

# SO STEF

*2022-2023 Edition*



Making STEF  
an attractive brand

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International flows  
in the spotlight

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The Moving Green initiative,  
a catalyst for change

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**This new edition of the *SO STEF*** magazine is an opportunity for us to highlight our particularly unique human and collective journey. For an update on our commitments and projects and an overview of our business environment and activities, we met with the people who are the driving force behind our Group, wherever we are operating. You'll find out more about them through interviews, portraits, testimonials, and more.

We hope you enjoy reading this issue as much as we enjoyed creating it and meeting those who contributed.

Happy reading to you all!

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## INTERVIEW WITH STANISLAS LEMOR, CHAIRMAN AND CEO, AND MARC VETTARD, DEPUTY CEO.

### How do you see the Group today?

**STANISLAS LEMOR:** STEF is a healthy Group, which continues to grow because of the strengths of its model, the exceptional commitment of its teams and the trust of its customers. We are stronger than ever and operating at the European scale. We have therefore entered a new phase, defined in our strategic plan as being “Committed to a Sustainable Future”, which demonstrates the Group’s commitment to continuing its development in an increasingly sustainable way. We have developed this plan by taking into account our internal and external stakeholders’ interests, as well as the expectations that society at large may have of our company. The framework that we have now established, while capitalising on our strengths, addresses the main challenges faced: changing consumer food habits, climate change, our transforming relationship with



## “We are stronger than ever and operating at the European scale.”

**Stanislas Lemor, Chairman and CEO**

work and the impact of new technology on our supply chain. Our key lines of work are critical and I know that I can count on our talented teams to drive them forward. Everyone has their role to play in realising the aims of our strategic plan over the next five years.

**MARC VETTARD:** Over the years, our Group has really matured in its approach to strategic decision-making and now asks the right questions to make binding commitments for the

future. This applies to many aspects, like our structure, our investment strategy and our geographical footprint. In addition, we draw on our wealth of experience to raise collective awareness of our social, societal and environmental responsibilities. This approach has been adopted at all levels of the Group.

### **Is the food supply chain an increasingly strategic operation?**

**S.L.:** The last few years have demonstrated the key role of the food

supply chain. This is a major source of pride for our teams who work every day with commitment and professionalism to ensure the supply chain runs smoothly and is well-structured. Today, a new balance of power is being established between service providers and contractors, so developing long-term, trusted relationships is essential. In this increasingly complex world, we must work closely with our customers to help develop their future logistics systems. This positioning as a partner is key. To achieve this, we need to overcome three major challenges: managing and using data, keeping up with the pace and the resources required for the energy transition and, lastly, recruiting the best talent.

### **What is the secret to establishing a win-win customer relationship?**

**M.V.:** A win-win customer relationship is based on three interdependent pillars. The first pillar is operational excellence. ▶

# “Energy transition challenges have now been fully incorporated into our growth targets.”

Stanislas Lemor, Chairman and CEO

► Today more than ever, our customers need to know that the products in our care will be delivered in line with our commitments and in total safety. The second pillar is transparency. An essential condition for building trust, it is the foundation of long-term relationships. We build this lasting trust through our conduct and our determination to make customers our central focus. The third pillar is our capacity to innovate and be proactive when providing our customers with strategies for improvement and value-sharing.

## Can overcoming the challenge of the energy transition be reconciled with growth targets?

**S.L.:** As part of our Moving Green climate initiative, we have set very long-term targets and have committed to reviewing the progress made every year, in complete transparency and

without hyperbole. In order to achieve these objectives, we have decided to allocate 20% of our total investment to the energy transition in 2023. This financing will primarily go towards expanding our fleet of alternative energy vehicles, as well as producing photovoltaic energy on the roofs of our sites. Energy transition challenges have now been fully incorporated into our growth targets, and I'm certain that this area will be a growth driver in the future, because companies that do not make enough progress in this field will drop out of the race.

## What role will innovation play at STEF in the years to come?

**M.V.:** Innovation in the sense of “adding value differently” has always been ingrained in the Group's DNA. We are constantly innovating, sometimes without even being aware of it. We are continually reviewing our organisation,

providing new services, introducing new technologies, and so on. We are now ramping up our efforts in this field by making the most of the opportunities presented by new digital and industrial technology. These technologies will help us to change our business practices, make our customer interface more seamless and our teams' lives easier, and combat global warming. And, because we believe that innovation is a strategy for adding value, we have created a specialist department with its own team and associated budget. We aim to promote internal initiatives so that every employee has the opportunity to be actively involved in innovation.

## Our relationship with work is changing. How can we appeal to the younger generations and encourage them to join STEF?

**S.L.:** Our relationship with work has definitely changed drastically, and even undergone a complete overhaul with the establishment of a new work-life balance. We are more mindful of these issues than ever before. In order to successfully recruit the younger generations, we want to make STEF an attractive brand and thus become an employer of choice for young people in an ultra-competitive market. We have many strengths that should be capitalised upon, such as our MIX'UP initiative promoting gender diversity and equality in the workplace, our internal promotion programmes and our strategy for professionalising our business lines.

# “We build this lasting trust through our determination to make customers our central focus.”

Marc Vettard, Deputy Chief Executive Officer



This year, we are also celebrating the 30<sup>th</sup> anniversary of our employee shareholding policy, which still makes us stand out.

**M.V.:** The younger generations carefully consider a company's management approach, corporate culture and commitments to both society as a whole and to its employees (flexibility, training, work environment, etc.). For this reason, we are working to improve our attractiveness as a company and are determined to promote STEF's image as a different kind of business that cares about its employees' working environment and offers everyone the opportunity to thrive in a dynamic profession and map out their own career, whatever their background or qualifications.

**To conclude, is STEF now a truly European Group?**

**S.L.:** We are a Group that is constantly expanding with more than

“We aim to promote internal initiatives so that every employee has the opportunity to be actively involved in innovation.”

**Marc Vettard, Deputy Chief Executive Officer**

22,000 employees across eight countries in Western Europe. Our business is growing every day by valuing the unique contribution of each individual employee. We will have built a truly European Group if, in the future, STEF manages to draw the best from the cultures of each country where it operates. And we're on the right track. ●

# EFFECTIVE AND SUSTAINABLE GROWTH FOR ALL

## 2022-2026 STRATEGIC PLAN

Today, we are better placed than ever to reinvent our role as European leader in temperature-controlled food transport and logistics. This has guided the creation of our 2022-2026 strategic plan, “Committed to a Sustainable Future”, which marks a new stage in our development.



### GROWTH IS ONLY MEANINGFUL IF IT'S USEFUL TO ALL

This marks a new phase for the company because this growth must take into account the new societal and environmental challenges faced by the food transport and logistics sector. These include changes in consumer food habits, climate change, the transformation of our relationship with work and the impact of new technology on our business lines. Consequently, our strategy for the next five years makes our employees, our customers, our consumers and, of course, the environment, central to our aims, so that we can better overcome these monumental challenges.

To this end, we have structured our strategic plan around Care, a commitment that requires paying sincere attention to the people around us, starting with our employees and including our customers. ●

### WHAT WERE THE RESULTS OF THE 2017-2021 STRATEGIC PLAN?

Our Group has undergone significant change in recent years, such as ramping up our development in Europe with entry to the UK market, developing our specialisation strategy to support our customers, broadening our fields of expertise to include packaging, expanding our real estate network and implementing a programme to reduce our environmental impact.

# A PLAN BASED ON 5 KEY FOCUS AREAS



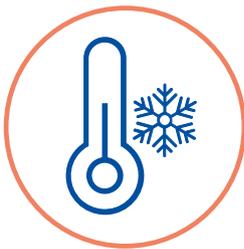
## PEOPLE CARE

**The Group's key strength is its employees.** Therefore, we believe that each and every individual must have the opportunity to develop their talent and potential within the Group. This approach has a sole objective: for our employees to achieve personal fulfilment, and work well together, while attracting new generations to our business.



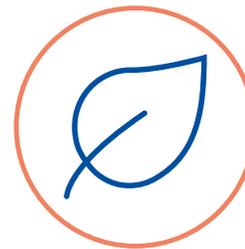
## CUSTOMER CARE

**The trusted relationships developed with our customers are the fuel that drives us forward.** By being attentive to customers' needs and sharing our expertise, we provide support with their transformation challenges, constantly improve our commercial proposals and develop new offers, and add value to their supply chain.



