stakeholders and being recognised by the Global Food Safety Initiative (GFSI).

The strengths of these benchmarks are their quality and food safety aspects as these are the major concerns of our customers. The Renaison team has had to meet requirements concerning nutritional analyses, weight control, technical specifications and raw materials.

The new version of the benchmark stresses waste management controls, the risks of contamination by foreign bodies and the protection of the food chain against malicious acts.

The British food safety standard, the BRC, is now on its seventh version. This benchmark stresses traceability requirements and control of foreign body risks.

The combination of the two certifications allows us to guarantee the quality and safety of products for all customers of the Renaison site.



COMMITMENT N°10 TO SUPPORT CAREER DEVELOPMENT

As part of the Odyssey project, in 2016 we have established specific actions mobilising all the teams:

- A full meeting of all the site's employees to present the project,
- Working groups on the roles of work area manager, supervisor and key posts,
- Visual communication in all work areas,
- Improvement work carried out bimonthly – more than 1,000 hours' work for production and maintenance teams,
- Managerial support for department managers – 12 coaching sessions.
- A management working group on defining roles.

We are now seeking to roll out this key organisation for communication and participation to all improvement systems. This contributes to the proper development of the Renaison site.



THE SAINT-RENAN SITE



“

After the good progress of turnover in 2015, the site reaped the rewards from the different efforts made in 2016. Promotion of the performance of the lines, the reorganisation of the maintenance service, the improvement in skills of certain employees and the completion and success of major financial investments. All these actions give Mademoiselle Desserts Saint-Renan a base, allowing it to take control of the levers of the operation of the business: growth, profitability and sustainability.

”

Patrice Campourcy
Site manager



To ensure our economic sustainability

TURNOVER IN FRANCE (€)	9,070,000
EXPORT TURNOVER (%)	5
MANUFACTURED PRODUCT TONNAGE	2,881
NUMBER OF REFERENCES PRODUCED	162
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN OF LAST 12 MONTHS (%)	5.5
PROPORTION OF TURNOVER DEVOTED TO R&D (%)	0
NUMBER OF PEOPLE IN R&D	0
NUMBER OF COMPLAINTS PER 100 TONNES OF PRODUCTS DELIVERED (%)	0.77
IFS/BRC CERTIFICATION	yes
OTHER CERTIFICATION: SEDEX	no



To be a responsible employer

NUMBER OF EMPLOYEES (INDEFINITE CONTRACTS)	61
AVERAGE AGE OF EMPLOYEES	42
FEMALE STAFF (%)	52
NUMBER OF HOURS' TRAINING	14
NUMBER OF PEOPLE WHO HAVE HAD AT LEAST ONE TRAINING COURSE	1
PROPORTION OF EMPLOYEES TRAINED (%)	2
NUMBER OF APPRENTICESHIPS	0
NUMBER OF WORKPLACE FIRST-AIDERS	18
ABSENTEEISM RATE (%)	11
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS	1.1
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS	66.2
NUMBER OF SPECULATIVE CVs RECEIVED	under construction



To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (KWH)	1,983,986
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (KWH/T)	689
ANNUAL GAS CONSUMPTION KWH	273,716
GAS CONSUMPTION/TOTAL PRODUCTION (KWH/T)	95
WATER CONSUMPTION (M3)	2,956
WATER CONSUMPTION/TOTAL PRODUCTION (M3/T)	1.03
TOTAL QUANTITY OF WASTE (TONNES)	300
EXCESS MATERIAL CONSUMPTION (%)	2.6
TOTAL GHG EMISSIONS (T CO2EQ)	590



To ensure our impact on society and our local integration

NUMBER OF ASSOCIATIONS HELPED	3
NUMBER OF PORTIONS OF DESSERTS OFFERED TO ASSOCIATIONS	320



**COMMITMENT N°7
TO KEEP OUR SYSTEMS INTEGRATED, MODERN AND EFFECTIVE**



A NEW COLD UNIT

During July, the St-Renan factory has started working with a new cold unit. This installation makes it possible to keep a production line open longer (Coma cakes 5 / 3/8 mould) as well as keeping a constant temperature in the cold chamber. This cold system has also been designed taking into account the severe constraints associated with the site's location in an urban area, fitting a very quiet condenser on the roof (30 dB(A)), as well as limiting energy consumption on the site by investing in variable speed drives and floating head pressure control. It was a big commitment, as this project gives us greater production capacity and allows us to capture new markets.

THE D-WAY AT SAINT-RENAN

In 2016 the Saint-Renan site invested in industrial performance diagnosis – the D-Way. Overall performance on the site improved to 27%. The site is therefore at a stable level.

