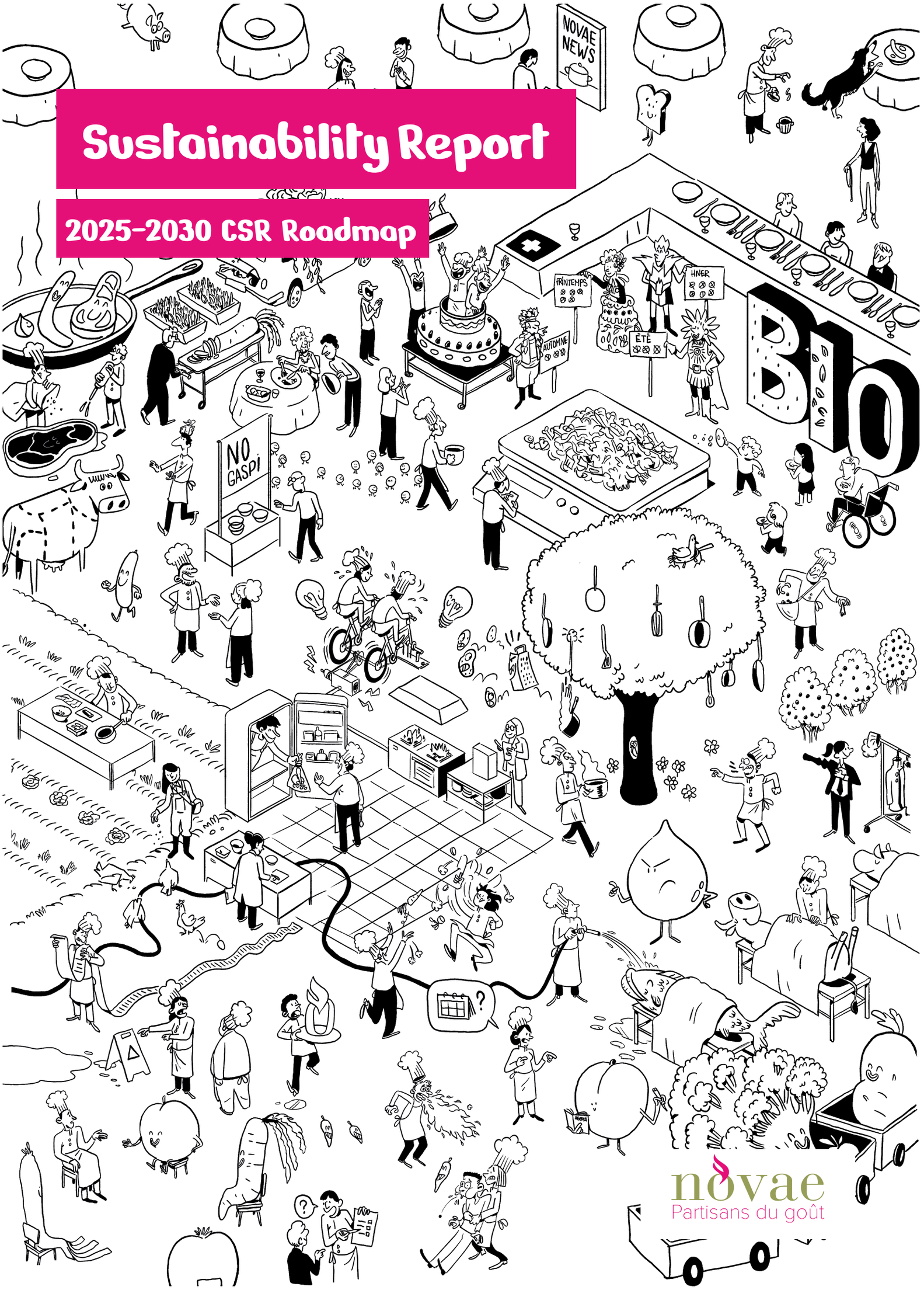
Sustainability Report

2025-2030 CSR Roadmap



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Partisans du goût

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Short Reading Guide

- ✓ In line with GRI and ISO frameworks, this report emphasizes actions with the **most significant environmental impacts**, as well as the priority issues of our stakeholders.
- ✓ To provide meaningful insights into the shared results, we have selected a key figure for each chapter, **with the calculation methodology systematically detailed** for complete transparency. Unless otherwise indicated, the data presented in the report reflects 2024 results.
- ✓ **Vaud-based illustrator Vijem** has enriched this report with his illustrations, bringing a touch of humour and poetry to the reporting exercise throughout the pages. Can you find the Novae spark or the Ratatouille hero, hidden in the drawing ?
- ✓ This report is printed by a local company, on **recycled paper**, with a layout designed to reduce the number of pages and colour blocks.

Editorial

99 It is commonly said that sequels often fail to live up to the original. With this second sustainability report, covering the 2021-2024 period, we hope to contradict this saying and provide you with a faithful and inspiring account of the journey we've undertaken, and the concrete actions implemented over the past four years.

These years have been marked by the increasingly deep integration of sustainability into our governance, a key factor guiding our strategic decisions, innovation choices, and daily practices. More than just a commitment, it has become a shared conviction at all levels of our organisation.

This report is also an opportunity to unveil our 2025-2030 roadmap, which sets out our ambitions for the years ahead. In this roadmap, we reaffirm our commitment: to strengthen the "Novae Model", which is centred on direct partnerships with agricultural producers, on the autonomy of our Chefs, and on prioritising proximity and internal promotion. Strengthening these markers, in a global context of crises and upheavals, requires staying true to our convictions while maintaining our agility and capacity for innovation.

