




# **Corporate Social Responsibility 2021**

*Including the  
Consolidated Non-Financial Statement*

**SERVAIR** 

a gategroup member 



**SERVAIR®**



a gategroup member



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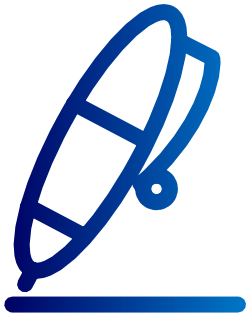
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**SERVAIR**

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## Servair CSR Policy

Servair has been committed to a CSR approach for over 10 years now. Servair aims to integrate the right balance between economic performance, social equity as well environmental and societal impacts into its business.

In the context of this pandemic, which has been going on for more than two years now, Servair's constant commitment to ensuring the physical and mental health of its employees has rallied the whole company.

This health crisis has been combined with a global economic crisis since 2020. A number of French economic sectors have bounced back but the aviation industry and consequently Servair's activity remained severely impacted in 2021, as we only achieved 50% of our 2019 annual turnover.

My ambition remains more than ever, through responsible labour dialogue, to safeguard the jobs and the social foundation we are proud of. This path, to which we have committed ourselves with some labour representatives contributes to building our future.

Despite this adversity, Servair remains a committed company, which is continuing to maintain its activity with respect for its employees, its customers and the environment in the territories and communities in which it operates, both in France and in Africa. Preparing for the future also encompasses the environmental aspect beyond our activities. Our "Make Eat Better" charter is the tangible expression of our commitment to sustainable catering, aiming primarily at promoting responsible and sustainable food products, including Made in France.

Servair's CSR commitments are as follows:

- Guarantee a healthy and safe offering in our various food activities
- Promote a social model that is respectful to our employees and that preserves equal opportunities in the workplace
- Ensure occupational health and safety for our employees as well as for our suppliers and subcontractors
- Control our environmental impact and fight pollution and waste.

I am counting on the commitment of each and every one of us to ensure that Servair can rebuild itself by taking ever better account of social, societal and environmental issues within the company.

Alexis FRANTZ

CHIEF EXECUTIVE OFFICER OF SERVAIR

A photograph of a laboratory or food processing facility. Several workers wearing white lab coats, hairnets, and face masks are working at a long stainless steel table. They are handling numerous small white petri dishes arranged in rows. The dishes contain various colored, semi-transparent samples, likely food or biological specimens. One worker in the foreground is using a blue-gloved hand to place a sample into a dish. In the background, there are more workers and industrial equipment, including a scale and a container of orange-colored samples. The overall scene is clean and professional.

*Servair*

## *Publication context*

The health and economic crisis has been impacting the aviation industry's economy for more than two years now and is proving to be tougher and longer than our initial forecasts. In order to adapt the industrial tool at Paris CDG, one out of the four catering units that were in hibernation in 2020, has closed down, one is still in hibernation and one unit is being reopening for 2022.

Given the health context, the long-term partial activity as well as the priorities of safeguarding jobs and the company, a number of commitments and policy rollouts made in 2019 will be explained and postponed to 2022 Consolidated Non-Financial Statement , particularly with regards to traceability.

Since 31 May 2021, Servair has been a 65% subsidiary of gategroup, a company headquartered in Zurich, Switzerland. gategroup consolidates the financial accounts of Servair and its subsidiaries in its financial report but has no report consolidating the CSR information. Servair is no longer required to publish consolidated accounts from a CSR perspective.

As a result of the thresholds being exceeded, for the year 2021, only Servair SA is required to publish a Consolidated Non-Financial Statement, which is not the case for PAC SA, ACNA SA, OAT SA and Passerelle CDG. Our decision to publish a CNFS ( Consolidated Non-Financial Statement) on the Servair and its subsidiaries scope could not be maintained due to the partial activity. Servair SA, consists of four units: The Headquarters, Servair Unit 1, Servair Unit 2 and Servair Reunion.

French companies with more than 500 employees which generate profits or sales of more than €100 million have been required to submit Consolidated Non-Financial Statement since financial year 2018. This is an evolution of the "CSR report", resulting from the transposition into French law of EU directive on non-financial reporting (Directive 2014/95/EU). This version guides companies towards a more risk-based approach and encourages them to be more relevant and transparent, sharing information about their policies, initiatives, commitments and results in CSR-related areas.

# *Business model*

Since March 2020, all aviation businesses have been impacted by the health crisis, resulting in significant changes to international but also national travels between Metropolitan France and its Overseas territories.

In 2021, our business model has been modified to reflect our new strategy, mainly applied to CDG, so as to adapt to the decrease in our activity. This change, both related to the current economic situation and in response to a short-term financial need for savings, is aimed at regaining profitability, preserving our cash flow and repaying our debts accumulated during the crisis, until we return to our pre-crisis business volume by 2024. Reorganizing the industrial tool has led to maintaining a unit in hibernation at CDG in 2021 for Servair SA.

The scope of the CNFS covers Servair SA. Nevertheless, the business model remains the same for Servair SA as for Servair SA and its subsidiaries. The scope of the CNFS covers Servair SA. Nevertheless, the business model remains the same for Servair SA as for Servair SA and its subsidiaries. It should be noted that Servair Reunion has a more diversified business including aircraft cabin cleaning, out-of-home catering and duty-free shop.

The business model, validated by the general management, is shown on page 9, the chart highlights Servair's objectives: its strategy, resources, activities, created value and its main stakeholders.



# The Servair business model 2021

## MARKET TRENDS IN AIRLINE CATERING

Troubled market,  
changing business  
model of airlines

Complex regulatory  
environment  
(hygiene, environment,  
OHS, Security, Airside  
Operations Safety,  
nutrition, consumer  
information, customs)

Long-haul flights:  
customise offering  
and differentiation  
and up-marketing  
strategy

Medium-haul  
flights: lower-cost  
operational model  
for buy on board  
and development of  
new business lines

## RESOURCES

### HUMAN RESOURCES

Job diversity,  
contract, status,  
Levels of  
agreements,  
Negotiations,  
Training

### INTELLECTUAL RESOURCES

Expertise  
(culinary, logistics,  
food safety,  
nutrition,  
environment, OHS,  
airport  
requirements)  
Knowledge  
of African market

### INDUSTRIAL RESOURCES

Buildings,  
Vehicle fleets,  
Dishwashers, Hot  
kitchens, Airside  
access, Digital  
infrastructure

### FINANCIAL RESOURCES

Shareholder  
equity, Financial  
debts

### NATURAL RESOURCES

Raw food products,  
Processed food  
products and  
beverages,  
Fluids, water,  
consumables

## STRATEGY

**1** Maintain the trust of our  
customers, first among  
them Air France.

Strengthen the close relationships  
with AF and support them in the  
post-crisis recovery.  
Ensure our economic performance  
over the long term.

