





SUSTAINABILITY REPORT







Practising transparency through a comprehensive, responsible approach that is mindful of its impact on health and the environment



















Mademoiselle Desserts has been committed to CSR for over 15 years, with our first Sustainability Report published in 2010! Even then, we stated that the Health and Safety of our employees and customers were THE priority. The group has been a member of the Global Compact since 2014. Our commitments have never wavered; we created our strategic project "Destination Sustainable Desserts" and had our vision and actions recognised with the attainment of B Corp certification in 2022. In 2023, we sought to enhance this certification by adopting Mission-driven Company status, a perfectly complementary step to ensure a positive societal contribution. We are proud to present our very first and Sustainability Report, representative of this renewed commitment.



Vidier Boudy
PRESIDENT

Building stronger local and rural foundations



Mission indicators

Editorial

INNOVATION IS AT THE HEART OF YOUR BUSINESS MODEL. WHAT ARE THE LATEST TRENDS AND INNOVATIONS IN PASTRY?

Faced with climate change and the biodiversity crisis, desserts must reinvent themselves to maintain their place on everyone's plate in 2050. We are putting our creativity and resources into developing desserts that use more plant-based ingredients, less sugar, locally sourced ingredients and do not contribute to deforestation. By limiting resource consumption and reducing waste we create a mindful production for guilt-free indulgence! Our new plant-based range "Dodo Cookie Co.", certified by The Vegan Society, is now available for online purchase. We have launched two brands in supermarkets: POZZ, featuring mini beignets and muffins, and Petits Bonheurs, offering Tropéziennes and fruit tarts. Internationally, our mini beignets and muffins are available under the "Moi" brand, which is a huge success! New projects are in the works for 2025, including colourful mini beignets and our iconic flan pâtissier available in flavours such as pink praline.

AND WHAT ABOUT NUTRITION?

We have made strong commitments with our nutritional charter: reducing sugar content in our desserts by 8% by 2030, reducing total fats by 4% across all recipes, increasing the share of plant-based fats by 10%, and enhancing fibre content. An example of our progress is the recent launch of two flan recipes, with sugar content reduced by up to 15% compared to our traditional recipes, while preserving the taste and texture that they are known for. Finally, with our Oh Oui! brand products, featuring a low glycaemic index, we offer madeleines, lemon tarts, brownies, Paris-Brest éclairs... with up to 65% less sugar!

IS CSR STILL PART OF THE GROUP'S STRATEGIC ROADMAP?

Yes, it has been for 15 years and continues to strengthen! Consumers now consider it a key criterion when choosing products: knowing the ingredient origins, packaging reduction, and supporting companies that respect ethics and employee well-being... As part of our Mission-driven Company status, we have tasked the Mission Committee with reviewing and challenging our societal and environmental objectives and actions. In 2025, we will also renew our B Corp certification and confirm our targets with the Science-Based Target initiative (SBTi).

MADEMOISELLE DESSERTS HAS BEEN ACQUIRED BY THE EMMI GROUP. CAN YOU TELL US MORE?

2024 was an exciting year for our dessert businesses! In collaboration with Emmi's dessert teams in Italy and the United States, we now form a new autonomous dessert group. We combine French, British, Italian, and American culinary traditions into a range that is unique worldwide. No one else has all this expertise under one roof. What really struck us during our discussions was how aligned we all are in our mission: to put smiles on people's faces with our cakes and desserts, bring joy to every bite, and continue to raise the bar in terms of quality, health, safety, and sustainability. This is only the beginning of the journey, but we are already truly excited about what we will achieve together. We are all eager to embark on this great adventure, which we now call the D-Way! Guess why D!

2) 3

"Dedicated to baking the best cakes and desserts for everyone" This is dur purpose

Produce frozen products that are consistently accesible, attractive, nutrtious and have a clean lable

- Ensure the guarantee of food safety and the nutritional quality of products across all sites
- Ensure the accessibility of products for all
- Bringing to life the commitment to pleasure with products that are both nutritious and attractive for the consumer





Make Health, Safety, Human Rights, non-discrimination, and anti-harassment a priority for our teams

• Enable and encourage training

Engage employees, managers, and executives in the company's CSR approach

- Guide our sourcina of raw materials and packaging through partnerships with responsible suppliers
- Reduce areenhouse gas emissions (scopes 1, 2, 3) by 30% by 2030
- Share our commitments transparently and promote sustainability





Raw materials

- Responsible sourcing, CSR evaluation of our main suppliers
- National or even local purchasing whenever possible
- Priority to ingredients certified by Rainforest Alliance/Cocoa Horizon (chocolate), RSPO (palm oil), or from regenerative agriculture











Improvement of the nutritional profile (reduction of sugar, salt, saturated fats, and increased fibre)



Reduce artificial colours and flavours, emulsifiers, and preservatives in our recipes, while increasing the use of



Our value chain



Manufacturing

Across our production sites in France, the United Kingdom, the Netherlands, and Belgium

1939 employees

Production sites and their specialities:

Valade – France • Flans, tarts, puff pastry, sweet pastry bases...

Broons – France • Desserts, yule logs, muffins...

Renaison - France · Chouquettes, puff pastry sheets, choux pastry, Tropéziennes...

Saint-Renan - France · Tart bases, puff pastry sheets...

Thenon - France · Raw/cooked flans,

Argenton-Sur-Creuse - France · Choux pastry, fondant, cakes...

Tincaues - France · Mini beignets, muffins, navettes, pastry shells... Corby – United Kingdom · Cheesecake, hot pudding, cookies...

Maidenhead - United Kingdom · Traybakes, cakes and gluten free desserts...

Taunton - United Kingdom · Cheesecake, chocolate fudge cakes....

Weert - Netherlands · Mille-feuilles, choux, rolled cakes....

Waregem - Belgium · Muffins, lava cakes...

Food Safety:

All sites are certified to ensure compliance with food safety standards







- **74.100 tonnes** of pastries produced
- €436 million in revenue
- Types of sales:
 - · Retail
 - Food service
 - · Direct to consumer
- Our brands:





POZZ











Reduction of packaging and elimination of non-recyclable packaging



CORBY MAIDENHEAD WEERT WAREGEM **TINCQUES** BROONS **ARGENTON** VALADE RENAISON THENON

Valade

To make the right decisions, accurate measurement is essential. This is why the Maintenance team is working with the DecarbFastTrack programme, implementing sub-meters to precisely measure gas, water, and electricity consumption within the factory. The goals are energy optimisation and decarbonisation.