Our ambition for the next five years can be summarised as follows: to make Novae a "Chosen Company". Chosen by our agricultural producers, who see us as allies for local and high-quality food production. Chosen by our employees, who ensure daily culinary excellence, a spirit of service, and warm hospitality in our restaurants. And, of course, chosen by our clients, the ultimate judges of our ability to deliver on our promises and commitments.

Like a beautifully plated dish, we have aimed to give as much care to the appearance of this report as to its content. Inside, you will find precise and well-documented data on our CSR performance, in the form of a booklet designed to be a pleasure to read, reflecting our passion and convictions.

Thank you for journeying with us toward a more responsible future. Happy reading!

The Executive Committee



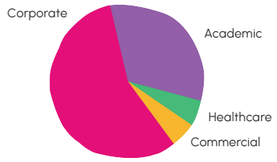
The Executive Committee: Laura Châtel, Nicole Habs, Christian Volmerange, Charlotte Ioan, Guillaume Peschard, Margerie Roche, Martial Duboux, Sandra Racine, Christophe Robert

Who are we ?

Since 2003, we have been creating and operating tailor-made restaurants for businesses, schools, and healthcare institutions in Switzerland.

Novae today

750 employees
35'200 meals served every lunch
107 sites under management





Staff family day, september 2023

Our mission

To offer every customer a delicious and sustainable culinary experience, thanks to locally sourced products selected based on quality and environmental criteria, enhanced by committed and passionate teams.

Our history

2003



Novae was born from the desire of four passionate individuals who wanted to provide a different kind of collective catering, based on three core principles: an autonomous Chef, Quality, and Homemade dishes.

2009



Novae established a unique procurement model, without purchasing centres or intermediaries, enabling Chefs to work directly with producers.

2018



The company joined the Sodexo family, which chose to preserve Novae's model and independence. Simultaneously, the company's sustainability commitments were reinforced and took on a new speed.

2023



Novae celebrated its 20th anniversary: a celebration bringing together our teams, clients, and partners, in line with our values: passion, proximity, and commitment !



Sculpture crafted by Jacky Buch for Novae 20th anniversary

Our certifications

A culture of auditing is deeply rooted within Novae. We regularly undergo numerous external evaluation processes to compare the compliance and ambition of our policies against recognised standards and benchmarks.