**2** Control our finance to repay  
our debts and to invest in the  
organisation

Continue with our efforts to  
improve productivity.  
Control our costs on an ongoing  
basis  
Limit our inventory if necessary

**3** Protect the jobs and the social  
foundation

Ensure mental and physical  
health of our employees  
Safeguard jobs  
Maintain a responsible  
labour dialogue

## MAIN BUSINESS ACTIVITIES



Airline catering

Cabin cleaning

Commercial catering and DFS

## CREATED VALUE

### HUMAN VALUE

Compensation,  
Employability,  
Promotion,  
Know-how  
maintenance, Gender  
equality, Labour  
dialogue

### INTELLECTUAL VALUE

Recipe catalogue,  
Diversity and  
creativity in  
products and  
services offering,  
HUB management

### INDUSTRIAL VALUE

Buildings,  
High-performance  
equipment  
and vehicle fleet,  
Automated lines,  
Supply chain  
logistics,  
Standardised  
processes

### FINANCIAL VALUE

Balanced  
accounts, Positive  
operating result to  
support the  
investment and  
development  
strategy

### NATURAL VALUE

Waste treatment  
and recovery,  
Pretreatment of  
industrial water,  
Environmental  
labels

## STAKEHOLDERS

### Servair's Expectations

### Stakeholders' Expectations

Adapting to needs during  
the crisis

CUSTOMERS

Minimum activity and  
punctual payment of  
invoices

AIRPORTS ACTORS:  
ADP, AMRAE, ACA, FNAM

Coordination and joint action  
to defend our industry

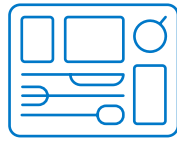
Payment of invoices

SUPPLIERS &  
SUBCONTRACTORS

Adapting to needs  
during the crisis  
Flexible and reliable



Over 11 airline  
customers



Over 22,600 meals  
/day



24,000  
recipes



3 catering units



201 MCHF  
187 M€



100% operating units  
ISO 9001 certified



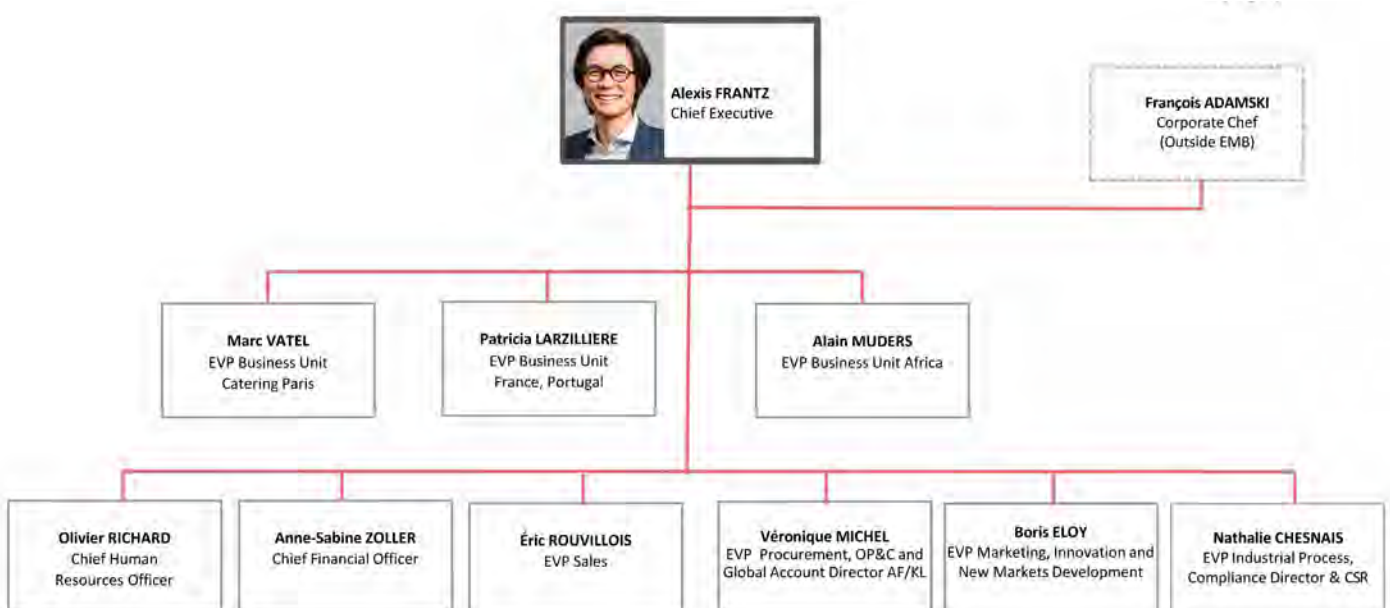
11,541  
microbiological  
analysis in 2021

Servair has also expanded into out-of-home catering, particularly into commercial catering and collective catering.

Via its three main areas – On-Board Services, Airport Services and Out-of-Home Catering – Servair can provide tailor-made solutions to meet all of its customers' requirements. Its aim? Ensure that service quality and innovation drive performance for airlines and companies operating in both airline and non-airline sectors.

## Our organisation

Servair has a clear and easy-to-understand organisational structure which reflects its priorities. Servair's Executive Committee is made up of the members below (march 2022). It makes all decisions about the company's strategy.



March 2022



# *A complete client-focused, and customized offering*

From consultancy to delivery, cooking to logistics, economy to business class, low-cost to premium, aircraft to city... By focusing on the client at each and every stage of our operations, we are in a position to provide fully tailor-made services, packages and solutions.

With their extensive knowledge of passenger's needs and tastes, Servair's teams are dedicated to developing and managing all various activities involved in making the passenger's travel enjoyable.

Our Servair teams deliver all On-Board Services, from designing meals, cooking, setting them up and then arranging and loading the meal trays on board the aircrafts.

Servair offers other services to its airline customers ranging from aircraft cabin cleaning and commissary services, handling newspapers and magazines to on-board sales.



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Airport Services cover all services available in airports before take-off and after landing, such as lounges, bars and snacks, assistance for persons with disabilities and reduced mobility, and dutyfree shops.



Out-of-home Catering covers all business catering, institutional catering, and catering services for remote sites.

# Identifying CSR risks

CSR risks are identified using a **materiality matrix** aimed at defining the relevant pillars for the company. It sets forth issues that are relevant for the company. The identification of relevant issues (referred to as material issues) is structured according to the four commitments of Servair CSR policy. The materiality of topics, derived from various CSR standards, is rated based on the impact for the company and on the expectations of stakeholders (customers, employees, etc.). Some CSR risks are financial risks. They are indicated by <sup>FIN</sup>.

The topic is considered significant if it has been rated as very important by the company and stakeholders. In order to adapt the materiality matrix to Servair SA scope et not to Servair & its subsidiaries, the “sharing values and local job” topic has been removed as it relates to african subsidiaries. A total of 16 material topics have been identified. For each of the relevant issues, we have identified the associated significant risk. Some of the material topics have been consolidated under a single CSR risk. The materiality matrix is presented in the appendix page 33.