## CONSUMER CARE

**Consumer protection is key to our group's purpose.** Every day, we ensure compliance with cold chain regulations and maintain the integrity of the products in our care, while sharing our expertise with the entire food industry.



## PLANET CARE

**Committed to reducing our impact on global warming, we have set quantifiable objectives and provide additional investment every year in order to achieve them.** Since 2021, we have reduced our GHG emissions by 16% and increased the share of low-carbon energy used in our buildings to 76%. However, we are planning to go a step further as a result of the widespread use of biofuels and advances in the hydrogen and photovoltaic energy sectors.



## INNOVATION

**Innovation is an integral part of our DNA and central to our 100-year history.** This means we can prepare for the future in total peace of mind, by reinventing our techniques, processes, offers and services to support our employees and customers.

Having incorporated these five key areas, our new strategic plan is based on our vision of our contribution to society: committed teams that guarantee sustainable and safe access to food diversity for all on a daily basis.

# OUR BUSINESS MODEL



## Our purpose

Committed teams that guarantee sustainable and safe access to food diversity for all on a daily basis.

## A balanced business portfolio

- National and international transport
- Logistics
- Packaging
- Maritime

## Our assets

- 22,000 experienced and committed employees
- 10,000 customers who put their trust in us every day
- A recognised expertise in consignment management and food safety
- Strong ties in the regions
- Integrated real estate, IT and energy centres of expertise
- A culture of innovation
- A solid financial situation
- A stable share ownership comprised mainly of employees
- A long-standing societal commitment

## Our values

- Enthusiasm
- Respect
- Rigour
- Performance

## Our resources



- A unique network of over 270 multi-temperature sites



- A presence in 8 European countries



- More than 2,700 of our own rigid vehicles and tractors



- 4 mixed passenger and cargo vessels

WHOLESALERS

●  
AGRIFOOD  
PRODUCERS

●  
AGRIFOOD  
INDUSTRIES

●  
OTHERS

PRODUCTION  
FARMING  
FISHING

RETAIL

●  
WHOLESALE

●  
E-COMMERCE

●  
COLLECTIVE  
AND COMMERCIAL  
CATERING

CONSUMERS

# COMMITTED TEAMS THAT GUARANTEE SUSTAINABLE AND SAFE ACCESS TO FOOD DIVERSITY FOR ALL ON A DAILY BASIS.

Our Group's purpose reflects who we are,  
as well as what differentiates and drives us.  
It conveys our Group's vision and aims.

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## **We are driven by one mission, TO SERVE PEOPLE**

Since 1920, driven by a common culture and values, we have been leveraging our expertise to ensure that people have the food they need. Together, we are working to ensure that Europeans have confidence in the food they eat every day. The dedication of our team members allows us to build human relationships with all our stakeholders, founded on trust and reciprocity. This is shown in the care we give to our customers and employees, as well as the successes we share with them.

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## **By connecting our customers, we are CREATING VALUE**

We play an essential role at the centre of the food supply chain, generating added value for every player in the food sector. By connecting producers, distributors and restaurants in a sustainable way, we provide effective solutions that:

- ensure the integrity and safety of food products;
- respond to changes in the market and consumption patterns;
- support our customers in their development, facilitating their access to every region in Europe.

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## **We deliver on our SUSTAINABLE COMMITMENTS**

Our mission to supply people with food gives us an important social responsibility. This responsibility pushes us to work every day toward a greener, more ethical and people-friendly food sector. To this end, we aim to be a responsible leader in our sector by becoming a model for improving our carbon footprint.

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PEOPLE CARE

# A COLLECTIVE ADVENTURE WHERE EVERYONE HAS A ROLE TO PLAY



**OUR GROUP** is a community of individuals who are all different from each other. These diverse teams are our greatest asset and our collective performance depends on their combined skills in various fields. Moreover, it is our responsibility to train each individual, to help them progress in their careers, and to ensure their safety and quality of life at work. We uphold these convictions and commitments in each of the eight countries where we operate.

# MAKING STEF AN ATTRACTIVE BRAND

**W**ith the unemployment rate in Europe at its lowest level in 30 years, recruitment is becoming a major challenge for companies. In addition, our professions, which are not highly valued, suffer from a lack of attractiveness. This is the precise objective of our employer branding programme: to become skilled in promoting the logistics and transport sectors, to highlight what differentiates STEF and its strengths, and to make people want to join our company! 75% of potential candidates are concerned about a company's image. Therefore, we must be on the top of our game to increase our chances of being chosen by the best. For this reason, we are working to make STEF an attractive brand and a recommended employer among our targets in an ultra-competitive market.

**75%**  
*of potential candidates are concerned about a company's image.*

To attract candidates who reflect our values, we need to speak their language and be present where they are. The stakes are extremely high: in 2023 alone, the Group will be joined by 3,100 new employees, more than 98% of whom will be employed on permanent contracts, with no less than 800 work-study students! What's more, our company has many strengths, especially in terms of career development opportunities, since STEF's operations cover several hundred professions. As a result, we will be launching a new communication campaign to clearly explain what these jobs involve. The objective is to be present on new communication channels, generate surprise around a still undervalued sector, while making the most of our employees, who are our best ambassadors to promote STEF and the opportunities available to all. ●

## NEW RECRUITMENT METHODS

**“D**river, dock agent, order picker, property agent or vehicle maintenance technician, and so on... We offer great jobs with plenty of career development opportunities. However, we need to spread the word!” says Mohamed Razzouk, Head of Human Resources and Professional Integration. Our sector is experiencing a labour shortage - meaning recruitment needs are not being met - and we now have to reach out to potential candidates and not just wait for them to send us their CVs.

So where do we go from here? *“Anywhere the relevant candidates may be. We need to step outside of the usual recruitment environment and become skilled at telling our story. At stadium exits, in people's homes, by establishing more partnerships with local organisations, the regional offices of employment agencies, associations and even NGOs for refugees. This approach is also very popular with our partners, and adds to our reputation as a committed stakeholder in society, operating in the heart of regions.”* At the same time as implementing these initiatives on the ground, we are increasing our presence on all communi-

cation channels through targeted advertising, for example, by promoting our diverse fields of activity. Our teams are also our best ambassadors and are playing a wider role in information and introductory sessions at recruitment fairs or via job websites. Once candidates have been found, we have a comprehensive range of tools at our disposal: mentoring, training, internal schools, etc. *“We are looking for so-called transferable skills that can be taken from one profession and applied to another,”* explains Mohamed Razzouk. *“For example, we recruited an employee from the restaurant sector who attended our driving school and now works as a driver. She had gained customer relations experience in her previous role and we know that our drivers are often a key point of contact in our commercial relations. Everyone's a winner!”* Once a candidate has been hired, training plays an essential role in successful integrating and then retaining employees. *“Our training courses are open to everyone, both internally and externally. They cover both the logistics and transport sectors. These courses serve as a gateway to new professions and more career opportunities. Building loyalty is also about helping employees gain some perspective.”* ●



# THE AIM IS TO SUPPORT THE DEVELOPMENT OF ALL KINDS OF TALENT

Aware that people are our greatest asset, the Group has made training an integral part of its culture, management model and CSR commitments. This training supports our employees' development with the establishment of a range of pathways to promotion. Over 80% of our managers have been promoted internally. *"Our trades are changing increasingly quickly and our employees, especially the younger ones, want access to opportunities and to develop their career via personalised solutions. Our goal is for everyone to find their place in the organisation, continue to develop their skills and stay for the long term,"* explains Céline Luc, Director of Talent Management and Training. This commitment is demonstrated by the two career pathways available.

For the past six years, the "Team Leader Pathway" has been offered to support the career development of employees already at the company. Over the course of a year, for two to three days a month, a dozen team leaders take this training course which leads to a qualification in communication, management and the industry. The second training course is the "Leadership and Vision Pathway", designed for the Group's future executive managers and run in partnership with HEC. The purpose of this course is to develop a new perspective on our changing environment, learn from external contributions and establish more of a cross-disciplinary approach internally. It is also about fostering innovation by encouraging participants to define their vision and improve their leadership skills. ●

Over

80%

of our managers have been promoted internally.