Triple ISO Certification (since 2020)

ISO 9001 : Quality Management
ISO 14001 : Environmental Management
ISO 45001 : Occupational Health and Safety Management

EcoEntreprise Certification – Sustainable Development and Social Responsibility (since 2024)

Achievement of the **"Excellence"** distinction, certifying very high-level performance in the areas of Sustainable Development and Social Responsibility.

Ecovadis Evaluation (since 2020)

Gold medal placing the company in the "top 3%" of its sector.

SMETA 4 Pillars Audit (since 2024)

Compliance with labor standards, Health and Safety policy, environmental policy and business ethics **(0 deviations identified).**

Self-Assessment – B Impact Assessment (2023)

84.6 points achieved.

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Some of our restaurants are also certified with the following labels :

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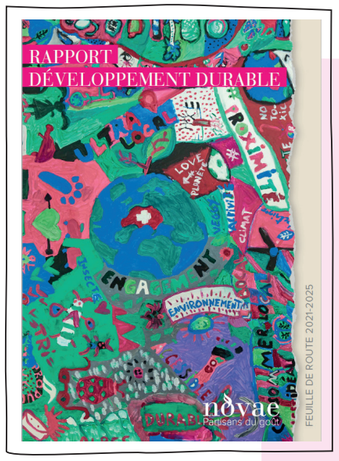
Our 2021-2024 CSR highlights



2021

✓ **First sustainability report and CSR roadmap**
The Novae News newsletter is launched to share our results transparently.

✓ **Sustainable training expands at Novae**
E-learning modules, Climate Fresk, and Sustainable Food and Cooking are added to our training catalogue.

✓ **First "Fait Maison" ("Homemade") label certification**
A recognition of our teams' expertise, now extended to numerous Novae restaurants !

2022

✓ **Adoption of a Social Action Charter and creation of an employee volunteering program**
Including solidarity meals, support for agricultural producers and integration efforts.

✓ **Completion of our first carbon footprint report**
Updated regularly, it guides our climate strategy.

✓ **Eco-Toque label for sustainable food**
Novae creates a unique label for a more sustainable and healthier dining offering, monitored and certified by the OIC (Organisme Intercantonal de Certification / Intercantonal Certification Body).

✓ **Our Fribourg restaurants sign the "Cuisinons notre région" ("Let's Cook Our Region") Charter**
They join our Geneva restaurants certified by GRTA in promoting ultra-local products.



Launch of the Eco-toque label for the first time in a restaurant



Signing of the "Cuisinons notre région" Charter



Partnership with Table Suisse in the fight against food waste



Launch of the organic "légumerie" at Vincent Keuffer's

2023

✓ **Creation of the first organic "légumerie" (vegetable processing facility) in French-speaking Switzerland**
A tripartite project to promote organic food in collective catering.

✓ **MAYbe Less Sugar**
Novae is a partner of this initiative, launched by diabèteVaud in collaboration with Unisanté, to promote less sugary diets.

✓ **New internal Code of Conduct**
Distributed to all Novae teams, the code embodies our values of respect, benevolence, attentiveness and integrity.

✓ **Signing of the intersectoral agreement to reduce food waste**
Annual measures are organised in all our restaurants, with best practices shared. Starting with our timeless "NoGaspi" concept !

2024

✓ **Opening of "Le Spark" training restaurant**
A teaching centre in partnership with the Office Cantonal de l'Emploi Genève (Geneva Cantonal Employment Office) and a step toward creating a Novae Academy dedicated to catering skills and values.

✓ **"Fourchette Verte Ama Terra" (Green Fork Ama Terra) label for a second Novae school restaurant**
Requirements include ambitious criteria for local, seasonal products and vegetarian recipes.

✓ **A Novae restaurant wins the "A Table! Let's Eat Local and Sustainable" competition prize**
The prize recognises exemplary commitment to environmentally friendly dining.

✓ **EcoEntreprise Certification and Sedex SMETA Audit**
Novae achieves the "Excellence" level in the EcoEntreprise frame of reference and becomes a member of the SEDEX platform.