**Altogether, we have identified 10 main CSR risks:**

Pillars	Material topics for Servair	CSR risks	CNFS chapter	Indicator
<b>Promote a respectful social model</b>	Policy Human Rights, Child Labour and Forced labour	Risk of violating Human Rights, Child Labour and Forced labour	Human Rights	-
	Fighting discrimination	Risk of violation of people's rights Risk of lacking access to skills	Equal employment opportunities & fighting discrimination Employment	Headcount, proportion of women, proportion of women in managerial positions, number of disabled workers, new hires and departures, number of training hours.
	Labour dialogue	Risk of breaking workplace harmony and so impacting performance	Labour dialogue is one of the company's strong values	Coverage rate of the collective negotiation
	Work organisation	Risk of losing customers and performance risk	Work organisation	Absenteeism rate
<b>Guarantee a healthy and safe offering</b>	Food safety Traceability	Risk for consumer's health <sup>FIN</sup>	Food Safety Traceability	Microbiological conformity rate
	Customer satisfaction	Risk of losing customers	Customer satisfaction	Audit coverage rate by a third party
	Audit conducted by a third party	Risk of losing customers	Purchasing	-
	Culinary expertise, logistics expertise	Risk of losing customers	Culinary expertise Logistics expertise	Number of cooks, Flight On-Time Performance rate
	Nutrition	Risk for consumer's health <sup>FIN</sup>	Nutrition	Percentage of pre-packed foods providing nutritional information
	Fighting food insecurity and malnutrition	Governance risk	Nutrition	Food donation tonnage
	Control of supply chain	Risk relating to the supply of a raw material/service from a supplier <sup>FIN</sup>	Purchasing	-
<b>Control our environmental impact</b>	Compliance regarding Waste management, Waste reduction, Waste recycling	Risk of pollution <sup>FIN</sup> , of natural resources being depleted and of contamination	Waste management	Total waste, recycling rate, material recovery rate and recovery rate
	Resource sustainability	Risk of natural resources being depleted	Sustainable use of resources	Consumption and ratios of water, building energy and fuel, Emissions (teqCO <sub>2</sub> )
	Food waste and food donation	Risk of natural resources being depleted	Fighting food waste and food donation	Food donations tonnage
<b>Ensure occupational health and safety</b>	Occupational health and safety	Risk of work related accidents, absenteeism, fire hazards <sup>FIN</sup> , aircraft hit <sup>FIN</sup> ,	Occupational health and safety	Work-related accidents frequency rate and severity rate. Sanitary protocols e-audits
	Control of supply chain (ESG criteria)	Risk of one of our suppliers negatively impacting working conditions or seriously damaging the environment	Purchasing	Number of suppliers who signed the supplier commitment charter.

\* it should be noted that COVID 19 pandemic risk has not been identified as a CSR risk but the consequences in terms of OHS and job retention were duly addressed.



By adopting this risk-based approach, we can track and measure the overall performance of sustainable development in relation to Servair's corporate social environmental and societal responsibility.

Current and future targets, which are Servair's priorities, are being formalised as part of a collaborative initiative with the relevant departments, and in a consistent manner with the results of the materiality analysis.

The health crisis has had an impact on the way issues and risks are dealt with, but risk mapping has not been affected. A reflection on the updating of the risk rating is envisaged in 2021.

## Contribution to the UN sustainable development goals

Of the **17 Sustainable Development Goals (SDGs)** set by the United Nations for the year 2030, Servair has identified 12 to which it is contributing.



A man in a yellow safety vest is pushing a large metal cart filled with luggage in an airport baggage claim area. The cart has several compartments, some of which are labeled "AIR FRANCE". The background shows other people and airport infrastructure.

***Promote a respectful  
social model***

***for our collaborators and  
protecting gender equality  
in the workplace***



# Human Rights

Servair is uncompromising as far as the strict application of international principles on Human Rights, Child Labour and Forced labour are concerned. It rolls out a gategroup code of conduct and business ethics which fosters – in addition to strict compliance with legislation – honest behaviour to employees and in compliance with competition law and business ethics as far as our customers and suppliers are concerned.

In order to comply with the highest international standards in the areas of human rights, labour, environment and anti-corruption, Servair has been a member of the United Nations Global Compact since February 2020. This membership commits the company to make progress in its approach to social responsibility through ten principles and to communicate its latest advances and actions regularly on the Global Compact website.

Servair posted its first Communication on Progress (CoP) online end of May 2021.



# Employment

The health crisis has led to an unprecedented economic crisis in the airline industry. Since March 2020, the decline in our activity has been about 70%; and the forecasts in terms of recovery over the next 5 years are about 70%. In this particularly tough context, safeguarding the company and the permanent jobs has been a key priority for the company.

In order to reduce costs within a very short period of time, Servair has, amongst other actions, stopped employing temporary staff and has implemented partial activity for permanent staff.

Servair has also negotiated with the public authorities to have the severity of its situation duly considered, just like the airlines'.

Thus, through the "Alliance of the Airline and Railway Catering Industries", Servair was able to extend the duration of the improved partial activity scheme and strove in 2021 for a second state-guaranteed loan of € 20M which will particularly allow the company to pay for the part of the wage not covered by the state, over the coming months.

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The return is job retention, a key concern for Servair. The implementation of a Collective Mutual Agreed Termination for Servair SA in order to support voluntary departures also contributes to the reduction of expenses and therefore to the protection of permanent jobs.

In order to safeguard Servair, the company needs to move forward and find the right balance to reduce costs and to enable restart as soon as the conditions are in place.

## *Labour dialogue is one of the company's strong values*

The aim of the rescue plan is to hold out in the long term. Therefore, Servair has started a long-distance race to maintain a positive cash flow and cover its expenses and salary payments over time.

To this end, three major three-year agreements were signed: the first to extend the period of partial activity (10/07/2020 and 12/05/2021), the second to facilitate voluntary departures on retirement or to achieve a personal project (31/07/2020). The third agreement referred to as the collective performance agreement (24/11/2020), is now essential in view of the worsening economic situation and the prolonged crisis. This agreement should allow Servair's activities to be reorganised as accurately as possible in line with the current situation, to make better use of human resources without calling on external resources and to significantly reduce the payroll.

These agreements were signed by the labour representatives, thus validating the individual and collective efforts to be made to save the company and its jobs.

Labour dialogue has been the determining factor in adjusting the company to the current context and in preparing for the future. The coverage rate of the collective negotiation agreements is 100% for Servair SA in 2020 and 2021.

## *Equal employment opportunities and fighting discrimination in the workplace*

*For several years, the labour representatives and management of both Servair and its subsidiaries have shared the desire to foster a policy supporting job diversity and gender equality in the workplace*

The topic of **equal opportunity** is addressed in collective bargaining agreements for each company. Signatories have defined specific measures in precise areas, such as recruitment, mobility, training, work-life balance and actual remuneration.

In 2019 the first gender equality index was 89/100. In 2020, it was 93/100 and is 94/100 in 2021 .

The policy on employing people with disabilities remains an important commitment for Servair and its subsidiaries. The target is to achieve a balance between retaining employment and hiring disabled employees.

The topic of fighting discrimination is addressed through various company collective bargaining agreements: gender equality forward management of jobs and skills, exercise of union rights, and



development of labour dialogue.

Initiatives are being led to tackle discrimination effectively. In particular, these include awareness campaigns against stereotypes (disability week, International Women's Day on March 8), together with discussions with labour representatives (start and end of term).