## TESTIMONIALS HEC TRAINING



Andrea Rossi

*"All the pieces of the puzzle fit together, and everything suddenly becomes clear. You then start to think differently."*



Guillaume Papillard

*"This module has transformed the way we work and lead our teams. It's a one-way trip with no return and you have to be prepared to change."*



## TESTIMONIALS TEAM LEADER TRAINING PATHWAY



Jérémy Mathieu

*"A real bonus in terms of the work and the human aspect. You come out of it feeling like you have grown as a person."*



Fabrice Collet

*"A great confidence boost"*



Brahim Taleb

*"I was able to apply what I'd learnt to my day-to-day work."*

## SPOTLIGHT ON THE DRIVING SCHOOL

The STEF driving school was launched in 2021, in partnership with AFTRAL, the leading transport and logistics training organisation in France. This in-house school, which was designed by AFTRAL's teaching teams and the Group's business experts, offers a 12-week training programme that leads to a qualification or diploma through professional or apprenticeship contracts. The modules on transporting food products at controlled temperatures are run by the Group's expert driver trainers. Open to both external candidates and internal teams, the school has already delivered 12 sessions in 2022, compared with 8 in 2021. Last year, 94 trainees, including 12 internal candidates, took part in the course, obtaining a 92% pass rate. Most importantly, the school has just taught its first exclusively female cohort.

# ENGAGEMENT AND INDEPENDENCE, THREE CHEERS FOR EMPLOYEE SHARE OWNERSHIP!

**T**he company belongs to those who keep it going and progressing every day. And at STEF, this isn't just empty promises! This year, we are celebrating the 30<sup>th</sup> anniversary of our company savings plan. As a result, more than one employee in two is now a Group shareholder and 73% of its capital is held by management and the teams. Our Group is now a pioneer in this field, having made a bold decision back in 1993. At the time, this original model of capital distribution was unprecedented in France among companies of comparable size and was also unique in the European logistics sector. This employee share ownership programme is the cornerstone of our human-centric history and drive for independence. It is an effective way of helping staff achieve job satisfaction and of improving engagement at a time when the media often portrays employees questioning whether their work has meaning. It guarantees independence and provides extraordinary stability to cope in a world undergoing major upheaval and to make long-term strategic decisions on investment and development. Lastly, this model helps build goodwill and trust among our customers when they see our collective enthusiasm! ●



## SUPPORTING WOMEN

### OBJECTIVE:

*Increase the number of women in our workforce by*

**25%**

*by 2030.*

**A**cross the European Union, women only account for 22% of employees in the logistics sector and 12% in the transport industry<sup>(1)</sup>. Our historically-male industry is lagging seriously behind in terms of gender equality. To address this issue, the Group has set a target to increase the number of women in its workforce by 25% by 2030. Taking action to promote gender diversity and equality at work is a key priority of our MIX'UP initiative. We have been running a training and awareness programme on equality and gender issues since 2021. At the same time, we have defined action plans for each country with the aim of ensuring equal opportunities for

integration and career development. We have been trialling flexible working arrangements to offer a better work-life balance, and supporting our employees who are working parents. Furthermore, we have been focused on improving our working conditions and environment, with work uniforms and equipment suitable for use by all. Opportunities abound to change the image of our industry and challenge stereotypes! ●

1. Business case to increase female employment in Transport – European Commission 2018.

# INNOVATING TO IMPROVE OUR WORKING ENVIRONMENT

**“P**rotecting the health of our employees requires a safe working environment. Whether we are working on simply improving existing operations or on a total business transformation, we conduct an analysis of the existing facilities, as well as identifying any constraints and their causes in order to prioritise risk reduction at the source. At the same time, we are constantly on the lookout for new solutions emerging on the market or for co-construction processes to coordinate. We have also positioned ourselves as a supporter of initiatives in the field, helping to ensure their long-term implementation or to roll-out measures more globally,” says Ergonomist Jessica Maroud when asked to explain how the health, safety and working conditions programme operates.

So, the stage has been set. Charles Georget, Director of Research and Engineering, adds: “We play a driving role in launching innovation projects and are leading the way in prototype testing, in collaboration with the operational teams, and the prevention and support services involved. This then leads to the development

of new tools, such as the “grippers”, which are used to lift heavy packages (bags of flour or meat, cheese wheels, etc.) instead of our teams, “levelling tables” for performing manual handling operations without having to bend down, or robotic solutions, which have been prioritised to replace workers for the most demanding activities and barsbest working environments. As a result of all these measures, our employees can focus on high value-added tasks, such as equipment or process supervision.”

“We also support our operational teams with the testing of physical assistance devices, such as exoskeletons,” adds Ergonomist Benjamin Soubrier. “It is essential to tailor solutions to the specific nature of our business activity, sites, structures and existing skills from the start of the project, because it affects the ability of our teams to adopt these new ways of working. That is why all these initiatives must be carried out in collaboration with all the key people at the sites, particularly the management and prevention teams, as they are the first and main point of contact for our employees on health and safety issues.” ●

**“Through innovation, our employees now have more time to spend on high value-added tasks.”**

**Charles Georget,  
Director of Research  
and Engineering,  
Business Line Division**



## STRENGTHENED BY OUR DIFFERENCES, ENRICHED BY OUR TALENTS

Organised by the extra-financial rating agency Humpact, the Humpact Grand Prix Job Awards honour French companies with ethical labour policies. In 2022, STEF received an award in the People with Disabilities category. This year also marked our 6<sup>th</sup> company agreement on employing and retaining workers with disabilities for the period from 2022 to 2024. This agreement further reflects our commitment to actively support equal rights and opportunities. Our employment rate for people with disabilities is 7.65% in France and 6.8% at Group level.

# SOLIDARITY IS ABOUT TAKING ACTION

In 2022, the Restaurants du Cœur association distributed 140 million meals and welcomed over 1 million people, deploying 70,000 volunteers to help the most vulnerable communities. Our Group has been a partner of this association for over 15 years. This commitment is aligned with our purpose to guarantee food supplies for all, including those most in need. Every year, there is a national collection in March. We provide the association with our logistical resources to help collect donations from large and medium-sized stores and transport them to the departmental branches of the Restaurants du Cœur. In 2022, 15 subsidiaries took part, collecting 780 tonnes of goods. Simple and practical operational support, worthy of this great cause. In addition to this annual operation, we provide the association with employees to help manage inventory and make optimal use of the supplies sent



**780**  
*tonnes of goods were collected by 15 subsidiaries in 2022.*

to its distribution centres. The Group trains volunteers in labour law via our training organisation, the Institut des Métiers du Froid (Institute of Refrigeration Trades). Finally, this year, we have made a commitment to take a certain number of people from the Restaurants du Cœur Integration Projects on our training school programmes. At the end of the training course, they may be offered a permanent contract as a driver or dock agent. ●

# SAFETY: PREVENTION IS BETTER

**17,000**  
*employees affected by our prevention policy.*

Our Group is committed to the sustainable management of health, safety and working conditions (HSE). We have moved from a corrective to a preventive approach. The signing of the first national commitment for the CARSAT (Pension and Occupational Health Insurance Fund) network and CRAMIF (Regional Sickness Insurance Fund for the Île-de-France Region) in France in 2022 marked a new stage in this process. It affects 17,000 employees, working on all types of contract across the 190 STEF sites in France. The aim is to limit the risk of musculoskeletal disorders, reduce the occurrence of serious accidents and strengthen HSE culture within

the Group. At each site, dedicated teams will implement action plans with monthly monitoring indicators. ●

**In 2022, the first national commitment for the CARSAT network and CRAMIF was signed.**



**AÏSSATOU DIALLO,  
ORDER PICKER AT RUNGIS**

## GROWING BETTER WITH CONFIDENCE

**A**t the Rungis site, which specialises in home delivery, you might bump into Aïssatou who prepares orders in the “fresh”, “dry” and “fruit & vegetable” zones. *“It’s good exercise”,* she says, as she roams the aisles of the warehouse. And this determined lady does not waste any time. Just a few months after joining the company, Aïssatou is already working as an integration adviser for new recruits. *“I love sharing my knowledge,”* she says proudly. And because there’s

no stopping her, she’s also an F6 specialist, a role that involves looking for missing products that should be present according to the IT system. She then liaises with the inventory management department until the problem is resolved. As she describes days that start with a briefing on orders and a reminder about safety rules, her conscientious nature soon becomes apparent. She also talks with humour about her passion for music and constant desire to sing her heart out when outside of work.