Opening of "Le Spark" training restaurant

2025-2030 CSR Roadmap

How did we develop it?

This 2030 Roadmap was developed collaboratively.

In September, we had the pleasure of welcoming our clients, suppliers, and agricultural partners to the Château des Bois in Satigny (GE). Following a roundtable discussion full of exchanges, our guests had the opportunity to share their expectations towards Novae during conversations addressing the key challenges of our sector in terms of sustainable development.

In October and November, it was our employees' turn to voice their opinion ! Safety officers from each restaurant were invited to share their expectations regarding health and safety at work, and all willing employees could register for one out of three thematic workshops of their choice (sustainable food, workplace well-being or customer experience). Their contribution helped with the definition of the projects included in this document.

These various moments of exchanges shaped a materiality analysis and laid the foundation for drafting our Roadmap.

In total, more than 150 people participated in this exercise—a collective effort that grounds us in our commitments as we begin its implementation.

Roadmap development process

September 2024 - Clients & Partners Event :
your expectations for 2030 !

October 2024 - Health and Safety Workshop :
with Novae safety officers

November 2024 - Novae Employees Workshops :
focusing on three themes

January 2025 - Publication of the new CSR Roadmap to 2030







Unfold to discover our CSR Roadmap

With complete transparency, we are committed to sharing our progress and results each year in relation to the objectives outlined in this Roadmap.

To track our progresses, visit us online:

You will also find the results and summary of our previous 2021-2025 Roadmap.

2025-2030 CSR Roadmap



Taking care of our ecosystem

Belief

Our choices in sustainable sourcing and catering offerings shape our ability to reduce our environmental footprint and to be an ally for local and high-quality agriculture.

Commitment

To reduce our environmental footprint, by prioritising the fight against food waste and the reduction of greenhouse gas emissions

To strengthen our Purchasing model, based on quality and sustainable sourcing, to remain autonomous and inspiring

Implementation

Create a **non-profit Foundation**, with the mission of supporting local agricultural chains, sustainable food and the fight against food waste

Create the role of **«Sustainability Representative»** in each restaurant

Continue developing ultra-local supply chains to support our growth

Extend our **range of «tailor-made» products**, integrated into an optimised distribution circuit

Organise an annual **«Novae Community»** event to share our environmental and supply commitments

Develop our **Eco-toque program** to raise awareness among employees and guests about sustainable catering

2030 objectives

-20% **CO2 eq./plate footprint reduction** based on the cumulative Scope 1, 2 and 3 emissions (baseline 2023) This indicator will be complemented by Science-Based Targets (SBT) in 2025

2x double the **share of certified organic products** in our total supply volume (baseline 2024)

50% of **vegetarian dishes** sold on the total number of plates served daily

+25 **new Novae tailor-made products** created by 2030

<45gr of **food waste** per plate served (unsold items + waste on trays)

Taking care of our talents

Belief

We aim to create a participatory, friendly and stimulating environment that values both professional and human skills, gives purpose to work and offers internal career opportunities

Commitment

To ensure the safety, engagement and well-being of our teams

Implementation

Strengthen the **culture of health and safety risk prevention** at work (near misses, psycho-social risk prevention, trainings)

Create a **«Novae Academy»**, a training and innovation centre

Adapt requirements regarding working hours and the range of social benefits to offer **more flexible conditions**

Allow everyone to **dedicate work time** to company projects

2030 objectives

60% of employees have participated in at least one **company project** during the year (social action, producer visits, cross-functional projects)

65% **internal promotions** among the company's new hires

70% of unique employees **have** participated in at least **one in-person training session** during the year

75% average **score obtained on the Occupational Well-Being Scale** in employee surveys

Taking care of our guests

Belief

We want to facilitate access to responsible food and allow the customisation of meals for each of our guests, through communication that highlights the authenticity of our culinary offer

Commitment

To make every meal a unique experience for our guests

Implementation

Implement **a restaurant reception program** built around three dimensions: trained representatives, accessibility of the food offering and customisation options