Thenon

8

Our Thenon site reached a historic milestone with 365 days without a workplace accident resulting in absence (ATAA). Employees focus particularly on field reporting, communication, and risk situation analysis. To celebrate this remarkable achievement, the entire team gathered for a product tasting and a quiz on safety culture, combining conviviality with awareness.



The key highlights of the year



Broons |

To reduce plastic use, GHG emissions linked to our packaging, and meet market expectations, a new Flowpacker was installed at the site. This new machine will reduce the amount of plastic used for muffin packaging by an average of 80%.



Saint Renan

We eliminated 4,500 kg of protective plastic integrated into cartons during product packaging. Preliminary tests were conducted, and the products remain wellprotected and stable during delivery transport.



Tincques

The new France group ERP was launched in July at Tincques for Lot 1, covering order processing, invoicing, logistics, and Finance processes. Lot 2, including Planning, Scheduling, and Production, is being finalised in early 2025. This new information system ensures reliable information flows, traceability, and operational indicators.



Argenton

The site celebrated its 30th anniversary in the presence of Mr. and Mrs. Kremer, the company's founders. The event included workshops, a buffet, and various games. The main products manufactured at Argenton-sur-Creuse are cakes, coconut macaroons, and madeleines.

Renaison

As part of our CLEAN M programme, which aims to produce pastries with as few additives as possible, we have removed E471 and E472 from most Tropézienne recipes.



Weert ===

Maintaining production equipment is crucial, and in 2024 we invested in improving the efficiency and ergonomics of the production line by adjusting the belt at the entrance and exit of the freezer. This improvement enhances productivity and creates a safer, more comfortable working environment.



Waregem

We celebrated one year without a workplace accident resulting in absence at the site! This achievement reflects our shared commitment to safety and mutual support. Engagement, vigilance, and dedication make us a strong and safe team.





Maidenhead *******

Throughout the year, Maidenhead organised several cake sales. In addition to raising over £2,000 for Foodshare and MacMillan Cancer Support, the company offered beautiful cakes to residents and passers-by. This generated a lot of joy, celebrating both our work and our delicious cakes.



The team set up a new engineering workshop and invested in the necessary tools for maintenance operators to quickly address machine breakdowns in production areas. This investment allows onsite repairs without relying on external providers, ensuring high responsiveness.



Taunton

Buyers were certified under the CIPS (Chartered Institute of Procurement and Supply) standard. This standard covers ethics and Responsible Procurement topics, offering best practices for sustainable procurement.

Covernance in service of the mission

Our Stakeholders

Clients & Consumers:

Offering products that are always delicious and healthy, delivering pleasure while aligning with the consumer trend for "better eating". Discussion with our clients for the development of "responsible" products.

EXTERNALS

INTERNALS

Employee Representative Bodies:

Members of the Social and Economic Committee (CSE),

including professional unions, ensure the collective

expression of employees as well as responsibilities

related to social and cultural activities.

Peers

Mademoiselle Desserts is a member of the 3D collective with Coop de France, the ANAIS foundation in Nouvelle-Aquitaine, and the Global Compact. The

group is a member of FEB (Fédération des entreprises de Boulangerie-Pâtisserie), ANIA, AIBI, the Cog Vert communities,

International Organisations

and B Corp.

Integration of the UN's 2030 agenda through alignment with the 17 Sustainable Development Goals. CSR reporting aligned with GRI expectations. Collaboration with the Global Compact.

Schools & Training Organisations

Continuous hosting of interns and apprentices, from middle school internships to master's level (+5), to build tailored career paths, develop employer branding, and enhance attractiveness.

Recruitment Agencies

Close collaboration with local agencies to improve recruitment. Co-creation of action plans to ensure compliance with regulations and job roles, ensuring that employees align with the expected profiles.

Associations – Food Banks:

Partnership with local charities in the form of financial sponsorships or desserts donations. Contribution to food aid as part of solidarity initiatives.

Public

& Local

Active

Authorities

Communities

engagement,

funding, dialogue,

and participation in

regional development

investment

alongside the water

communities, local

councils, ADEME,

and BPI through

our involvement

agency, intercommunal

in the 'Decarbonisation

Employees:

Internal communication, newsletters, and ethical behaviour charter displayed and communicated during onboarding, integration and training plans, and the promotion of physical activity for well-being.

Shareholders & Investors:

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

Suppliers

Accelerator' program. The responsible purchasing strategy focuses products, and other key categories, while prioritising local sourcing where possible.

on long-term contracts, sector-based approaches for flour, eggs, dairy Our suppliers are also requested to complete our CSR evaluation.

Mission Committee's Opinion:

to CSR for over 15 years, has voluntarily

that a comprehensive and mature approach is in place, as recognised by the B Corp certification in 2022.

We acknowledge the achievements and efforts made in:

- Health and Safety at work, which continuing to decline.
- Decarbonisation trajectory, associated action plans, and the publicly communicated vision on
- Human and financial resources,
- The growing integration of stakeholders in the CSR approach, such as suppliers and clients.

Expected progress and our recommendations for 2025 focus on:

- Setting medium-term goals and
- Renewing the B Corp
- Validating objectives with SBTi.

the end of 2024.

Organisation of the Mission Committee

The Mission Committee was established in October 2023 and held its 4th meeting in January 2025.

These meetings take place either via video conference or in person at our headquarters in Montigny-le-Bretonneux. Each member has signed the internal regulations. The committee is highly committed and has quickly grasped the group's activities and environmental and societal challenges. For this first mission report, the committee challenged the objectives and indicators, which allowed them to be confirmed as SMART and aligned with the group's existing momentum and B Corp certification. Committee meeting minutes are sent to members, and a WhatsApp group is used for quick and friendly exchanges when needed.

In January, we share the traditional Galette des Rois made at the Valade site!



Integration with Corporate Governance

The purpose and statutory objectives were drafted during several brainstorming and working sessions with numerous Mademoiselle Desserts Managers in 2022. This work resulted in the "Manifesto", which served as the foundation for drafting the statutory and operational objectives. The link between the Mission Committee and the company's Governance bodies is maintained primarily through the CSR Coordinator, who works directly with the President and the Vice President of Strategy & Finance at Emmi Desserts. As part of the takeover of Mademoiselle Desserts International ("MDI") by Emmi, a legal reorganization was carried out and MDI's status as a company with a mission was transferred to Indulgent Moments SAS at the beginning of 2025. As such, MDI is no longer required to attach the Independent third-party organization's reasoned opinion to this report. Such an opinion will be issued in accordance with the provisions of Article II of Article R. 210-21 of the French Commercial Code.



A consultation with our stakeholders was conducted in 2024.

