

# CSR REPORT 2024



# CONTENTS

## **3 I. INTRODUCTION**

- 3 1. Our CSR commitments: awareness and concrete action**
- 4 2. The SAVENCIA Group and its mission**

## **6 II. HISTORY**

- 6 1. History of ARMOR\***
- 7 2. Our solutions and products**
- 8 3. Creating value**

## **9 III. OUR VISION**

- 9 1. DNA & Values**
- 11 2. Materiality matrix**
- 12 3. United nations sustainable development goals**

## **13 IV. OUR MAIN ISSUES & RISKS**

- 13 1. Reducing our environmental footprint**
- 20 2. Offering healthy and responsible products & working together to develop a more sustainable agricultural sector**
- 25 3. Ensuring the well-being of our employees**
- 32 4. Ethics**

## **34 V. OUR AWARDS**





# I. INTRODUCTION

## 1. OUR CSR COMMITMENTS: AWARENESS AND CONCRETE ACTION

Here at ARMOR\*, a subsidiary of the SAVENCIA Saveurs & Spécialités Group, we have always been guided by one clear mission: "Leading the way to better food while contributing to the common good". Fully aware of the environmental, social and economic issues that are currently facing society as a whole, we have decided to put together this corporate social responsibility (CSR) report to formalise our commitment and our actions to support a more sustainable, ethical and united world.

This report is proof of our awareness and our desire to make an active contribution to the common good. It details the initiatives that we have put in place to respond to the expectations of our stakeholders and to innovate in favour of a healthy and sustainable food. By reevaluating our most important issues, such as climate change, animal welfare and water management, we ensure that we meet all currently applicable regulations and social expectations.

Our commitment is also clear through our adhesion to international initiatives like the United Nations Global Compact and the Science-Based Targets Initiative. This once again confirms our desire to actively fight against climate change. This CSR report reflects our determination to continue our efforts for a better future.

### WE SUPPORT



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

## 2. THE SAVENCIA GROUP AND ITS MISSION

ARMOR\* is a subsidiary of the SAVENCIA Saveurs & Spécialités Group, an international family-run food group. It deploys a strategy of **value creation** by making a distinction between their products and their specialist brands.

With its mission "Leading the way to better food while contributing to the common good" and its **Oxygen CSR approach**, which outlines its approach to corporate social responsibility, the Group is committed to doing business in a sustainable way while respecting people and the planet.

One group, two entities:



- SAVENCIA Fromage & Dairy is the 13<sup>th</sup> biggest dairy group in the world and the 5<sup>th</sup> largest cheese group. Its range of cheeses, butters, creams, dairy ingredients, and nutritional solutions responds to the expectations of supermarket, food service and industrial clients.



- SAVENCIA Gourmet is an international player in premium food service and sweet gastronomy. Its charcuterie, seafood and chocolate specialities are also distributed through GMS France.

SAVENCIA relies on small, **autonomous** subsidiaries that are close to their markets, as well as **shared global expertise**. These subsidiaries contribute to the local development of the regions that they are based in and regularly dialogue with **their suppliers, clients, and other partners**.

The Group has always firmly believed that the respect of **human rights, labour rights, the environment, food security** and the **fight against corruption** are demanding but essential rules that are compatible with the search for **optimal economic performance**, the sustainability of which they ensure.

This commitment is mainly reflected in:

- The ethical charter "The Group and its culture" that describes the principles of action and code of conduct that must inspire, guide and unite all the Group's collaborators in their action .
- The corporate social responsibility (CSR) plan "Oxygen" reflects the Group's desire to combine **meaning and performance**, with its **stakeholders** (collaborators, producers, clients, consumers, suppliers, investors, civil society) to innovate in favour of a **more sustainable, ethical, and supportive world** that contributes to **eating well** and the **common good** each and every day.





- The re-evaluation of certain issues, particularly climate change and decarbonisation, animal welfare and farming practices, and water management, following the materiality analysis led to them being brought towards the constituent axes of the **Oxygen plan**. The Group's compliance with regulations has also been verified by ensuring coverage of the areas provided for by the regulations (social, societal, environment, human rights, fight against corruption, fight against tax evasion) and other expected topics (climate change, circular economy and food waste, precarity, healthy and sustainable food, animal welfare, diversity and disability actions, collective agreements and physical and sporting activities).
- The commitment of SAVENCIA Fromage & Dairy to the Science-Based Targets initiative.

This initiative has validated the decarbonisation trajectory of "well below 2°C" (effort to maintain average global temperature increased well below 2°C above pre-industrial levels) by reducing their greenhouse gas emissions as follows by 2030 compared to 2019 figures:

- -27.5% in absolute value for **Scopes 1 & 2**.
- -22.5% per tonne of manufactured products that fall under **Scope 3** (commitment corresponds to 96% of Scope 3).

This commitment is proof of SAVENCIA Fromage & Dairy's aim to actively fight against climate change and to be involved in continued actions to reduce greenhouse gas emissions that have already begun as part of the "Oxygen" CSR plan.

- Its adhesion to the United Nations Global Compact. Since 2004, SAVENCIA Fromage & Dairy has renewed their commitment to support and implement the ten principles of this compact within its sphere of influence.



ARMOR\* is a signatory to the "Oxygen" CSR plan of the SAVENCIA Group and their social commitments with regards to human rights and the fight against fraud and corruption in accordance with applicable regulations.

## II. HISTORY

### 1. HISTORY OF ARMOR\*

ARMOR\*'s story began in 1910 in Brittany, when the Dépincé family established a dairy. Their aim was simple: to promote local products by collecting milk and making butter and cream. They quickly became renowned for their expertise and in 1948 the company became Laiterie Mont Saint Michel, firmly implanted in the centre of the one of the biggest dairy basins in Europe. But it was in the 1960 that the company make the decision that would shape its future, to focus on innovations in the transformation of dairy proteins.

Today ARMOR\* is made up of several major entities: **Armor Protéines**, specialists in the production of ingredients and solutions adapted to clients from the agri-food industry and nutrition. **Armor Pharma**, a company that manufactures and distributes a range of pharmaceutical lactoses for use as excipients in the formulation of medicines. **Elvor**, a key player in high-quality milk replacers for young farm animals and **Cheese Ingrédients**, a company that commercialises a large range of cheese used as ingredients by agri-food professionals.

They all share the same objective: to offer adapted, innovative, and nutritional dairy solutions to lead the way to better food.



These subsidiaries belong to the dairy ingredients hub of the SAVENCIA Group, a global leader in speciality cheese. True to their local roots, expertise and reliability, the company constantly strives to reduce its environmental impact while contributions to the well-being of all members of society.

## 2. OUR SOLUTIONS AND PRODUCTS

Since 1967, ARMOR\* has been developing a large range of high-quality, technical dairy ingredients for clients from the agri-food and nutrition industries, becoming an expert in fractionation: bioactive proteins, milk proteins, lactose, milk minerals...



Armor Protéines presents a selection of functional ingredients to improve the organoleptic (texturants, emulsifiers, stabilisers, flavouring agents) and nutritional properties of agri-food products, enriching the products with proteins, minerals, and other components crucial for a balanced diet.



Since 1969, Elvor has been dedicated to young animals and established itself as a reference in the nutrition of rearing calves, lambs, kids and many other species, thanks to its expertise and innovative nature.



On the other hand, the brand Armor Pharma has been distributing high-quality lactose for the pharmaceuticals industry since 2014. They offer a portfolio of different grades of lactose (lactose monohydrate for granulation, manufacturing capsules and sachets, for inhaling or for compression) in order to meet the needs of the largest pharmaceutical laboratories.



Cheese Ingrediénts, founded in 2008, offers a range of functional ingredients and cheese solutions (mozzarella, fresh pasta, processed cheese...) in many different formats and packaging options.