2030 objectives

25 of **Net Promoter Score** on average in our satisfaction surveys

Project progress status

To be started | Started | Ongoing | Completed | Fully deployed

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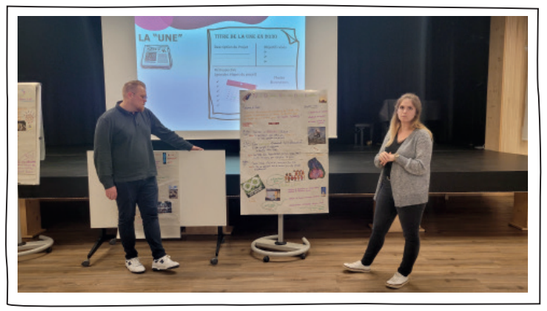
Participatory workshops to create our Roadmap



















Governance for sustainable development

Our organisation is structured to give sustainability a significant place, both in our daily operations and in the company's long-term strategy. Novae is also working on further establishing its shared governance model.

Social responsibility as fully integrated into our governance

Board of directors

Frequency : 2x/year Chairperson : Nicole Habs

- Shareholder representatives
- Novae management representatives

- Reviews CSR performance
- Ensures compliance with statuses: "the company aims for a significant positive societal and environmental impact within the framework of its activities".

Executive committee

Frequency: 1x/week

- Gen. Direction
- Procurement, quality & nutrition Dir.
- Finance & IT Dir.
- CSR Dir.
- HR & Training Dir.
- Operations & workplace safety Dir.
- Sales Dir.
- Communication & Marketing Dir.

- Defines the strategy, key priorities and company objectives, including CSR goals

CSR Coordination committee

Frequency : 1x/month Cross-Functional Committee

- Procurement-Quality-Nutrition Department
- Health & Safety Manager
- Executive Chef
- CSR Department
- Nutrition & Quality Managers on site

- Monitors the implementation of QSE policies at the restaurants' level
- Shares and disseminates best practices

CSR department

- Implements CSR policy
- Monitors performance indicators
- Shares and promotes the CSR strategy with stakeholders



Once a month, the Executive Committee meets in an extended format, including the Directors responsible for Quality, Culinary Excellence, Training, and Key Accounts. The Committee reviews the progress of strategic projects, CSR, Quality, and Workplace Health indicators, as well as risk and crisis analyses.

A constant dialogue with our stakeholders

Proximity is a core value of Novae, reflected in the constant and sincere exchanges we maintain with our key stakeholders: our clients, our teams and our agricultural partners.

Clients and guests

- Contract review
- Weekly meetings with the Operational Manager
- Ratings and interviews (at least once a year)
- Complaints directed to management
- Satisfaction surveys (once every two years)
- "Novae Community" events
- MyNovae Chat

Teams

- Staff committee (4 times a year)
- Novae meetings with management (once a year) - All employees invited, anonymous questions
- Internal newsletter (every two months)
- Internal social network - To share and exchange information
- Managers' day (once a year)
- Engagement survey (every two years) - Sent to all employees, anonymous

Suppliers & agricultural partners

- Survey (once a year)
- Signing of the Responsible Purchasing Charter
- On-site visits (once a year)
- Interview (once a year)
- „Novae Community" events
- Complaint channel handled directly by the Executive Committee











Continuous improvement at the heart of our approach

Our social responsibility policy is pragmatic and efficient, inspired by continuous improvement principles and impact-focused frameworks like ISO and BCorp. It is structured around three principles :

1 **Objectivity**

Measuring our environmental impact and identifying key issues for our stakeholders

2 **Pragmatism**

Acting by prioritising the actions with the most impact and on which we have influence
(Details of our actions are provided in the rest of this report)

3 **Transparency**

Evaluating the effectiveness of our actions through the monitoring of key indicators

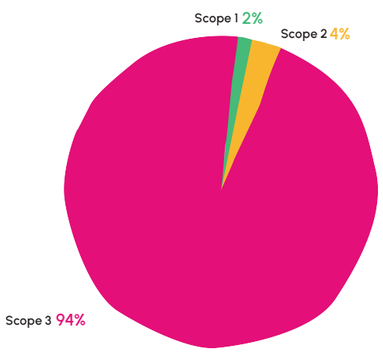
1 Measuring

On societal matters, maintaining regular dialogue with our stakeholders allows us to identify their key concerns. Through surveys, meetings and events, our CSR priorities and projects are frequently reassessed considering the expectations expressed. The spirit of collaboration and co-construction that guided the development of our Roadmap 25-30 continues to inspire many of our initiatives in this field.