## *Work Organisation*

Servair pays particular attention to the way in which its employees' work is structured, as part of a continuous drive to find a balance between quality of life in the workplace and economic efficiency.

The specific nature of in-flight catering activities requires organising employees' work in cycles, as described in the agreements entered into with labour representatives for each of its companies. These agreements are adapted on a regular basis, as and when needed.

The organisation of work has been significantly impacted by the fall in our activity and the health crisis. For employees working in operating units, the COVID protective measures had an impact on work cycles and workstations.

For employees on short-time working and those from the units closed, new measures were adopted in order to maintain a bond with the team and avoid work isolation: mass remote work whenever possible, online training programmes and webinars, video communication with new awareness-raising topics such as stress management and work/life distribution in the home via Solid'air webinars.

For Servair SA, the absenteeism rate increased from 11.5 % to 13.3 % between 2020 and 2021. Despite a lower headcount, the absenteeism rate did not decrease due to a slight increase in the number of days of absence due to maternity leave, work-related accidents and unpaid absences.

A close-up photograph of a person wearing a white latex glove, holding a small metal spoon and drizzling a green, herbaceous dressing over sliced tomatoes. The tomatoes are arranged in a white tray, and the background is softly blurred, showing more food items. The entire image is framed with a semi-transparent orange overlay.

***Guarantee a healthy  
and safe offering  
in our various food activities***



# Food Safety

*Servair has always guaranteed healthy and safe food for its customers.*

Food safety is an integral part of Servair's corporate processes and culture.

The [QE4S 2019 - 2021 policy](#) (Quality, Environment, Food Safety, OHS, Airside Operations Safety, Standardisation)

provides the general framework and sets the priority aims and initiatives for the whole Servair network.

This policy is implemented upstream taking into account simultaneously, with suppliers management through supporting documents and site audits, control of raw materials through analysis and through menu design. The development of new techniques is also approved through feedback, bibliographical studies, ageing studies and by using the Sym'Previus microbiological data prediction tool.

Servair uses the [HACCP method](#) to identify and manage hazards in the fields of microbiology, parasitology, foreign bodies, chemicals and allergens, as well as fraud.

For this purpose, the company is supported by its own internal networks, as well as by a Scientific Committee made up of experts.

Servair has [its own internal microbiological analysis laboratories](#) in Paris, accredited in accordance with the ISO 17025 standard, and conducts more than 11,541 analysis in 2021.

Servair has therefore solid expertise in this area and is able to conduct analysis within short timeframes – essential for maintaining higher levels of responsiveness. Moreover its parisian lab has become the reference laboratory for its shareholder gategroup.

The design of building units according to hygiene standards ensures that food safety regulations can be adhered to, effective cleaning can be carried out, compliance with the "go forward" principle and the cold chain. Technicians training, the involvement of management and the monitoring of quality teams ensure that procedures are adhered to on a day-to-day basis.

The 2021 microbiological conformity rate is 99.4%. The third-party audit coverage rate of Servair and Servair Reunion operating units, is 100% in 2021.



HACCP : Hazard Analysis Critical Control Point

Management and improvement are enabled by the quality management (ISO 9001) within the production units.

Servair is implementing a unit monitoring plan that includes internal as well as independent third party audits; resulting in an audit report and accreditation or certification depending on the given standards.

## *Traceability is essential for your food safety.*

It serves as a means of identifying the raw materials making up a dish and information about the clients to which it was delivered.

Servair has invested in digital traceability within its Paris units given the volume of data: integration of EDI (Electronic Data Interchange) from its suppliers, bar code identification, and wifi PDA (Personal Digital Assistant) in production.

Other units handle traceability manually. On this point, a goal and tasks are defined in the QE4S policy and are reported on a monthly basis.



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## *Nutrition is a public health issue which is of relevance to all stakeholders involved in food.*

This applies to Servair, particularly for its collective catering activities, including school catering.

This involves regular consumers, some of whom have specific needs, such as children, as well as hospital patients.

The company's dietitians ensure that menu plans adhere to the recommendations outlined in food frequency tables.

They also help in designing "special" menus (gluten-free, salt-free, etc.) and in balancing meals, using special software for calculating nutritional values, connected up to our nomenclatures.

In Paris, our Prodiges tool allows us to calculate the nutritional information of all our dishes. Since 2020, the tool has been upgraded and now calculates the NutriScore, although this information is not mandatory. Besides, further to Air France request, Servair has developed a range of 100 % NutriScore A and B hot dishes for Economy and premium Economy classes since summer 2021. In 2021, 100 % of pre-packed meals have nutritional information, e.g. for payable meals options, special meals or in lounges.

## Fighting food insecurity and malnutrition

Thanks to its involvement in the food industry and its footprint in Africa, Servair has had the opportunity to offer its skills to a humanitarian cause: the development of a ready-to-use therapeutic food product to treat severe acute malnutrition in children aged six months to five years.

Its original formula and manufacturing process are patented (first filed in September 2014), and the Vyma product follows a precise set of technical specifications in terms of nutrition, microbiology, and labelling.



As of today, European OEB, African OAPI and African ARIPO patents have been granted. An application for a patent in India is still in progress. Servair is working closely with an international public organisation in order to launch production of Vyma as soon as possible and thereby contribute to the fight against malnutrition.

In terms of food insecurity, Servair is concerned about the future of each and every food product. Therefore, the foodstuffs are donated when both the logistics conditions and the ability of a charity to accept the donation are met. This year, Servair SA donated 39 tons of food.

## Culinary expertise

*Servair's culinary expertise is a key factor for its future.*

In 2020, Servair innovated by developing a gastronomic menu for the astronauts of the Alpha space mission in 2021. Upon a request from Thomas Pesquet, the European Space Agency has called on all the culinary expertise and technical skills of Servair teams to develop this menu. French cuisine and local products are showcased: beef bourguignon, Perigord truffles, crepes Suzette...

French and international cuisine, food and taste are an integral part of Servair's culture and expertise. Servair uses this expertise to serve its customers via recipes, its chefs' skills, its production kitchens, and through consulting and training.



The Studio Culinaire Servair, run by the Corporate Chef, is an innovation think-tank ; it guides Servair in its initiatives.

The Corporate Chef also ensures the implementation of necessary resources to achieve culinary excellence at Servair.

Servair teams also develop cooking and preservation techniques to maintain the flavour and organoleptic qualities of its products. This is especially the case for traditional or low-temperature sous-vide cooking, which combines concentration of aroma, juiciness, and tenderness with long shelf life.

Servair pays particular attention to the kitchen section of its production units and to its research and development cuisine. Servair identifies talented cooks, provides them with the appropriate training and then helps them develop their practice, technical skills and managerial role. In 2021, Servair SA count 116 cooks in their teams.

Our "Make Eat Better" charter is the tangible expression of our commitment to sustainable catering, aiming primarily at promoting responsible and sustainable food products.





## Logistics expertise

Logistics expertise consists on the one hand in optimising orders and delivering goods from our suppliers' plants to Servair units, and, on the other hand, in optimising container shipments of products that cannot be found locally to remote sites (quality, quantity and regularity constraints).