*“In addition to there being a good working atmosphere with my 40 colleagues, I really appreciate the amount of trust that my managers put in me. I had previously worked as a temporary order picker for Zara and then IKEA, and was looking for a permanent position with opportunities to progress and take on new responsibilities. And today I’ve achieved exactly that.”* Her enthusiasm is clearly infectious as Aïssatou’s 18-year-old son, who is studying computer science, is also thinking of coming to the site as part of his work-study programme. ●



**MATTEO BRUZZANO,  
ENERGY MANAGER, IMMOSTEF ITALY**

# MANAGING ENERGY, A COMMITMENT

“*The contemporary history of our civilisation began to accelerate in the early 19<sup>th</sup> century when we harnessed the power of energy. It is the cornerstone of humanity’s development and today we must learn to manage energy as effectively as possible to preserve it.*” says the 30-year-old and almost militant Matteo Bruzzano. He works in the “City of Cold”, which is the name of the Group’s largest frozen food plant, covering 100,000m<sup>2</sup>, and located in Fidenza near Parma. Originally from

Pavia, in Lombardy, Matteo obtained a degree in energy engineering in 2015. Today he is an energy manager who is very passionate about his work. This role consists of producing energy diagnostics, developing energy efficiency measures, managing the site’s ISO 50001 certification, negotiating and purchasing natural gas and electricity, assessing the site’s consumption via remote meters, and monitoring photovoltaic plant construction projects in close collaboration with Blue Enerfreeze.

When talking to Matteo, who works all over the Italian peninsula, you get a sense of how important energy management is to him. He repeatedly states: “*I hope that the energy culture continues to take hold across all areas, all our branches and in the minds of us all, whether in our professional or personal lives.*” ●



**MICHAËL AUVRAY, ASSISTANT WORKSHOP MANAGER IN VIRE**  
**THÉO LOUVEL, APPRENTICE IN VIRE**

## TRANSMITTING KNOWLEDGE, A REWARDING PROJECT

“We see 16-year-old kids coming to work on their bikes, then two years later, with their license in hand, they can go at it alone,” says Michaël Auvray with amusement, a 48-year-old assistant workshop manager at the transport workshop in Vire, Normandy. These “kids” are the site’s apprentices. “When we arrive, we discover a level of efficiency and speed of execution that we could not have foreseen,” adds Théo Louvel, who, having only just turned 18, is in his second year of an apprenticeship in the same workshop. Michaël has been a mentor for over a year and shares the

benefits of his 29 years’ experience with Théo. He is also a refrigeration specialist and likes to pass on his knowledge and industry best practices. Not to mention, he adds the importance of teamwork. Théo is enjoying finding out about the world of work. “It all happens here. With 120 tractors and 193 semi-trailers, it’s really busy in the day. We work according to periodic schedules for checking equipment and the roadworthiness of vehicles, but the job changes from one day to the next depending on what mechanical breakdowns occur, or what bodywork or refrigeration problems arise.” Michaël

adds: “Our equipment runs day and night, including on weekends. Inspections, maintenance and repairs are therefore a part of our daily work and we see them as challenges to be met. There are about twenty of us on the site and each individual is important. That’s why it’s so rewarding to see apprentices like Théo develop while they are with us and gradually become independent.” Whether you define their collaboration as a duo or a pair, there is a lesson to be learned from Théo and Michaël: sharing knowledge is a great way of forging ties between the generations. ●



**AURÉLIE LE LEANNEC,  
DATA SCIENTIST, STEF IT**

# THE ART OF HELPING PEOPLE MAKE DECISIONS

She is a “data scientist”, one of those job titles that always needs to be explained when it comes up in conversation. “This job involves collecting all the data on a subject and then analysing it to facilitate decision-making. For this, we rely on mathematics, IT and business expertise. For example, within the Group, we can analyse the distances covered by forklift drivers in the warehouse to optimise processes and identify new routes. To achieve this, we use site maps and route analysis and talk to the employees concerned,” explains Aurélie Le Leannec, who joined the Group three

years ago. “We have an inexhaustible wealth of data to work from in all fields, whether detecting risky situations in order to better prevent workplace accidents, understanding our customers and their needs to tailor our services, or making business forecasts. Of course, throughout its long history, the Group has always been proactive in analysing data and statistics. However, our business goes a step further by providing recommendations to businesses based on artificial intelligence algorithms,” explains this Breton by origin and mother of two children aged 2 and 9. “After graduating from Rennes in 2004, I started

my career in Paris, in the data department of Bouygues Telecom in customer insight, and then I worked for Ouest-France on internet user behaviour. Today, I'm back in Vannes, in the Morbihan region which is where I grew up, and I'm happy to be here!” ●



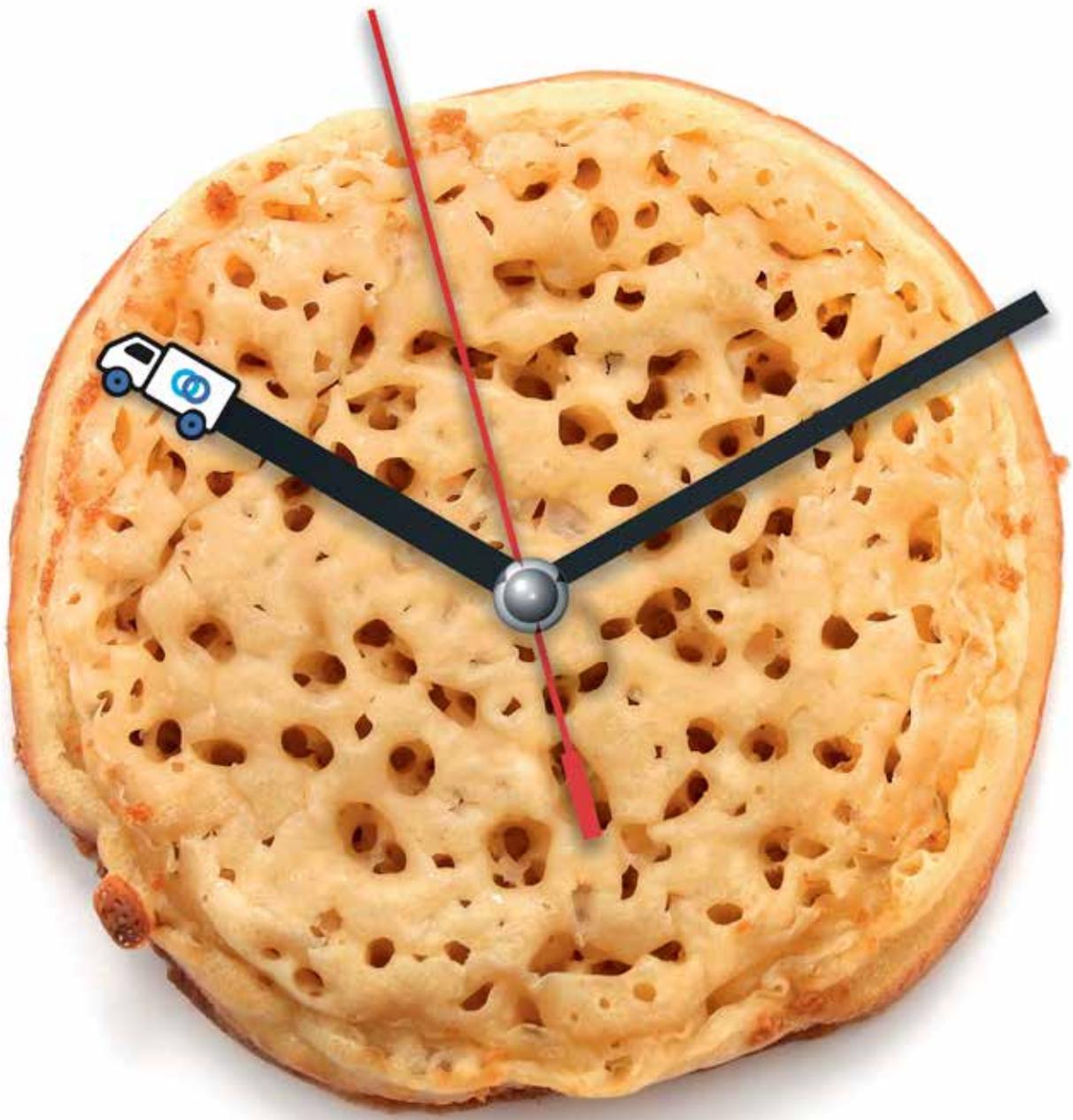
**ERNESTO COLOMA,  
DIRECTOR OF THE IBERIAN REAL ESTATE AND ENERGY DIVISION**

## SUPPORTING SUSTAINABLE GROWTH

**T**he world is a very small place for Ernesto Coloma, who has been traveling the globe since the start of his career. To follow the same itinerary, you would have to start in Spain, go to France, then Thailand, followed by London and Barcelona before ending up in Lisbon today. At 38 years old, this globetrotting father of two who married an Argentinean woman he met in Bordeaux has a successful international career, specialising in logistics. He came to work at the Group three years ago. His role involves

managing the Group's real estate and energy activities in the Iberian Peninsula. *"I like the idea of helping to prepare for the future in terms of capacity-building, while not losing sight of the day-to-day running of our business."* This ambitious goal spans across various different business lines, while taking into account our customers' needs and the environmental footprint. *"The advantage of being a Group in which employees hold the majority share is that we can define a long-term vision, unlike companies owned by investment funds focused on short-term profitability. While*