The D-Way, an internally developed tool, is an effective way of identifying the strengths and points for improvement of each service. Our route maps are now constructed and supplied with information depending on the conclusions of the D-Way diagnosis.

This year, the production department obtained the best result with 43%, an excellent level.



This good result is linked to the implementation of surveillance tools and workshops. The teams are also becoming increasingly independent. We measure and monitor material and workforce performance better. Every day meetings are held between Sylvain, the production manager, and the team leaders to talk about results and any incidents that have happened.

In 2017, action plans will be drawn up for each department, with a particular focus on maintenance, whose performance must be optimised.



RENEWAL OF THE MAINTENANCE TEAM

We have just renewed the maintenance team at the Saint-Renan site. The team manager David is now backed by Sébastien, Patrice and Hervé. This team, which has been in place since September 2016, allows us to extend the hours when someone is on-site – now 4.30am to 9.30pm every day. It also allows us to optimise the establishment of preventive and curative maintenance plans to make machines operate more reliably for longer. This organisation also brings results, as it allows us already to significantly improve industrial performance indicators.

St-Renan Maintenance, from left to right: [Patrice](#), [Sébastien](#), [David](#) and [Hervé](#)

COMMITMENT N°8 TO IMPROVE HEALTH AND SAFETY AT WORK PROTECTION

A big two-week safety event was organised at Saint-Renan in April to create Workstation Safety Files (WSF).

All employees took part in drawing up the files via working groups led by local managers. For this, the managers had specific one-day training on WSF and on how to lead meetings. For one hour, in groups of between two and six people, members of staff were able to identify the risks of workstations and machines in their sector and define safety instructions and recommendations to be applied in order to work safely. The effect of this action has been to raise the safety awareness of all staff on the site and to involve local managers in making them agents for safety through the creation of WSFs.

		RISQUE COUPURE / ECRASEMENT avec les pièces en mouvement	Interdiction de mettre les mains dans la machine lorsque le cycle est en cours
		RISQUE GESTES ET POSTURES lors du déplacement de la machine	Toujours être à deux pour la déplacer
		RISQUE CHOC / HEURT avec les plaques d'empreintes mal mises	Ranger les plaques sur les rails prévus à cet effet sous la machine
		RISQUE COINCEMENT DOIGT en plaçant les plaques d'empreintes dans la machine	Etre à deux quand cela est possible



COMMITMENT N°10 TO SUPPORT CAREER DEVELOPMENT

Improving employees' skills is one of the major aims of the group in terms of human resources management. Methods and productivity manager Anne Tartu was trained as project manager for the Saint-Renan site. Her on-the-job training lasted eight months, in close cooperation with the site manager.

This approach allowed her to shadow the manager in project management, particularly productivity projects.

The "carton moulder & sack dispenser" is a specific example of this improvement in skills. The aim was to end the manual lifting of cartons, which leads to musculo-skeletal problems, at the output point of two manufacturing lines, coma cakes 5 and moulds.

This project, requiring an investment of €160,000, made it possible to improve the skills of the four people who now operate the machine. This is a project that proves once more that health and productivity go hand in hand!

THE CORBY SITE



2016 has been marked by the move of the production site. We are settled into the brand new Corby factory on 8 July. The official opening of the premises took place on 9 September in the presence of Didier Boudy and Corby MP Tom Pursglove, among others.

It lies 30 km from the old one, so most employees have easily adapted to the change. But the main advantage of the new factory is that it is four times bigger than the old one. In fact, the production capacity of the Wellingborough site was limited compared to customer expectations. Thanks to this new working space we will be able to increase the quantities produced and move into new markets.

Franck Visser
Site manager





To ensure our economic sustainability

TURNOVER IN FRANCE (€)	10,000,000
EXPORT TURNOVER (%)	2
MANUFACTURED PRODUCT TONNAGE	1,807
NUMBER OF REFERENCES PRODUCED	245
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN OF LAST 12 MONTHS (%) ...	41
PROPORTION OF TURNOVER DEVOTED TO R&D (%)	2.5
NUMBER OF PEOPLE IN R&D	6
NUMBER OF COMPLAINTS PER 100 TONNES OF PRODUCTS DELIVERED (%)	3.82
IFS/BRC CERTIFICATION	yes
OTHER CERTIFICATION: SEDEX	no



To be a responsible employer

NUMBER OF EMPLOYEES (INDEFINITE CONTRACTS)	68
AVERAGE AGE OF EMPLOYEES	39
FEMALE STAFF (%)	51
NUMBER OF HOURS' TRAINING	800
NUMBER OF PEOPLE WHO HAVE HAD AT LEAST ONE TRAINING COURSE	16
PROPORTION OF EMPLOYEES TRAINED (%)	24
NUMBER OF WORKPLACE FIRST-AIDERS	5
ABSENTEEISM RATE (%)	3.4
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS	0.07
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS	70.2
NUMBER OF SPECULATIVE CVs RECEIVED	2