Internal We received responses with good representation from our sites and professions, in addition to input from our entire Executive Committee (COMEX).

External Suppliers provided their feedback, accompanied by our investors, associations, professional federations, and some clients.

10

Our mission committee

I joined this Mission Committee in response to the trust placed in me by the team and the commitment to positive impact that Mademoiselle Desserts has upheld for several years. Through this mission, we establish a collective evaluation perspective, aiming to transform intentions into concrete results. It is also an opportunity to challenge the company's actions, leveraging my expertise as a packaging supplier and my knowledge of the agricultural and agri-food sectors.

Marielle DIRECTOR OF QUALITY, HYGIENE, ENVIRONMENT & CORPORATE SOCIAL RESPONSIBILITY HINOJOSA PACKAGING FRANCE







Micolas DIRECTOR OF FRESH PRODUCTS AUCHAN FRANCE





I am truly delighted to be part of Mademoiselle Desserts' Mission Committee and to contribute to continually advancing our actions in social responsibility, quality of work life, safety, diversity, and training for our teams. The creation of the Mission Committee allows us to challenge our strategic positioning, which has been committed for several years at Mademoiselle Desserts: producing accessible, delicious, healthy, and safe food while considering social and environmental effects. Our discussions and work allow us to rethink our practices and HR policies to ensure they align with our CSR commitments. We are dedicated to promoting the integration of CSR into every profession.

Kenjamin **HUMAN RESOURCES MANAGER** Mademoiselle Desserts



Mademoiselle Desserts has been committed to CSR for 15 years, and this commitment was recognised with B Corp certification in 2022. However, we want to go even further to progress, be challenged by the members of the Mission Committee, and implement ever more virtuous actions. The status of a Missiondriven Company perfectly aligns with our values of Delight, Respect, Passion and Commitment.

Karbara GROUP CSR MANAGER Mademoiselle Desserts

Mademoiselle Desserts' authentic CSR commitment is reflected in its status as a mission-driven company and in the quality of the committee's discussions, which encourage the company to go even further in its transformation with rigor and pragmatism. This first year has laid the groundwork for the company's statutory and operational objectives, a foundational base for projects to be deployed in the months and years to come. As a company in the agri-food sector, Mademoiselle Desserts has an important role to play, particularly in supporting its suppliers and transforming agricultural practices necessary for the climate transition.

Klandine GENERAL MANAGER 4 GOOD CONSULTING



At Mademoiselle Desserts, the quality of interactions with all stakeholders plays a vital role. These interactions, whether with internal teams, suppliers, or clients, are key to the company's operations and its ability to balance excellence in its professions with societal commitment.

Christine DIRECTOR OF SUSTAINABLE DEVELOPMENT AND COMMUNICATION Executive Board Advisor



Pur Values



For me, the most important thing is relationships. To understand the origin of a breakdown, it's essential to have a good relationship with the operator so they can best explain what happened before the breakdown. What I like about Mademoiselle Desserts is that we make madeleines, and I love madeleines! Also, for a big name like Mademoiselle Desserts, it remains a very family-oriented site.



What I love about my job is training

new people, and I find the "Packaging" department very dynamic. The quality you need to work here is to stay patient and remain calm in stressful situations.

You have to work both independently

and as part of a team, and also treat

everyone with respect. [...] Everyone

is really friendly.





Marija



For the Research and Development part, we develop new products. test new flavours, and respond to client tenders to create new products.



Christophe DEPUTY R&D AND **INDUSTRIALISATION** Renaison





Ann MARKETING & SALES SUPPORT WAREGEM



At Mademoiselle Desserts, delight is not just a value; it's part of our daily experience. We believe that work can be both serious and fun. Since joining the company, I've seen how the kindness and expertise of my colleagues make the experience truly enjoyable. Together, we strive to offer consumers a delightful escape from the daily routine, creating more than just products: we create moments of happiness. Our goal is to bring comfort, smiles, and shared joy to everyone's day.

What I enjoy about my job is that I can vary the recipes I work with; it's not the same every day. I can go from chocolate to pastry cream, to strawberry tart, which allows me to bring joy to people.









What I love about my job is its diversity; you can be both in the field and in the office. We collaborate a lot with other departments, such as logistics, R&D, and workshop managers, to improve the production line and product quality.





Amandine QUALITY CONTROLLER Argenton-sur-Creuse

I love that Mademoiselle Desserts is a factory that has opted for Clean M. We "clean up" recipes that need it by using as few additives as possible, which is really great. In fact, I hadn't even realised that this was part of the actual work.





Matthew NPD CHEF Corby



Producing frozen products that are consistently accessible, attractive, nutrtious and have a clean lable









2024 marks a year of excellence for the quality of our products! Our 8th place ranking in the "2024 Innovation Leaders" in the agri-food sector (STATISTA/Les Echos) positions us alongside major brands. This recognition highlights our ability to innovate while maintaining the highest standards of quality and food safety.

The dynamism of our R&D is remarkable: nearly 10% of the pastries we sell today did not exist a year ago! The launch of our new brand Pozz in March 2024, featuring Muffins and Mini Beignets in the Retail sector, perfectly illustrates our commitment to innovative, safe, and accessible products.

The strong growth of our Low Glycaemic Index desserts, as well as the development of plant-based desserts, demonstrates our active responsiveness to market demands.



Integrate each new company in the group into the CLEAN M/NUTRI M programmes

2024 1



of sites certified

2025 BJECTIVI Gradually integrate the Emmi
Desserts sites in Italy and the USA

Once reserved for special occasions, desserts have become a more regular part of our diet in the form of a pastry and coffee, snacks, or sweet treats. To maintain its place in our diet, desserts must offer adapted recipes so that everyone can continue to enjoy themselves while taking care of their health.

In 2025/2026, we will integrate the "Emmi Desserts" sites into the programmes.

CLEAN

Our internal CLEAN M programme

was created in 2016! Its goal is to simplify ingredient lists as much as possible, focusing on the removal of artificial colourings or flavours, emulsifiers, and preservatives. Additionally, special attention is given

to sourcing raw materials, ensuring they are at least of national origin whenever possible and supplied by partners committed to CSR.

For example, the **new mini beignets** from the POZZ brand are "clean", without E471, and the Weert site launched the **Crunchizz** and the **Bake Off Millefeuille** (rated AA in our evaluation methodology). Numerous improvements to existing products have been made or are currently being tested, such as the use of carob in our flan. All projects

and tests are monitored at the group level and by Team Leaders in each country.





The NUTRI M programme aims to improve the nutritional profile of our pastries by reducing sugar, salt, and saturated fat content, in favor of ingredients rich in fiber, for example.

