

Edition
2025

CSR REPORT

✦ Onoré
TASTE THE FINEST



A MESSAGE FROM ALEXANDRE VIGNERON, CEO OF THE ONORÉ GROUP

Over the years, we have built a Group renowned for the quality of its products. Today, our ambition is also to be recognised for the responsible way in which we design, make and develop them.

Onoré’s success is based on a simple balance: pursuing product excellence while fully embracing our responsibility towards our employees, partners, regions and the environment.

This commitment extends far beyond our products. It also guides the way we work, collaborate with our partners, preserve resources and contribute to the development of the regions in which we operate.

This CSR report reflects that vision. It presents the actions already under way, the progress we have made and the challenges still ahead. Responsibility is, above all, a process of continuous improvement, driven every day by the commitment of our teams.

I am proud of what we have achieved together and convinced that, by combining performance, responsibility and passion, we will build a sustainable future for Onoré.

Through this report, I would like to express my sincere thanks to all our employees. Their commitment, high standards and passion bring our ambitions to life every day and move our CSR approach forward. The results presented in these pages are first and foremost the outcome of their collective efforts.

Alexandre Vigneron



MANIFESTO

For more than 70 years, our teams have preserved a unique culinary heritage. Every day, across our production sites, they craft the specialities for which our brands are renowned, combining expertise, exceptional quality and a passion for great food.

But our responsibility does not end with the quality of our products.

Producing sustainably, protecting the health and safety of our teams, supporting our agricultural partners, reducing our environmental impact and supporting the communities where we operate. These commitments lie at the heart of the way we do business.

Year after year, this collective ambition is translated into tangible action. Across all our sites, in both France and the United Kingdom, initiatives continue to grow, reflecting a shared conviction: **business performance and social responsibility go hand in hand.**

This culture of commitment is one of the foundations of the Onoré Group. As we begin a new chapter as part of IDAK Food Group, it will continue to guide us as we work together to build Europe’s leading premium frozen food group, driven by our values of Excellence, Passion, Respect and Empowerment.



ONORÉ TASTE THE FINEST.

As a European Group, we have unique expertise in producing premium frozen pastries and savoury snacks.

For more than 70 years, we have been creating culinary specialities inspired by our gastronomic heritage.

Our authentic products are designed to delight consumers around the world.

OUR SHARED AMBITION
to preserve these traditional recipes and become the leader in specialty food.



ABOUT US

THE ONORÉ GROUP



Boncolac,
the French
specialist in
tarts, savoury
snacks and
appetisers.



Mag'M,
the French
expert in
premium
macarons.



**Proper
Cornish**,
the UK leader
in Cornish
pasties (PGI).



Cakesmiths,
a leading
manufacturer
of artisanal
cakes in the
UK.

OUR VALUES

EXCELLENCE



We uphold the highest standards and pursue continuous improvement to achieve excellence in everything we do.

PASSION



We approach our work with enthusiasm and take pride in keeping our culinary heritage alive.

RESPECT



We produce with respect for our employees, partners, regions and the environment.

EMPOWERMENT



We create the conditions that enable everyone to get involved, be bold, take initiative and thrive within the Group.

KEY FIGURES¹

- ◆ **1,000** passionate **employees**.
- ◆ **8 sites** in France and England certified to IFS² and/or BRCGS³.
- ◆ **More than 26,000 tonnes** of products sold every year.
- ◆ **62%** sweet products, **38%** savoury products.
- ◆ **More than 10 culinary specialities**.
- ◆ Customers in **more than 30 countries** **65%** foodservice, **35%** retail.
- ◆ **220 million euros turnover**.



¹Data as at 31 December 2025.

²International Featured Standard.

³British Retail Consortium Global Standard.

OUR VALUE CHAIN.

01 SOURCING OUR RAW MATERIALS

- 365 suppliers, 97.5% of which are GFSI⁴-certified.
- Long-term partnerships with local, sustainable supply chains.
- Regular supplier audits and a CSR assessment process.



OUR CHALLENGES

Adapting to climate change and supporting responsible agricultural practices (environmental protection and working conditions).