### 3. CREATING VALUE

Armor Protéines mainly operates in two markets with a strong international presence: **nutrition and health and agri-food**. In the field of nutrition and health, Armor Protéines responds to specific needs and supports consumers at all stages of their life, from **infant nutrition** to **senior and clinical nutrition**, and even **sport nutrition** and **feminine health**. Their dairy solutions have been developed to encourage growth, muscle development, recuperation and boost the immune system.

In the **agri-food sector**, Armor Protéines supports industrial players by providing solutions adapted to several different segments: dairy products, ice creams, baked goods and pastries, chocolates and sweets, meats, and ready meals, as well as drinks.

Elvor mainly targets specialised distributors and livestock farmers that are looking for high-quality feed to guarantee the growth and health of their herds. The brand has also expanded its markets by providing **nutrition for pets**, particularly with **food supplements** for cats and dogs. The company mainly operates in France and Europe.

Armor Pharma, a company with extensive experience in the manufacturing and distribution of pharmaceutical excipients, is a **well-known player on the international markets**. Their products respond to the strict requirements of the **medical, paramedical, and veterinary sectors**. These solutions, which are widely used in pharmaceutical and nutraceutical formulations, are appreciated for their purity, stability and functional performance and offer varied applications in the manufacturing of medications, food supplements and veterinary products.

Cheese Ingrédients operates on the cheese ingredients market and works with agri-food professionals in France and abroad. In close collaboration with the cheese experts from the SAVENCIA Group, the brand offers a range of high-quality cheese products with suitable packaging options.

# III. OUR VISION

## 1. DNA & VALUES

Steeped in history and family tradition, ARMOR\* is proud to be a company that supports people. Our main aim is to ensure the professional and social fulfilment of the people that work here. ARMOR\* is committed to supplying high-quality ingredients essential for supporting health and well-being through a range of different applications.



### A. RESOURCES

- **Human resources:**  
714 employees (december 2023),
- **Environmental and societal resources:**  
> 1.7 billion litres of milk received in 2023 (Gestion, 2023),  
> 813 litres of serums and permeates received in 2023 (Gestion, 2023).
- **Financial resources:**  
Stability of majority family shareholding, control of SAVENCIA Fromage & Dairy, publicly traded company with shareholder equity of € 1.827 million (2022).

### B. SHARED VALUES

- **For people:**  
> Accident frequency rate = 26.2 in 2023,  
> A recognised HR policy with a certification process for obtaining the GPTW certification,  
> 68% of employees benefited from training in 2023,  
> Committed to employing young people, with 38 apprenticeship contracts in 2023,  
> Work experience students from secondary schools,  
> 46% of managerial roles occupied by women.
- **For the environment:**  
> Roll-out of the Climate Fresk programme: 137 managers and supervisors participated in a Climate Fresk workshop in January 2023 and the roll-out continued in 2024 for 16 new managers and supervisors with the organisation of 3 workshops,  
> Between 2022 and 2023:
  - Scope 1 & 2 greenhouse gases: -3% eq. CO<sub>2</sub>,
  - Energy consumption: -4.7%,  
> 99% of packaging is designed to be recyclable with an objective of all packaging being recyclable from 2026.

### ● For society and communities:

- > Supporting charitable causes: supports the fight against cancer with the Curie Institute,
- > Donation of € 24,642 thanks to the massive participation of employees,
- > A company that has a good relationship with its local environment,
- > Disability policy:
  - Signature of Agefiph in 2023 to support us with the roll-out of our disability policy,
  - Call on ESATs (service for vocational rehabilitation in France) as soon as possible,
  - DUODAY, one day a year organised to welcome a person with a disability to our premises,
  - Disability Awareness Week organised each year to raise awareness of inclusivity among employees.

### ● For upstream agriculture:

We are committed to working with farmers and producers to develop a more sustainable agricultural sector by focusing on two main areas: guaranteeing a supply of milk and ensuring generational renewal. To this end, we support our producers in the decarbonisation of their milk production thanks to Savencia Ressources Laitières (SRL). We have also established an animal welfare charter ([document available online](#)) with the aim of ensuring that 100% of the farms that we work with are compliant with the charter by 2029.

## C. ORGANISATION

### ● The mission of the ARMOR\* CSR service:

- > To identify and deploy the CSR action plans in 2025 in line with the priority issues,
- > To evaluate CSR performance thanks to the tracking of key performance indicators (KPIs) and via an external platform: ECOVADIS,
- > Training of all employees on CSR issues to ensure that they understand our objectives and to reinforce adhesion to these objectives.

### ● Composition and organisation:

The CSR coordination is the responsibility of the Head of Marketing and CSR, a member of the ARMOR\* board of directors and a representative from the SAVENCIA Group for the Oxygen plan. She is also responsible for the CSR reporting for ARMOR\*.

The organisation of CSR relies on a collective dynamic that mobilises internal expertise depending on the topics covered. In 2023, the employees involved in CSR work included:

- > Head of Employment and Training (HR),
- > Head Building Works Engineer (Industrial),
- > Head Buyer (Quality and Purchasing),
- > System quality assistant (Quality and Purchasing),
- > Head of Industrial Management Control (Management),
- > Head of R&D and CSR (R&D and Marketing/CSR).

This flexible approach means that the working groups can be adapted to the identified issues and priorities while making use of the targeted expertise of each employee.

### ● Governance and validation of CSR actions:

The decisions linked to CSR actions are mainly discussed during a dedicated monthly meeting organised as part of the Marketing/CSR meeting and introduced in 2024. This meeting mainly brings together:

- > Senior Management,
- > Head of Sales,
- > Head of Quality,
- > Head of R&D,
- > Head of Marketing.

Additional participants may be called upon depending on the subjects covered. These meetings are used to present the current actions, monitor their progress and to validate decisions with the management teams.

In addition, the board of directors can also rule on certain CSR-related topics depending on their nature and their strategic importance for the company.

All of this rests on the SAVENCIA Group's CSR governance and it is designed to integrate senior management, corporate teams, and subsidiaries.



## 2. MATERIALITY MATRIX

To identify our main concerns when it comes to corporate social responsibility, we carried out a materiality analysis. We considered elements specific to our sector and the concerns of our stakeholders. The SAVENCIA Group realised an initial matrix with over 185 internal and external stakeholders from all over the world including employees, producers, clients, consumers, suppliers, managers, investors, and members of society. This materiality analysis was then updated with the new societal trends in our sector of activity.

The impact of societal and environmental issues on the performance of our company and the impact of our company on the environment and society were also evaluated.



According to this matrix, the "material" issues that need to be dealt with as a priority are:

- > Occupational health and safety,
- > Food quality and safety,
- > Information and transparency for consumers,

- > Climate change and decarbonisation,
- > Animal welfare and livestock farming practices,
- > Quality of life at work,
- > Water management,
- > Nutrition and health,
- > Development of human capital.



### 3. UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations has established 17 sustainable development goals (SDGs) to be achieved by 2030. These goals establish the global objectives to achieve and include measures to fight against climate change. The main aim of these goals is to guarantee peace and prosperity for individuals and the planet as a whole. They aim to change the world in order to guarantee an environmentally friendly and sustainable transition while eliminating poverty and inequalities. To do this, all organisations and individuals must commit to achieving these objectives.



As a company, ARMOR\* is committed to including the implementation of several of these sustainable development goals in our CSR strategy. We adhere to the United Nations Global Compact. As such, we have aligned our operations and strategy to the ten universal principles on human rights, labour rights, environmental rights, and the fight against corruption. This voluntary approach when it comes to the social responsibility of the companies makes it possible for us to adapt to the United Nations 2030 Agenda for Sustainable Development and Sustainable Development Goals.