Each year, the project team gathers at one of the sites to review the actions taken, reassess the objectives, and share good ideas.

We aim to reduce salt and sugar by 8% in a selection of products. For example, we reduced the sugar content of our four layer fudge cake by 5% in 2024, and we are testing this on galettes, muffins, and beignets.

Other projects are underway, such as a range of protein-enriched products, and we aim to substitute polyunsaturated fats as much as possible.



Achieve IFS and/or BRC certifications for sites where they are due for renewal or have not been previously completed





meet the highest food safety standards.



Food safety remains our top priority for our customers! All our sites have successfully maintained or renewed their certifications. Our growing international presence, notably with the listing of our products in Australia (three-chocolate yule log, tropical yule log, and Basque cheesecake) and in the United States (palmiers), demonstrates our ability to

16 17

■ Ensure product accessibility for all



Develop offerings tailored to dietary needs, Low Glycaemic Index, and Plant-Based

FOR 2024

45

Low Glycaemic Index references between 2023 and 2024 (30 references in total in 2024)



Growth Revenue from Low Glycaemic Index

-13

Plant-based references between 2023 and 2024



Growth Revenue from Plant-based

2025 OBJECTIVE



Growth Revenue from Low Glycaemic Index



Growth Revenue from Plant-based



Niscover our Oh Qui! desserts

indulgent treats with a low glycaemic index (GI<25) and up to 65% less sugar than traditional desserts.

In a context where diabetes represents a major public health challenge (a 70% increase in diabetes-related deaths between 2000 and 2019 according to the WHO), we have developed an innovative range that meets the needs of health-conscious consumers. We do not use sweeteners; our desserts are also reduced in sugar, rich in fibre, and deliver proven results through in vitro tests for each recipe.

The GI measures the speed at which carbohydrates are absorbed by the body: the lower the GI, the slower and more controlled the absorption. Our Oh Oui! pastries stand out with a GI below 25.

Our commitment: natural and delicious recipes, made without white sugar or white flour. We prioritise high-quality ingredients such as coconut sugar, grape sugar, wholemeal flour, or chickpea flour, for desserts rich in fibre. Our promise also includes the complete absence of sugar alcohols (maltitol, xylitol, erythritol), as well as artificial colourings and flavourings.

Discover our full range at ohoui.com

Low Glycaemic Index

As highlighted by the "for everyone" in our purpose, we aim to make our pastries accessible to as many

consumers as possible. Diabetic individuals or those looking to reduce their sugar intake, as well as those seeking to consume more plant-based products, are the two population categories we currently identify as experiencing strong growth.

Between 2023 and 2024, we created **5 low glycaemic index pastry references** and increased revenue by 5%.

The launch of the book "Oh Oui!" marks a significant milestone in our commitment to low glycaemic index desserts. This recipe collection demonstrates that it is possible to indulge while maintaining control over sugar intake.



Plant-Based

Our plant-based offering has also expanded this year with our **Crumblejack** (pictured below) and our "Decarb trajectory" pastries containing less butter.



Our Dodo Cookie Co range also offers a full selection of delicious vegan cookies to bake at home.

These technical innovations required **significant R&D work to ensure the characteristic texture and taste** of our desserts while meeting consumer expectations.



In the UK, we offer a full range of vegan desserts: apple pies, scones, cheesecakes, crumblejack... The annual and international success of the "Veganuary" challenge demonstrates consumers' interest in these products.



ABringing to life the commitment to pleasure with products that are both delicious and attractive for the consumer





Conduct a consumer panel

Following the first panel conducted on the most popular product of each range (France perimeter), the result is:

eter), the result is:

2022 08JECTIVE

minimum of "delicious and attractive" products

between 74% and 99% "delicious and attractive" products

The pleasure of taste remains our signature!

This first action aims to provide us with sufficient statistics and feedback to refine our consumer satisfaction indicators.

The consumer panel conducted in July 2024 focused on 8 signature products (mini beignet, plain navette, chocolate muffin with a melting center, maxi flan, lemon tartlet, palmier, chocolate delight, and vanilla madeleine). Each product was evaluated in terms of appearance, smell, taste, and texture by the participants.

They received an overall average score ranging from 7.22 to 8.81/10. The statements "this product is attractive" and "this product is delicious" were rated between 74% and 99%.

In 2025 and 2026, we will renew this panel with a goal of achieving a "delicious and attractive product" rating above 80% for each tested reference.



Innovation was also showcased in our holiday range with the development of new yule logs. The success of our references in Australia (three-chocolate yule log, tropical yule log, and Basque cheesecake) demonstrates our ability to captivate taste buds even beyond our borders.





For the 2024 Olympic Games, we launched a new individual chocolate dessert specially developed for the occasion. Our teams went above and beyond to create this unique dessert.



The meringue bases produced at the Argentonsur-Creuse and Renaison sites have gained some popularity on TikTok thanks to recommendations from content creators. They make it possible to create a gourmet dessert for restaurants or at home in just 5 minutes: "1 2 3 PAVLOVA."



Chef Thierry Marx's visit to our Renaison site was an opportunity to discuss the importance of taste excellence and innovation in our profession.







Practice transparency through a comprehensive, responsible approach that considers its impact on health and the environment













Transparency and environmental responsibility are at the heart of our mission! This statutory objective reflects our commitment to reducing our environmental impact throughout our value chain, from sourcing raw materials to delivering our products. It is particularly embodied by the definition of objectives aligned with the Paris Agreement, currently under validation by the Science Based Targets initiative.

In 2024, we achieved major milestones with strategic partnerships for more sustainable sourcing, significant investments to reduce our GHG emissions, and transparent communication of our commitments to our sustainability. Our B Corp certification confirms the strength of our comprehensive responsible approach.



Ensure that our suppliers are committed to respecting our Responsible Purchasing Charter



of suppliers engaged by the end of 2024



f suppliers engaged

The year 2024 marks a significant step forward in our commitment to our suppliers! In April, we launched an ambitious CSR evaluation programme. This programme is being rolled out to suppliers of products and services. A webinar was conducted to raise their awareness. The first step involves signing our Responsible Purchasing Charter. Suppliers are then required to complete a questionnaire covering seven key areas, from adherence to our Responsible Purchasing Charter to animal welfare. This approach allows us to support each supplier in achieving positive progress through personalised action plans.

Meadow Foods has been supporting Mademoiselle Desserts in the UK for several years. They participated in our discussions on the Decarbonisation of dairy products during our last CLEAN M steering committee in Corby.