To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (KWH)	881,000
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (KWH/T)	488
ANNUAL GAS CONSUMPTION KWH	526,131
GAS CONSUMPTION/TOTAL PRODUCTION (KWH/T)	291
WATER CONSUMPTION (M3)	6,078
WATER CONSUMPTION/TOTAL PRODUCTION (M3/T)	3.4
TOTAL QUANTITY OF WASTE (TONNES)	140
TOTAL GHG EMISSIONS (T CO2EQ)	556
EXCESS MATERIAL CONSUMPTION (%)	in progress



To ensure our impact on society and our local integration

NUMBER OF ASSOCIATIONS HELPED	0
NUMBER OF PORTIONS OF DESSERTS OFFERED TO ASSOCIATIONS	0

COMMITMENT N°4 TO DEVELOP THE EXTENT OF OUR RANGE AND THE INNOVATIONS PRODUCED

This year new products still take pride of place. With 41% of the site's turnover achieved by products launched in the previous 12 months, the R&D team can be proud of the success of its recipes. Among the new products, we might mention the eclair selection. It is a box of 12 eclairs consisting of an assortment of four different flavours. This exclusive range is highlighted in the distributors bakery catalogue.



Our team of chefs is now working on a range of chocolate-based desserts for launch planned for 2017. You can try them soon!

COMMITMENT N°7 TO KEEP OUR SYSTEMS INTEGRATED, MODERN AND EFFECTIVE

On 13 July 2016 is the date when production began at the brand new Corby factory. All employees said goodbye to the Wellingborough production site on 8 July and moved to the new premises just 30 km away. Some customers have been able to come and discover the new site and, so far, the reactions are very positive. This new building was built to improve manufacturing conditions and to respond to growing production needs. It is four times bigger and fitted with five production lines for making cookies, puddings, tarts, cakes, etc.

The factory has been specifically designed to make production easier. For example, the new freezers allow permanent access to the pallets and the cutting room is six times bigger. The site was also intended to be adaptable. Five ovens are currently fitted, but additional equipment can be installed as needed. This investment provides the Corby site with all the conditions it needs to develop successfully in the future.



COMMITMENT N°10 TO SUPPORT CAREER DEVELOPMENT

The Corby site wants to develop its employees' careers. To achieve this, the management team has established training to allow all staff to improve their skills, making internal promotion easier.



I joined the company six years ago as a trainee pastry chef after going to catering college. After training sessions, I took the big step to becoming a pastry chef! My responsibilities were to develop new recipes for clients and carry out full-scale tests on them in the production area. I have recently been promoted to the post of senior pastry chef. I now manage the team of pastry chefs in association with the R&D department. Thanks to training and support from the group, I will soon be able to apply for the post of R&D manager, which would make me responsible for running the R&D department. »

Kirsty Goodjohn



I joined Mademoiselle Desserts in 2008 and I have worked in almost all departments. This has given me a good understanding of how we work with customers to create new products. I was recently promoted to a new post: Process technologists. My role consists of adapting the new developments created in the laboratory by the R&D department for production and monitoring proper parameterisation. »

Lana Paulaskaite

COMMITMENT N°15 TO REDUCE WATER CONSUMPTION



6,000: This is the number of cubic metres of water consumed by the Corby site every year. But water is a precious resource that needs to be preserved. So, as part of the efforts being made by everyone, a great water consumption reduction project was launched on the whole site in 2017. To make it easier to treat and therefore to reuse the water, a special effort was made to reduce fat and oil in effluents.

Come back next year to see the results of this project.



HANDMADE CAKE COMPANY



This year we have launched the development of the first Oh Oui! brand products at the Handmade site in Maidenhead. We have begun with standard and gluten-free brownies; standard and gluten-free caramel shortcake and finally gluten-free strawberry amande cake.

Sales forecasts for these five products are 100,000 units.