# IV. OUR MAIN ISSUES & RISKS

## 1. REDUCING OUR ENVIRONMENTAL FOOTPRINT

ISSUES	RISKS
Reducing our greenhouse gas emissions	Risk of the impact of activities on climate change and on adapting to the consequences of climate change
Controlling our water resources	Risk of water scarcity
Optimising our waste management	Risk of pollution

Faced with the challenges of climate change and the depletion of natural resources, ARMOR\* places the management of resources and the reduction of our environmental impact at the heart of our strategy. Our actions are based around three main axes:

1. Optimisation of energy consumption.
2. Reduction of greenhouse gas emissions.
3. Sustainable management of water resources.

These specific actions are on our commitments and align with the Science-Based Targets (SBTi) and the objectives of the SAVENCIA Group.



### A. CONTROLLING OUR WATER RESOURCES

Here at ARMOR\*, water is an essential resource when it comes to guaranteeing the quality of our products and ensuring the proper functioning of our industrial processes. Aware of the environmental challenges related to this resource, we have adopted a global and proactive approach with the aim of reducing our water consumption, improving our water efficiency, and innovating in the recycling of wastewater.

#### ● Context and issues

The agri-food industry, which ARMOR\* is a part of, is one of the sectors with the highest water consumption, using it for a wide range of things from cleaning equipment, to cooling and preparing ingredients. This dependence raises several issues:

- > **Growing water stress:** with global warming, certain regions are having to deal with shrinking water resources, increasing the risks of water shortages.
- > **New regulations:** French Decree no. 2024-33 of 24th January 2024 imposes strict standards on the use of recycled water in the agri-food industry.
- > **Environmental impact:** a poor management of water resources can disrupt local ecosystems.

### ● Global water management strategy

To respond to these issues, ARMOR\* has implemented a water-saving plan that is based around three axes:

- > **Reduction in water withdrawals:** limit the quantity of water used in our processes thanks to innovative technologies and the optimisation of practices.
- > **Improvement in the treatment of waste water:** modernise our installation to ensure an efficient management of wastewater and safe recycling.
- > **Raising awareness among and involvement of teams:** develop a culture of saving water across our industrial sites.

### ● Reducing our water consumption

Over the past three years, we have made significant efforts to reduce our use of drinking water. The specific steps we have taken include:

- > **Optimising our washing processes:**
  - Revision of our cleaning cycles to reduce the duration and the volumes of water used.
  - Introduction of Clean-In-Place (CIP) technologies that perform better and consume less water.
- > **Daily monitoring of consumption levels:**
  - Installation of connected sensors and dedicated software that allows us to monitor water consumption in real time.
  - Identification and quick correction of anomalies or leaks.
- > **Reusing process water:**
  - Implementation of recycling circuits to reuse water from cooling or cleaning.
  - In particular, the optimisation of reverse osmosis has allowed us to reintegrate some of our wastewater into our industrial processes.

### ● Treatment and recovery of wastewater

The management of our wastewater is a key issue for ARMOR\*, and we have invested in advanced technology to limit the environmental impact of our waste:

- > **Modernisation of purification stations:**
  - Our sites are equipped with biological and chemicophysical treatment systems to ensure that our wastewater is effectively depolluted before being ejected from our systems.
  - Reduction in organic loads and chemical pollutants thanks to advanced membrane filtration processes.
- > **Recovery of effluents:**
  - In partnership with local biogas plants, some of the sludge from the treatment of our wastewater is used to produce biogas, thus supporting the circular economy.

### ● Innovations in water recycling

ARMOR\* is actively exploring innovative solutions to maximise water reuse in our installations:

- > **Recycled water for non-food use:**
  - Use of treated water to supply cooling circuits or to clean non-sensitive zones.
- > **Advanced filtration techniques:**
  - Use of ultra- and nano-filtration membranes to treat and purify the water from industrial processes.
- > **Research in emerging technologies:**
  - Feasibility study on the recuperation of condensed steam to transform it into reusable water.

### ● Results and goals

ARMOR\*'s efforts when it comes to water management are already starting to show some results:

- > **The Pontmain site managed to reduce their water consumption by 11% in 2023** thanks to an improvement in washing cycles and in the recycling of reverse osmosis water.
- > **We have now set the ambitious objective of reducing our use of drinking water by another 15% by 2025.**

### ● Raising awareness and collaboration

ARMOR\*'s commitment is not only limited to our industrial sites. We actively work with:

- > **Our employees:** we organise internal training sessions to raise awareness of the importance of saving water and using resources responsibly.
- > **Our partners:** we work with local institutions to promote sustainable practices and exchange ideas on best practices when it comes to water management.

To summarise, here at ARMOR\* we are fully committed to reducing our water footprint by combining technological innovations, a strict management of water consumption and raising awareness of all stakeholders involved. Not only will these efforts contribute to the sustainability of our activities, but also to the preservation of a vital resource for future generations.



## B. REDUCTION OF GREENHOUSE GAS EMISSIONS

### ● The climate issues for ARMOR\*

As a part of the energy transitions and the fight against global warming, all of us at ARMOR\* are committed to reducing greenhouse gas emissions along the entire value chain. These efforts are enshrined in the SAVENCIA Group's Oxygen plan and have been validated by the Science-Based Targets initiative (SBTi).

The emissions are divided into three categories:

- > Scope 1: Direct emissions from fossil fuels used on our sites (heating, industrial processes).
- > Scope 2: Indirect emissions linked to purchased energy (electricity, steam, heat)
- > Scope 3: Indirect emissions along the value chain (purchases, transportation, products reaching the end of their lifecycle).

### ● Our objectives in numbers

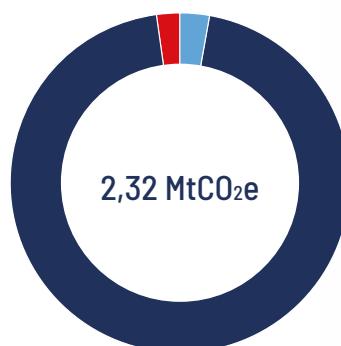
ARMOR\* is aiming for:

- > A 27.5% reduction in Scope 1 & 2 emissions by 2030 (reference year: 2019).
- > A 22.5% reduction in Scope 3 emissions per tonne of product manufactured over the same period.

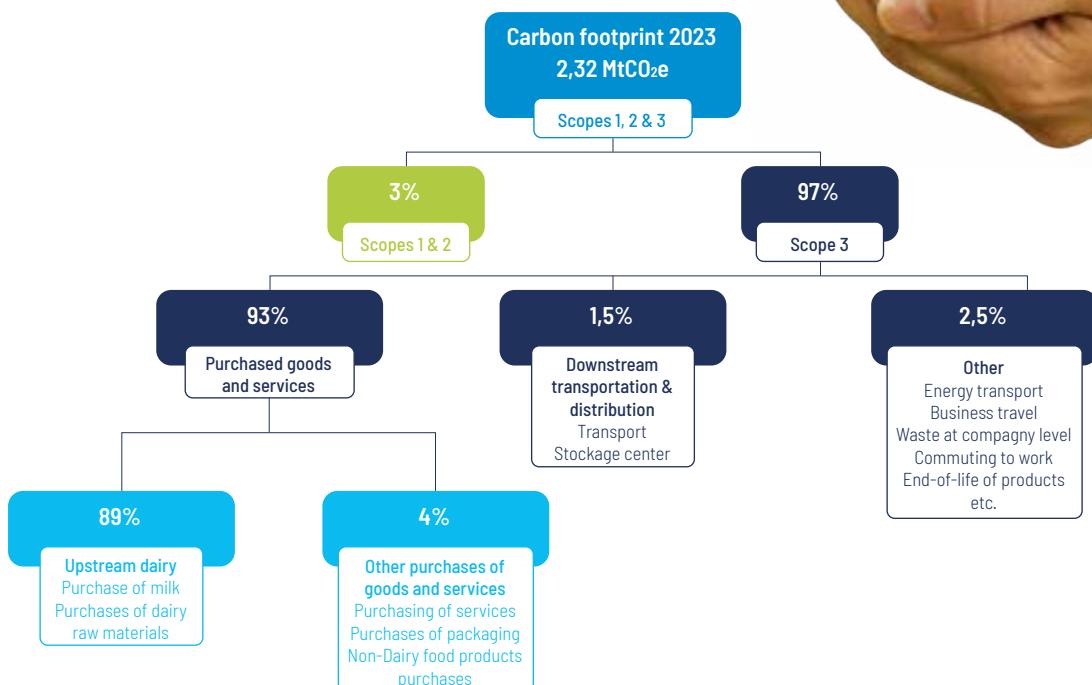
### ● Our current carbon footprint

Distribution of CO<sub>2</sub>eq emissions by scope (MtCO<sub>2</sub>eq % of total emissions).