SUSTAINABILITY IS THE BIGGEST **CHALLENGE AFFECTING THE FOOD MANUFACTURING INDUSTRY.**

Our commitment has also been reflected in a systematic strengthening of our certification requirements.



We now prioritise Rainforest Alliancecertified cocoa or Cocoa Horizons, RSPO-certified palm oil, and flour made from wheat sourced from regenerative agriculture.

Also, by the end of 2025, 100% of the egg products sourced will come from cage-free hens. These choices, combined with a sourcing policy that is at least national, or even more local to the production site whenever possible, significantly contribute to reducing our environmental footprint while ensuring the exceptional quality of our products.



Find all our sites using certified ingredients:

www.mademoiselledesserts.com/fr-fr/a-propos-de-mademoiselle-desserts/

Integrate each new company in the group into the PACK M programme





Gradually integrate the Emmi Desserts sites in Italy and the USA

Our internal PACK M programme focuses on reducing packaging and eliminating non-recyclable packaging. All sites are now integrated into the programme with local coordinators.



Mademoiselle Desserts launched a programme called PACK Min 2020 to structure the approach to reducing packaging and eliminating nonrecyclable packaging.

A flagship investment example was the installation of a new Flowpacker at our Broons site, a technological innovation that eliminates 15 tons of plastic used for muffin packaging, transitioning from a plastic blister to a hybrid solution with a cardboard base and a flowpack.

This success is part of a broader group-wide initiative. Our R&D and Procurement teams across all sites are working to revolutionise our packaging. Numerous tests on biodegradable materials are underway for several product ranges. Our range of individual desserts is moving towards biodegradable trays. Several paper-based packaging solutions have seen a reduction in paper usage thanks to eco-design and extensive testing.

In the UK, we are working on replacing our B-Flute boxes with P-Flute. P-Flute is a thinner and stronger type of corrugated cardboard, allowing us to supply more boxes on incoming pallets. This also reduces pallet storage in our warehouse as well as the number of deliveries.



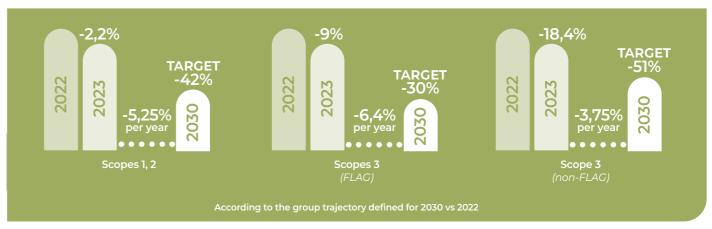
The 2025 objectives involve several challenges:

- Virgin fiber packaging: Use 100% FSC and PEFCcertified fibers
- Move towards recycled fiber packaging when product risk is controlled
- Aim for 60% recycled content in our plastic packaging
- Use and market packaging made from materials with an existing and operational recycling stream → Aim for 100% recyclable packaging during 2025
- Reduce the weight of our plastic packaging by 5% each year to reach our goal of 20% during 2025
- Optimise pallet logistics to transport as little empty space as possible

This approach engages our Procurement, Pack Relay, and R&D teams daily, supported by ongoing training







* In accordance with the SBTi scope of application: the covered perimeter represents 97.24% of emissions from scopes 1 and 2 (exceeding the 95% threshold required by the SBTi) and 80.99% of scope 3 (exceeding the minimum 67% required).



DECARB' PROGRAMME

Reducing environmental impact is one of the key pillars of Mademoiselle Desserts' CSR commitment.

At the end of 2022, the group joined the second cohort of the BPI/ADEME Decarbonisation Accelerator, which brings together companies committed to the Carbon Transition and already conducting their carbon footprint assessments.

The objectives of this programme are twofold: first, the company's proactive contribution to combating climate change, and second, its transformation in response to the ongoing transition.

Thanks to the ACT step-by-step method, the group has defined its trajectory to reduce Greenhouse Gas (GHG) emissions, which includes committing to intermediate CO2 emissions reduction targets by 2030 (based on 2022 emissions).

We have defined our 3 strategic pillars as follows:

- Low-carbon indulgence: Innovation and research for the desserts of tomorrow
- More sustainable production: Exemplary operations through preventive actions and efficient resource management (energy, waste, etc.)
- Sharing and transmission: Engaging employees, sharing with our clients, and all stakeholders



Since the end of 2023, the group has committed to the SBTi (Science-based target initiative)

Since April 2024, all UK sites have switched to 100% renewable electricity, marking a significant milestone towards achieving our decarbonisation objectives. Renewable electricity is generated from natural renewable resources, such as solar and wind energy. This investment significantly reduces scope 2 of our carbon footprint, beyond the reduction actions implemented at our sites.



Awareness and Training on LCA

2024 marked a decisive step in our ability to measure and understand our carbon impact! Training our teams in Life Cycle Assessment (LCA) now enables us to measure the carbon footprint of our desserts and simulate the impact of new recipes. This expertise provides us with real actionable power: we can identify critical points in our processes and make informed decisions to reduce our emissions.

The awareness of our teams has been intensified, for example, through the organisation of the Climate Fresk workshop for the team working on the Dodo Cookie range in March 2024. This initiative allowed our employees to better understand the mechanisms of climate change and propose concrete solutions to reduce our carbon footprint.





Captain Decarb, our internal mascot, supports these awareness efforts daily by reminding us of best practices and sharing information about ongoing actions.

Travel and freight



Our commitment to the FRET21 programme is paying off, with a significant 10% reduction in CO2 emissions related to transport between 2022 and 2023.

This performance brings us closer to our ambitious goal of -15% by the end of 2025, and we are more motivated than ever to achieve it!

The major innovation of 2024 was the conversion of our intersite shuttles to synthetic diesel. Since January, this transition has enabled a 50% to 90% reduction in CO2 emissions on these routes. A great victory for Captain Decarb! This initiative is accompanied by continuous optimisation of our logistics circuits and a comprehensive reflection on our modes of transport.



On our production sites, actions are multiplying. The new Flowpacker at Broons not only reduces our plastic consumption but also optimises our energy consumption. Associative commitments ensure the maximum reduction of food waste, with a reduction of 76 tons, for example, at the Taunton site. In 2023, UK sites implemented an optimisation of the electrical voltage circuit, leading to an 8% reduction in electricity consumption at Taunton and 6% at Maidenhead.



Our raw material choices are also evolving, prioritising certified, lower-emission options: Rainforest Alliancecertified chocolate, RSPO-certified palm oil, and flour from regenerative agriculture. These certifications not only guarantee more environmentally friendly agricultural practices but also contribute to reducing our scope 3 emissions.