Michael Wheeler
Factory manager





To ensure our economic sustainability

TURNOVER IN FRANCE (€)	17,268,000
EXPORT TURNOVER (%)	6
MANUFACTURED PRODUCT TONNAGE	2,252
NUMBER OF REFERENCES PRODUCED	238
PROPORTION OF TURNOVER ACHIEVED WITH PRODUCTS LAUNCHED WITHIN OF LAST 12 MONTHS (%)	8
PROPORTION OF TURNOVER DEVOTED TO R&D (%)	1
NUMBER OF PEOPLE IN R&D	4
NUMBER OF COMPLAINTS PER 100 TONNES OF PRODUCTS DELIVERED (%)	4.7
IFS/BRC CERTIFICATION	yes
OTHER CERTIFICATION: SEDEX	yes



To be a responsible employer

NUMBER OF EMPLOYEES (INDEFINITE CONTRACTS)	150
AVERAGE AGE OF EMPLOYEES	38
FEMALE STAFF (%)	41
NUMBER OF HOURS' TRAINING	1,200
NUMBER OF PEOPLE WHO HAVE HAD AT LEAST ONE TRAINING COURSE	150
PROPORTION OF EMPLOYEES TRAINED (%)	100
NUMBER OF WORKPLACE FIRST-AIDERS	16
ABSENTEEISM RATE (%)	6.2
SEVERITY RATE OF OCCUPATIONAL ACCIDENTS	0
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS	3.27
NUMBER OF SPECULATIVE CVs RECEIVED	100



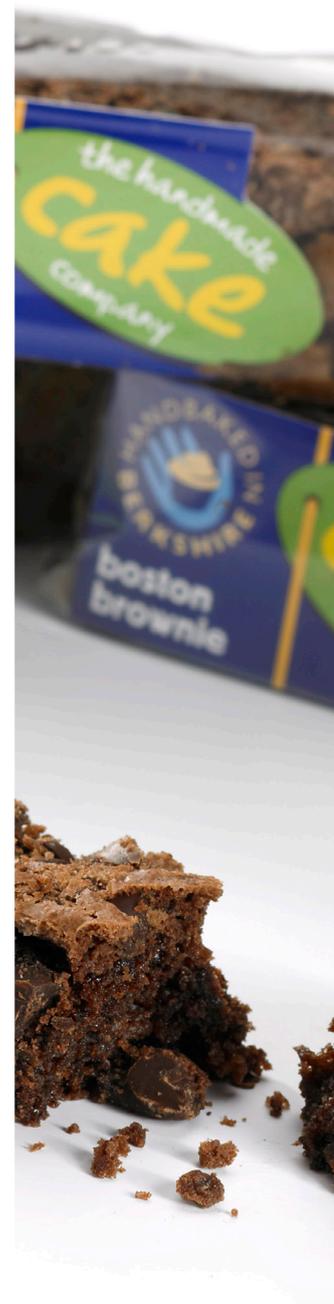
To preserve the environment

ANNUAL ELECTRICITY CONSUMPTION (KWH)	1,944,549
ELECTRICITY CONSUMPTION/TONNE OF PRODUCT (KWH/T)	863
ANNUAL GAS CONSUMPTION KWH	1,101,942
GAS CONSUMPTION/TOTAL PRODUCTION (KWH/T)	489
WATER CONSUMPTION (M3)	5,733
WATER CONSUMPTION/TOTAL PRODUCTION (M3/T)	2.5
TOTAL QUANTITY OF WASTE (TONNES)	199
TOTAL GHG EMISSIONS (T CO2EQ)	1,084
EXCESS MATERIAL CONSUMPTION (%)	in progress



To ensure our impact on society and our local integration

NUMBER OF ASSOCIATIONS HELPED	300
NUMBER OF PORTIONS OF DESSERTS OFFERED TO ASSOCIATIONS	36,000



COMMITMENT N°6 TO GUARANTEE GOOD, SAFE, HEALTHY PRODUCTS

GLUTEN-FREE

Gluten-free is a booming sector and the Handmade Cake site has capitalised on the growing demand for high quality gluten-free bakery products. Since the launch of its gluten-free range in 2013, the turnover linked to these products has risen to two million euros in 2016.

The development team has worked to offer customers the strongest possible gluten-free product range. The success has been amazing and the company's expertise has been recognised at the Great Taste Awards organised by the Guild of Fine Food. Seen as a benchmark in the area of refined cuisine and drinks, the Great Taste Awards are synonymous with trust and quality. The gluten free products from the Handmade Cake site have again been rewarded this year in the competition, with four prizes, for the gluten-free Carrot Cake, Victoria Sponge, Cappuccino Cake and Chocolate Brownie.

A great success for the Handmade Cake site, but we do not plan to stop there. In 2017, two gluten-free bars will be exported to Canada – the caramel shortcake bar and the brownie bar – for our customer Gastronomica. We will also see the addition of the raspberry and almond slice, which will be sold in retail in Cool & Simple stores.