Logistics also means loading aircrafts, from the production units to the aircrafts in line with the requirements of timeliness and loading conformity. The follow-up of loading operations on board the aircrafts, called flight on-time performance, is a key element of customer satisfaction and its objective is reflected in Servair QE4S 2021 policy (Quality, Environment, Food Safety, Occupational Health and Safety, Airside Safety, standardization) . Servair SA 2021 flight on-time performance rate is 98.9 %.

## Customer satisfaction



*Customer satisfaction  
is a key concern at  
Servair.*

It requires compliance with operational (on-time performance) and product (recipe, portion control, etc.) expectations.

Key goals in this area are covered by the QE4S (Quality, Environment, Food Safety, OHS, Airside Operations Safety, Standardisation) policy.

**ISO 9001 certifications** of our units demonstrate Servair's ability to supply a product or service in compliance with its customers' standards and its commitment to increasing their satisfaction. Within the framework of ISO certifications, Servair addresses customer satisfaction through surveys and questionnaires.

Customer audits, as well as rankings and evaluations by some of its customers, and customer compliance inspections are ongoing measures to ensure their satisfaction.

Customer satisfaction measures are therefore numerous and specific to each of Servair's business lines and activities. Next year, Servair will present a shared customer satisfaction indicator.

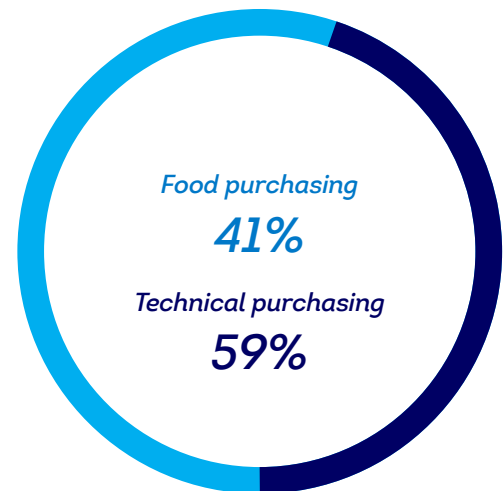
Beyond those criteria, Servair is committed to meeting its customers' innovation and development needs on a daily basis thanks to its culinary and logistics expertise.

The customer satisfaction rate is the result of on-site visits and audits conducted by customers. Servair unit 1 reached a 100% satisfaction rate in 2021. No customer audit was carried out in Servair Reunion due to health protocols and travel restrictions

# Purchasing

Servair purchases a **wide variety of products and services** at its Paris units and stations. With nearly 700 main suppliers and over 3,500 active food product references each month, the purchasing function is essential. An indicator for local purchasing is being implemented and will be published next year.

In large part, these purchases are made up of food products plus technical purchasing (nearly 60%) such as temping, security, and acquisition and maintenance of industrial equipment.



*Our purchasing practices are driven by the pursuit of balanced growth and shared values with our suppliers and service providers.*

Servair deals with reliable suppliers who can provide products and services of good **quality and logistics consistency** in terms of delivery times and quantities. The catering business is complex, and suppliers must be able to handle that complexity. Servair is building a long-term relationship with them via contracts and respect for commercial practices.

**Sustainable development criteria** are integrated into the supplier and service provider Servair's referencing. This is demonstrated through our procurement practices. In 2021, more than 37% of our supplies were sourced from sustainable fishing with 43% of fish labelled. And **since 2019, 90% of our purchases have consistently been from France for dairy products, egg products, frozen pastries, bread and pastries, casseroles, fresh salad and poultry.**

To meet the needs of its customers and sites, Servair also helps develop partnerships with local SMEs and works actively to build long-term relationships.

Finally, so as to ensure that we share our values with our business partners, Servair has defined its Servair Supplier Commitment Charter, which defines our expectations with regards to the respect of human rights, working conditions, environment, animal welfare as well as responsible business conduct and ethics.

In 2021, 62 of our major suppliers signed this charter.



*Control our  
environmental impact  
and fight pollution and waste*



Servair's primary goal, beyond regulatory standards, is to help preserve natural resources by controlling our consumption and pollution caused by our activities.

Servair strives to reduce greenhouse gas emissions, and thereby takes part in the collective effort to fight against climate change.

The implementation of an environmental management system for its unit helps to ensure better environmental monitoring and to consider the existing regulations at the local, national, and European level. The QE4S 2019 - 2021 (Quality, Environment, Food Safety, OHS, Airside Operations Safety, Standardisation) policy provides the general framework and sets the priority aims and initiatives for the whole Servair network.

## Waste management

Industrial waste come from industrial processes and aircraft cabin waste (including international catering waste : ICW). All waste is processed according to the existing local channels and in compliance with regulations.

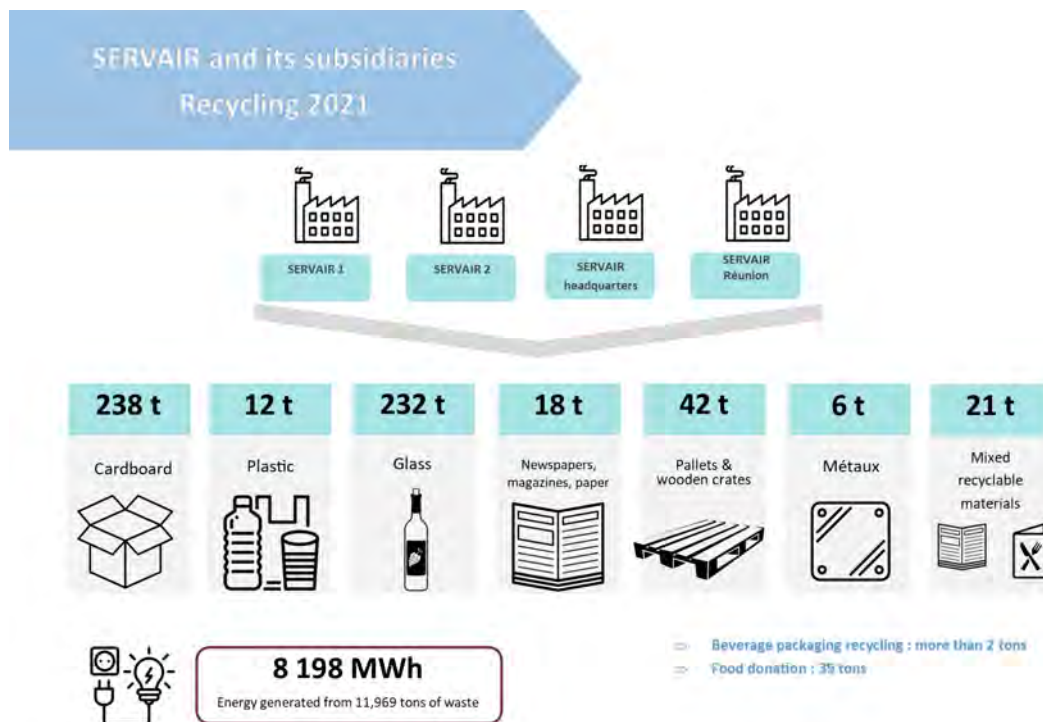
Waste from aircraft cabins and production is mostly incinerated. When incineration is not an option locally, this waste is buried or sent to landfill sites.