Our supplier CSR questionnaire now includes a specific section on climate commitments. We support each supplier in identifying their emission sources and defining reduction targets. Experience-sharing sessions are regularly organised with our clients.





■ Share our commitments transparently and promote sustainability



Externally validate the commitments made through B Corp and SBTi certifications



B Corp certification



SBTi commitment

Validate the B Corp certification and confirm the SBTi objectives



Since 2022, our B Corp certification, a demanding recognition in terms of social and environmental responsibility, reflects the authenticity of our approach.

This distinction, rare in our sector, validates our progress in governance, relationships with our employees, our communities, and our environmental impact.

At the same time, our commitment to the Science Based Targets initiative (SBTi) structures our climate action. This rigorous approach allows us to set greenhouse gas emission reduction targets aligned with scientific data.

The first results are already evident. We are now awaiting validation from the SBTi, which will confirm both the scientific basis of our objectives (and their alignment with the Paris Agreement) as well as our action plan to achieve them. These external certifications are not an end in themselves but drive us to continuously improve and move sustainably toward more responsible dessert-making.

Our active participation in professional trade shows has helped spread virtuous practices. The Export teams have brilliantly represented our CSR approach, for example, at the NRA show in Chicago, the Saudi Food Show in Riyadh, and the PLMA in



Mademoiselle Desserts is a member of the CSR commission of the FEB, the Federation of Bakery and

Sharing environmental and societal best practices, learning together during training sessions like the Biodiversity Fresk, or anticipating future challenges such as food packaging—this is our mission during these workshops.



These experience-sharing initiatives create a positive ripple effect in our sector and demonstrate that responsible dessert-making is not only possible but also desirable!



Help each of our employees grow while promoting our values











n 2024, the development and well-being of our employees remained at the heart of our priorities! This year was marked by significant progress in safety, with historic records achieved at several sites. We also strengthened our commitment to training and inclusion, while further involving our managers in our CSR approach. The strength of Mademoiselle Desserts lies in its teams, and we are proud of the progress we have accomplished together!



Make Health, Safety, Human Rights, nondiscrimination, and anti-harassment a priority for our teams

Reduce the workplace accident frequency rate each year

Workplace accident frequency rate with absence as of the end of 2023

We reduced our frequency rate from 13.7 in 2023 to 12.9 in 2024. This improvement is the result of Safety training conducted across all our sites over the years and, of course, the vigilance of all our employees. Each incident is analysed to identify potential causes and implement actions to improve the situation. All incidents are tracked in monthly and annual reports.







The 3 UK sites received the RoSPA Gold Award for Safety. This award highlights compliance with standards and the well-being of employees.

In Belgium, our Waregem site also recorded zero workplace accidents with absence in 2024!





The Maidenhead site has implemented a brand-new washing tunnel that eliminates repetitive tasks and employee contact with chemicals. These concrete initiatives demonstrate that safety is truly everyone's

Have a Harassment/Discrimination/ Disability representative at each site



and annual objectives of the representatives

This year, we aimed to strengthen our actions for an inclusive and caring work environment. Each site now has a trained and designated representative, serving as a point of contact for all matters related to harassment, discrimination, or disability. In 2025, we will further define the roles and daily missions of these representatives.

For example, at Thenon and Renaison, this commitment has been reflected in the installation of self-service dispensers for organic sanitary products - an initiative that demonstrates our attention to the well-being of our female employees. At Taunton, two awareness sessions on menopause were held to provide reliable information for those affected and to help prevent misunderstandings among colleagues.

Enable and encourage training



Train the group's employees (permanent, fixed-term, and apprentices) through our training catalogue (France scope)



of employees receiving at least one training session per year овлестіче

of Employees receiving at least one training session per year and including countries other than France

Our training catalogue expanded in 2024 to meet the diverse needs of our teams! The flagship training of the year, "Understanding Ethics", enabled 1,437 employees across our sites in France to embrace our values and ethical commitments outlined in our Ethics Charter. This charter, with its 10 rules of conduct, promotes a work environment that prioritise responsibility while reinforcing the foundations of "living well together".

Additionally, dedicated safety days were held across all sites to train employees on posture, movements, and risk prevention. These practical and interactive training sessions reinforce the daily safety culture.

Knowledge-sharing initiatives between sites have also begun, such as the UK team visiting Renaison to conduct joint baking trials for brownies and lemon cakes. Similarly, the Technical, Quality, and IT teams from Corby visited Valade to learn about the functionality of the recipe formulation tool used in R&D. This tool also calculates the CLEAN M and NUTRI M scores of products. We aim to further develop this type of initiative in the future.



The Renaison site held its first Safety Day on June 17, featuring four engaging workshops: muscle warm-up, fire extinguisher handling, risk identification, and fall prevention.



The Opti'M team, bringing together all Production Managers and Operation Managers in France, was created in 2024 to facilitate intersite collaborations, share best practices, and develop common tools.

The team will meet regularly to address various topics such as the integration and training of Production teams and the reduction of material losses.







Our entire training programme also supports internal mobility, whether on the same site or between sites, as we are committed to helping our employees grow while remaining within the Mademoiselle Desserts family.

Diane Piquet, who worked at Broons, joined Waregem in spring 2024, and **Alain Pascaud**, who held the role of Line Operator at Valade, was promoted to Coordinator.



employees, managers, and executives in the company's CSR approach

Ensure Managers/Executives have a CSR objective linked to their objectives

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of managers/executives with a CSR objective

овлестіче

of managers/executives with a CSR objective

2024 marks the integration of CSR into our managers' objectives! The majority of executives and managers have been assigned specific or cross-functional CSR objectives for the Group, directly linked to our mission and our environmental and social commitments. These objectives, which influence their variable bonus, cover various areas: CO2 emissions reduction, packaging optimisation, safety improvement, and the development of responsible partnerships.



During its annual tour of France, the General Management visits all sites to present its New Year's wishes, review the past year's results, and outline the objectives for the new year. These meetings and exchanges take place in a friendly atmosphere, naturally accompanied by our products!

CAPTAIN DECARB CAN BE PROUD:

Our managers have become true ambassadors of our CSR approach, instilling this positive dynamic within their teams and thus helping to make social and environmental responsibility a cornerstone of our corporate culture.



Training the sales team on Decarbonisation

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Building stronger local and rural foundations

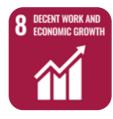












Our territorial roots are a strength that defines and drives us daily! As a major economic player in our rural areas, we are committed to making our sites attractive and contributing to local dynamism. The year 2024 was particularly rich in initiatives reinforcing this commitment. For example, the Tincques site received the "Entreprise Engagée" label, recognising our positive impact on high school students. Our approach is built around two key pillars: on the one hand, making our sites attractive workplaces where people thrive and grow, and on the other hand, actively contributing to the economic and social development of our regions.

