

CORPORATE SOCIAL RESPONSIBILITY REPORT

2019



Mademoiselle
DESSERTS

• IN LOVE WITH PATISSERIE •

TABLE OF CONTENTS

page 3

3 questions to Didier Boudy

page 4

The main highlights in 2018

1 page 6

CSR at the heart of governance and our economic development

2 page 14

Offering Sustainable products and services

3 page 22

Be a responsible economic actor

4 page 30

Uniting and committing to the company

page 34

Indicators

This is our 10th Corporate Social Responsibility report and we are proud to promote our actions and update our Communication on Progress in relation to our commitments for the United Nations Global Compact. Since 2014, Mademoiselle Desserts has been committed to the United Nations Global Compact and respects its principles in the areas of human rights, labour, environment and anti-corruption.



SUSTAINABLE DEVELOPMENT GOALS



EDITORIAL

Didier Boudy
PRESIDENT



How is Mademoiselle Desserts positioning itself in relation to the challenges of the Social Revolution that is under way?

■ We are both calm and active. Calm, because our CSR approach began in 2007 and this year we published our 10th annual CSR report. So we didn't wait for it to become "fashionable" to make us question the impact of our decisions on our stakeholders and ask ourselves how Mademoiselle contributes to making the society in which we live better.

And very active, because we always want to do more and continue to be part of a very proactive approach to progress. This is why the Mademoiselle Group's Executive Committee has decided to tackle the Mount Everest of CSR by setting itself the goal of achieving B Corporation status by 2022 at the latest. The track record of our commitment allows us to be confident in our ability to achieve this within a very reasonable time frame.

In the age of Yuka and Nutriscore, don't pleasure and guilt go hand in hand?

■ Yes, of course, but that's nothing new. Many philosophers over the centuries have thought long and hard about this! Because a really good and tasty pastry does indeed contain butter, eggs, milk, chocolate, sugar... We can put the Nutriscore on our products but the vast majority will never be given an 'A' rating.

On the other hand, for more than 4 years now, we have committed to the Clean M programme for ever cleaner and healthier recipes. But we are also working to reduce the quantities of sugar to include only the bare essentials, and to use fibre. We are developing pastries that contain more than 50% fruit. We use local raw materials as much as possible such as fresh milk, and we now offer a whole range of organic products. So there will always be a feeling of guilt when you're enjoying our products, but certainly not because you're eating a product from an irresponsible company.

"Plant 4.0": a challenge for Mademoiselle Desserts?

■ Yes, it's a challenge. Which we are approaching first and foremost from a human perspective. We are continuing and strengthening our Operational Excellence approach, but we also want to improve our workshops so that our employees integrate well in their plants over time. In the last year, we have created two new positions for Industrial Project Engineers. Their primary duties will be focused on automation and robotics. We have even installed our first Cobot on our Broons site in Brittany, where it provides Handling assistance, automatic palletisation, workstation ergonomics, a reduction in under-pressure workstations and repetitive tasks, and more. It is a collaborative robot to relieve pressure on repetitive manual tasks on a production line. It has not been easy to get through all the legal and regulatory barriers, but we've made it! We have now identified 5 other potential locations within the group and are ready to deploy. In 2020, as in 2019, we will invest more than €20M and a large part of it will be directed towards Plant 4.0. Our new ERP, which will be deployed in 2021, will also be a significant step towards Plant 4.0 by closely connecting all company functions including production for even greater responsiveness and flexibility.

The main highlights in 2019

1 Valade Dordogne



Automatic palletisation

Automatic positioning of boxes on pallets to eliminate hazards at the product packing station is now a reality for the teams manufacturing raw puff pastry products. This investment has enabled people with medical restrictions to remain employed. The Valade site now has several robots that help with handling and greatly reduce the risk of musculoskeletal disorders. These projects are fully in line with our continuous improvement approach and OHSAS certification.

3 Thenon Dordogne

Some products, including flans, are automatically packed and palletised. Just like in Valade, we have preserved the health of our employees and increased safety!



2 Maidenhead Berkshire

The site is committed to meeting the ever-increasing consumer demand for gluten-free products. An area dedicated to manufacturing these products is fully operational. This area avoids raw materials crossing over and thus guarantees a total lack of gluten for those allergic to it.



4 Corby Northamptonshire

The Corby site broke all records by having no workplace accidents in the whole of 2019! The displayed frequency rate was 0. Congratulations to all the team who have demonstrated the effectiveness of implementing a safety management system.



5 Saint Renan Finistère

In May, the Saint Renan site set up a jib crane to assist in the handling of blocks of butter and bags of powder. The site was a pioneer within the group in terms of the integration and use of this tool for the layout of raw material preparation stations. Several sites are in the process of being equipped on the Saint Renan model (Broons, Thenon, Renaison and Valade).



6 Renaison Loire

In 2019, the acquisition of a new market allowed us to double the production of chouquettes at the Renaison site! Nearly 180 millions of these treats were manufactured over the year. These figures highlight the site's strong pastry know-how, particularly in terms of chouquettes, most of which are made with eggs from non-caged hens.

7 Argenton Indre



A certified organic site, Mademoiselle Desserts Argenton responds to new consumer trends by expanding its organic range! In particular with the development of the madeleine, a leading snack product, as well as numerous sharing products for the catering industry.

8 Taunton Somerset

The site has devoted 2019 to its programme to reduce the sugar in its desserts. Thanks to research, numerous tests and product developments, the team have managed to reduce the total quantity of sugar used in manufacturing their products by 32 tonnes. Efforts continue in 2020 to enable consumers to enjoy themselves without guilt.



9 Broons Côtes d'Armor

The R&D team modified the recipes of two biscuits by removing the emulsifier E471. The all-chocolate round cake and the dark chocolate Christmas tree are now completely "clean"! The daily work of the R&D teams enables us to offer our consumers products without controversial ingredients.



10 Weert Netherlands

For all products packaged in blister packs, we have replaced polystyrene, which is neither recyclable nor biodegradable, with PET. This development was led by the quality and R&D teams, supporting production and sales. A great step forward in terms of environmental preservation!

11 Tincques/Aubigny Pas de Calais

Les Délices des 7 Vallées, the leading French company in making mini-doughnuts, joined the group at the beginning of 2019. Their products are an ideal addition to our snack range which includes muffins, doughnuts and tropézienne tarts. Our values of Kindness, Daring, Pleasure and Commitment take their full meaning in this partnership and within the teams.