In 2021, the sorting of beverage packaging (plastic bottles, bricks and cans) arriving in Paris generated 2 tons of recycled packaging.

In metropolitan France, incineration includes energy recovery; this treatment process accounts for 76% of Servair SA's waste and generates the equivalent of 34.3% of our energy needs for the production units. In 2020, the incineration rate reached 77% and the energy recovery was 3,856 MWh. These indicators depend on the tonnage of waste incinerated but also on the output of each incinerator used. The choice of incinerator depends on our waste service provider.

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*Recycling is an ongoing commitment for Servair :*



## Sustainable use of resources

In order to engage as many of its employees as possible, Servair has launched an [environmental challenge on eco-friendly actions](#) with the French start-up Energic. This challenge allows us to focus on waste, mobility, water consumption and energy control through quizzes and challenges. This approach to raising awareness is interactive and participative so as to encourage more virtuous consumption of natural and energy resources.

Servair is also committed to reducing plastic-related pollution by means of a plan for the replacement of single-use plastics for our own consumptions and those of our customers.

In 2021, [more than 1,900,000 single-use plastic items were replaced](#) by items made of wood or cardboard.

## Fighting food waste and food donation

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Servair optimises the use of food products, helps fight food waste, and helps conserve natural resources by managing inventory, sous-vide cooking process, and logistics platform.

Food donations also help fight food waste.

Indeed, food products resulting from changes to customers menus, leftovers or unused stocks or unused emergency supplies meals can be donated under the required hygiene conditions specific to each product.

The Covid-19 crisis is still hitting the most vulnerable. Servair remains committed to working closely with charities that are striving to help them further. Servair SA donated 39 tons of food products i.e. the equivalent of nearly 111,400 mealtrays, to national non-profit organisations such as Restos du Coeur and the Red Cross, and also to several local charities.



## *Animal welfare*

Since 2018, our entire egg supply has come from free-range chickens.

In terms of egg product supply, our suppliers have all already committed to stopping production or purchase of eggs from caged chickens by 2025.

This change in production methods has a strong impact on suppliers and their producers. Likewise, Servair also shares the need to consider animal welfare



A background image showing a person in a blue protective suit and gloves working on a large white object, possibly a piece of equipment or a container. The person is focused on their task. A semi-transparent white rectangular box is overlaid on the image, containing the text.

***Ensure occupational  
health and safety  
for our employees as well as  
for our suppliers and  
subcontractors***

# Occupational Health & Safety

Occupational health and safety is a priority for the company.

The QE4S2019- 2021 policy (Quality, Environment, Food Safety, Occupational Health and Safety, Airside Operations Safety, Standardisation) provides the general framework, objectives and priority actions for the whole Servair network with regard to Occupational Health and Safety.

A dedicated department based at the headquarters works and communicates on this topic with the coordinators in each of the units in order to provide each employee with a safe working environment, in compliance with regulations.

The company invests to ensure that employees remain in their jobs. Therefore, workstation studies are carried out by a multidisciplinary team including OHS departments, occupational medicine, employees and Social & Economic Committee or WHSCC members in view of preventing and reducing occupational illnesses and arduousness. Investments are also dedicated to improving workstations, such as tables specially adapted for Make & Pack operations, a dock protection system or workstation adjustments. In 2021, Servair has invested in 300 adapted trolleys and is both experimenting with the use of an exoskeleton to reduce heavy loads manual handling and to maintain some employees in their jobs.

The company provides a structured training plan covering these topics for all employees.

For airside activities, training programmes and checks are conducted by the management teams to ensure that fuelling sequences are carried out correctly. The rollout of SQUAD contributes to the improvement and the communication of airside operations safety related events to employees.

Since November 2019 and in response to the epidemic situation in China, we have taken preventive actions to protect against the virus. Servair set up an occupational health and safety monitoring unit, in permanent contact with local and governmental health authorities. Our sanitary protocol was stricter than the one they were recommending; as we had experienced Ebola virus. [We stockpiled masks as of January 2020 and made them mandatory very quickly.](#) Since then, we have been monitoring the situation very closely and adjusting our actions according to the risks incurred.

The preventive measures were defined with Servair occupational health department, and regular communication with the doctors allows us to take the appropriate steps. In cooperation with the labour representatives, we adjust them according to the operations and the actual situation on the ground. Partial activity and [sanitary protocols are limiting interaction between employees to a strict minimum.](#) To provide support, Servair has arranged web conferences with psychologists to give them some clues on how to manage their daily life as well as possible. Servair is open to suggestions to offer appropriate support.

Daily checks are carried out in all units through "Daily Patrol" to ensure compliance at the workstation concerning : [Mask-wearing, availability of soap and hydroalcoholic gel in the dispensers and proper condition of the marking ensuring distancing.](#)

By 2021, the health protocol of the operating production sites was due to be e-audited by a third party. Servair SA performed 90% compliance rate.



## Labour indicators\*\*

	2020	2020 corrected	2021
<b>Total headcount as of 31/12/2020</b>	<b>5,879</b>	<b>2,493</b>	<b>2,201</b>
% of women	34.9%	31.0%	31.5%
Employees aged under 30	3.9%	4.4%	5.00%
Employees aged 30 or more to under 50	44.6%	37.5%	36.3%
Employees aged over 50	51.5%	58.1%	58.7%
<b>Hires &amp; departures</b>			
Total number of hires	not calculated	54	68
Total number of departures	not calculated	466	284
<b>Training</b>			
Number of training hours	58,735	22,303	26,734
Average number of internship hours	15.2	16.7	15.9
<b>Diversity</b>			
Proportion of women in management positions	36.4%	38.4%	39.2%
Number of disabled employees	not calculated	303.6	251.6
<b>Occupational Health and Safety</b>			
Frequency rate	47.3	45.4	64.1
Severity rate	12.1	11.0	9.3
Absenteeism rate	not calculated	11.5%	13.3%

## Environmental indicators\*

	2020 Servair & its subsidiaries > 300	2020 Servair SA	2021 Servair SA
<b>Waste management</b>			
Total waste (tons)	16,467.2	7,071%	4,956
Total recycled material	23.7%	14.7%	14.9%
Material recovery rate (recycling and reuse)	24.4%	15.8%	15.8%
Recovery rate (energy, recycling and reuse)	97.1%	93.3%	91.7%
<b>Sustainable use of resources</b>			
Water consumption (m <sup>3</sup> )	183,256	83,726	74,103
Ratio eau (L/Mealtray)	6.69	6.85	12.03
Building energy consumption (kWh)	55,852,188	29,070,053	23,916,606
Building energy ratio (kWh/m <sup>2</sup> /month)	31.4	35.4	29.1
Fuel consumption (L)	1,399,107	not calculated	428,604
Fuel ratio (excluding Servair HQ, L:flight)	3.05	not calculated	21.3
<b>Fighting climate change</b>			
Emissions (teqCO <sub>2</sub> )	17,990	not calculated	7,344