The excellent safety results, including 365 days without accidents at Thenon and Waregem, demonstrate that the care we give to our teams is at the heart of our local success.

In the UK, the sites celebrate employee commitment by awarding "Length of Service Awards", reflecting the deep connection of our employees to the sites, which serve as true community hubs.



Develop the local appeal of our sites

Evaluate and improve the Quality of Work Life at each site

\$ 81%

Percentage of employees
"feeling good in
the company" (France scope)

Implementation of action plans following Quality of Work Life surveys, and consolidation of a Group-level indicator

Quality of Work Life is increasingly integrated into daily operations at our sites. Thanks to employee surveys conducted at the end of 2022 and renewed at the end of 2024 at our French sites and at the beginning of 2024 at our UK sites, we are attentive to their feedback. This provides an opportunity to amplify appreciated local initiatives and address everyday issues. It is essential that employees can express themselves freely and be involved in decision-making.

The "Engagement" team at each UK site acts as a liaison with Mademoiselle Desserts' management. Several improvements were implemented in 2024, such as enhancements to employee spaces (changing rooms, kitchens, etc.).



As recognition for recent efforts on the subject, our sites in Maidenhead, Corby, and Taunton in the UK were named "Best Companies One to Watch" in 2024.

Initial training is just as important, and for this, we welcome interns and apprentices at all our sites.



Mateo, a 3rd-year student in the GEII BUT programme and an apprentice at the Saint-Renan factory, shares:

"My mission is very diverse. There is really a sense of initiative and resourcefulness that you don't necessarily get in the more structured environment of the IUT, and I really enjoy that. [...] I've learned how to use a lathe and have gained a lot of knowledge in mechanics and metallurgy that I didn't have before."

Moments of togetherness and sharing punctuated the year, strengthening bonds within our teams. The celebration of the 30th anniversary of the Argenton site on June 8 was a significant event: employees and their families gathered for a festive day featuring workshop tours, a friendly buffet, and various activities. The presence of Mr. and Mrs. KREMER, the founders, highlighted the importance of this anniversary in the history of our group.

At Thenon and Renaison, the installation of self-service dispensers for organic sanitary products demonstrates our attention to the daily needs of our female employees. This initiative is part of our ongoing commitment to improving **workplace well-being for women**, who make up a significant portion of our workforce.

At Saint Renan, the break room was completely renovated to create a more welcoming and convivial space.



During the holiday season, all UK sites participated in a friendly competition for the best Christmas decorations. The Taunton team won the challenge with a design made entirely from recycled materials and full of creativity.



Congratulations to the Taunton teams! «

32

At Mademoiselle Desserts, employee well-being also includes physical activity! Since the rollout of the **United Heroes** app across all our sites, we've been encouraging our teams to move more in their daily lives. This innovative app transforms physical activity into a true collective adventure by syncing with the sports apps and connected watches of our employees.

The 2024 results are impressive:



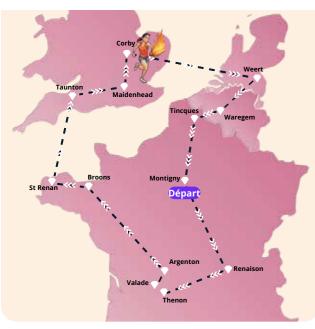
with an average of 8,234 steps per day!

Running and cycling are the favorite activities, totaling respectively:





Team spirit was particularly evident during the Olympic challenge from July 11 to 25, 2024, where our employees had to carry the Olympic flame across all our sites. The goal of 15,000 km was exceeded, creating a positive collective dynamic and strengthening cohesion between sites.





In October, our teams rallied for Pink October: every milestone of 25,000 points reached on the app triggered a €50 donation to the Ruban Rose association from Mademoiselle Desserts. Thanks to collective engagement and an impressive total of 316,528 points accumulated, €600 was donated to the association!

These initiatives are part of our Quality of Work Life (QWL) approach and demonstrate that sports are an excellent driver of well-being and social connection!









Source locally

(= National supplier revenue for ingredient and packaging purchases)



national supply target of 75% by 20

Sourcing raw materials closer to our production sites and, at a minimum, nationally whenever possible is a daily challenge that drives us while staying true to our values. Our purchases in France of flour, milk, cream, beet sugar, etc., support more sustainable agriculture.

In June 2024, we joined the TRANSITIONS programme with Grands Moulins de Paris and VIVESCIA. This historic partnership guarantees 1,000 tons of wheat per year for our Valade site, produced using virtuous agricultural practices. Partner farmers commit to a comprehensive approach: planting cover crops, rational use of inputs, and optimising crop rotations.



In the Hauts-de-France region, our Tincques site is actively involved in local supply chains, particularly through the regional brand "Saveurs en Or", which certifies the origin and quality of our Christmas brioche. This regional recognition contributes to promoting national production and maintaining jobs in our territories.

UK sites use 100% free-range eggs! Animal welfare is integrated into our responsible purchasing commitments. The main supplier is located less than 180 km from Mademoiselle Desserts' production sites.



Our sites in France source 100% French UHT milk from local suppliers.

As part of our Pack M programme, we collaborated with one of our suppliers to reduce packaging. Now, our UHT milk is delivered to our Argenton-sur-Creuse and Renaison sites in drums transported in **reusable crates**, thereby limiting the use of cardboard.

Results:

- Fewer handling requirements
- Less waste
- 497 kg less cardboard per year at Argenton-sur-Creuse
- 100 kg less cardboard per year at Renaison



List significant regional initiatives by site

Develop a significant ocal (regional) nitiative

Ensure precise tracking for each site and communicate

Each site committed to regional initiatives in 2024!

Shares desserts with local health associations like "Macmillan Cancer Support" in Taunton and youth-focused organisations such as the "West Taunton Scout Group", local schools, and the volunteer community "The Friends of French Weir Park", which supports green space development for everyone.



Participated in the Dinan Employment and Training Meetings and the Careers Forum at L'Institut Agro Rennes-Angers to promote factory jobs and recruit new colleagues locally.

Beyond celebrating the site's 30th anniversary this year, the spirit of solidarity was evident with €168,800 donated to food banks in Indre, Loir-et-Cher, and Restos du Coeur, as well as support for the medical association Doc4Ukraine.