*we must not lose sight of our day-to-day operations, we have an opportunity to really strive towards sustainable growth."* For example, Ernesto leads the project team which oversees the Energy Lab and whose aim is to improve operational performance by trialling future energy solutions, such as the production and storage of hydrogen derived from excess photovoltaic electricity. The aim is to increase the share of energy which is self-generated and self-consumed. This is a major project that he hopes will set a precedent within the Group. ●



# BEING ON TIME IS KEY.

Making sure consumers get the food they need, when they need it,  
is what we do.

And taking excellent care of our clients' products and delivering  
them on time, that's our speciality.

**STEF** 

## CUSTOMER CARE

# MAKING THE CUSTOMER OUR CENTRAL FOCUS



**LEADERSHIP** often comes with more responsibility than you might think. Firstly, there is an operational responsibility, based on efficiency, quality, compliance with deadlines and temperature control requirements and the passion for a job well done. But that's not all. It is also necessary to include the emotional trust aspect, i.e. continuously and sincerely listening to our customers' needs, more sharing of knowledge and developing a shared vision of how our business lines are changing, combined with providing close support on a daily basis. At STEF, this is what we mean by customer care, or making our customers central to our decisions and organisation. We aim to foster this mindset every day, regardless of where we are working, the culture of the country or our business lines.

# WALKING AROUND IN OUR CUSTOMERS' SHOES

**W**ave goodbye to the after-sales services of times gone by, a new era has arrived. A concrete example of this customer care philosophy is the customer service system set up for out-of-home catering operations. It all started in 2016, when the operators processing orders treated all brands in the same way and the teams in contact with customers did not have information on the orders placed. *“Together with our customers, we decided to overhaul the entire system,”* says Rodrigue Dreydemy, Operations Director, Out-of-Home Foodservice Business Unit. *“We developed a strategy by identifying the restaurant’s needs, and it seemed logical to create specialised divisions by customer or type of customer, depending on the size of their business. All back- and front-office operations are now handled by grouped teams with comprehensive knowledge of the brands and their issues. To develop this close working relationship as much as possible and to better understand our customers’ needs, the teams regularly go out into the field to experience the daily reality of working in restaurants.”*

**“We started the brainstorming process by identifying the restaurant’s needs.”**

**Rodrigue Dreydemy,  
Operations  
Director,  
Out-of-Home  
Foodservice Business  
Unit**

Today, operators who manage orders have an actual dashboard via which they can track the progress of orders. They can view the restaurant’s history and establish a long-term relationship using the reminder notifications that encourage a proactive approach. And when a problem occurs, the restaurant now knows the right person or the right service to contact directly. *“To ensure the operational system was reliable, we worked with our IT teams to integrate resources that were already available to us. And we are constantly innovating. We are currently testing an order history system that helps our customers optimise their deliveries when the trucks delivering to them can transport more products. Lastly, the restaurants have been equipped with a continuous rating tool that analyses complaints as well as comments from satisfied customers. Based on this information, we then apply these best practices to other customers,”* concludes Cédric Retière, Sales Director, Out-of-Home Foodservice Business Unit. ●



# FOCUS GROUPS A VIRTUOUS REVOLUTION

The Italian customer service department is, first and foremost, an organisation made up of a team of specialists with various tools for optimising customer relations. This includes an innovative anomaly management system which issues tickets via Salesforce. There is also a permanent, monthly customer committee composed of operational managers which exclusively reviews customer requirements, develops solutions to meet them and then disseminates this information on a country-wide level. Lastly, in November 2022, we intro-

**“Co-construction is part of our history.”**

**Simona Barbieri,  
Sales and  
Marketing Director,  
STEF Italy**

duced a new way of listening to our customers through focus groups, marking a mini cultural revolution. *“If we want customers to be at the heart of our business, we must start by listening to them. Listening means accepting criticism. Listening is not about trying to get immediate answers either, but understanding the reason behind a comment,”* explains Simona Barbieri, Sales and Marketing Director for STEF Italy, who joined the Group after gaining extensive customer relations experience working for GS1-ECR, the European organisation that finds common solutions between manufacturers, logistics operators and distributors. *“Now, when we have a project, we show a preview to our customers, listen to their opinions and then integrate their comments and suggestions from the design stage. It’s not just that our customers are happy to be involved, it also results in a final project that doesn’t need to be corrected later on. To encourage other countries in the Group to do the same, we have created a mini “bible” to help them achieve this.”* ●

**A team of specialists and various tools for optimising customer relations.**

# INTERNATIONAL FLOW BU: SPECIALISATION AND BROADER SKILLS

As of 1 January 2023, we enhanced our European network for international flow management by creating a specialist business unit in France. *“The growth in international distribution and Brexit have resulted in new expectations in the field of transport and logistics,”* explains Franck Prié, its director. *“That’s why we decided to consolidate our international expertise in France to optimise our services and improve customer satisfaction.”* The new international flow business unit has incorporated two existing activities, STEF International and STEF Overseas. With seven agencies throughout France, its main operations concern temperature-controlled road transport, using

**“We have the capacity to manage all import and export flows.”**

**Franck Prié,  
Director of the  
International  
Flow Business Unit  
in France**

full trucks and transporting in bulk in the eight countries where the Group is based, as well as in 22 other countries across Europe, through partnerships with key players. *“In order to meet market needs, we have also positioned ourselves as customs agents and international air-sea freight forwarders. With our extensive range of skills, we have the capacity to manage all import and export flows, and the related customs formalities.”* Consequently, on the international market of Rungis, the business unit includes an entity with the status of Authorised Economic Operator (AEO) for national centralised customs clearance (DCN) and is accredited by the International Air Transport Association (IATA). ●



# LONG-TERM THINKING IS KEY.

Connecting producers to distributors and restaurants  
is what we do.  
And building lasting relationships of trust along the way,  
that's our speciality.

**STEF** 

## CUSTOMER TESTIMONIALS



**BENOÎT GENDROT,  
SUPPLY CHAIN DIRECTOR FOR LINDT, FRANCE**

# “WITH STEF, WE WORK AS ONE TEAM”



Operating in over 120 countries, Lindt & Sprüngli is today recognised as the market leader in premium quality chocolates. In France, the company has 1,200 employees with a production site in Oloron-Sainte-Marie, in the Pyrénées-Atlantiques. “We have been working with STEF for 30 years and have just renewed our partnership until 2028,” explains Benoît Gendrot, Supply Chain Director for Lindt France. “According to surveys conducted with our customers, we are ranked in the top three best confectionary manufacturers, mainly because of the operational efficiency of our supply chain. It is therefore our aim to ensure Lindt France becomes the benchmark in this field for the long

term. The new partnership recently signed with STEF has been expanded to include our e-shop business, which will be managed from their site in Orleans, in the Loiret region, as well as the international distribution of products manufactured in Oloron-Sainte-Marie. For the last 30 years, we have shared many of the same values and had a similar focus on optimising our respective operations to reduce our carbon footprint.” To provide Lindt with support over the long term, STEF has set up properties for temperate products, with two sites based in France, one north of Orleans and the other in Saint-Sever, in the Landes region. Lindt is currently the business unit’s number one customer for the Group’s ambient food in France. ●



**PHILIPPE STRETZ,  
PRESIDENT OF LIGHTBODY EUROPE**

## “STEF? A MAJOR GROUP WITH THE FLEXIBILITY OF AN SME”



“As importers, we face three challenges: bringing in the necessary goods from the United Kingdom, Italy, Greece and other countries on time, storing our products and preparing orders, and finally, delivering to our supermarket customers in France, Benelux and Switzerland. This all goes through the entire STEF chain.” The situation is quickly summed up by Philippe Stretz, President of Lightbody, which consumers know better by its trade name “Supercakes”. This Rennes-based company with about thirty employees offers birthday cakes licensed under the Marvel, Disney or Nickelodeon brands.