## New indicators\*

	2021
<i>Labour indicators</i>	
Coverage rate of the collective negotiation	100%
<i>Environmental indicators</i>	
Food donation tonnage	39 tons
<i>Other indicators</i>	
Number of suppliers who signed the Supplier charter	62
Third-party audit coverage rate	100%
Microbiological conformity rate	99.4%
Customer satisfaction rate	100%
Number of cooks	116
% of Flight-On Time Performance	98.8%
% of pre-packed foods with nutritional information	100%

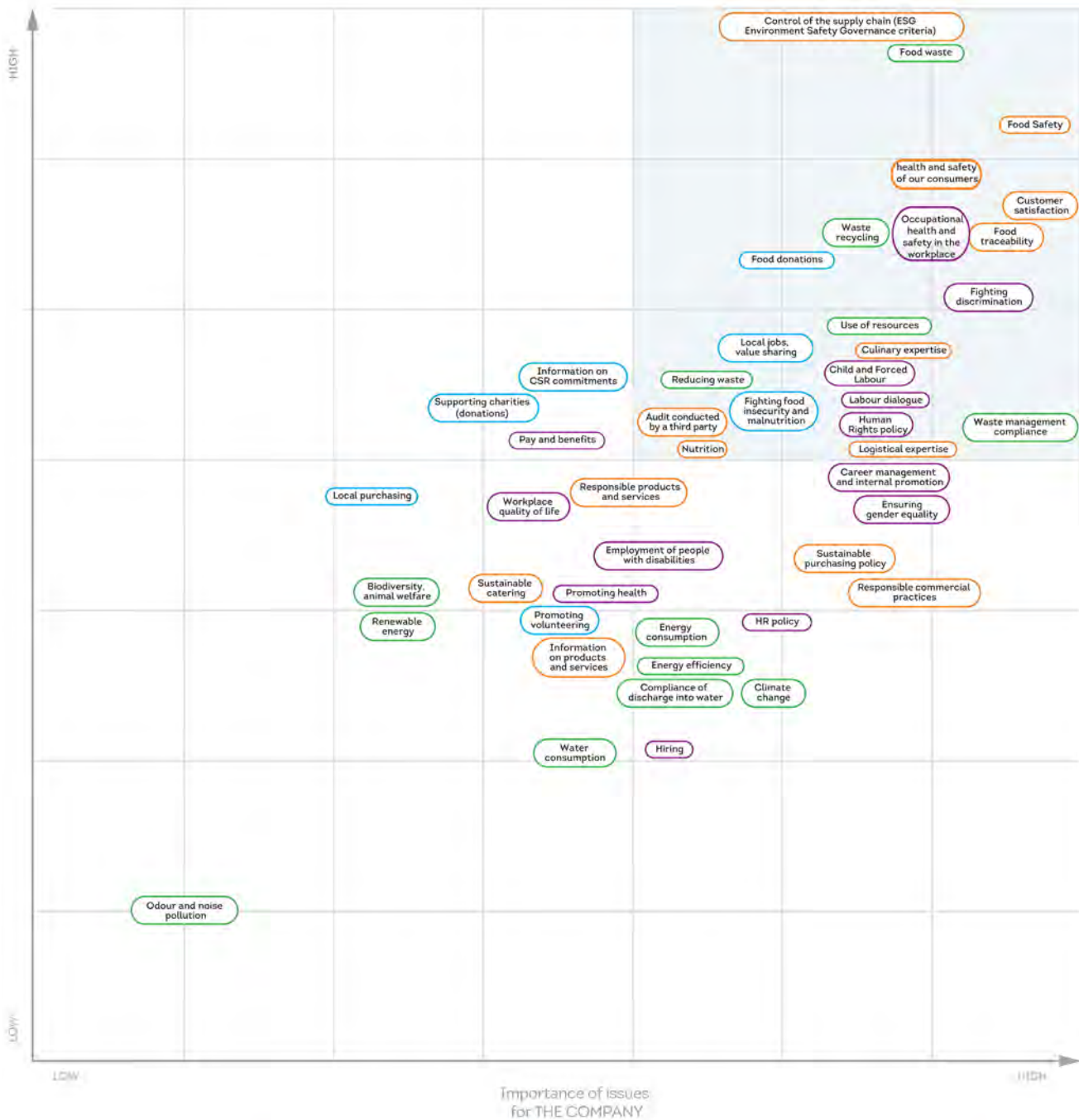
\* These new indicators were first published in 2021 report



# *Appendices & methodology*

# Servair Materiality Matrix

Importance of issues according to STAKEHOLDERS



Promote a respectful social model

Guarantee a healthy and safe offering

Control our environmental impact

Ensure occupational health and safety



## Correspondence table of the 10 principles of the united nations global compact

	Document's chapters
<b>Human Rights</b>	
1 - Businesses should support and respect the protection of internationally proclaimed human rights; and  2 - make sure that they are not complicit in human rights abuses.	p.14: Promote a respectful social model for our collaborators and protecting gender equality in the workplace p.15: Human Rights p.16: Equal employment opportunities and fighting discrimination in the workplace p.23: Purchasing
<b>Labour</b>	
3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;  4 - the elimination of all forms of forced and compulsory labour;  5- the effective abolition of child labour; and  6 - the elimination of discrimination in respect of employment and occupation.	p.14: Promote a respectful social model for our collaborators and protecting gender equality in the workplace p.15: Human Rights, Employment p.16: Labour dialogue is one of the company's strong values: Equal employment opportunities and fighting discrimination in the workplace p.17: Work Organisation p.23: Purchasing
<b>Environment</b>	
7 - Businesses should support a precautionary approach to environmental challenges.  8 - undertake initiatives to promote greater environmental responsibility; and  9 - encourage the development and diffusion of environmentally friendly technologies.	p.21: Culinary expertise p.24: Control our environmental impact and fight pollution and waste p.25: Waste management p.26: Sustainable use of resources, Fighting food waste and food donation p.27: Animal welfare
<b>Anti-Corruption</b>	
10 - Businesses should work against corruption in all its forms, including extortion and bribery.	p.23: Purchasing

## Methodology note on reporting

SERVAIR SA and its subsidiaries have chosen to get their labour and environmental indicators verified by KPMG Audit.

In application of the provisions of Article L. 225-102-1 V. of the Commercial Code and of Decree No. 2012-557 of 24 April 2012 as modified by Ordinance No. 2017-1180 of 19 July 2017 and Decree No. 2017-1265 of 9 August 2017, it is up to the independent third party to express a conclusion of moderate assurance of Consolidated Non-Financial Statement compliance and authenticity of labour, environmental and social information published.

As a result of the thresholds being exceeded, for the year 2021, only Servair SA is required to publish a Consolidated Non-Financial Statement, which is not the case for PAC SA, ACNA SA, OAT SA and Passerelle CDG. Our decision to publish a CNFS on the Servair and its subsidiaries scope could not be maintained due to the partial activity. Servair SA, consists of four units: The Headquarters, Servair Unit 1, Servair Unit 2 and Servair Reunion.

## Labour indicators

### Scope

Reporting of labour data is performed based on physical staff numbers (expressed as "heads") recorded at the end of the calendar year.

The labour data reporting period is based on the calendar year to ensure consistency with the Labour Report data.