- Scope 1&2 > 3%
- Scope 3 amont > 95%
- Scope 3 aval > 2%



Detail of the distribution of greenhouse gas emissions within the ARMOR\* carbon footprint.



In 2023, ARMOR's carbon footprint amounted to 2.32 Mtonnes equivalent CO<sub>2</sub>e, distributed as follows: 3% for Scopes 1 & 2, and 97% for Scope 3.

## ● Specific actions for reducing greenhouse gas emissions

Reduction of Scope 1 & 2 emissions (direct operations)

### > Energy savings:

- Installation of heat pumps to reduce use of natural gas boilers.
- Thermal optimisation thanks to heat recuperation systems that work with the hot water from production processes.
- Improved heat exchangers to maximise energy efficiency.

### > Renewable energies:

- Feasibility study for integrating solutions like solar thermal energy and biomass on our industrial sites.
- Development of partnerships for purchasing renewable electricity.

### > Energy-saving plan:

Raising awareness among teams with regards to responsible practices and a reinforced monitoring of energy consumption.

Reduction of Scope 3 emissions (extended value chain)

### > Transport and logistics:

- Transition towards hybrid and electric vehicles (22 vehicles already replaced out of a fleet of 68).
- Eco-driving training sessions for all drivers.
- Optimisation of logistics itineraries to reduce distances covered and share loads.

### > Responsible purchasing:

- Collaboration with Savencia Ressources Laitières to help farmers move towards more sustainable livestock farming practices. For example, one task aims to reduce methane emissions by working on animal feed, while another aims to optimise herd management. At the same time, we encourage farmers to adopt regenerative agricultural methods such as crop rotations, the use of plant cover and rotation grazing.
- All purchases of non-dairy materials are governed by our responsible purchasing charter (link to the charter).
- Helping suppliers to improve their carbon footprint.

### > Commitment of stakeholders:

- Development of products with a lower environmental impact to meet the expectations of clients committed to a low carbon approach.

Commitment of employees

- > **Active promotion of carsharing** to limit the use of individual vehicles.
- > **Training of teams on environmental issues** and their role in reducing emissions on a day-to-day basis.

## ● Monitoring and expected results

Each year, ARMOR\* calculates our carbon footprint to follow the evolution of our emissions and then adjusts our priorities according to the results obtained. These efforts will allow ARMOR\* to:

- > **Strengthen their competitiveness** when dealing with clients and partners that are increasingly demanding when it comes to traceability and reducing the company's environmental impact.
- > **Make the company more resilient** when facing risks related to climate change (energy shortages, new regulations, etc.).

This ambitious plan is proof of ARMOR's commitment to become an exemplary player when it comes to the environmental transitions while maintaining their industrial performance.

## C. ENERGY MANAGEMENT

The agri-food sector is one of the most energy-intensive sectors. At ARMOR\*, our energy consumption represents a significant portion of our **carbon footprint**, particularly when it comes to Scope 1 & 2 emissions. Reducing energy-related emissions is a major lever that can help us to achieve our climate objectives. We are implementing specific solutions to reduce our dependence on fossil fuels and to improve the energy efficiency of our installations.

## ● Saving energy: an immediate priority

We have adopted an energy-saving plan based around:

### > Optimising our equipment:

- Regulating the temperatures of heating, ventilation, and air-conditioning equipment.
- Reinforcing maintenance to avoid any loss of energy, particularly in steam production systems and cooling circuits.

### > Raising awareness among our employees:

- Implementation of internal campaigns to encourage more economical practices (switching off devices when they are not being used, better management of lighting).
- Training of operators to identify and correct sources of energy waste in real time.

### > Monitoring of consumption levels:

- Deployment of digital tools to monitor the energy consumption of various installations in real time.
- Data analysis to identify peaks in consumption and to adapt our processes accordingly.

## ● **Energy efficiency: modernising infrastructures**

Armor\* invests in advanced technologies to improve the energy efficiency of our installations:

> **Heat recuperation:**

- Implementation of heat recuperation systems that work using the hot water from our industrial processes.
- Reuse of this heat to feed heating circuits or preheat the water used in production.

> **Installation of heat pumps:** Replacement of gas boilers with highly efficient heat pumps to reduce direct CO<sub>2</sub> emissions.

> **Improved heat exchangers:** Modernisation of exchangers to maximise their output and reduce primary energy needs.

## ● **Transition to renewable energies**

ARMOR\* is actively exploring solutions for integrating renewable energies into our energy mix:

> **Study on thermal solar energy:** Feasibility analysis for installing thermal solar panels on our industrial sites in order to produce hot water for processes and heating.

> **Use of biomass:** Evaluation of options for replacing natural gas with wood granules or woodchips in certain industrial boilers.

> **Partnerships for purchasing green energy:** Negotiation of renewable electricity purchase contracts (wind turbines, solar, hydraulic) with local suppliers.

## ● **Innovation in the energies of tomorrow**

We are closely monitoring emerging technologies for integrating medium- and long-term sustainable solutions.

> **Hydrogen:** Evaluation of the use of hydrogen in our energy processes in partnership with specialists in this area.

> **Cogeneration:** Study on the installation of cogeneration systems to produce heat and electricity at the same time with a high output.

## ● **Monitoring of results and commitment**

> **Performance indicators:**

- For each site, we monitor specific indicators such as the amount of energy consumed per tonne produced and the CO<sub>2</sub>/energy ratio.
- These indicators are integrated into our annual carbon footprint to measure the progress made.

> **Commitment of stakeholders:**

- We involve our energy suppliers and industrial partners to develop shared solutions and strengthen our collective impact.



By focusing on the reduction of consumption, the improvement of installation performance and the transition towards renewable energies, ARMOR\* is committed to building a resilient energy model that is compatible with our climate ambitions.



## Marjorie MÉLAC

*Energy and Environment Engineer for the Pontmain and Saint Hilaire sites*



### **What is your role at ARMOR\*?**

*I am responsible for energy and environment management at the Pontmain site.*

### **How is the Group's CSR policy implemented on the site?**

*The production in the factory here consumes massive amounts of water and energy. As such, the policy applies to the issues of water and energy, which go hand in hand with the issue of greenhouse gas emissions. This is why several actions have been put in place to reduce our consumption. This has allowed us to obtain our ISO 50 001 certification, confirming that we manage our energy consumption in an efficient way.*

*Our plans to save energy and modernise our equipment are key areas that will help us to reduce our consumption. We are looking at conversion and industrial performance to find the best technologies available on the market.*

*Several energy optimisation projects have been put in place, and others are being rolled out. For example, the steam formerly produced by fuel oil has already been replaced by steam from a nearby incineration plant. This nearby incineration plant burns some of our waste and transforms it into energy that we then use. Thanks to the synergy between our factory and the plant, we are able to optimise the use of the steam and reduce our environmental impact. To give you an idea of the numbers, we estimate that we will consume 20,000 tonnes less steam between 2024 and 2025.*

### **What to do on a daily basis to implement the Group's CSR policy?**

*We have also installed water and energy meters in each sector to closely monitor our consumption. We also do our best to raise awareness among our employees each year during a day dedicated to the environment and energy to make them better understand the impacts of their actions.*

*When it comes to water, we have managed to reduce our water consumption by 30%, or 90,000m<sup>3</sup>, in 4 years thanks to various investments. In the future, we plan to reuse treated water from our treatment station for non-food uses.*

### **How do you ensure the CSR management of the site on a day-to-day basis?**

*Well, out of tiny acorns mighty oaks grow. Every little action counts. Of course, big investments allow us to save energy. This goes from the operator to the supervisory unit. I think that it is primarily our operators who are very involved and demanding. They are the ones that allow us to move forward and achieve our goals*

## D. PRESERVING THE ENVIRONMENT AND SOCIAL RESPONSIBILITY

ARMOR\* commitments go beyond a purely environmental dimension. By aligning ourselves with the SAVENCIA Group's *raison d'être* "Leading the way to better food", we contribute to:

- > **Public health:** Development of safe and nutritive products with recognised certifications (FSSC 22000).
- > **Preservation of ecosystems:** Reduction of emissions and waste to minimise the overall impact on biodiversity.