3 BONNE SANTÉ ET BIEN-ÊTRE



Ensuring healthy living and promoting the well-being

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Build resilient infrastructure, promote sustainable industrialization and foster innovation

2 ZERO HUNGER



Rethink how we grow, share and consume our food

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Responsible consumption and production

17 PARTNERSHIPS FOR THE GOALS



Partners in achieving objectives



1

CSR at the heart of governance and our economic development



| | |
|---|---|
| <p>3 GOOD HEALTH AND WELL-BEING</p> | <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> |
| <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> | <p>17 PARTNERSHIPS FOR THE GOALS</p> |

Growth rate 2018: **32%**

100% of the sites participating in the Clean M program

Our external Stakeholders

| | | | |
|---|---|--|--|
| <p> Customers and consumers</p> <p>Offering healthier products that are just as tasty, while supporting consumers' healthy eating habits. Dialogue and "sustainable development" meetings. Highlighting our own Oh Oui! brand.</p> | <p> Recruitment agencies</p> <p>Close link with local agencies to recruit more effectively. Co-making of action plans to safeguard regulations and positions to ensure that employees are in line with the expected profiles.</p> | <p> Charities - Food Bank</p> <p>Partnership with local charities in the form of financial sponsorship or donations of cakes and desserts. Contribution to food aid as part of solidarity initiatives.</p> | <p> Public authorities and communities</p> <p>Local involvement, investment subsidies, dialogue and participation in the life of the land with the water agency, local communities, town halls and French Environment and Energy Management Agency (ADEME).</p> |
| <p> Suppliers</p> <p>The responsible purchasing strategy mainly concerns long-term contracts, a sector-based approach for flour, eggs, etc., prioritising "local" produce wherever possible and CSR assessments.</p> | <p> Schools and training institutions</p> <p>Recruitment of trainees and those on work-study training programmes from the third to fifth year of higher education in order to build suitable professional careers and develop the employer brand and attractiveness.</p> | <p> International organisations</p> <p>Integration of the UN Sustainable Development Agenda 2030 through meeting the 17 Sustainable Development Goals. Report in line with GRI expectations. Works with the Global Compact.</p> | <p> Peers</p> <p>Mademoiselle Desserts is a member of the French Association of Food Industries [ANIA] working groups and participates in the 3D and ALTERE workshops. Member of the Federation of Baker-Patisserie companies [Fédération des entreprises de Boulangerie-Pâtisserie (FEB)].</p> |

EXTERNAL



Shareholders/ Investors

Aware of the importance of environmental, social and governance factors, our investors closely monitor the annual CSR performance indicators.

INTERNAL

| | |
|---|---|
| <p> Workforce</p> <p>Internal communication, newsletter, ethical charter of conduct displayed and explained at the time of hiring, integration and training plan, promotion of sporting activity for well-being.</p> | <p> Employee Representative Bodies</p> <p>The members of the Social and Economic Committee (SEC), including professional unions, ensure the collective expression of employees as well as their responsibilities in terms of social and cultural activities.</p> |
|---|---|

Our values reflect who we are and convey our vision of the company. They guide our relationships and the way we work with our various stakeholders.

Our values

#RESPECT

#PASSION

#COMMITMENT

#DELIGHT

How we see it:

“Respect, within the R&D team at the Maidenhead site, means listening to each other, accepting all points of view and taking them into account. We develop products with the production teams in mind, respecting their skills and professions.”



Melissa Shaw
R&D Project Manager
UK

How others see it:

“I enjoyed doing the "Osteo Reflex" training at Mademoiselle Desserts as part of an employee "well-being at work" initiative. Various issues were discussed, such as nutrition, breathing, sleep and relaxation. Employees were made aware of these issues through good work posture exercises, stretching and advice was also given to **reduce** and **prevent** stress and musculoskeletal problems. The participants found this training very interesting and useful for both their professional and personal life!”



Xavier Grall
Osteopath
France

How we see it:

“Jean Cocteau used to say, "The whole point of daring is to know how far you can go too far". The daring within our factory is to know how far we can go... Too far! This allows us to develop products that are to date little known on the site: new recipes, new raw materials, organic, UTZ, vegan, halal certifications... Daring is born from opportunities. These challenges allow us to multiply our know-how and develop our skills. It is this daring that allows us to "evolve and innovate on a daily basis".”



Rémi Brissoneau
Quality Manager
Argenton site
France

How others see it:

“Since 2018, Mademoiselle Desserts and Miramar have been working together to reuse the natural refrigerants used on their sites. Together, in 2020, we set up a CO2-powered production facility, enabling the new plant to have a heat recovery system. The heat removed from the products during post-cooking refrigeration is now extracted and used to heat water for hygiene services. The new facility acts as a shining example of ethical and responsible engineering and we are proud to have achieved this goal through working in partnership at every stage.”



Gregory Pelling
CEO, Miramar
Engineering
UK



How we see it:

“When I joined the group at the end of 2018, I found human values and ambitions similar to those I was delighted to discover when I arrived in Argenton-sur-Creuse in 2016. Hired as a workshop manager, I was quickly given the opportunity to take on the position of production manager. For 2 years, with the support of our 3 workshop managers, we redefined the role of our middle management, focusing our efforts on safety, communication and performance management. At the end of 2019, supported by the Mademoiselle Desserts group's management, I took on the role of plant manager, proof of the group's real desire to promote the internal development of its employees.”



Thomas Dupré
Plant Manager
Argenton site
France

How others see it:

“The students at AgroParisTech would like to thank Mademoiselle Desserts for its commitment throughout 2019 through various partnerships: The Inter-Class Tournament, Grandes Ecoles Cooking Competition... From the very first contact, the company was enthusiastic and willing to support important events held by the school's associations. Mademoiselle Desserts' desserts are high quality, the sponges have a very pleasant pronounced chocolate taste, they were unanimously enjoyed by the participants during the Inter-Class Tournament!”



Students
of the AgroParisTech
Student Office
France



How we see it:

“I joined the Mademoiselle Desserts group in 2017 as sales manager of the Dutch team. First of all: I love baking! It is a real pleasure to see and taste all the beautiful pastries we make within the group. What I like most is when we work as a team and bring new concepts to customers. When I see our pastries on the shelf, I am proud and happy!”