RISKS

- ✗ Weakened ecosystems
- ✗ Raw-material shortages
- ✗ Price increases

OPPORTUNITIES

- ✓ Support for local supply chains
- ✓ Regenerative agriculture
- ✓ Improved product quality

02 PRODUCING OUR CULINARY SPECIALITIES



- A range of 920 products, including 269 new products launched in 2025.
- 1,000 employees with complementary expertise.
- 100% of sites certified to SMETA⁵, IFS⁶ and/or BRCGS⁷.

OUR CHALLENGES

Managing the environmental impact of our operations, safeguarding the health, safety and wellbeing of our teams, and ensuring product quality.

RISKS

- ✗ Increased carbon footprint
- ✗ Resource waste (energy, raw materials, etc.)
- ✗ Deteriorating working conditions

OPPORTUNITIES

- ✓ Sustainable, safe, high-quality products
- ✓ Site energy efficiency
- ✓ Employee engagement and retention



03

MARKETING AND DISTRIBUTING OUR PRODUCTS

- Eco-designed packaging, 94% of which is recyclable.
- A logistics partner with a Euro 6-compliant fleet and natural-gas vehicles, working to reduce fuel consumption (-9% in three years) and promote eco-driving.

OUR CHALLENGES

Promoting low-impact distribution methods and sharing good practices with our customers.



RISKS

- ✗ Loss of profitability
- ✗ Higher transport-related emissions
- ✗ Food waste

OPPORTUNITIES

- ✓ Eco-designed packaging
- ✓ Support for low-carbon logistics networks
- ✓ Co-development of low-impact products



04 CONSUMPTION AND END OF LIFE OF OUR PRODUCTS

- More than 26,000 tonnes of products sold.
- 83% of waste recycled and 800 tonnes of waste sent for anaerobic digestion.
- Partnerships with more than 97 charities and €158,000 worth of products donated.

OUR CHALLENGES

Developing healthy, delicious products, combating food waste and encouraging packaging recycling.



RISKS

- ✗ Increased waste generation
- ✗ Food waste

OPPORTUNITIES

- ✓ Customer satisfaction
- ✓ Portionable, eco-designed packaging
- ✓ Better-informed consumers

⁴Global Food Safety Initiative.
⁵Sedex Member Ethical Trade Audit.
⁶International Featured Standard.
⁷British Retail Consortium Global Standard.

GOVERNANCE OF OUR CSR APPROACH.

At Onoré,
CSR is fully integrated into our
corporate strategy.

As the Group's sustainability
maturity grows, our approach is
being embedded in a more **robust
governance model** to maintain
the highest standards across our
practices.



STRUCTURED AND MANAGED

We rely on clear governance tools and shared
monitoring indicators to measure our progress
and drive continuous improvement.



ETHICAL AND PRINCIPLED

We place ethics at the heart of our practices and ensure
that our activities comply with the law, human rights,
fairness and integrity.



COLLECTIVE AND INCLUSIVE

We involve all our internal and external stakeholders
and communicate regularly on our CSR commitments
and results to build lasting relationships of trust.

UNITED NATIONS GLOBAL COMPACT

In 2023, we chose to align our CSR approach with the core principles
of the United Nations Global Compact. This membership reflects
our determination to **anchor our commitments in an international
framework** and **join a community that shares good practice**, while
engaging in local networks.

**10 Sustainable Development Goals integrated into our
CSR strategy**



DOUBLE MATERIALITY MATRIX

In connection with the CSRD, teams from every area of the Group contributed to the development of our double materiality matrix. Approved
by our Executive Committee, it helps us **prioritise key issues more effectively** by assessing the social and environmental impacts of our activities
alongside the associated risks and opportunities. This tool provides an essential methodological foundation for **shaping our roadmaps
and harmonising practices**.

14 PRIORITY ISSUES IDENTIFIED

Environmental issues

- ◆ Climate change adaptation and mitigation.
- ◆ Water, air and microplastic pollution.
- ◆ Waste management.
- ◆ Impact on and dependence upon ecosystem services.

Social issues

- ◆ Employee health and safety.
- ◆ Job security and working time.
- ◆ Preventing violence and harassment in the workplace.
- ◆ Protecting employee privacy.
- ◆ Fair pay.
- ◆ Consumer health and safety.