REDUCTION IN THE USE OF PALM OIL

The Handmade Cake site has worked to minimise the use of palm oil in its products, using rapeseed oil and butter instead. However, palm oil could not be removed from the recipes for certain items, so suppliers have been selected using sustainability criteria. Along these lines, during 2017, the Handmade Cake site will gain segregated supply certification to use the RSPO (Roundtable on Sustainability Palm Oil) logo on its product packaging. Segregated supply is one of the four procurement chains approved by the RSPO, aimed at promoting growth and using palm oil in accordance with specific sustainability criteria. The use of the logo guarantees to our customers the traceability of the sustainable palm oil from raw material to final consumption.



COMMITMENT N°10 TO SUPPORT CAREER DEVELOPMENT



Ben Morgan, a food technologist at the Handmade Cake site, is now the representative for sustainable development at the sites in the UK. He works in cooperation with Barbara Bosquette, the group corporate social responsibility manager.

We have begun to harmonise indicators and good practices, such as the ethical chart distributed to all employees at HMC and Corby in 2016. In 2017, we will continue by joining the UK Global Compact network. 

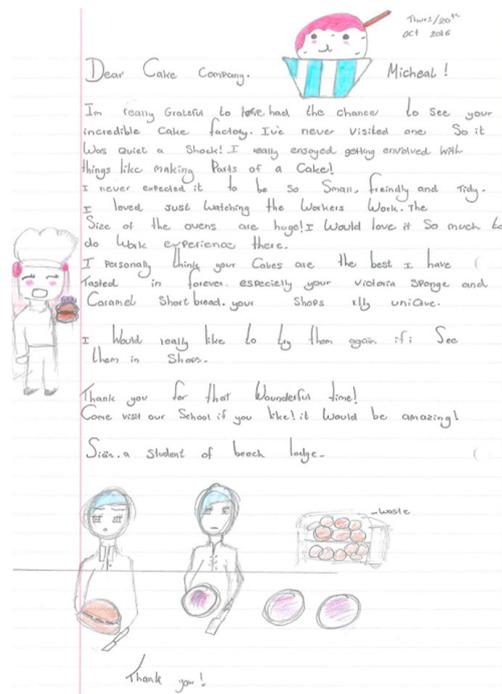
Ben Morgan.



COMMITMENT N°20 TO SUSTAIN AND PROMOTE OUR LOCAL INTEGRATION

For many years, the Handmade Cake site has maintained partnerships with local primary schools and bakery/confectionery colleges. This allows youngsters to discover the agri-food world and for future bakers to see how theory is put into practice. These are often very enjoyable visits, when we can have conversations about our organisation, our jobs and our products.

In 2016, five schools visited the bakery, although one of them is a little different. For the first time, a visit to HMC was requested by Beech Lodge School which looks after children with special educational needs. This visit was very enriching both for the pupils and bakery staff. The many letters of thanks sent by the children demonstrate how enthusiastic they were.



QUALITY PASTRIES



The business Quality Pastries, an unrivalled specialist in frozen mille-feuilles in the Netherlands, joined Mademoiselle Desserts in October 2016.

The CSR approach is being implemented on this site. The consolidated data will therefore be available in this report from next year onwards.



57
WORKERS



4 500 m²
PRODUCTION AREA



250 references
OF FINISHED PRODUCTS, INCLUDING STAR
PRODUCTS: MILLE-FEUILLES, CHOUX
PASTRIES AND MINI SWISS ROLLS



3
PACKAGING LINES



4 200 tonnes
OF FINISHED PRODUCTS



Certifications

BRC AA, IFS HIGHER LEVEL, GMP PLUS (ALLOWS ORGANIC WASTE RECOVERY BY A PROVIDER FOR ANIMAL FEED), KAT FOR EGGS, RSPO MB FOR PALM OIL



Quality PASTRIES

Insta Bakery

JAN MARTIN RIDDER
MANAGING DIRECTOR

A portrait of Jan Martin Ridder, a man in a dark suit, standing in front of a bakery display. The display features the 'Quality PASTRIES' logo and the text 'Insta Bakery'.

MARTIJN VAN BEEK
FINANCE MANAGER

A portrait of Martijn van Beek, a man in a blue patterned shirt, sitting at a desk with a computer monitor.

INGE VAN DE SLUIS
QUALITY MANAGER

A portrait of Inge van de Sluis, a woman with glasses and a blue top, smiling.

Your partner in fingerfood

Quality PASTRIES Foodservice

JAN VAN DIJNEN
PRODUCTION MANAGER

A portrait of Jan van Dijnen, a man in a dark shirt, standing in front of a foodservice display. The display features the 'Quality PASTRIES' logo and the text 'Your partner in fingerfood' and 'Quality PASTRIES Foodservice'.





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