Nicole Van Der Graaf
Sales Manager
Weert

How others see it:

“I have been fortunate enough to collaborate with Mademoiselle Desserts for 2 years now, through a partnership that has led to the launch of a range of muffins under licence from the Boursin and Kiri brand... and soon The Laughing Cow. I particularly appreciated the professionalism of the teams who brought their sales, marketing and R&D expertise to the project. But it is above all the quality of the know-how that has impressed me: constructive and fascinating discussions, availability and commitment beyond compare, and genuine enthusiasm throughout our collaboration... all the ingredients that come together to bring ambitious and innovative projects to fruition!”



Hélène Doffoël
Marketing Manager
Bel Foodservice



RAW MATERIALS



We pay special attention to the raw materials and packaging we use to ensure the best quality while respecting our values.

Raw products

of plant origin
flour, sugar, chocolate, etc.

of animal origin
milk, cream, eggs, etc.

- Responsible sourcing, CSR assessment of suppliers
- Support of efforts (Forever Chocolate, Transparence Cacao)
- Reduction of residues from plant protection products
- Local purchasing whenever possible

- Responsible sourcing, CSR assessment of suppliers
- Attention to animal welfare
- Reduction of greenhouse gas emissions
- Local purchasing whenever possible

Other ingredients

Reduction or, if possible, elimination of controversial ingredients and additives



Packaging

Eco-friendly product design, reduction of the use of plastics

OUR RAIS ON D'ÊTRE IS TO BE THE BENCHMARK THAT GIVES PROFESSIONALS THE BEST SOLUTIONS FOR CAKES AND DESSERTS

Manufacturing and Innovation

76,000 tonnes of cakes and desserts manufactured

Proportion of turnover from products less than 1 year old: **10%**

Energy consumption

Gas + Electricity: **81,117,000 kWh**

Water: **3.33 m³** per tonne of products manufactured

People

1,900 employees

49% men | 51% women

43 years average age

Shared values:
Respect, Passion, Delight, Commitment

Factory outputs

Waste: **75%** of waste recycled

Solidarity

The equivalent of **€350,000** of cakes and desserts donated to food aid charities

280 charities supported

CONSUMPTION



Our pastry range

- Pastry bases
- Desserts
- Tarts
- British desserts & cakes

including branded products

- Bio
- Vegan
- Gluten free

is available on:

- Retail
- Food services
- Consumer brand



Product specifications, often virtual, created with our customers.



MANUFACTURING



8 SITES IN FRANCE

3 SITES IN ENGLAND

1 SITE IN NETHERLANDS



DESTINATION DESSERTS
DURABLES

“Destination Sustainable Desserts” has been the group’s most important project for several years. It demonstrates the company’s real commitment to:

- Sustainable economic growth
- Manufacturing attractive, good quality, healthy and safe products
- Industrial excellence
- Protection of health and safety at work
- Ambitious innovation programmes: Think out of the box
- Responsible purchasing of our raw materials
- Sustainable consumption of packaging



OUR CLEAN M PROGRAMME



Mademoiselle Desserts is pursuing its CLEAN M programme more than ever. In 2019, we eliminated E171, titanium dioxide, and E172, iron dioxides, from all our pastries for the French market.

Our main madeleine item is phosphate free. We now offer strawberry delight without gelatine. Dozens of products have been "made clean"!

"The Tincques site joined the Mademoiselle Desserts group at the end of 2018. The Clean M approach is perfectly in line with the actions that have already been under way for several years to eliminate controversial substances. For example, we have done a lot of work on removing sorbate from the fillings in our doughnuts, and we are continuing to do so in 2020, particularly for fruit fillings", Julie Cohen-Solal, R&D Manager at Tincques/Aubigny.

In terms of sourcing, we favour products of local origin where possible. The main volumes of raw materials that we stock come from regions close to our production sites: flour, milk, cream, eggs, beet sugar, etc.

Our objectives

Continue
work to reduce controversial substances

Favour
products of local origin

Working
with our suppliers

Marie DELACOURT
buyer

"Beet sugar comes from the north of France, and our Purchasing team regularly travels there to meet our suppliers and reference quality raw materials from our regions. We are proud to work with local suppliers where possible and we will continue in this spirit as much as possible."



THE TOOL OF THE FUTURE

Optimising the energy efficiency of installations, facilitating handling and workstation ergonomics, and improving productivity: all these actions and investments contribute to maintaining our plants and guaranteeing industrial excellence.

Our objectives

COBOT projects
identified for installing

Enhanced refrigeration
energy control to remove refrigerants

Deployment
of automatic palletisation on sites

A strong and efficient **information system**

THE EMPLOYER BRAND

Dialogue, maintaining a good social climate and applying our ethical charter are always at the heart of our commitment. This year we would like to highlight the Mademoiselle Desserts group and its values. Among other things, we are developing the Human Resources section of our website to share the reality of this commitment. For example, we will broadcast our employees' testimonials about their careers within the Group, develop and strengthen partnerships with food industry schools and participate in job fairs.

Our objectives

Attract young talent
talent and pass on our knowledge and know-how to the professionals of tomorrow

Professionalise, maintain and develop our work placement policy:
25 trainees for in the Group in France in 2019, compared to 14 in 2018

participate in the development of our **employer brand**

Increase our visibility
We recruited 136 people in France in 2019

THE ENVIRONMENT

To reduce the impact of its activities on the environment, Mademoiselle Desserts is continuing its actions to reduce and recover waste and limit the use of plastic as soon as possible. In 2019, the teams became involved in the GREEN project to reduce gas, electricity and water consumption and greenhouse gas emissions.



Our objectives

To continue our actions within the framework of the GREEN approach to reduce energy and water consumption, and to further optimise sorting and recovering waste in collaboration with our service providers.

From 2020 we will launch our **PACK M programme** to eliminate 100% black plastics by 2021, have 100% recyclable packaging by 2022, reduce the use of all plastics by 20%, pack products in FSC-certified cardboard packaging for 50% of them by 2025.

Offering Sustainable products and services



2 ZERO HUNGER
Rethink how we grow, share and consume our food

3 GOOD HEALTH AND WELL-BEING
Ensuring healthy living and promoting the well-being

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Build resilient infrastructure, promote sustainable industrialization and foster innovation

“Clean” pâtisseries

In this choux farandole, we replaced the vegetable cream with milk cream, and we simplified the baking powder by removing the phosphates and adding some clean caramel.