This matrix now forms the foundation of our CSR roadmap and will guide all our decisions in the years ahead.

CODE OF CONDUCT

In 2025, we updated our Code of Conduct to **cover new topics** relating to safety, information transparency, the use of artificial intelligence
and respect for human rights. At the same time, we strengthened our **whistleblowing system and deployed a compliance tool** to improve the
management of ethical issues, particularly in relation to third parties.

EUROPEAN CSRD⁸

To strengthen the structure of our CSR approach, we
voluntarily began work to align with the requirements of the
Corporate Sustainability Reporting Directive (CSRD). Led by a
steering committee and cross-functional working groups, this
initiative is helping us **refine our performance indicators** and
provide greater transparency to all stakeholders.

**A maturity assessment conducted across
two priority topics in 2025**

- ◆ Climate change adaptation.
- ◆ Health & safety.

⁸Corporate Sustainability Reporting Directive.

OUR CSR COMMITMENTS.

Our CSR commitment is built around four major pillars which we have adapted into goals.

COLLEAGUES



Ensure the long-term **health** and **safety** of our people.

Offer a **fulfilling** environment and working conditions.

Support and develop their **skills** and facilitate everyone's **progression** within the Group.

Embed **equal** opportunity at the heart of our actions by addressing disparities and ensuring fair pay.

PRODUCTS



Develop **healthy and delicious recipes** that meet consumer expectations.

Ensure **responsible sourcing** by building long-term supplier relationships that incorporate value chain and environmental considerations.

Celebrate traditional expertise and embrace regional culinary heritage by creating **high-quality** products with a **strong identity**.

ENVIRONMENT



Innovate in **eco-designed packaging**, reducing materials without compromising product quality, **aligned with environmental objectives for 2030**.

Reduce waste at source and expand our **recovery and recycling** streams.

Cut our carbon footprint in line with the Science-Based Targets initiative (SBTi) and the Paris Agreement.

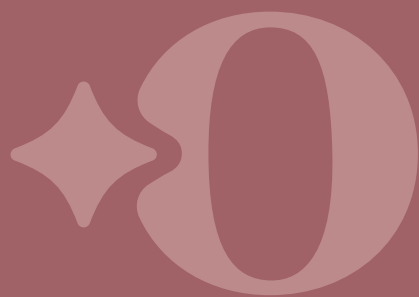
TERRITORIES



Be recognised as a committed local actor through **partnerships with charities** promoting inclusion, health, the environment, etc.

Invest in and modernise our production tools to secure our sites and contribute to the **economic development of the communities where we operate**.

OUR COLLEAGUES ARE OUR DRIVING FORCE.



All our sites have been assessed against the SMETA audit standard! This recognition reflects the collective efforts made to keep our employees safe, protect their health, improve working conditions and place ethics at the heart of our operations.



SAFETY

To consolidate the progress achieved, we carried out a number of initiatives in 2025:

- ◆ **Strengthening our safety policy** around four key areas: expertise in risk assessment, developing a leadership-driven safety culture, compliance with our internal standards and continuous improvement of our practices.
- ◆ **Structuring the safety approach at Cakesmiths** by appointing a Safety Lead, creating a dedicated committee, introducing a risk-assessment plan and launching an internal audit programme.
- ◆ **Showcasing local initiatives** that address shared challenges, such as reducing manual handling, as part of World Day for Safety and Health at Work.
- ◆ **Expanding first-aid training**, with 20% of our workforce qualified as workplace first-aiders and 21 employees at the Bodmin site trained in mental health first aid.



*Number of workplace accidents with and without lost time, multiplied by a million, divided by the total number of hours worked (permanent, short-term and temporary contracts).

- ◆ A marked improvement: the TF2i frequency rate has fallen by 40% in five years.
- ◆ 2025 result: TF2i of **16.1** (+3 points compared with 2024).
→ **2027 target: TF2i* < 15.**
- ◆ **4 sites with a TF2i < 10**
Agen, Aire-sur-la-Lys, Bodmin and Toulouse.
- ◆ **383 days without a lost-time** and non-lost-time accident at Agen.