## E. SUMMARY AND CSR GOVERNANCE

ARMOR\* relies on dedicated teams and environmental advisers to manage the actions and evaluate progress. The implementation of the Group's CSR policy passes through several channels. With the help of a communication kit, we have trained 80 collaborators in the Group's CSR plan so that they have a long-term vision of our commitments. Flyers detailing SAVENCIA's decarbonisation plan (Oxygen plan) were also distributed. By the end of the year, senior executives and managers will be required to follow a Climate Fresk in order to understand current environmental issues.

Finally, our annual carbon footprint allows us to measure our results and readjust our priorities depending on the issues. These collective efforts will position the company as a responsible and committed actor in the ecological transition while strengthening our competitiveness in the face of the expectations of our customers and regulators.



### ENVIRONMENTAL OBJECTIVES 2025

Reduction of greenhouse gas emissions on sites (VS 2019): -12.1% tonnes of CO<sub>2</sub>eq

Reduction of water consumption (VS 2022): -17.4% cubic metres of water



## 2. OFFERING HEALTHY AND RESPONSIBLE PRODUCTS & WORKING TOGETHER TO DEVELOP A MORE SUSTAINABLE AGRICULTURAL SECTOR

ISSUES	RISKS
Promoting responsible purchasing:	Risk of harm to social and environmental rights via the supply chain
Working together with our suppliers to develop a more sustainable supply chain	Risk of poor livestock farming or cultivation practices
Developing the environmentally friendly design of our packaging	Risk of overproduction of waste
Improving the nutritional quality and design of our products	Potential impact on the health of consumers
Promoting responsible consumption	Risk of overconsumption and food waste

### A. OPTIMISING WASTE MANAGEMENT

ARMOR\* generates waste through our activities, mainly through our manufacturing and packaging processes. The majority of **non-hazardous industrial waste** – like cardboard, paper, glass, steel, or aluminium – is **recycled through recovery or recycling channels**. Hazardous waste, in smaller quantities, mainly comes from maintenance operations (used oils, electrical and electronic equipment waste) and is sorted at source before being **recycled through specialist channels**.

Some of the **organic waste** produced by ARMOR\* is recovered through **anaerobic digestion**, a process that produces **biogas** through the fermentation of organic matter. This renewable energy contributes to the **circular economy** by replacing fossil fuels in the overall network.

### B. DEVELOPING THE ENVIRONMENTALLY FRIENDLY DESIGN OF OUR PACKAGING

ARMOR\* is actively committed to **reducing waste at the source by optimising our packaging**. Currently, 98% of our packaging is recyclable and we aim to make it 100% by 2025. Actions are underway to reduce the quantity of materials used, particularly for large-format packaging like big bags, or to include recycled materials. For certain pallets, ARMOR\* works with a supplier that only uses recycled wood. The Group is also pursuing more environmentally friendly packaging designs by combining quality, hygiene, food safety and a respect for the environment.

**ENVIRONMENTAL OBJECTIVES 2025**  
Recyclability of packaging (% volume):  
100% of all packaging

## C. RESPONSIBLE PURCHASING – A MORE SUSTAINABLE AGRICULTURAL SECTOR

### ● Purchasing policy

As a continuation of the directives taken by the SAVENCIA Group, ARMOR\* is committed to developing a more **sustainable supply chain** with their raw material suppliers by integrating environmental and societal issues, while ensuring fair and equitable commercial relationships. (see [Savencia's Vigilance Plan 2022 online](#)).

ARMOR\* is committed to respecting the strictest **ethical standards** and to treating all partners with transparency and honesty. In addition, we are committed to prohibiting and condemning child exploitation and forced labour by carefully choosing our suppliers. Likewise, we agree to respect the fundamental rights of our external and internal stakeholders.

To summarise, to **deal with the climate emergency**, ARMOR\* is aiming to reduce our greenhouse gas emissions, preserve biodiversity and guarantee animal welfare, all while including and supporting their suppliers in a CSR approach.

### ● Our ecosystems

As the Group's **raison d'être** is "**Leading the way to better food**", we are committed to creating a more **sustainable, ethical, and supportive world** for current and future generations. To guarantee a sustainable agricultural sector, we are working with our agricultural raw material suppliers to develop a supply chain that is more sustainable and that adds more value.

ARMOR\* is also a signatory of an "[Animal welfare charter](#)" that governs the company's relationship with their suppliers. The aim of this charter is to ensure **sustainable and fair working relationships that respect people and the environment**.

Finally, our involvement in the **social and solidarity economy** is reflected in the fact that we collect milk from local producers. In the long term, we want to develop products from more resilient agricultural models in the same line as our organic range.

### ● Choice of suppliers

The SAVENCIA Group likes to develop **lasting and dynamic relationships with its main suppliers**. At ARMOR\*, we work with two types of suppliers:

- > Group suppliers (entity held by SAVENCIA)
- > Local suppliers

Each new partner is evaluated with a full questionnaire that covers their certifications HACCP studies, allergen declarations, contamination plan and specification sheets. The suppliers and purchased materials are classed according to the following criticality indicators:

- > **Criticality 1** concerns the ingredient that makes up the product
- > **Criticality 2** concerns the primary packaging
- > **Criticality 3** concerns the secondary packaging and the pallets

Each year, **supplier evaluations and audits** are conducted according to a range of criteria, various products, and the results from the most recent audits. Our main partners are based in Europe and have a range of certifications. For example, for chemical products that have a significant impact on the environment, we use "low carbon" caustic soda produced using renewable energies. **The batches are certified by the ISSC (International Sustainability and Carbon Certification).**

In order to create a lasting strategy, ARMOR\* aims to include all stakeholders in the CSR plan. At the group level, a key objective when it comes to purchasing is to make all suppliers that achieve a turnover of more than one million euros sign our Responsible Purchasing Charter. By the end of 2025, all suppliers with a turnover of more than 500,000 euros will be required to sign this charter. In this document, ARMOR\* details all expectations regarding social, environmental, and societal issues. Being evaluated by Ecovadis or another CSR organisation is one of the company's first expectations.

In other words, when it comes to CSR and our suppliers here at ARMOR\* we are quite demanding. Our local suppliers have an average mark of 64 out of 100 for the Ecovadis referential. This figure illustrates our aim to select suppliers that respect the environment and people, and that integrate this approach into all their activities.





## Jean-Charles RICART

Associate Sales Director at AlliancEurope



### What is your role?

I'm the commercial director of AlliancEurope, a transportation company specialising in the English and Irish markets. We work with ARMOR\* to transport their products.

### What is your company's transport policy and what is your relationship with ARMOR\*?

We have been working with ARMOR\* for 6 or 7 years now. We transport their products to Ireland with equipment that has been specially developed for transporting foodstuffs. To avoid using plastic sheeting, we have developed a special rigid material that is sealed with weights. The idea behind this is to ensure a full traceability of the products and to make sure that they are safe to consume.