Understanding the market

Always striving to meet consumers expectations as closely as possible, we keep an eye on all trends, making no compromises when it comes to the quality of our products.

ORGANIC

With its expertise and know-how in cakes and desserts, Mademoiselle Desserts now offers a range of organic products composed of simple and local ingredients. The packaging is adapted and labeled to save time and respect Organic regulations.



GLUTEN FREE

Mademoiselle Desserts at Maidenhead has created a range of delicious, artisan, gluten free cake to go, for example Gluten Free Bars, which offers a “permissible” indulgence suitable for everyone!



SUGAR REDUCTION

In the United Kingdom, we are working to reduce the percentage of sugar in our products in order to comply with the government’s new guidelines. The objective: to reduce sugar content by 20% by 2020. By using a combination of wheat starch and inulin from chicory root fibre, we have managed to eliminate about 32 tonnes of sugar from our products!





Laura Manning
Buyer, Bakery & Desserts



ENGLAND SITES

"Mademoiselle Desserts are engaged at many levels with Bidfood with both our technical teams being at the forefront of this synergy. MD provided an innovative sugar reduction solution to our products without impacting on product quality and now also have a proactive plan for 'clean label' products by introducing their Clean M project. Their approach for Clean M was reasonable, very detailed and showed a real grasp of some of the issues that could be ahead of us over the next few years. They are helping us future-proof our desserts category so that future food safety issues can be minimised."

Our king cakes, muffins and doughnuts... with Nutella

With its expertise in pastries, Mademoiselle Desserts has made an ultra-gourmet range of Nutella delights. The quality of the pastries combined with the unique taste of the famous spread has made it possible to develop new recipes in line with consumer expectations.

What about the palm oil in this? Conscious of our responsibility, 100% of the palm oil contained in the products is RSPO certified at the segregated level, guaranteeing traceability from the original plantations to use in the plants.



Golden snacking!



Our BOURSIN® Garlic & Herbs mini muffin was awarded the Golden Snacking Award in the Aperitif Concept category. This innovation has been identified as one of the products best adapted to the world of fast food and on-the-go food in 2019.



The Brookie

MAIDENHEAD SITE

Anthony Saison
Category Manager

"Cookie dough pastries are just a must in England, for children of course, but also for parents! American cuisine is trendy. So we have developed a chocolate Brookie, a mix of brownies and cookies. It's a real treat."



Carrot cake



Our famous carrot cake is now available in a gluten-free version and as an individual bar to take anywhere. Gluten-free products are manufactured in a dedicated facility, individually packaged and handled carefully to avoid cross-contamination.

Our participation at trade fairs

During the year, we take part in various trade fairs around the world, from Orlando to Tokyo via London and Amsterdam, our teams swing into action on the ground! And as it was a record year for SIRHA with more than 225,000 visitors at the fair, we were able to meet our customers and many prospective ones.



Christmas shells



TINCQUES SITE

Isabelle Reigner
Production assistant

"A very strong tradition for us, available in 50g single format, for schoolchildren on St Nicholas' Day, or in 400g family format, for sharing as a family after midnight mass or for breakfast on Christmas morning! Whether you prefer plain, chocolate, sugared or grape brioche, the Tincques and Aubigny sites produce more than 2 million of them each year. Production lasts 2 months and the brioche are sold fresh, raw or pre-cooked to our supermarket customers. The Christmas shells, made fresh every day, are Saveurs en'Or-certified."

The logs

Mademoiselle Desserts has revisited its emblematic logs with even more natural recipes: Charlotte Tiramisu logs or a fir tree dessert with two types of chocolate.



Ensuring food safety and responding to health issues

Guaranteed traceability

Traceability ensures a high level of consumer health and safety protection. These increasingly rigorous standards lead us to use ever more efficient tools for traceability and identification of raw materials, packaging and finished products.

Each production site is equipped with computerised information recording systems. We are able to provide all legal and necessary information, in particular regarding the origin of raw materials, packaging and finished products, and to identify all stages of the product transformation, from the use of ingredients to the end user market.

We also ensure regulations and health alerts are permanently monitored. Guaranteeing traceability is a major challenge.



TAUNTON site: The BRC certification audit

The Taunton site has successfully renewed its BRC (British Retail Consortium) certification! The site retains its AA+ level certification, thus guaranteeing the best product safety for consumers. The employees did not fail to celebrate their success!



Offering increasingly healthier and more responsible products



VALADE site:

A raspberry pie, WITHOUT modified starch, WITHOUT artificial colouring but WITH a natural vanilla flavour, and concentrated lemon juice... Our R&D team works every day to develop good, healthy and safe products to meet consumer expectations. Our raspberry tart contains notably 36% fruit and concentrated lemon juice, and the eggs come from hens reared outdoors.



ARGENTON site:

The Argenton site makes many madeleines, plain, chocolate or fruit-filled... In 2019, we have already removed phosphate from our baking powder for certain items and will continue to do so in 2020.



THENON SITE

Jean-Michel Pascaud Head of Production and Maintenance

"The first X-ray detector from the Mademoiselle Desserts group started operation at Thenon. It is a state-of-the-art, cutting edge tool that ensures food safety. This device detects all foreign bodies: wood, metal, plastic, glass. Products with aluminium moulds can now be monitored where metal detectors were usually ineffective. This machine has a 2nd functionality, it removes the non-compliant products from the production line by scanning them in the same way as a human X-ray. 100% of pastry flans now benefit from this improvement, it's a huge step forward!"



ARGENTON site: Organic certification

Many products have been integrated into the organic range thanks to the organic certification done on 28 October 2019. It is essentially an audit of the traceability of ingredients and flows in production. The range now includes chocolate fondant and chocolate cake, madeleine, chocolate and apple sponge and chouquettes.



Organic and vegan!

Our R&D teams are constantly working on new trends to bring "the best" to the consumer. Our chocolate fondant is now available in vegan and organic versions!



VALADE SITE

Fanny Michonneau NPD Manager Valade and Saint Renan

"Our R&D team regularly hones its talents and know-how through various training courses. In 2019, during various sessions, we worked on innovative combinations of processes and ingredients."

Vegan apple pie

In England, vegan products are very popular and much in demand with consumers. We developed a vegan apple pie, with Bramley apples. The crispy dough is made without any animal ingredients.