“We have been working with STEF since our business was founded. I started the business from the ground up, but my STEF contacts at the time never looked down on me. They trusted my judgement and we gradually began to sell ranges of chilled, frozen and ambient products. For me, proximity and availability are the two words that best summarise our working relationship and I think that the fact that my STEF contacts are also shareholders in the company makes a huge difference. Since 2018, we have also been working in e-commerce together, even though 95% of our business still involves supermarkets.” ●

**JOSÉPHINE BOURNONVILLE,  
CO-FOUNDER OF OMIE & CIE**

## “DIFFERENT SIZED COMPANIES, BUT WITH STEF’S SAME HIGH STANDARDS”



According to an IPCC report, 1/3 of greenhouse gases come from our food system. In order to strike a better balance in food systems and fight against global warming, Omie & Cie was the first French brand to market products derived from regenerative agriculture, which preserves the soil and biodiversity. “We started this operation two years ago and have been distributing our products through two channels: to homes via our website and through retailers. At first, we managed all of our product storage, order preparation and shipments to our customers internally. We very quickly reached saturation point and decided to enlist the help of STEF, a supply chain professional with recognised expertise in e-commerce in particular,” says Joséphine Bournonville, co-founder of Omie & Cie. “We offer a strong pledge for our home

deliveries, since our goods are always delivered within two days of placing an order, and even one day in Paris. In addition, our products are fragile since they often come in glass packaging. Nonetheless, we can count on the operational excellence of the STEF teams at the Lieusaint site in Seine-et-Marne. For us, this guarantees a meticulous and reliable service which allows us to focus our full attention on searching for ever more environmentally-friendly products and advancing our development.” Omie & Cie already has over 14,000 customers, representing 1,500 packages per month. The company’s turnover has doubled in a year and having just completed a round of fundraising, it is set to continue this growth at the same pace. The STEF and Omie & Cie partnership is focused on the e-Food Logistics offer which supports the development of food startups. ●

PAUL JABOULET AÎNÉ

**AURÉLIEN FLOQUET**  
**DIRECTOR OF PRODUCTION AND SUSTAINABLE DEVELOPMENT,**  
**MAISON PAUL JABOULET AÎNÉ**

## “A LONGSTANDING PARTNERSHIP WITH STEF”



**T**he story of the partnership between the Maison Paul Jaboulet Aîné, a vineyard in the Rhone Valley that produces and sells organically-grown wines, and STEF, is as old as time. “Much more than a simple customer-supplier relationship, this partnership has bound us together for over 25 years,” says Aurélien Floquet, director of production and sustainable development. “We know each other well and it’s a great relationship.” Known for the Hermitage “La Chapelle” vintage, which is ranked among the best wines in the world, STEF manages 80% of the logistics flows of Maison Paul Jaboulet Aîné every year. “We deliver to restaurants, wine stores, as well as international trade shows, the National Assembly and even the Élysée Palace,” he adds. The constraints involved are particularly demanding. We have to deliver to professionals within strict time

slots, to ensure not only the integrity but also the security of these goods, which are highly coveted. We must anticipate the risk of malicious acts being committed. Furthermore, our products are sensitive and the temperature must be controlled to protect them from extreme cold or heat that could damage them.” A strong partnership has been established with the STEF site in Valence, in the Drôme region. Collections take place once a day from Monday to Thursday, and every quarter, a transport review is carried out. “This longstanding partnership has been maintained over time through a good working relationship and shared values, such as the decarbonisation of transport flows.” ●

## PLANET CARE

# A COLLECTIVE COMMITMENT THAT IS UPHELD EVERY DAY



**IN TERMS OF** climate change, the planet's limits are clear. It is our responsibility, firstly, to minimise the impact of our activity on the environment, and secondly, to adapt our organisation in order to cope with climate hazards. To plan for the supply chain of tomorrow, for over fifteen years, we have been committed to overcoming a monumental challenge: designing a more eco-friendly supply chain so that we can continue to supply goods to people, wherever they may be, in an increasingly sustainable way. To achieve this, we are working with our teams and striving every day to shape the future through sustainable mobility and responsible cold production.

# THE MOVING GREEN INITIATIVE, A CATALYST FOR CHANGE

Faced with the many challenges presented by climate change, our Group has been committed to the energy transition of its business for many years. In 2021, this plan came to fruition with the formalisation of its climate initiative, Moving Green. This initiative, backed by employees and led by the Executive Committee, has its own dedicated organisation and means for proactive action. The project has two quantifiable objectives: to reduce the greenhouse gases (GHG) from our vehicles by 30% by 2030<sup>(1)</sup> and to be using 100% low-carbon energy<sup>(2)</sup> in our buildings by 2025. However, it is also focused on the importance of being part of an ecosystem and involves two associated objectives: to support our subcontractors in adopting an eco-friendly approach and to raise awareness of climate change among our teams. Two years after its launch, the results are encouraging: we have already reduced our greenhouse gas emissions by 16%. It should be noted that many changes have been made, from optimising transport plans

1. In gCO<sub>2</sub>e/t.km compared to 2019.

2. Low carbon = renewable or nuclear energy.

**100%**  
*low-carbon energy  
in our buildings  
by 2025.*

and improving vehicle fill rates to changing driving behaviour and replacing some of our fleet with alternative energy vehicles. In our buildings, low-carbon electricity now accounts for 76% of total consumption, following the development of our self-generation capacity based on photovoltaic technology, which is managed by our Blue EnerSun subsidiary. With regard to subcontracting, our teams have been working with our suppliers to help them perform diagnostics on their vehicle fleets, draft new contracts incorporating environmental commitments and roll-out an energy saving certificate scheme (CEE) to upgrade their equipment. Internally, the *Climate School* was launched for some of our teams to study e-learning modules on sustainable transformation. In addition, a number of initiatives developed in various countries are ongoing, such as the “zero plastic” project in Italy. It's clear that we are well on our way to establishing a carbon-free supply chain. ●



*Reduce the  
greenhouse  
gases (GHGs)  
from our  
vehicles by*

**30%**  
*by 2030.*

# TRAINING TO SUSTAINABLY TRANSFORM OUR BUSINESS

**T**he aim of the *Climate School* is to foster a culture of sustainable development among our teams and to encourage them to engage with a successful sustainable transition, not just as employees but also as citizens. This issue goes beyond the professional realm, as staff gain a better understanding of the various environmental issues and potential actions to be taken on a daily basis. *“All of our connected employees have access to this sustainable development awareness module via our digital training platform. With it being available on demand, in the form of three video modules, we are able to reach as many people as possible and offer everyone the opportunity to follow the training course remotely,”* explains Céline Luc, Director of Talent Management and Training. Initial feedback from our employees shows that they are very interested in climate issues.

## OPTIDRIVE, THE DAILY REFLEX

Sustainable mobility clearly means using alternative energies to power our vehicle fleet, but that’s not all. Changing our driving habits is also essential. To this end, in addition to eco-driving training, we have equipped our vehicles with Optidrive software, a tool for monitoring and adapting driver behaviour to reduce consumption. Designed for drivers and their managers, the aim is to monitor and thus change daily behaviour and help us get closer to meeting our targets for reducing our carbon footprint. ●

*“The aim of the *Climate School* is to foster a culture of sustainable development.”*

**Céline Luc,**  
Director of Talent Management and Training



# BIOFUELS, THE PLANT-BASED ALTERNATIVE

**T**he Oleo100 biofuel, derived from 100% French rapeseed, is now being used in 120 of our vehicles. However, at present, it is only available in France. Nevertheless, there are other fuels on the market elsewhere, such as HVO (*Hydrotreated Vegetable Oil*). This biofuel is made from residual plant or animal raw materials, which are transformed into fuel when they come into contact with hydrogen under high pressure. HVO offers many advantages: it emits between 60% and 90% less greenhouse gases than diesel and significantly fewer air pollutants (fine particles, nitrogen oxide, etc.). Finally, from a practical and operational perspective, it can be used to directly fill existing diesel engines, without the need for modifications. Our Langdons subsidiary has been running more than 40 vehicles on HVO since

Over  
**40**  
HVO  
(Hydrotreated  
Vegetable Oil)  
vehicles.