The products are loaded according to their final destination, and we use several different maritime routes to optimise transport times. This allows us to reduce the number of kilometres travelled in lorries.

### How do you approach CSR issues within your company?

One of the biggest challenges facing transporters is managing empty kilometres, the kilometres travelled by our vehicles without merchandise. On a day-to-day basis, we do our best to optimise our routes to avoid these useless kilometres and reduce our environmental impact. In addition, our drivers are trained in environmentally friendly driving techniques to reduce the amount of fuel used which we can track in real time. We also use specially-developed tyres that reduce fuel consumption. In addition, we are a member of several different organisations such as Teka Blu, Sedex, Objectifs CO<sub>2</sub> and Ecovadis which help us to monitor and improve our CSR commitments.

### Where do you plan on improving in the future?

We would like to use only HVO fuel. This is a renewable fuel that pollutes less than classic diesel because it is made using vegetable oils. Using this fuel would enable a significant reduction of greenhouse gas emissions in the transport sector.

#### ● Fundamental human rights of our external stakeholders

Here at ARMOR\*, we ensure that all our activities comply with the conventions of the International Labour Organization and with basic human rights and liberties. We are committed to rigorously performing our duty of vigilance with regards to our value chain and the stakeholders concerned, and we are also dedicated to fighting against child labour and forced labour. In all the countries that we operate in, we strive to ensure that the rights of our stakeholders are respected, particularly the right to a safe and clean workplace, the right to non-discrimination and the freedom to form a trade union.

#### PURCHASING OBJECTIVES 2025

All suppliers with a turnover of more than 500,000 euros will be required to sign our Responsible Purchasing Charter.

## D. QUALITY IN THE AGRI-FOOD INDUSTRY

Quality in the agri-food industry is not only about standards and compliance. Its main function is to ensure the safety of food and the health of consumers. These issues are material. In fact, it is crucial that these issues are taken into account in order to prevent risks and ensure the continuation of our activity.

To ensure a thorough monitoring, each production site has a quality team with a head of quality and quality assistants. At a subsidiary and headquarter level, a quality team organises the division. Analyses are carried out throughout the entire process, from the raw material to the final product. The working environment is also meticulously studied.

In the factory, quality covers several different areas:

- > Ensuring the cleanliness of the buildings,
- > Thoroughly training teams,
- > Respecting standards, hygiene rules and procedures,
- > Guaranteeing compliance with quality-related documents.

#### ● Quality at ARMOR\* and our raw materials

The fourth pillar of our "Oxygen Plan" is "Healthy and responsible products". For several years now, we have been committed to improving the nutritional quality and design of our products to make sure that our customers can enjoy healthy and responsible products. Encouraging responsible consumption is part of our DNA, it is why we have deployed several measures in this area.

At ARMOR\*, all our sites are FSSC 22000-certified (Food Safety System Certification). Based on the standard ISO 22000, which combines the shared requirements of distributors and industrial players when it comes to food safety, this certification attests the good performance of our Food Safety Management System.

The quality of our products largely depends on our raw materials. This is why we source our raw materials from SAVENCIA. The milk suppliers comply with our animal welfare charters. The milk is systematically tested to ensure that it complies with our expectations. All our milk is French.

Finally, as the quality of our milk is ensured by our employees, it is also crucial to ensure the best possible working and safety conditions for our teams. We place great importance on this and provide all necessary resources to create an optimal environment that guarantees high-quality products. These efforts have been recognised by the Sedex certifications awarded to the three ARMOR\* sites. The audit, conducted by Intertek, was done by means of interviews with small groups of employees. It covers social, well-being, safety, and health issues. In other words, this audit guarantees that ARMOR\* practices ethical business.

#### ● Ensuring the health and safety of consumers

In case of non-compliance, our task is to inform the relevant authorities and the relevant departmental directorate in France. Each department has a branch for reporting cases of non-compliance. Within the group, a crisis unit has been set up to manage crises. Depending on the case and the regulatory framework, the process can go as far as a product recall. The traceability procedures depend on each site.

For example, the Saint-Brice site follows a contaminant monitoring plan. Checks are carried out on the liquid milk and the finished product.

#### ● Our products

Depending on how they are made, some of our products are certified organic. On one of our sites, the butter that they produce is PDO-certified (Protected Designation of Origin), confirming their unique expertise. It is made using local milk from Poitou Charente.

Our products for animals are Oqualim-certified. This confirms the soundness and trustworthiness of our health safety procedures, and the quality and traceability of our products. The energy management system at our Pontmain site is ISO 50001-certified.

For the pharmaceutical excipients, our products have the following certifications:

- > ISO 9001 - Quality management systems,
- > ISO 22000 - Food safety management systems.



## Fabrice DEVAUX

Sales Manager Nutrition



### What is your role at ARMOR\*?

*I am Head of Sales for a range of different sectors, such as infant nutrition, sports and clinical nutrition.*

### Where does CSR come into play in your relationships with clients?

*Buyers of ARMOR\* products are increasingly giving importance to CSR. They are very aware of their own greenhouse gas emissions. As such, they like to make sure that their suppliers, including ARMOR\*, have a low carbon footprint as this adds on to theirs. Nowadays, a company's carbon footprint is a decisive criterion when it comes to concluding a sale.*

### How does ARMOR\* position itself in relation to CSR issues?

*Our products, in powder form, are mostly made from cow's milk. However, milk production has a significant environmental impact. For certain clients, the greenhouse gas emissions of ARMOR\* products represents a substantial part of their own carbon footprint. This is why the SAVENCIA Group, and so ARMOR\*, has been following a decarbonisation plan for a few years now.*

### What could be put in place to remedy this?

*We have already implemented several actions and measures to reduce our greenhouse gas emissions over the coming years. A roadmap and a reduction plan are being closely followed, and objectives have been established. For our most demanding clients in terms of percentage of reduction, we are required to accompany farms to help them reduce the carbon footprint of their milk production activities. It is important to successfully manage this transition with our farmers to help our clients reduce their carbon footprints.*

### 3. ENSURING THE WELL-BEING OF OUR EMPLOYEES

ISSUES	RISKS
Ensuring the safety of our employees	Risk of impacting the physical integrity and health of our employees
Improving quality of life at work	Risk of deterioration of working conditions and impact on the well-being of our employees
Developing skills	Risk of a lack of skills
Committing to ensuring diversity and inclusion	Risk of discrimination
Encouraging employees' commitments to solidarity	Risk of poor territorial anchorage



#### A. SOCIAL POLICY

As our employees are the masters of our profession, they are of course our top priority. ARMOR\* places great importance on preserving the physical integrity, the safety and the health of everyone working in and for the company. This approach, which is based on an Occupational Health and Safety Charter (Appendix 5), is carried out at the level of each subsidiary – including ARMOR\* – by a local organisation supported by a safety prevention officer.

In addition, we want all our teams to benefit from a healthy working environment and for their work to be fulfilling. In fact, the special importance that we place on social dialogue and internal communication can be seen in our approach to obtaining the Great Place To Work (GPTW) certification, a guarantee of an excellent employee experience.

In accordance with the commitments of the Group, maintaining and enriching our expertise is another of our top priorities. We are committed to encouraging the development of our employees' skills and to ensuring a career management that allows everyone to contribute to the shared success of the company, to develop professionally and to maintain their employability. This also allows us to offer our employees visibility of their career path, their options for evolution based on their expectations, and the skills to develop in order to achieve this.

Finally, ARMOR\* promotes equality and inclusivity of all employees, in accordance with the SAVENCIA Group's Ethical Charter which highlights "equal opportunities" and "respect of all persons" as fundamental pillars of our corporate culture. As such, we aim to ensure gender equality in all its forms and in all areas, from training to pay, even going as far as to ensure equality in professional development.

Finally, the promotion of equal opportunities and the fight against all forms of discrimination and harassment also apply. ARMOR\* works to support the inclusion of people with disabilities as a continuation of the Group's Disability Action policy. This is ensured within our subsidiary by a dedicated reference person.