GF Lemon meringue

A gluten-free lemon meringue pie is possible by replacing wheat flour with a mixture of rice flour, tapioca, potato flour... The demand for gluten-free products has been growing for a few years.



Maintaining production equipment

In 2019 the group has invested nearly 14 million euros on production tools, safety, and energy. Our investment policy allows us to innovate, to continuously maintain equipment and to carry out effective preventative maintenance.



D-WAY, industrial excellence: D-WAY

In 2019, we made strong progress in the maintenance of equipment at our production plants in France. At Broons, for example, we have been working on equipment control, with a 27% increase compared to 2018.

In the production area, Mademoiselle Desserts' aim is to make the operators more autonomous. The group would like them to have the capacity to perform basic maintenance on the machines on their own in order to be more autonomous and efficient when a problem occurs. One of the objectives is involving all operators in the process of industrial excellence and this requires a management culture and a strong knowledge transfer.



TINCQUES:

In 2019, an investment of \$6.5 million was made to install a new mini-doughnut production line. A second phase of work is planned in 2020 to implement automatic product packaging. All the teams were mobilised for the launch: the New Works department, team leaders and key positions to draft the operational procedures. A new technology has been developed and allows a more precise dosing of things like chocolate fillings and Nutella. Cleaning times are also optimised.



MAIDENHEAD: Gluten-free area

The site has invested more than 1.5 million euros in the construction of a 500m² gluten-free production area. 39 people work exclusively to make gluten-free products, i.e. 20% of the workforce. Gluten-free products account for a quarter of the products made on the site, proof that a large proportion of our consumers are looking for this type of products.



Collaborative robots continue to be rolled out!

After the deployment at our Broons site, COBOT projects are continuing. We have identified 5 different uses including loading trolleys, cake decoration, palletisation, in France and England!



IN SAINT RENAN Automatic loading

In 2019, one of the packaging lines underwent major modifications and modernisations for an investment of €480,000. Since the summer, loading and palletising have been automated. A series of three "spider" robots place the frozen products into the boxes, and a "6-axis" robot positions the boxes on the pallet.

SAINT RENAN SITE

Florent Isoard
Plant Director

"We had multiple objectives. In addition to increasing productivity, these robots allowed us to remove a lot of repetitive procedures from our packing process and to relieve our employees from carrying heavy loads when palletizing. They also gave our packing operators a unique chance to develop new skills by becoming machine operators. Their old position, which required a significant amount of manual labour, has now evolved into a position which focuses on machine and quality control."

INTERVIEW

Quentin Lamothe

Quentin is in charge of the group's industrial projects and works on various projects aimed at automating strenuous tasks. Having arrived at Mademoiselle Desserts in 2018, he presents his job...



"With Yann Sauvaget, we work in the technical management of the group, operating on all the sites in France, England and the Netherlands. We are engineers and industrial project managers. Each site has an investment envelope for projects based on different themes:

- Productivity
- Capacity
- Volume
- Robotics
- Energy Project

Our aim is to push these projects forward, by putting plants and suppliers in contact with each other and supporting them in the engineering study phase. For each project, a steering committee is set up on the site to monitor its progress and development.

We identify the projects either via a request from the sites or a request from the business, then we draw up the specifications which will address their needs, we then contact several suppliers who will provide us with technical solutions. This phase makes it possible to identify new constraints and to refine demand.

Once a solution has been found, we enter the negotiation phase with suppliers to make the right choice in terms of value for money.

We start from an initial situation and by discussing it with the teams and suppliers, we refine the project, the idea being to implement a solution that generates the least amount of change, in the area (flow, positioning of equipment) where the product is modified. The aim is to reduce or eliminate the burden on the operator."



A new workshop in ARGENTON-SUR-CREUSE:



The opening of a new workshop in 2019 brings to a close an investment programme of €11m which started in 2013 and has enabled the company to double its production capacity to bring the site's surface area to more than 5,500m². This workshop allows us to meet the growing demand we have for individual products such as chocolate fondants or madeleines. This investment is in line with the company's philosophy: traditional recipes and craftsmanship combined with rigour and industrial principles.



3

Be a responsible economic actor



| | | |
|--------------------------------------|--|--|
| 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY |
| 7 AFFORDABLE AND CLEAN ENERGY | 8 DECENT WORK AND ECONOMIC GROWTH | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS |

"Ethics, respect for people and the environment, and quality of life at work are at the heart of our concerns. Because the end result is just as important as the way you deliver it."



Respecting human rights and the labour code, respecting the principles of the ILO, communicating transparently with employees and putting quality of working life at the heart of our current concerns: these are all things ensure the continued existence of our activity through the human relationships that are essential to our organisation.

Our ethical charter

In 2019, we have updated our ethical charter and integrated our two new sites in Argenton and Tincques/Aubigny. This charter is part of our strategy and our commitment to the sustainable development of our employees, to ensure the continued existence of our activities. It is always based on principles of action and behaviour and guarantees our support for the 10 principles of the Global Compact. Everyone must respect the rules of ethical conduct within the group.

And we have illustrated it in humorous form in our internal handbook that will be distributed in 2020.



ENGLAND SITES

Jaqui MacGee,
UK group HR Manager

"I joined the group in 2019. We have communicated the charter to all employees in England. I have to say that the "quirky" illustrations help to get the message across clearly and playfully."



ARGENTON SITE

Tiphaine Franchisse,
HR Manager at Argenton

"Using "quirky" photos of the group's employees to illustrate good practices makes it possible to raise awareness more effectively and in a fun way. Ethical practices are already part of our DNA at Mademoiselle Desserts Argenton."

Adapting to the new world - an attractive employer brand

2019 has been a year of sharing with young people, students and teachers, letting them discover our business' interests and values, as well as the various career opportunities here.

CGenial: teachers in business



For the third consecutive year, in November 2019, as part of the "Teachers in business" scheme, a group of 7 teachers from the region's secondary schools were invited to the Mademoiselle Desserts Valade site. The challenge was to show the reality of the food production industry. Teachers could then give their students concrete feedback on their experience. The afternoon began with a presentation of the company by Plant Manager Patrice Campourcy, followed by a guided tour of the site and ended with a time for discussion while enjoying some pastries!