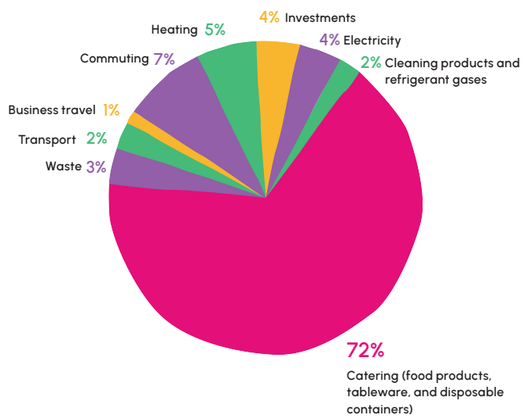
On environmental matters, to identify significant aspects, we regularly conduct impact analyses based on proven methodologies (Ecological Scarcity, GHG Protocol, etc.) and in collaboration with expert service providers.

In 2021, an initial eco-assessment evaluated the various types of environmental impacts associated with our company. In 2022 and 2023, a carbon footprint assessment of all our activities refined our understanding of our climate contribution. This assessment will now be updated every two years. Unsurprisingly, the majority of our emissions fall within Scope 3 and are more specifically linked to our food purchases.

Through Sodexo, Novae contributes with its actions and reporting to the SBT (Science-Based Targets) initiative.



Total 2023 : 21'523.7 T CO2 eq.



3 Evaluating – Indicator-based management

To track progress or trigger corrective actions, we have defined several indicators offering a comprehensive view of our CSR performance. Regularly monitored by relevant departments, these indicators are collectively reviewed during our annual management review.

Environmental impact

- **Environmental footprint of our supplies,** analysed through Beelong studies (origin, seasonality, CO2, certifications, biodiversity, ...)
- **Proportion of vegetarian dishes** sold
- **Weight of** food **waste** (grams per cover)
- **Proportion of** certified **cleaning products used**
- **Refrigerant gas injection rate**
- **Implementation rate** of reusable containers

Staff commitment

- **Internal promotion rate**
- **Number of training sessions** and participation rate
- **Results from the** engagement **survey**
- **Number of hours volunteered** for Social Actions and **number of employees** involved

Procurement model

- **Number of** agricultural **partners**
- **Share of Swiss fresh products**
- **Number of supplier audits conducted**
- **Number of non-compliance reports**