HEALTH

This has now become a firm fixture in the Onoré calendar! In October, our teams came together to **support the fight against breast cancer**. Activities included a fitness challenge on the United Heroes app involving 438 participants, a “Think Pink” day, expert talks, prevention initiatives and a €3,000 donation to RoseUp in France and Breast Cancer in the UK.



QUALITY OF WORKING LIFE

As part of our employee-listening approach, **we conducted an engagement survey which achieved an encouraging participation rate**, reflecting the commitment of our employees. The results give us a clearer understanding of how they feel and what they expect, enabling us to introduce targeted **actions to improve their day-to-day experience**.

- ◆ Nearly **50% response rate**.
- ◆ **88%** of employees satisfied.
- ◆ **92%** proud of the quality of the products made.

EQUALITY

- ◆ **40% women** on the Group's management committees.
➤ Strong progress at our UK sites, **where the figure now exceeds 40%.**
- ◆ **93/100** on the Gender Equality Index for our French operations.
➤ An outstanding score of **99/100 at Geneston**.

INCLUSION

The inclusion of people with disabilities is a major focus of our CSR approach. Thanks to awareness-raising and support provided by our HR teams, **the number of employees with disabilities is rising steadily**, and several sites exceed the statutory threshold. Our commitment is supported in particular by a long-standing partnership with the **FACE Foundation** and annual participation in **DuoDay**.

- ◆ **6% of employees** have a disability.
- ◆ **100% of our French sites** took part in DuoDay.

SKILLS

Rolling out individual development reviews across all sites marks a new stage in the support we provide to our teams. Conducted by managers, they provide an opportunity to review each employee's skills, expectations and career prospects while anticipating changes in our professions. By giving employees greater visibility over their career path, these reviews **strengthen our employer brand** and help make Onoré a Group in which everyone can **build their professional future with confidence**.

FAMILY DAYS

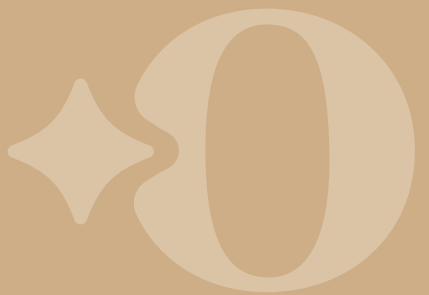


Shirley GRIMARD
HR Officer at the Agen site

“ At Agen, several employees said they wanted to show their families what their working lives were like. This gave rise to the Family Day concept, which was subsequently **rolled out across all our French sites**. For one day, we welcomed families with a **varied programme of activities**: guided tours, safety awareness sessions, introductions to personal protective equipment, workplace immersions, tastings, fun workshops and challenges. Everyone had the opportunity to get hands-on and learn how our products are made: assembling surprise bread platters at Agen, piping and spreading creams at Aire-sur-la-Lys, making cakes at Bonloc and Rivesaltes, and producing macarons at Geneston. It was a memorable day filled with smiles and delicious treats! ”



OUR PRODUCTS, GOOD FOR YOU, GOOD FOR THE PLANET.



Launching the Sustainable Product project, securing our strategic supply chains, strengthening our quality policy and improving the nutritional profile of our recipes.

The implementation of our roadmap is accelerating, thanks to the commitment of our teams and partners, united by a shared ambition to pursue excellence and showcase the full range of flavours in our culinary heritage.

SUSTAINABLE PRODUCTS



Benoit METAIS
Sales, Marketing, R&D and Innovation Director

“ The Sustainable Product project takes us to the next level: moving beyond simply meeting customer expectations or regulatory requirements to **create an ambitious framework** that reflects our commitments. For several months, 36 employees, representing every area of the Group have been working to define what **an Onoré sustainable product should be**, based on four pillars: Environment, Health & Nutrition, Social & Ethical, and Traceability & Transparency. In 2026, we will refine our criteria and then **apply them to flagship products** that already meet many of the requirements, such as bread sheets and tarts. This approach **raises new challenges**, while also **highlighting the many good practices already in place**: local sourcing, barn-laid or free-range eggs and eco-designed packaging. It is a genuine source of collective pride to create culinary specialities that combine authenticity, enjoyment and sustainability! ”

QUALITY

To maintain the highest standards throughout our value chain, we have launched three complementary initiatives:

◆ **Assessing the CSR performance of our suppliers** to better understand and support their commitments. By 2027, this approach will enable us to include a CSR criterion in our supplier rating system.