Development of AFEST courses within the Mademoiselle Desserts Group

Training Measures for Workplace Situations (AFEST) is a new concept in on-the-job training. The principle is to train employees in a skill that can only be acquired in a workplace situation. This is broken down into steps by the trainer. Learning is associated with a period of reflexivity, to adapt the training to each learner.

Set up on the Broons and Valade sites for machine driving, AFEST, thanks to inter-site mobility, has enabled machine operators to improve their skills and increase their employability.

The objective for 2020 is to continue this type of training at all sites and implement a cross-functional approach to machine operation within the Mademoiselle Desserts Group.

Being an attractive prospect to entice new talent

Mademoiselle Desserts goes to PURPAN

Mademoiselle Desserts took part in a round table discussion on Corporate Social Responsibility with students from the Purpan engineering college. This was an opportunity for the group to exchange on these issues, which are now associated with the technical challenges of Food Engineering, a subject taught at the college.



Barbara Bosquette, Sustainable Development Manager

"Our commitment to the younger generations is part of our DNA, and we are keen to develop strong partnerships with local schools, for example with the Agro Campus West in Rennes and ENSIBS in Lorient for the Broons site, ESIAD in Brest for the Saint Renan site, ISA in Lille for the Tinques site, and the Purpan college in Toulouse for the Valade site. We offer diversified, high value-added assignments to our work placements students and guarantee them support within the company from an experienced tutor."



Provisional Job and Skills Management (GPEC)

The GPEC ensures that employees' skills match the Group's needs. Since 2018, the Mademoiselle Desserts Group, with the help of professionals, has been carrying out a GPEC diagnosis for each of its sites in order to build a bold and innovative action plan for each site and for the Group.

Career management, training and integration are at the heart of the Mademoiselle Desserts policy



TINCQUES: Certificates of Professional Qualification

Mademoiselle Desserts gives its employees the opportunity to progress through internal training! The group is committed to enabling those who wish to obtain a certificate, the "Certificat de Qualification Professionnelle" (CQP) or Certificate of Professional Qualification. Four of Mademoiselle Desserts' employees have thus obtained their certificates after two years of training. Cindy Louette, Jason Gilles, Jérôme Halbot and Sylvie Quéval received their certificates at a ceremony held in their honour.



BROONS: an innovative recruitment method

The Broons site has set up an original method to recruit 10 permanent technicians. This simulation-based recruitment method (SBRM) was launched by Pôle Emploi, the French government's employment agency. The recruitment of these people was not based on their qualifications or experience but on their ability to perform the job. First, the site technicians identified all the capabilities required for the various positions, then human resources translated them into several practical exercises. In concrete terms, candidates perform various exercises to show that they have the prerequisite skills for the position in consideration. A great initiative!



WEERT: Speed dating

Weert innovates in terms of recruitment and uses "new trends". In conjunction with our recruitment agency, we have organised "speed dating" sessions. We sent out a lot of invitations and 13 people were selected. During this session, we provided a variety of information about the company, gave the candidates a tour of the plant and conducted interviews. Finally, the hungriest were able to try some pastries.



Christelle Moreau, line driver at the Thenon site

"At Thenon, working groups have been set up on the themes of training and recruitment. Several tools have been developed with the participation of the entire team, such as the evaluation and monitoring grid for temporary workers. As a line driver, I contribute, in the form of tutoring, to the recruitment of temporary workers wishing to continue the Mademoiselle Desserts experience as well as to their mandatory training to be hired on long-term contracts. A folder containing the descriptive sheets of all the positions on the site has also been created in order to provide the same explanations to all new employees."



Kim Goutier, HR Manager



Safety is our Number 1 Priority

Prevention is essential TINCQUES site

At the end of 2019, together with the Temporary Work Social Action Fund (FASST), we organised a health and safety day for our temporary workers. Through our temporary employment agencies, a FASST team came

to our premises accompanied by a sports coach to perform gesture and posture exercises. In addition, it was a time for discussion during which the FASTT could inform temporary workers about the aid to which they were entitled.



Communicating about Safety! THENON site

Every Friday afternoon, Thenon's team carries out an information and reminder meeting on Safety and Quality. The objective is to raise awareness and maintain safety at the highest level using frequent reminders. In addition to this meeting, the line operators and the production manager visit plants. The objective is to work on behaviour and thus guarantee operators an optimal level of safety, for others and for themselves.



MAIDENHEAD site NEBOSH: International certificate

The Maidenhead site allows its employees to pass the NEBOSH certificate, which is linked to the Occupational Health and Safety regulation. Over a month, this training teaches the application of principles and processes to apply in the workplace: understanding physical, psychological and musculoskeletal health as well as the chemical products and biological agents used during equipment cleaning.



Juliet Crowther,
R&D Manager

" This has strengthened my knowledge of Health and Safety and given me the opportunity to implement these principles in my workplace, now I'm really looking forward to applying them on a daily basis! "

Mademoiselle Desserts Valade has received good results in terms of Safety, with an accident frequency rate of <10. The site had never been awarded this result before!

This is the result of a committed company, with good teamwork, all the appropriate equipment, a lot of creativity and good communication skills! Every year, the site holds its SAFETY WEEK to raise awareness and train employees.



RENAISON: safety in the spotlight

Each month, the Renaison site highlights a particular theme. In this way, there is continuity in terms of information and prevention. In 2019, for example, electrical risk and working in cold temperatures were highlighted. These themes have provided regular safety reminders and have had a positive effect in the long term.



The BROONS site is 20 years old!

In September, we celebrated the Broons site's 20th anniversary. The idea was to open the doors of the factory to the employees' families so they could demonstrate their know-how and show them round their workplace.

Six workshops had been organised within the factory, starting, of course, with a workshop on Safety to raise awareness among staff and their families on this subject. In addition, six screens were distributed in the workshops to project films showing the operation of the lines. We finally awarded 16 long-service awards, one for 30 years and 15 to celebrate 20 years.



Physical activity and health



We are always mindful of the health benefits of regular physical activity. With this in mind, Mademoiselle Desserts invites all its employees to participate in the "United Heroes" corporate challenge. This is a collaborative platform whose objective is to bring people together and improve well-being. Challenges are regularly organised to reach maximum points.



For example, the Renaison team renewed its participation in the "Tout Roanne court" [Everyone in Roanne is running] race this year, which also allowed us to earn hundreds of points for our United Heroes account! Bravo!