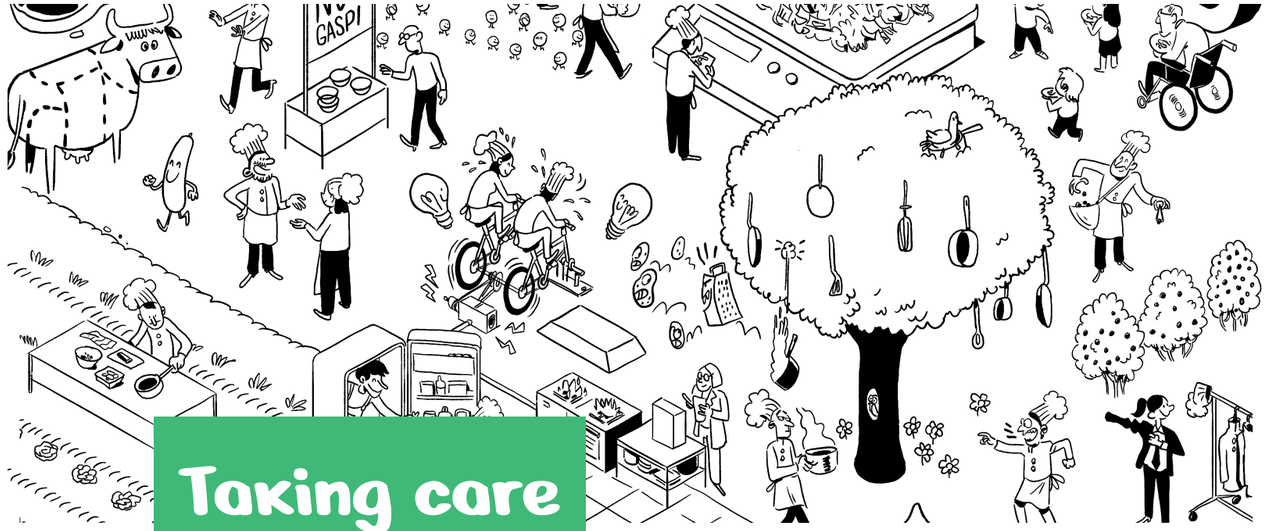
Occupational safety

- **Number and types of** occupational **accidents**
- **Number of near misses**
- **Severity rate**
- **LTIR –** Lost Time Injury Rate
- **Turnover**

Quality and satisfaction

- Microbiological **analysis results**
- **Number of** consumer **complaints**
- **Net Promoter Score** from satisfaction surveys

We are committed to gradually implementing this indicator-driven management approach across all our restaurants. The traditional financial management report is thus complemented by Quality-Safety-Environment indicators specific to each site, providing a comprehensive view of the performance of our catering services.



Taking care of our ecosystem

Challenges

Our food purchases represent the **largest part of our climate impact** but are also at the crossroad of many other issues that need to be reconciled: agricultural crisis, logistics organisation, "fair price," traceability, biodiversity, animal welfare, and more.

Our commitment

As an actor of collective catering, we are uniquely positioned to **connect agricultural producers and food enthusiasts,** creating a closed-circuit food system: from farm to fork.

Through our purchasing model, we aim to **support local, authentic, and sustainable agriculture.** Through the passion of our restaurant teams, we hope to **guide our guests toward sustainable eating habits.**

-29%
carbon emissions linked to our supply chain over 3 years

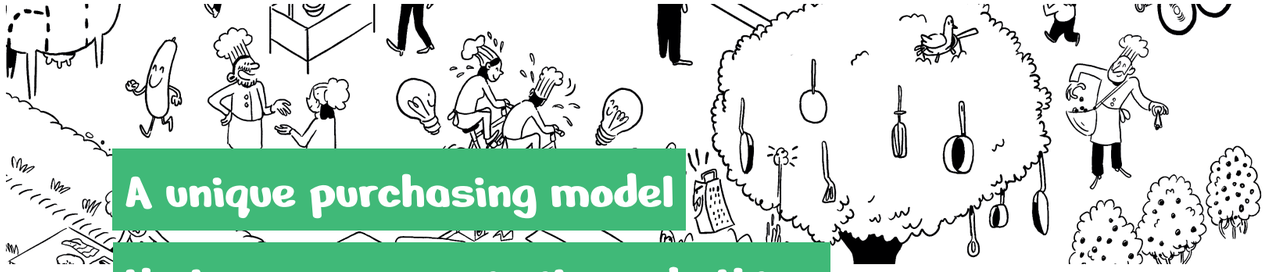
100%
of our electricity contracts in renewable energies

99,9%
of our food suppliers based in Switzerland

150
direct partnerships with farmers and artisans

60%
of fresh Swiss products in our purchases (meat, dairy, fruits and vegetables)

30
tons of organic vegetables served in our restaurants after a year following the opening of the "légumerie" sponsored by Novae



A unique purchasing model that ensures proximity and ethics

We are committed to collaborating closely with the actors in our supply chain. Of course, trust cannot be forced; it must be nurtured. This is what we strive to achieve with over 150 agricultural partners, suppliers and artisans with whom we work directly, without intermediary or central purchasing office. To maintain this distinctive purchasing model, which ensures proximity and ethics, we make the following commitments :

Fair remuneration for producers

It is based on long-term contracts and shorter payment deadlines than those typically seen in the industry. We have been working with most of our food suppliers for over 20 years.