To summarise, ARMOR\* has developed a social policy that promotes a responsible corporate culture and places corporate social responsibility (CSR) at the heart of our model. By focusing on people, safety, and the well-being of our employees, we are able to create added value for our company, the planet, the local area, and all of our stakeholders.

## B. PRESERVING THE HEALTH AND ENSURING THE SAFETY OF OUR EMPLOYEES

Around fifteen years ago, the SAVENCIA group implemented their "SAFETY is OUR business" to unite teams around a single approach and work towards a goal of zero accidents at work.

With the aim of ensuring the safety of our teams, we chose to conduct a risk assessment. This exercise allows us to reinforce prevention and to limit the risks, particularly those related to health and safety. Each site has safety officers that are responsible for carrying out rounds and for collecting and analysing the information that they gather related to safety. They also lead safety committees at an elected level (CSSCT).

In 2024, a coordinator was named to coordinate the safety actions across all subsidiaries. They are responsible for providing the management team with a quarterly report on all work and on the progress of working groups, of which there are three: a chemical risk group, an electrical risk group, and a consignment group. The three groups are all sponsored by a member of the management team. They meet with the management team, the heads of department and the safety officers every 15 days to examine accidents with and without leave and near misses.

All new additions to the team are given a "safety briefing" by the safety officer. In accordance with the applicable legislation, these employees will also follow mandatory training sessions, specifically on:

- > Operating forklifts and platforms
- > ATEX risks
- > Electrical accreditation
- > Working at heights
- > Ammonia safety
- > Boiler room accreditation

In addition to applicable regulations, we also offer other training sessions to reduce the risks related to employee safety. The monitoring of these sessions is done through a training plan dedicated to safety.

In addition, a behavioural safety visit is conducted at least once a year, or more often depending on the risks identified, by an employee. This is an internal audit conducted by a pair with an employee to observe potentially risky behaviour that comes about while people are working. This is then followed by an exchange and feedback in order to improve the safety of the workstation observed.

We also offer our Occupational Health and Safety training course to all our employees and organise a week dedicated to health and safety at work each year with aim of raising awareness of different risks and best practices.

In compliance with applicable regulations, employees exposed to risks are given personal protective equipment (PPE) like helmets, protective glasses, earplugs, and ventilated masks.

When it comes to health, all employees benefit from a life insurance policy and a negotiated agreement on the prevention of professional health and well-being risks in the workplace. Beyond the physical health of our employees, we are also responsible for ensuring their emotional and mental health. This is why we plan to launch a programme to raise awareness among managers of psychosocial risks.

Finally, to reinforce our safety approach in 2024, the management team received training on the DUPONT method, a well-known method for improving the safety culture within companies. The DUPONT method aims to create a proactive safety culture where each employee feels responsible for their own safety and that of their colleagues. It relies on observation, training, the involvement of leadership, continuous improvement, the integration of safety practices in day-to-day operations and open communication. This training will be deployed to all employees from 2025 in order to disseminate best practices and strengthen our dedication to ensuring the safety of everyone.

We have set some ambitious objectives regarding safety in the workplace: achieving a rate of accidents with leave (TF2) below 16 from 2026 and below 10 from 2032.





## C. IMPROVING QUALITY OF LIFE AT WORK

Providing our employees with a working environment that is a source of sustainable performance and fulfilment is a priority for ARMOR\*. In order to ensure the continuous improvement of quality of life at work, a working group meets each quarter to exchange ideas about action priorities when it comes to employee well-being. In addition, we subject ourselves to an employee satisfaction evaluation every three years conducted by Great Place to Work, a global reference in terms of employee experience. This anonymous questionnaire allows us to get feedback from our employees and see their perception of their workplace. After working on our areas of improvement, we are proud to have achieved an improvement of ten points between 2019 and 2022. We have set ourselves some ambitious goals for the coming years: to reach a score of 65% in 2029, then 70% by 2032 to obtain this prestigious certification.

We also firmly believe that creating moments of conviviality is crucial when it comes to fostering a sense of cohesion around our profession and cultivating a warm working environment. This is why we organise a range of celebrations internally, like Pancake Day, 100 Accident-free Days and team-building days. We also think that it is important to celebrate the contributions and loyalty of our employees. As such, our management seminar, which usually happens every year and brings together all our sites, finishes with a ceremony during which employees are given certificates to recognise the time spent with us and bonuses as a sign of our appreciation. This event is perfect for reinforcing cohesion and valuing the commitment of all employees.

## D. INTERNAL COMMUNICATION AND SOCIAL DIALOGUE

With the aim of fostering a working environment that is harmonious, respectful and that aligns the interests of everyone, **ARMOR\*** places great importance on making shared decisions. Each of our sites has its own Social and Economic Committee (SEC) run by the factory director with support from a human resources manager. Three central SECs bring together employees from different sites and are held three times a year to encourage exchanges between sites. Finally, agreements, particularly ones concerning profit-sharing, gender equality and risk prevention, are regularly negotiated by union representatives.

We also attach great importance to **internal communication** which allows to reinforce our corporate culture and the commitment of our teams. Our internal journal "Graine de poudre" that reports on all the latest **ARMOR\*** news four times a year plays a vital role in achieving this objective. We have also installed screens dedicated to communicating information about the company in our breakrooms and factories.

## E. EMPLOYEE BENEFITS

Rewarding our employees for their commitment and loyalty is a way to ensure their well-being and fulfilment.

As such, with us they can benefit from certain advantages:

- > A profit-sharing bonus, a participation bonus, and a 13<sup>th</sup> salary for all employees,
- > A Group savings plan and a retirement plan, neither of which are subject to tax,
- > Top-up systems to boost employee savings,
- > A holiday bonus paid by the management team,
- > Chèques vacances (vouchers which can be used to pay for accommodation, restaurants, cultural activities, etc.) offered by the SEC against a financial contribution,
- > A company canteen on one of our sites that offers meals at advantageous prices,
- > Meal voucher bonuses paid to employees working continuous shifts,
- > Life insurance and complementary family health insurance for all employees,
- > An assistance division that can be contacted by telephone for free and that provides psychological support to employees that need it,
- > Additional holidays depending on status and time with company,
- > Option to open a personal time bank,
- > Financing of one gym session per month for one of our sites,
- > Management sponsorship budget for employees that want to participate in external races,

> Payment of a CESU voucher (Universal Service, Employment Voucher) amounting to € 300 each year for employees with a disability or parents that have a child with a disability.

## F. DEVELOPING SKILLS

Maintaining and enriching our employees' expertise is incredibly important for the entire company. To allow our employees to develop new skills in line with their professional ambitions, we encourage them to tell us about their needs and offer training courses à la carte. At a factory level, we offer technical training on average once a year, particularly in the areas of maintenance and drying. In addition, to encourage exchanges between our different sites we launched an internal trainer programme in 2023. Over the course of one day, employees from different sites working in production or packaging come together to share their experiences and enrich their skills.

We also offer our employees the opportunity to obtain a **Professional Qualification Certificate** by following a specialist, 150-hour training course on milk. After completing this training course, participants receive a diploma recognised by the dairy industry that acts as a real launch pad for their professional development. Between 2021 and 2024, 19 people accessed this training course. All employees also have access to the Group's e-learning platform where they can find modules on nutrition, milk, and even professional development.

When it comes to the professional development of our employees, we conduct **individual interviews each year** and professional reviews every three years. Not only do these discussions allow us to evaluate their performance, but they also give us the opportunity to discuss their skills, training needs and to discover their development prospects and work out how they fit in with their aspirations and the company's objectives.

Finally, we like to make sure that our employees integrate well when they join the **ARMOR\*** by regularly developing the monitoring tools dedicated to this. Now given that certain roles imply more responsibilities, new managers receive special training to acquire the essential skills they need for their managerial role.