250km done on a smoothie bike by the team of Tincques and Aubigny! Enough to combine sport, health and good nutrition while drinking a whole load of fruit juice!



Six members of the Mademoiselle Desserts Weert team took part in the "MediWeert Singelloop" race in June. As part of a United Heroes activity, they ran to promote Mademoiselle Desserts in Weert. Team members Ederson Sint Jago, Sander van Raaij, Ellen Reijers, Ann van der Elzen, Anny Coppen and Anne-Marie Hartman all successfully completed the 5km race.



The preservation of the environment

In 2019, we have taken numerous actions to reduce our consumption of energy, gas, electricity and water, with various deadlines depending on the projects and investments required.

The members of our internal GREEN network meet several times a year to discuss good practices and actions to be taken, to carry out, compare mapping, analyse consumption indicators, etc.

The results in 2019 have been very positive, we have significantly reduced our consumption compared to the tonnages manufactured in France:

- 5% less water consumption
- 7% less electricity consumption
- 11% less gas consumption

These results are linked to changes in equipment capacity, strategic investment choices and the management of indicators for each site.



Retrofitting installations

One of the main actions in 2019 has concerned the replacement of refrigerants in refrigeration installations with low-GWP refrigerants that generate fewer greenhouse gases. We favour the use of natural ammonia. The replacement of the compressors will also allow heat recovery for water and battery defrosting to be implemented.

Relamping: modernising the lighting system

All our sites are involved in reducing energy consumption. After Broons, Taunton and Maidenhead in 2018, all the group's other sites are gradually replacing their conventional lighting with LED lighting. These actions are perfectly in line with our environmental policy: to have a minimal impact on the environment.

Reducing CO₂ emissions in the UK



In 2019, Mademoiselle Desserts UK eliminated 214 tonnes of CO₂ related to the transport of these raw materials, thanks to actions carried out in partnership with its suppliers. We have optimised vehicle routes and reduced the number of annual deliveries, thus reducing the number of trucks on the road.

Our waste is a resource

This year we integrated the Argenton and Tincques/Aubigny sites into our "waste sorting and recovery" working group. All of us are aware that waste is now a resource, and we are constantly taking action and finding new solutions to throw away less, sort better and recover more.



Spotlight on the SAINT RENAN site:

In 2019, we further optimised our sorting methods. In Saint Renan, we have started initial discussions with the key players in local life with the aim of integrating the circular economy: optimising the use of the waste press, regularly raising staff awareness of the different sorting flows and actions, repeating awareness campaigns, integrating our packaging suppliers more into our actions to optimise or set up deposit or reuse systems.



Nicolas Crombach,
Hygiene Manager

"We created our logo to communicate better internally. Our desire is to constantly optimise the quality of our sorting and to communicate this to the teams. This logo now accompanies the instructions and all our communications regarding recycling instructions in Valade. In total, the site's activity generates 1,637 metric tons of waste, i.e. 5% of the total tonnage. All waste is identified and traced to the treatment process."

Plastic reduction in England

The English market is very attentive to plastic pollution and our customers are urging us to strongly reduce our use of them. In Taunton, Maidenhead and Corby, the purchasing and R&D teams are heavily involved in the search for the best solutions: reducing the thickness of plastic films from 25 to 20µm, replacing certain black plastic food trays with white plastic to optimise sorting, using aluminium or paper trays, etc.

Mugs and water containers



Even our daily routine is involved, including at the coffee machine! Stainless steel mugs have appeared on all the group's sites, from Rensais to Taunton: unbreakable, customizable, ethical and eco-responsible. At the Valade site, for example, 300,000 plastic cups are no longer used and therefore no longer thrown away! This corresponds to 1 metric ton less of plastic per year!



In Montigny, we have gone from 65kg of discarded plastic bottles in 2018 to 16kg in 2019, a reduction of 75%!

Eco-design: putting the theory into practice

Mouad Ezzidani completed his end-of-studies placement as a Packing Engineer with the Purchasing department. His question was: how to optimise/reduce packaging? Four emblematic products - currently packaged with too many materials that cannot always be recycled - were studied.

In conclusion, the action with the most impact in terms of packaging reduction was reducing the thickness of the cardboard and the size of the plastic bags. Sometimes it is also possible to redesign the packaging by putting more products in each box and removing plastic separators. This reduces the number of cardboard boxes, plastic, glue and pallets used, optimising transport and reducing fuel consumption!

The results: out of 63,000 boxes per year, 1,335 kg of plastic, 1,680 kg of paper/cardboard, 110 wooden pallets and 5,000 km of transport can be eliminated!



Uniting and committing to the company



Every day, the group's employees make products with selected ingredients for pastries that combine pleasure and responsibility.



Our sourcing of sustainable & responsible raw materials



As part of our Clean M programme, we are committed to sourcing "responsible" raw materials from environmentally friendly agricultural suppliers who respect good working conditions for their employees and are committed to animal welfare.

Our nutella-filled madeleines and most of our chouquettes are made with eggs from hens reared outdoors.

Committed dairy producers

The group works with dairy producers who are committed to the environment and to society. Whether it is milk, cream, mascarpone, fromage frais, our suppliers are committed to social responsibility initiatives such as the Global G.A.P, the Red Tractor standard in England, and the charter of Good Breeding Practices in France.

Local flour

We work with the closest flour mills to our production sites. The Valade site in the Dordogne uses several thousand metric tons of flour per year.



Penny Weymouth,
Quality Systems and CSR Manager UK

"Our main supplier at Mademoiselle Desserts Taunton collects milk from farms located 25 miles from the site, all of which are Red Tractor certified. It undertakes not to discharge any waste into the environment. It has been ISO 14001 certified since 2011."

Dominique Allafort,
Périgord Farine – Minoterie Allafort

"Périgord Farine has been committed to sustainable development for several years. Together with the region and AFNOR (the French standards body), we carried out a 3D diagnosis which highlighted a strong corporate culture committed to developing sustainable industries with local cooperatives. Our level of performance in the area of traceability and food safety has been recognised as a strong point. For many years, we have been working with cooperatives committed to responsible supply. Our Responsible Purchasing policy focuses on purchasing wheat from local suppliers. We have been partners with Mademoiselle Desserts since 2000 and we are very happy to have common values."