◆ **53% response rate.** → **2026 target: 80%.**

◆ **Bringing supplier audits in-house** to verify compliance with the core principles of our Code of Conduct and identify shared areas for improvement. These audits show an overall improvement in supplier-panel performance, particularly in quality and food safety.

◆ **Conducting cross-site internal audits** to harmonise practices and strengthen compliance with IFS and BRCGS standards. This initiative helps build team expertise and embed a shared quality culture across all sites.

◆ **20 audits** conducted in 2025.

◆ **15 suppliers** audited in 2025.

◆ Average annual assessment score: **93.3 points** (+5.5 compared with 2023).

◆ **97.5% of suppliers** GFSI-certified.



RESPONSIBLE PURCHASING

We are continuing to structure our responsible purchasing supply chains, focusing our efforts on four strategic raw materials:

◆ **FLOUR:** We are strengthening our partnership with the Arterris cooperative, which brings together 15,000 farmers in south-west France, to increase the volume of **flour made from NF V30-compliant wheat**. This standard guarantees more responsible farming practices, insecticide-free storage and enhanced traceability.

→ **2026 target: 330 tonnes** of flour made from NF V30-compliant wheat.

→ **2028 target: 3,600 tonnes.**

◆ **COCOA:** We are gradually increasing the volume of **Rainforest Alliance-certified cocoa**, a label that helps combat deforestation and improve growers' living conditions.

◆ **200 tonnes** of Rainforest Alliance-certified cocoa.

◆ **ALMONDS:** We mapped the main operators in the supply chain using IFS and BRCGS standards, then carried out 11 supplier audits to establish a **select panel of partners** able to guarantee a high-quality raw material that meets our traceability and sustainability requirements.

◆ **MEAT:** We select locally produced **Red Tractor-certified pork, beef and chicken** for the pasties made at the Bodmin site. This label confirms compliance with strict requirements for traceability, food safety, animal welfare and environmental protection.

◆ **467 tonnes** of Red Tractor-certified meat.

HEALTHIER RECIPES

Improving the nutritional quality of our culinary specialities without compromising on indulgence is a priority at Onoré.

◆ In 2025, we launched a new **range of six macarons** co-created with Jean-Thomas Schneider, a Meilleur Ouvrier de France and World Pastry Champion, made using **100% natural ingredients**.

◆ We also began work to **reduce the sugar content of our products** by joining the dedicated working group of the French Federation of Bakery Companies.

◆ Reduce sugar content by **at least 5%** across **80% of our pastries** by 2030.

PLANT-BASED RANGE

We are continuing to expand our plant-based range with:

- ◆ 55 new vegetarian products.
- ◆ 36 new vegan products.
- ◆ 40% of our mochi range is vegan.



Proper Chunky Cheese and Pickle Roll, a delicious bread roll filled with four cheeses and pickles.



Veggie Delights Platter, 40 ready-to-serve vegetarian bites.

ENVIRONMENT, FOR A SUSTAINABLE FUTURE.



Carbon footprint assessments, audits, monitoring and more: we are **expanding our range of tools to manage our environmental** roadmap more **effectively, strengthen our action plans** and **improve performance**.



Thanks to the commitment of all our teams, the Onoré Group ranks among the **top 15 companies assessed by EcoVadis**, with a score of 70/100. A tremendous source of pride!

CARBON FOOTPRINT



Clémentine GUIRAUD
Quality, Safety and Sustainability Director

“ In 2024, we completed our first Group-wide carbon footprint assessment. This major milestone gave us **accurate data** and enabled us to **set reduction targets aligned with the Science Based Targets initiative (SBTi)**. As more than 95% of our emissions fall within Scope 3, structuring our supply chains has become one of the priorities of our decarbonisation plan. We are working hand in hand with suppliers to help them adopt more responsible practices.