January 2022. It could be a promising solution for the future, provided we ensure that the raw materials used are ethically sourced. ●



# BIONGV, THE FUTURE OF MOBILITY



**“W**e commissioned the Group’s first gas station at the start of the year,” states Frédéric Guyet proudly. He is the director of the Plessis-Pâté site, which supplies, among other customers, 120 restaurants in the Île-de-France and Normandy regions. “As of 2023, this station will supply around 20 vehicles with bioNGV from the Plessis-Pâté site and the nearby Bondoufle site. The station could also be used to supply our subcontractors. In time, there will be 50 vehicles using this station.” Launched in 2021, as part of a co-construction process with our customer, a major fast-food chain, this station helps to significantly reduce the carbon footprint of our business through, in particular, the use of biomethane, a renewable green gas produced via the methanation of waste from agriculture or sewage plants. ●

**20**  
This is the number  
of bioNGV vehicles  
that will be supplied  
by the Plessis-Pâté  
gas station in 2023.

# PHOTOVOLTAIC POWER PLANTS ON THE RISE IN EUROPE



**W**ith close to 5,000 panels across 15,000 m<sup>2</sup> of roof, or the equivalent of almost four football stadiums, construction of the largest photovoltaic power plant ever installed in France has just been completed. It supplies the Vaulx-Milieu site, near Lyon, which specialises in logistics and packaging for savoury and sweet grocery products. With a production capacity of 2,700 MWh per year, it will cover 45% of the site's energy needs. The Bodegraven site in the Netherlands has followed suit, installing 1,700 solar panels capable of producing 580 MWh per year, or around 30% of its total consumption. The Group currently has 32 centres in operation in Italy, Spain, Portugal, France, Belgium and the Netherlands. 11 additional power plants are already under construction. Full steam ahead for the energy transition! ●

**32**  
*centres currently in operation in Italy, Spain, Portugal, France, Belgium and the Netherlands.*

## MAKING LIFE MORE BEAUTIFUL WITH BIODIVERSITY

**“D**etermined to reduce our impact on the ecosystems that accommodate us, we have already completed voluntary landscaping projects at about fifty sites,” says Servane Le Goff, Project Manager for the Sustainable Development Division. Darvault, in the south of Paris, is a case in point. “We were working on a project to extend our platform, which is located on the side of the motorway. The earthworks required the evacuation of a large amount of debris,” explains François de Vitry, Project Manager at IMMOSTEF. “Rather than transporting this debris to an external site, we suggested to the City Council that a small landscaped hill be constructed with a surface area of 6 ha on nearby wasteland, which we then bought to sell on to the local community. This feature creates an anti-noise barrier between the village and the motorway and also a conservation area, made up of planted areas to protect fauna. In addition, a soft-mobility lane was constructed

to link the other communes together, as well as an educational trail.” A range of other initiatives are also currently underway, such as the project at the Tubize site in Belgium, which is planning to set-up a differentiated management system for the surrounding land. The plan defines three different types of green space: “maintained”, requiring regular maintenance, “intermediate”, requiring less frequent maintenance, and finally “natural”, to promote the spontaneous growth of biodiversity, notably by installing insect hotels and beehives. ●

**“We have already completed voluntary landscaping projects at about fifty sites.”**

**Servane Le Goff,  
Project Manager,  
Sustainable  
Development Division**



A FLEET  
ON RUNNING!



**WHAT IF WE ABANDONED OUR PREJUDICES ABOUT FUEL?** Very soon, French biofuels will be powering our trucks and helping us to reduce their carbon footprint. And that's not all! We are also working on introducing electric and hydrogen solutions to our fleet. The future of mobility will be shaped by combining these technologies.

OUR GOAL: -30% GREENHOUSE GAS EMISSIONS BY 2030

# THE SACRED UNION BETWEEN TECHNOLOGY AND BEHAVIOUR



**FOOD SAFETY** is our top priority. We have incorporated food safety into our Group's purpose because we represent a key link, in terms of logistics services and temperature-controlled transport, in the long chain via which food products are transported from the production site to their place of distribution and then consumption. We have two key strengths that ensure we uphold this important obligation: equipment with state-of-the-art technology and our individual and collective conduct, across all levels of the company.

# 3 QUESTIONS FOR STÉPHANE LEFEBVRE, HEALTH AND SAFETY DIRECTOR

## WHAT ARE STEF'S RESPONSIBILITIES IN TERMS OF FOOD SAFETY?

Our obligation is one of results and not of means. This means that we must do everything possible to preserve the integrity of the foodstuffs in our care. The process starts with strict controls upon collection and arrival: conducting temperature checks, inspecting the condition and packaging of goods, checking the odour and use-by dates and ensuring the traceability information is legible, etc. Nothing is left to chance. In addition, we are then responsible for ensuring optimal preservation conditions throughout storage and transport in controlled temperatures adapted to the different product ranges in order to deliver food products to our customers in their original condition. And while we only represent one link in the chain, we are fully aware of our responsibilities. Needless to say, we work with the entire food industry, whether producers, manufacturers or retailers, as well as with our counterparts, professional unions and associations. For example, we have just finished designing a good practice guide for our business lines. Naturally, we pass on our requirements to our vehicle and refrigeration unit suppliers and, of course, our subcontractors and partners.



**“We never  
compromise  
when it comes  
to food safety.”**

## HOW DO YOU PREVENT AND DETECT ANOMALIES?

Even though we have had the tools and have been developing proven expertise in this area for a long time, we continue to improve our processes while managing our energy consumption. We test and roll-out innovative real-time monitoring and alert systems to detect incidents of risk. For example, we are able to record the temperature of each refrigerated compartment and locate our vehicles. Every day, we set the bar higher: we are currently working on algorithms that can predict the effect of vehicle temperature variations on goods, based on the number of delivery points and the temperature outside.

## WHAT MORE COULD BE DONE TO PROMOTE SAFE FOOD BEHAVIOUR WITHIN THE GROUP?

We are well-equipped in terms of technology, but human behaviour remains a key factor. It is critical to develop a set of shared values, beliefs and standards that have a positive impact on the attitudes and behaviour of all our operators with regard to food safety. We are developing awareness and training initiatives at all levels, with a particular focus on e-learning to reach as many of our employees as possible, including our drivers. ●



# RESEARCH TO IMPROVE FOOD SAFETY

**O**ur Group has undertaken a research-action project on food safety culture with the GRePS laboratory (Research Group in Social Psychology), affiliated with the Université Lumière Lyon 2. In February, Lucille Topin, a PhD student in work psychology, joined the Group to complete a research thesis, supervised by Sabrina Rouat (Research Professor of Work Psychology) and Sabine Caillaud (Research Professor of Social Psychology). The aim of this research is to gain a better understanding of the work done by various stakeholders in the field of food safety

and the challenges that these requirements present for each of them. This information will be used to co-design an experiment with a view to developing proactive practices that are determined not only according to the procedures that must be followed but also by a system of values and standards adopted by these stakeholders. This collaborative project demonstrates the commitment of the University's researchers to engaging with actors in the field and developing solutions to the practical problems faced when trying to develop businesses as well as people. ●

Co-designing an experiment to develop proactive practices.