Fresh, local carrots in Maidenhead



In all our sites, we try to buy locally where possible. The carrots, for example, are bought directly from the grower 15km from Maidenhead. They are then washed, peeled and cut in our Bakery!

French beet sugar

We source our raw materials locally where possible. Beet sugar comes from the north of France, and our Purchasing team regularly travels there to meet our suppliers and reference quality raw materials from our regions.



Free-range eggs

All the new products developed since July 2019 are made with eggs from hens reared outdoors. These pastries are therefore made with ingredients that respect animal welfare, which, we are convinced, also contribute to the quality of the products.

Our sponsorship and charity work in 2019...



CORBY Site

Mademoiselle Desserts Corby is strongly involved with its employees and associations: sponsoring a team of employees in a local football tournament throughout the summer, getting involved in the May Marathon...!

Throughout the month of May, the British Heart Foundation runs a charity campaign to raise awareness and funds by asking people to take up sporting challenges.

"Having recently become a United Heroes Ambassador, I created the 'May Marathon' in Corby: it consists of taking up as many challenges as possible by running, walking, cycling or swimming. We are happy with the result: more than 60 people registered to participate in the event and we managed to compile 8,645 miles (1,038km)! Congratulations and thank you to the participants for this great team effort that raised £1,000 for the British Heart Foundation!"

Sophie Brown,
Supply Chain Manager



TAUNTON Site

Part of the team went to Musgrove Park Hospital in the Beacon Centre, where there are outpatient clinics for haematology and oncology patients. Slices of cake were distributed to nurses and patients and Mademoiselle Desserts UK donated £1,200 to Macmillan Cancer Support. A great charity initiative.

"Last year, Mademoiselle Desserts raised enough money to help us fund the equivalent of a week's worth of counselling for people in need of social services and affected by cancer. People affected by cancer can claim several thousand pounds in aid but they do not always know this. For example, Citizens Advice Taunton's Macmillan Benefits Advice Service offers a free and confidential advice service to individuals."

Geneviève Drinkwater
Macmillan Cancer Support

THANK YOU
MADMOISELLE
DESSERTS

MADMOISELLE
DESSERTS
SUPPORTING
MACMILLAN
CANCER SUPPORT



Supporting water treatment in Zimbabwe

The Taunton site is committed to working with its water container supplier and supports the Africa Trust charity. Thanks to this partnership, water treatment equipment was installed in a village in Zimbabwe. "This pump is a gift from our friends at Mademoiselle Desserts Taunton".



Mademoiselle Desserts partner of the UFA Games

Mademoiselle Desserts was a partner of the UFA GAMES, an inter-UFA challenge bringing together more than 600 young work placement students from 9 training centres in the Hauts-de-France region. They competed in a variety of activities: paintball, axe throwing, bubble football, hockeyball...

Maxime Roucou, production manager at the Aubigny site, introduced the Mademoiselle Desserts group and its commitment to work placements and training. He was able to discuss with these potential future employees the values that drive the group and the many career opportunities.



Partner of the AgroParisTech school

Mademoiselle Desserts is a partner of the AgroParisTech school and helps students to organise sports events by providing pastries. The group participated in the school's Inter-Class Tournament. The event was a great success with more than 350 participants. It included students from all current years, graduates, members of sponsor companies and administrative staff.

"As head of the Student Life Department of the AgroParisTech Student Office, I would like to thank Mademoiselle Desserts for their participation in the 2019 Inter-Class Tournament. Indeed, from the very first contact, the company was enthusiastic and willing to support this important event in our school's community life which allows to bring together all the promotions around the sports competition. The chocolate fondants were very much appreciated by all the students. The portions were generous and of high quality, with a very pleasant pronounced chocolate taste. The positive feedback from the students has had such an impact that they have chosen to renew the partnership between the school's associations and Mademoiselle Desserts for other events such as the Grandes Écoles Cooking Competition."

Fiona Condorelli



Donations to food banks and charities

In 2019, the equivalent of €350,000 worth of pastries went to charities. These are food products that "we save from waste", which are therefore not thrown away and which offer a moment of pleasure with a sweet treat. A strong partnership has been deployed with food banks and an agreement is being signed for 2020.



2019 CSR Indicators

INDICATORS

1

CSR AT THE HEART OF GOVERNANCE

Turnover.

Number of new sites integrated.

Member of the Global Compact.

Contribution to Sustainable Development Goals.

Employer brand and strengthened communication.

2

PROVIDE SUSTAINABLE PRODUCTS AND SERVICES

Our CLEAN M - NUTRI M program.

New labels.

Amount of investment €m.

IFS and/or BRC-certified sites.

RSPO and/or UTZ-certified sites

3

BEING A RESPONSIBLE ECONOMIC PLAYER

Safety frequency rate.

Number of training hours.

Proportion of employees who have received at least one training course.

Gender equality.

Energy Consumption - Gas (kWh/tonne manufactured).

Energy Consumption - Electricity (kWh/ tonne manufactured).

Water consumption (m³/tonne manufactured).

Amount of waste recovered.

4

UNITING AND COMMITTING TO THE COMPANY

Proportion of supplier turnover with a CSR assessment.

Amount of cakes and desserts donated to charities.

Number of charities supported.

2019 DATA

€343m

3

Since 2014.

10 SDGs from the UN Agenda 2030.

Since January 2018.

100%

3

16

100%

7

34.1

12,300

53%

51%

281

701

3.33

75%

80%

€350,000

280

NOTES

30% of the turnover made outside France

12 production sites : 8 in France, 3 in the UK, 1 in NL

Since 2014 : annual Communication on Progress Available on : www.globalcompact.france.org

2, 3, 4, 5, 7, 8, 9, 12, 16 and 17

262 people recruited in the group in 2019. : 25 trainees for in the Group in France in 2019, compared to 14 in 2018 Objectives 2020 : to promote the MD brand and update our website

All sites are part of our CLEAN M program.

Organic, Vegan, Gluten Free.

Infrastructure maintenance, Safety, Energy.

Integration of the notions of "Food Fraud".

Areas: 3 in France, 3 in UK, 1 in NL.

Areas:
8 sites in France,
3 in UK,
1 in NL.

Areas: 8 sites in France, 3 in UK, 1 in NL

Areas: 8 sites in France, 3 in UK, 1 in NL

Areas: 8 sites in France, 3 in UK, 1 in NL



CORPORATE SOCIAL RESPONSIBILITY REPORT
2019

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