The partnership with local farmers was strengthened through the methanisation of organic waste, which is transformed into biomethane and fertiliser. The gas produced is connected to the local gas network, located 400 meters from the factory, supplying 150% of Mademoiselle Desserts' gas needs and also powering nearby homes. The **Valade** site also committed to the future ground-based photovoltaic plant "Les Pradelles" by signing a Corporate Power Purchase Agreement. By 2026, 100% of the electricity produced will meet the site's energy needs.



Chose to support Lakelands Hospice, an association providing palliative care and specialised support for those affected by cancer, heart failure, and other life-limiting illnesses.

WAREGEM

RENAISON

MAIDENHEAD WEERT

Participated in job fairs, for example, in October 2024, and supported local sporting events like the Mediweert Singelloop triathlon, encouraging and participating in local races.

Actively engaged with the local social grocery store "KELDERKE," providing pastries to those in need. They also donate desserts to the Zonta association, which works on women's and girls' empowerment and rights protection projects.

The site earned the "Les entreprises et les lycées s'engagent" label for its efforts in integrating high school students into the workforce, officially recognising its positive impact on youth in the Hauts-de-France region.

The site stood out with its

participation in the "Trouve ton job à Roanne" job fair in June, demonstrating its commitment to local employment. A team from Loire Magazine also visited the factory, reinforcing our position as a major economic player in the Roannais region.

Food banks receive thousands of portions of pastries each year. Recognition was given by "Meals & More" for Mademoiselle Desserts' contribution to feeding thousands of children in the UK annually (2 million meals in 2023)



BROONS



36

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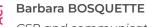
MISSION INDICATORS

STATUTORY OBJECTIVE	OPERATIONAL OBJECTIVE	ACTION	INDICATOR 2023	INDICATOR 2024	ACHIEVEMENT OF THE OBJECTIVE	GOALS
Produce frozen products that are consistently accesible, attractive, nutrtious and have a clean lable	Maintain the guarantee of food safety and nutritional quality of products across all sites	Gradually integrate every new company in the group into the CLEAN M/NUTRI M programmes	91% (MD Waregem integrated into MDI in June 2023 but not yet in CLEAN/NUTRI M)	100% (including Waregem)	\odot	2025/2026 : Gradually integrate Emmi Desserts sites in Italy and the USA
		Achieve IFS and/or BRC certifications for sites where they are due for renewal or have not been previously certified	100% of sites certified	100% of sites certified	\odot	2025/2026 : Gradually integrate Emmi Desserts sites in Italy and the USA
	Ensure product accessibility for all	Develop offers adapted to dietary needs, such as Low Glycaemic Index (LGI) and "Plant-Based" products	Number of products: • LGI: 25 • Plant-Based: 95 Revenue growth: • LGI: multiplied by 6 • Plant-Based: +7 %	Number of products: LGI: 30 (+5) Plant-Based: 82 (-13) Revenue growth: LGI: +5% Plant-Based: +7,8%	⊘	2025: • +10% LGI products in B2C • +4,5% Plant-Based products compared to 2024
	Bringing to life the commitment to pleasure with products that are both delicious and attractive for the consumer	Conduct a consumer panel	not applicable	Panel completed (results: "delicious and attractive" products rated between 74% and 99%)	⊘	2025 : At least 80 % "delicious and attractive" products as per consumer panel results
						2025 : Target 80% of revenue covered
Practice transparency through a comprehensive, responsible approach that considers its impact on health and the environment	■ Direct our procurement of raw materials and packaging through partnerships with responsible suppliers	Ensure that our suppliers (ingredients and packaging revenue) are committed to respecting our Responsible Purchasing Charter	78%	Indicator available from April 2025	X	2026 : Optimise the supplier evaluation process by integrating CSR-specific action plans where necessary
		Integrate every new company in the group into the PACK M programme	91 % (MD Waregem integrated into MDI in June 2023 but not yet in PACK M)	100% (including Waregem)	\odot	2025/2026 : Gradually integrate Emmi Desserts sites in Italy and the USA
	• Reduce GHG emissions (scopes 1, 2, 3) by 30% by 2030	Reduce GHG emissions scopes 1 & 2	-2,2%	Indicator available from April 2025	X	2030 : 42% absolute reduction
		Reduce GHG emissions scope 3 (FLAG)	-9%	Indicator available from April 2025	\boxtimes	2030 : 30% absolute reduction
		Reduce GHG emissions scope 3 (non-FLAG)	-18,4%	Indicator available from April 2025	X	2030 : 51% intensity reduction
	Share our commitments transparently and promote sustainability	Validate commitments externally through B Corp and SBTi certifications	Valid B Corp, No SBTi commitment	B Corp certification obtained in 2022 No SBTi commitment yet (validation in progress)	⊘	2025 : Renew B Corp certification and confirm SBTi objectives (audit) 2026 / 2027 : Define the Emmi Desserts scope to be included and integrate it into these commitments
Help each of our employees grow while promoting our values	Make Health, Safety, Human Rights, Non-Discrimination, and Anti-Harassment a Priority for Our Teams	Reduce the workplace accident frequency rate each year	13,7	12,9	\odot	2025 : Reduce the workplace accident frequency rate to 10.8
		Ensure a Harassment/Discrimination/Disability Representative at each site	No representative	1 trained representative per site	⊘	2025: Define the annual actions and objectives for representatives 2026: Confirm the monitoring and achievement of objectives by representatives
	Enable and Encourage Training	Train the group's employees (permanent, fixed-term, and apprentices) through our training catalogue (France scope)	71,44%	76,30 % of employees received at least one training session per year	\odot	2025 : 86% (with an average absenteeism rate of 14%) + integrate other countries by formalising the process
	● Engage Employees and Managers/ Executives in the Company's CSR Approach	Ensure Managers/Executives have a CSR objective linked to their objectives	Some Managers/Executives have CSR objectives	The majority (> 50%) of Managers/ Executives have a CSR objective	⊘	2025/2026 : 100% of Managers/Executives with a CSR objective, with formalised monitoring and indicators
Building stronger local and rural foundations	Develop the local appeal of our sites	Evaluate and improve the Quality of Work Life (QWL) at each site	Not available	indicator "I feel good" from QWL surveys (France scope) : 81 %		2025/2026 : Implement action plans based on QWL surveys and consolidate a Group-level indicator
	Support local actions at each site	Source locally (= National supplier revenue for ingredient and packaging purchases)	70%	Indicator available from April 2025	\mathbb{Z}	2030 : 75%
		List significant regional initiatives by site* *Action with visible impact on an association, region, local community, etc.	No tracking	100% of sites with a significant local initiative		2025: Establish precise tracking for each site and communicate internally/externally

38 39



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