## G. COMMITMENT TO ENSURING DIVERSITY AND INCLUSION

ARMOR\* works tirelessly to promote inclusion, diversity, and equality for all employees. We regularly work out our gender equality index and have a professional equality agreement. While gender equality has been achieved at a Group level, we are aware that there are still efforts to be made at ARMOR\* given the disparity in the distribution of roles between genders. We are raising awareness among production teams about recruiting women, as they are currently the minority in this department.

To protect our employees, we actively fight against sexual harassment, with actions being led by our sexual harassment officer. In 2025, we will also be launching a programme to raise awareness among managers about psycho-social risks with the aim of maintaining a working environment that is respectful and caring.

**Equal opportunities and the active inclusion of people with disabilities are both integral parts of our policies.** Our disability officer, who has finished a specialist training course, is completely dedicated to carrying and bringing the subject to life at ARMOR\*. Each year, we organise a Disability Awareness Week during which we organise conferences and various awareness workshops with the aim of informing and combating stereotypes. In particular, we formed a partnership with a table tennis Paralympic champion who came to share her story. We also organised a blind football workshop and other scenarios with different disabilities using virtual reality headsets.

To ensure a continuous raising of awareness, we have signed a collaboration agreement with Agefiph who will accompany us with the development of a diagnosis and communication actions on invisible disabilities in particular. This approach has led to a general increase in awareness of a still little-known subject as well as declarations from employees with a disability. In turn, this has resulted in us adapting workstations for people with disabilities, namely by providing adapted material (ergonomic chairs, adapted mice...) Our human resources team has also been trained to better adapt our recruitment, integration, and professional development processes and to value all members of our team, no matter whether they have a disability or not. We also strive to highlight our disability policy during interviews in order to create a climate of trust so that all candidates can feel free from any psychological barriers.

Finally, each year we offer a CESU voucher amounting to € 300 to all employees with a disability or parents that have a child with a disability.





## Elodie LE MERCIER

Human Resources Manager



### What is your role at ARMOR\*?

*I am Head of HR for four ARMOR\* sites and Coordinator of the ARMOR\* Disability Project.*

### What can you tell us about the implementation of the Disability Project at ARMOR\*?

*When we signed the disability agreement with Agefiph, the idea was to raise awareness of disabilities and to encourage diversity within the company. The guiding principle of our action is to recruit, integrate and better respond to the needs of people with disabilities.*

*Our main objective is to create fertile ground for freeing up discussion on disabilities and making it a subject that is not taboo. To this end, we launched a series of communication campaigns two years ago via internal and external posts. Our employees have also had the opportunity to meet with inspirational people with disabilities, including a Paralympic champion. This campaign to raise awareness has already produced results by allowing people with disabilities to feel more comfortable at work and to start the process to obtain Recognition of the Status of Disabled Workers (RQTH).*

### How do you facilitate the integration of people with disabilities at ARMOR\*?

*When a person that we hire communicates their RQTH, we take their needs into account based on the recommendations of our occupational health department (adjustments to workstation, adjustment to working hours...). We also support our RQTH employees by allowing them to benefit from one day of authorised absence each year to attend medical appointment related to their disability and to renew their RQTH dossier.*

*We also firmly believe that having a better understanding of their situation will help us to ensure that they integrate into the team better. In addition to our awareness campaigns that run throughout the year, we dedicate an entire week to the subject every November. We raise awareness among employees and managers through a range of workshops where attendees can experience what people with disabilities experience (problems with vision, hearing, dyslexia...).*

### What has the feedback from employees about the roll out of this mission been like?

*Lots of employees have said that they feel that they are in a caring company that listens to them and responds to their needs.*



## SOCIAL OBJECTIVES 2025

### Safety:

- > Consignment sheets, LOTO\* plan to roll out: Use consignment sheets to ensure systematic compliance with regulations and an effective promotion of safety in the workplace,
- > Tools and methods: Appropriation Safetool Phase 1 and focus on safety behaviour visits.

### Diversity:

- > Training for management team extended to key positions,
- > Organisation of Disability Awareness Week 2025.

### Commitment / GPTW:

- > GPTW survey to carry out in June 2025 with an objective of 5 points if the index < 50 during 2022 survey and 2 points if the index < 60 in 2022 survey.

\* The LOTO (Lockout/Tagout) plan is a safety procedure used to ensure that dangerous machines are correctly brought to a stop and that they cannot be restarted until the maintenance or repair work has been completed.

## 4. ETHICS

ISSUES	RISKS
Respect of human rights	Risk of infringing on fundamental human rights
Fight against corruption	Risk of non-ethical practices
Fight against tax evasion	Risk of damaging the reputation of the Group



### A. ETHICS POLICY

In order to avoid the risk of non-ethical practices, the fight against all forms of fraud and corruption is not only a legal requirement but a priority that is firmly anchored in our corporate culture.

As a subsidiary of the Group, ARMOR\* is committed to:

- > Complying with international legislation against terrorism and money laundering,
- > Fighting against fraud and corruption,
- > Acting in compliance with the principles of fair competition in accordance with applicable laws,
- > Promoting our products and services in an honest and loyal way.

We also strive to respect law and ethical standards within the framework of our activity and to ensure that we protect the data of our stakeholders by implementing several actions mentioned in our "Personal Data Protection Charter". ARMOR\* is committed to implementing an IT system security policy and an IT system security management system.

### B. CORRUPTION, FRAUD AND MONEY LAUNDERING

The Risk Management and Compliance Department manages the monitoring, evaluation and effectiveness of the measures and ensures that all teams are trained on the topics of ethics and fraud. In accordance with the Sapin II Act (French act on anti-corruption), the Group has established a mapping of corruption and influence peddling risks to guarantee an effective and adapted compliance programme.

Multiple measures have been put in place:

- > The Anti-corruption Code of Conduct specifies the principles and rules to respect with regards to ethics and the fight against anti-corruption within the Group
- > E-learning training to raise awareness of anti-corruption are provided and mandatory
- > A Purchasing Code of Conduct that details the rules regarding ethics and integrity that buyers must respect
- > An alert system (see Appendix 4) is operational and includes a specific phone number and email address for reporting any cases of corruption, influence peddling or behaviour that goes against the principle of the ethics code of conduct
- > A corruption risk analysis that is updated each year

"Café Teams" are organised to cover issues related to corruption and fraud and to minimise risks.

## C. FAIR COMPETITIVE PRACTICES

Honesty, loyalty, trust, and mutual interest are all part of the values and foundations and relationships that the Group likes to build with their partners. To do this, suppliers are selected according to these principles and through open and competitive tenders. **ARMOR\*** is committed to prohibiting and sanctioning any anti-competitive practices.



## D. RESPONSIBLE INFORMATION AND DATA PROTECTION (GDPR) MANAGEMENT

In compliance with the applicable laws and regulations, the data protection officer (DPO) is responsible for implementing the General Data Protection Regulation (GDPR) and ensuring its application in the Group.

As a subsidiary, **ARMOR\*** has named a GDPR representative trained by the DPO. In addition, any employees that may be involved in data processing are required to follow a training course on digital format. There are also "GDPR/Compliance cafés" organised once a year by the DPO that brings together all GDPR representatives. New features and procedure updates are discussed in order to ensure our duty of vigilance and compliance with the Sapin II Act. Audits are conducted at each subsidiary to ensure efficient security.

Finally, physical and virtual "Clean Days" are held once a year. On this day, confidential documents are shredded, and obsolete online files are deleted. The Group has put together a specific procedure for data related to the website. An HR memo also guides the teams on issues related to compliance and data security.

### ETHICS OBJECTIVES 2025

- 100% of employees trained on issues related to ethics and fraud.

## V. OUR AWARDS







19 bis rue de la Libération  
Saint-Brice-en-Coglès  
35460 MAEN ROCH

A subsidiary of the group