As part of a continuous improvement approach, methodological details are provided about indicators, especially as concerns their definition..

If there are changes to definitions that have a significant impact on data, since the comparison between data from previous years and data from that fiscal year will be irrelevant, the change will be mentioned in the methodology note.

### Reporting tools

Indicators are gathered and consolidated using several software applications :

- TEAMS RH (tools for administrative management and staff payroll) for the Headcount section
- PARADIS and NEEVA (Training Management Tools)
- ACCILINE (Tool for occupational health & safety data)

Data about staff is processed centrally within the Human Resources and Social Policy General Management by the Analysis and Labour Cost Control Department.

Data about training are processed by SERVAIR FORMATION, training center.

### *Details and methodology - comments on indicators*

Physical activity and sports and measures taken in support of people with disabilities.

Due to late revision of Article L225-102-1 these elements will not be explained in CNFS 2021.

### Staff

This is the number of staff (expressed in "heads") recorded as at 31 December of the reference year, no matter what type of employment contract (permanent, fixed-term, seasonal, apprentice, professionalisation contract or individual contractor) and regardless of the number of hours worked per month. Employees who have an end date as at December 31<sup>st</sup> are counted as staff. Interns, temporary work agencies workers and employees from subcontractors are not counted.

Employees who have an end date as at 31 December are counted as staff

Interns and temporary work agencies workers are not counted.

### Proportion of women in management

This is the ratio of the number of women executives to the number of executives.

### New hires

This indicator concerns permanent contract hires and fixed-term contract hires over the course of the reference year.

Permanent-contract hires include fixed-term contract hires (fixed-term in the broad sense) whose contract has been switched over to permanent status over the course of the year (inductions). They also include transfers or secondments between companies (permanent-contract employees from a subsidiary joining the reference company).

Fixed-term contract hires include seasonal workers, apprentices, professionalisation contracts or individual contractor workers hired over the course of the reference year. Interns and temporary work agencies workers are not counted. An employee hired three times over the course of the year on the same type of contract will be counted once.

Example :

3 fixed-term contracts over the year => counted as 1 fixed-term contract hire

1 apprentice contract + 2 fixed-term contracts => counted as 1 apprentice hire + 1 fixed-term contract

### Departures

This indicator concerns contract terminations over the course of the reference year, no matter what type of employment contract (aside from outside agency workers and interns).

An employee who departs three times over the year from the same type of contract will be counted once. Employees departing on Dec 31<sup>st</sup> are counted within the annual departures

### Training

The "average number of training hours" indicator is the ratio of the number of training hours completed during the reference year to the number of trainees (one employee who completes three training sessions over the course of the year will be counted once).

All training hours that require taking a test to validate knowledge acquisition are counted regardless of the test result.

### Workers with disabilities

The definition of workers with disabilities complies with the definition of beneficiaries of the mandatory employment of people with disabilities defined by the legislation.

All types of contracts are counted including interns and staff provided by a temporary work agency.

### Frequency rate (FR)

This is the number of lost-time accidents per 1,000,000 hours worked.

### Severity rate (SR)

This is the number of lost-time days resulting from work related accidents per 1,000 hours worked.

### Absenteeism rate

The absenteeism rate is the ratio of the number of days of absence to the number of theoretical hours worked converted to days. Counted absences include absences related to illness, workplace accidents, maternity, and unpaid absences.



## Environmental indicators

### Scope and reporting period

For SERV AIR SA and its subsidiaries, the environmental data reporting period is year-over-year from 1 October N-1 to 30 September N.

### Reporting and details about methodology

Environmental data are gathered by each Paris unit using the water and energy consumption billing SAP software as well as waste records as regards waste. In parallel, on-site consumption is tracked (meter record, pick-up notes) whenever possible.

For purposes of a more reliable reporting, a general reporting procedure defines each indicator and the process for gathering, calculating and consolidating indicators.

Consistency tests are also conducted using syntheses provided by suppliers and service providers.

Consolidation of data from Servair SA and its subsidiaries is performed by the Servair Industrial Process, Quality & CSR Department.

### Comments on changes

Regulatory requirements and reporting and consolidation principles for Servair and its subsidiaries are described in a document entitled "Reporting of Environmental Indicators", which is updated each year. Data gathering methods and calculation and consolidation methodologies are defined in that document.

As part of a continuous improvement approach, details about methodology are regularly added when these modifications have a significant impact on data, any comparison between data from previous years and data for the given fiscal year.

### Quantity of waste resulting from activities

Waste resulting from activities comes from our industrial processes and aircraft cabin waste from air transport.

If the quantity of waste has not been communicated by service providers at the end of the reporting period, the quantity mentioned in the removal orders is counted. However, this quantity is estimated as marginal.

For cooking and service waste from flights coming from outside countries (outside the European Union), this waste counts as Category 1 animal sub-products. Health regulation (EU N°1069/2009) imposes a specific elimination method. In Paris, the elimination method is incineration with energy recovery.

### Recycling rate

This is the ratio of the tonnage of waste recycled in mono-material or mixed streams to the total tonnage of waste.

### Material recovery

This is the ratio of recycled tonnage and reused tonnage (wooden pallets and food donations) to the total tonnage of waste.

### Energy recovery

This is the ratio of incinerated waste to total waste tonnage

### Water consumption

Water consumption is accounted for at all production sites. This concerns drinking water used as process and sanitation water.

### Water ratio

This is the water consumption of a unit to the tray production activity of the same unit.

### Energy consumption

This indicator includes the following energy sources :

- Electricity
- Gas for heating of buildings, hot sanitation water, and hot process water. The conversion of the quantity of gas consumed accounts for the characteristics of the gas that are specific to the given department (ex. Réunion).
- Superheated water for heating of buildings, hot sanitation water, and hot process water.
- Frozen water for air conditioning/refrigeration of buildings.
- Domestic heating fuel for generators.

### Building energy consumption ratio

This is the energy consumption of the industrial sites and the Servair headquarters building per sqm (square meter) of floor space.

### Fuel consumption

This indicator includes the following fuel sources :

- NRD (Non-Road Diesel) for ramp vehicles
- HGVs (Diesel for Heavy Goods Vehicles), commercial vehicles, and some light vehicles
- Petrol for other light Servair vehicles.

### GHG emissions (CO<sub>2</sub> eq.t)

Total GHG (greenhouse gas) emissions are for Scopes 1 and 2, corresponding with fuel and energy consumption types listed above, refrigerant fluid leaks, and dry ice consumption.

Emissions factors were updated for year 2021 using the ADEME carbon database.

### Food donation

This indicator corresponds to the total weight of each food product. This information is attached to the donation statements signed by the receiving organisation.

### Meal trays equivalent

The defined equivalent of a meal tray is 350g.

### The activity

It is the result of cost control for each type of operation :

- Catering : number of trays processed. The number of trays processed is defined as the number of trays washed. The number of flights refers to the number of flights catered, on which a loading operation was completed.
- Flight cabin cleaning: the number of flights refers to the number of aircrafts cleaned.
- Disabled passengers or passengers with reduced mobility: the number of flights refers to the number of aircrafts for which at least one transport assistance was provided.