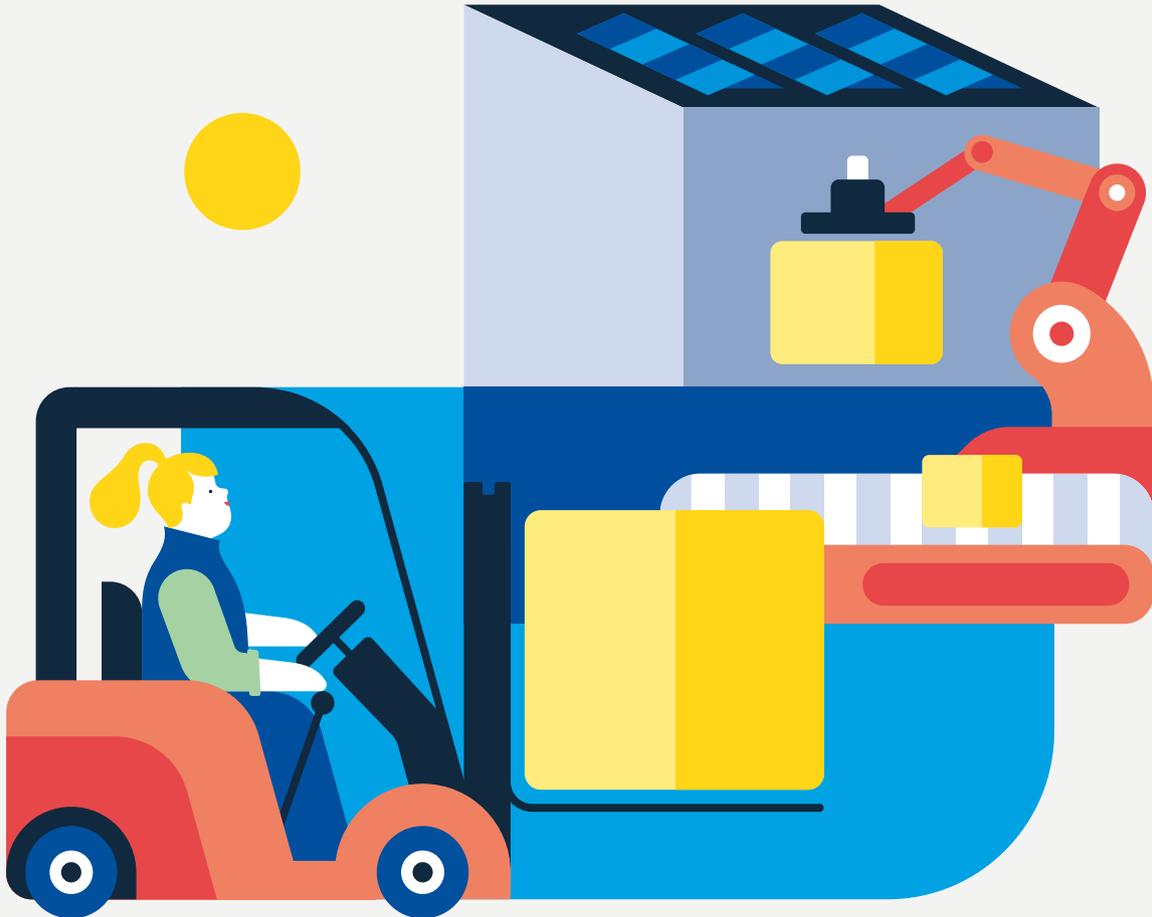
# MAINTAINING THE COLD CHAIN IS KEY.

Ensuring consumers have access to diverse and enjoyable  
food is what we do.

And storing, packaging and transporting food safely,  
that's our speciality.

**STEF** 

# INNOVATION INNOVATION, A KEY DRIVER



**OUR GROUP'S HISTORY** is intrinsically linked to the innovations that have disrupted the fresh and frozen food supply industry. While we have been innovating to further our customers' development and help them respond to industry changes for the last 100 years, in 2020, we decided to structure our approach in order to overcome the new economic, social and environmental challenges faced by our sector. This proactive approach, which is now being led at Group level, involves every department, from operational divisions to support functions. The aim is to better meet the needs of our employees and customers. Through our capacity for innovation, we plan to increase the Group's attractiveness and improve its leadership.

# 3 QUESTIONS FOR LAURENCE PICOT, DIRECTOR OF TRANSFORMATION AND INNOVATION

## WHAT DOES INNOVATION REPRESENT AT STEF?

Innovation is not an end in itself. First and foremost, innovation is about creating something new that adds value to a company, its employees, customers, and, more broadly, to society. It is also a key driver in achieving our strategic aims. To differentiate our Group from other key players in the sector over the long term, we must develop a new offering and new ways of working internally, as well as in collaboration with external parties, and find new avenues for maintaining our high performance. To achieve this, we must all learn to strike the right balance between day-to-day production duties and innovative projects. Our approach is two-fold: planned innovation on large-scale projects and participatory innovation where everyone can play an active role in local initiatives.

## WHO CAN GET INVOLVED IN INNOVATION AT STEF?

Innovation concerns us all. Everyone can get involved depending on their personal preferences and job role. They can observe what is happening in other sectors, identify fields of study with high potential, put forward ideas, design innovative solutions, work with our suppliers, test solutions and help improve them, and disseminate information on the initiatives undertaken. The Transformation and Innovation Division and its points of contact in each area are on hand to answer any questions and help everyone feel at ease with the process.

“Innovation is about preparing the Group for the future.”



“Innovation concerns us all.”

## THIS INITIATIVE HAS BEEN UNDERWAY FOR TWO YEARS. WHAT PROGRESS HAS BEEN MADE?

In the first year, the aim was to create the right conditions for developing innovation, i.e. to remove any barriers, free up resources, and make it clear that innovation is not only possible, but expected. Then, by supporting employees throughout the first innovation challenges and initiatives, we were able to adapt our project management methods and collectively change perspectives, discuss the learning process and identify clear priorities. Little by little, the first projects began to emerge and were successfully completed. In recognition of these efforts, the first innovation awards were presented in September 2022. ●



# INSPIRING INNOVATION

The innovation awards celebrated four promising projects from among the many submitted via our innovation management platform, which can be viewed by all our employees. Let's take a look at the winners, so we can keep inspiring people to find their vocation within the Group.

## EVALUATING CUSTOMER SATISFACTION

How do we make the customer our central focus and evaluate their level of satisfaction? By creating a smartphone app that restaurant owners can use to track deliveries in real time and rate their level of satisfaction according to a five-star scale. The project was led by our Out-of-Home Foodservice Business Unit, in collaboration with our digital division, and was tested with one of our customers. This solution was created by combining two apps developed previously, notably for use in Portugal. In practical terms, it offers four functions: real-time monitoring of deliveries with notifications, collection of customer feedback through evaluation and comments, reporting of anomalies and rating of deliveries.

## PREVENTING SUDDEN DEPARTURE OF VEHICLES

How can we ensure the safety of dock workers and drivers by using the IOT (Internet of Things) and define a new standard for the industry? Teams from the vehicle technical department worked to develop a new solution to sudden vehicle departure by working in collaboration with two lorry trailer suppliers. Their solutions were trialled at two sites with promising results, highlighting the importance of defining a new standard within the industry.

## ROBOTS TO IMPROVE SAFETY

How can we improve employee safety while increasing the capacity of a co-packing line? By using robots! Installed in our ambient business unit with the help of the industrial packaging business unit and the Group's business line division, this solution has not only improved employee safety at the Poupry site in the Eure-et-Loir region, but has also increased our production capacity so that we can better meet our customers' needs.

## A PIONEERING ENERGY LAB

How can we lead by example in the production, storage and consumption of low-carbon energy? By implementing this laboratory project, which aims to explore all energy-related issues and incorporate a wide range of solutions at a single site. The aim is to test, experiment and broaden our knowledge of low-carbon energy production and use to increase our energy independence. This pioneering project, which is being implemented in Madrid by Blue EnerFreeze, our energy subsidiary, is aligned with our CSR approach. ●

## THE INNOVATION AWARDS

- 1. STEF Connect**  
Olivier Langenfeld, Laure Miquel-Elcano and Alexandre de Suzzoni
- 2. Anti-Sudden Departure System**  
Jean-Yves Chameyrat, Laurence Quéré and Jean-Marc Platero
- 3. Robots for co-packing**  
Angel Lecanda, Gaëtan Jacquemont and Loïc Bisme
- 4. Energy Lab**  
Laurence Picot, Vincent Kirklar, Alberto Bravo and Benjamin Dumont



# OUR VALUES

**ENTHUSIASM**

The word 'ENTHUSIASM' is rendered in large, white, 3D block letters with orange and red shadows. It is surrounded by various icons: a smiling orange face with stars, a blue person jumping, an orange person jumping, a thumbs-up icon, and a hand clapping.

**RESPECT**

The word 'RESPECT' is rendered in large, white, 3D block letters with pink and purple shadows. It is surrounded by icons: a pink heart, two stylized figures (one red, one white), a handshake, and a location pin.

**RIGOUR**

The word 'RIGOUR' is rendered in large, white, 3D block letters with yellow and orange shadows. It is surrounded by icons: a thermometer, a snowflake, a clipboard with a pencil, a stopwatch, and a stack of blue boxes.

**PERFORMANCE**

The word 'PERFORMANCE' is rendered in large, white, 3D block letters with green and yellow shadows. It is surrounded by icons: a globe with a network diagram, a truck, a gear with a ribbon, and a dashboard with a bar chart.



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**TAMBOUR  
BATANT**

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