Another key focus is improving **energy efficiency across our sites** so that we consume less and consume better. All our teams are engaging with these issues, and many initiatives are emerging directly from the shop floor. **It is a source of great pride to see that Onoré has developed a genuine CSR culture**. In the years ahead, our challenge will be to **improve the quality of our data still further** and **make CSR the cornerstone of our day-to-day risk analysis**. ”

♦ **4% of GHG¹⁰ emissions** across Scopes 1 and 2 (gas, electricity, refrigeration, etc.).

→ **2030 targets:**
- 42% reduction in GHG emissions across Scopes 1 and 2¹¹.

♦ **96% GHG¹⁰ emissions** across Scope 3 (raw materials, packaging and transport).

- 25% reduction in GHG emissions across Scope 3¹¹.

¹⁰ Greenhouse gas. ¹¹ Compared with 2024.

ENERGY



To accelerate our drive for greater resource efficiency, we carried out an **energy audit** at the Bonloc site. The analysis identified **five actions with estimated savings potential of 75 tonnes of CO₂**, particularly through heat recovery and installation optimisation. Further audits will be conducted at Agen and Aire-sur-la-Lys in 2026.

♦ **27,755 MWh** of electricity and gas consumed.

WATER

Reducing consumption involves **eliminating non-recirculating cooling and rinsing systems** and **optimising cleaning phases**. A **water-recycling system** has been installed on several items of equipment at Bonloc, saving 300 m³ per year.



♦ **4.9 litres of water** consumed per kilogram of product manufactured (0.5 litres more than in 2024 due to the installation of two new production lines).

→ **2030 target:**
< than 4 litres/kg

PACKAGING

As the site most representative of the diversity of our activities, Aire-sur-la-Lys was selected for a packaging **audit conducted with the producer responsibility** organisation Adelphe. All our packaging underwent detailed analysis, covering formats, weights, thicknesses and more. The opportunities identified will enable us to introduce new measures **to reduce packaging volumes** while preserving product quality and safety.

♦ **68% of packaging** FSC- or PEFC-certified (10 percentage points more than in 2024).

♦ **94% of packaging** recyclable across our French operations.

WASTE RECOVERY

Thanks to our teams' **rigorous control of industrial processes**, all our sites have **reduced material losses to below 10%**. To go further, we are developing new solutions to recover co-products, notably by rolling out **anaerobic digestion across all our sites**. This technology **transforms food waste into biogas** and significantly increases the volume of waste recovered.

♦ **83% of waste** recycled.

♦ **800 tonnes** of waste sent for anaerobic digestion (647 tonnes more than in 2024).



TERRITORIES, A CULTURE OF CLOSENESS.



Deeply rooted in the regions where we operate, we contribute to their economic and social development by supporting local charities, investing in our production facilities and promoting access to employment.

At Onoré, local engagement is a powerful driver of positive impact!

CHARITABLE ACTIONS

In Bodmin, Proper Cornish renewed its long-standing partnership with **The Hugs Foundation**, a charity that rescues abused or abandoned horses and provides equine-assisted therapy for vulnerable groups, including children, older people, serving military personnel and veterans.

- ◆ **€158,000** worth of products donated.
- ◆ **More than 97 charities** supported.

PRODUCTION TOOLS



In response to growing demand for cinnamon rolls and the development of other Cakesmiths specialities, **we transferred the production line from Bristol to Rivesaltes**. Workshop reconfiguration, laboratory tests, industrial trials and operator training were all carried out in close collaboration between the two sites. The project strengthens our production capacity, supports local job creation and opens up new opportunities by increasing volumes and enabling the development of new recipes.

- ◆ **€300,000 investment.**
- ◆ **15 new hires.**



COOKIE PROJECT



◆◆◆ **Damian GROCHOWALSKI**
Sweet Bakery Manager

“ Creating a cookie production line in Bodmin arose from an excellent opportunity: **bringing previously outsourced production in-house** to improve quality, control volumes and meet growing demand. We started with an empty room and now produce **50,000 cookies a week** across around 15 product lines. As the process is very different from making pasties, we drew on Cakesmiths’ expertise and guidance in many areas. We recruited internally to develop our teams’ skills and enable them to acquire new expertise. I am very proud to see everyone coming to work with a smile, enjoying making cookies and devising new recipes to delight consumers. **It is thanks to their commitment that we have risen to this challenge** and can continue to expand our production capacity—because everyone loves cookies! ”

ACCESS TO EMPLOYMENT

At Onoré, we use inclusive employment as a practical way to meet our recruitment needs while supporting job creation in the regions where we operate.

◆ In Agen, we recruited and trained **around ten Ukrainian refugees** and worked with local partners to support their integration far beyond the workplace. Onoré now brings together more than 18 nationalities, a diversity we are proud to nurture.

◆ In Bonloc, we welcomed **eight candidates for a two-week immersive training programme** in partnership with a temporary staffing agency and France Travail. Seven of them are now working on our production lines.

◆ In Bristol, Cakesmiths launched a partnership with City of Bristol College to offer work **placements to disadvantaged young people**. This successful first initiative has already resulted in one participant being recruited.

◆ In Rivesaltes, we run **CV-free recruitment** campaigns based on skills and motivation. These include a site tour, practical simulations, hands-on exercises, interviews and an induction pathway into our teams.

Together, these initiatives help us **uncover talent and offer opportunities** to a very wide range of people whose diversity enriches the Group.



OUR COMMITMENTS

- ✓ 1 Group Code of Conduct.
- ✓ 12% women on our Executive Committee.
- ✓ 3 Board meetings dedicated to our CSR approach.

- ✓ 2025 TF2i: 16.1.
- ✓ 93/100 on the Gender Equality Index for our French operations.
- ✓ 6% of employees have a disability.
- ✓ 14,000 hours of training.

OUR KEY INDICATORS AND COMMITMENTS FOR THE FUTURE.

GOVERNANCE

OUR PRIORITIES:



- Ensure there are no cases of non-compliance or corruption in our own operations or among our direct Tier 1 suppliers.
- Strengthen our awareness-raising activities.
- Assess third parties.
- No cases of non-compliance or corruption in our own operations or among our direct Tier 1 suppliers.

COLLEAGUES

OUR PRIORITIES:



- Achieve a TF2i below 15 by 2027.
- Implement the action plan arising from the employee engagement survey.
- Conduct an annual review with more than 90% of employees by the end of 2026.

OUR
COMMITMENTS

- ✓ **97.5% of suppliers** GFSI-certified.
- ✓ **97% of suppliers** have signed our Code of Conduct.
- ✓ **100% cage-free eggs.**

- ✓ **4% of GHG emissions** across Scopes 1 and 2.
- ✓ **96% of GHG emissions** across Scope 3.
- ✓ An average of **4.9 litres of water consumed** per kilogram of product manufactured.
- ✓ **83% of recyclable waste.**
- ✓ **800 tonnes of waste sent for anaerobic digestion.**

OUR KEY INDICATORS AND COMMITMENTS FOR THE FUTURE.

PRODUCTS

OUR PRIORITIES:

- **Finalise our Sustainable Product framework.**
- **Source 95%** of flour used at our French sites from **NF V30-compliant wheat** by 2028.
- **Increase the proportion of certified raw materials** in our purchasing
- **Expand our plant-based ranges** and work with new, lower-carbon ingredients.



ENVIRONMENT

OUR PRIORITIES:

- **Reduce GHG emissions by 42%** across Scopes 1 and 2 and by **25%** across Scope 3 by 2030.
- **Achieve water consumption below 4 litres per kilogram** of product manufactured by 2030.
- **Develop new waste recovery streams**, including metal sorting, plastic recycling and the recovery of personal protective equipment.



OUR
COMMITMENTS

- ✓ **More than 97** charities supported.
- ✓ **11 inclusive employment initiatives** to improve access to work.
- ✓ **35%** of our investment dedicated to modernising our operations and safeguarding their long-term.

TERRITORIES

OUR PRIORITIES:

- **Continue developing our partnership with Les Invincibles**, a charity working to combat motor neurone disease.
- **Strengthen cooperation** with local stakeholders to diversify recruitment.
- **Continue developing our industrial facilities**, including a new line in Bodmin, a new workshop in Bristol, line automation at Geneston and new product ranges at Agen and Aire-sur-la-Lys.





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