A spirit of partnership rather than a "simple" commercial relationship

Our Procurement Department, comprised of specialists (quality, nutrition, Chef, etc.), visits each producer. We also offer our expertise (quality training, labelling, allergens...) to help our smaller partners establish procedures to grow their businesses.

Proximity between our partners and our teams

We regularly organise farm visits to enable our teams and clients to discover production sites and learn about agricultural challenges. In the spring, Novae teams even lend a hand with weeding or cleaning fields as part of our volunteering program.

Constant pursuit of new "ultra-local" partnerships

Meaning producers located within a 50 km radius of each restaurant, aimed at reducing transport distances and fostering synergy with the local agricultural ecosystem.

A support fund for farm development projects

This fund enabled the creation of the first organic "légumerie" in Romandie in 2023, located at our partner Keuffer's farm in Bremblens (VD). After a year of operation, 30 tons of organic vegetables from this facility have been served in Novae restaurants. The project also won the Sustainable Economy Support Fund from the canton of Vaud.



Some of our partner producers

A data from our results

150
agricultural partners

Where it comes from

It represents the number of partners, suppliers, and artisans with whom we deal directly, without intermediary, for food purchasing. This proximity allows us to have excellent traceability of our supplies and ethical business relationships.



What it means

We increased this number by 50% between 2020 and 2025. A proof that our unique purchasing model is growing stronger !

Three questions to our partners



Valentin Chappuis

Pig breeder in Lussery-Villars (VD)

When did you start working with Novae ?
In 2012, 13 years ago !

What do you appreciate about your collaboration with Novae ?
In Switzerland, farmers are often subject to market prices and sometimes sell at a loss, with no trickle-down effect for the top of the chain. With Novae, I saw that it was possible to work differently: directly and without intermediaries, and to discuss pricing on equal terms. As a farmer, I feel valued as a partner.

One word to define Novae ?
Without hesitation : sustainability.

Vincent Keuffer

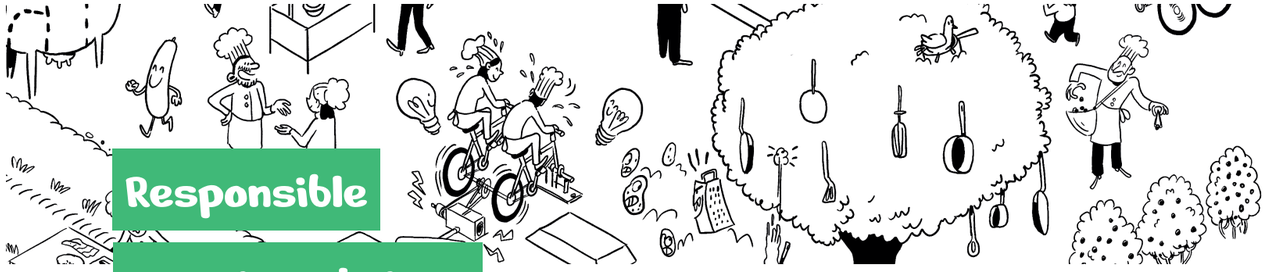
Organic farmer in Bremblens (VD)

When did you start working with Novae ?
We began our collaboration in September 2020 with restaurants based in Morges. Then came the project for the organic "légumerie", sponsored by Novae, which allowed us to increase deliveries to other restaurants in the Lake Geneva area.

What do you appreciate about your collaboration with Novae?
The transparency and fluidity of exchanges with the kitchen teams, who are responsive, creative, and always attentive.

One word to define Novae ?
Trust. Novae stands out for its consistency and coherence in dialogue, maintaining a clear direction. This rigor makes them a trustworthy long-term partner.





Responsible sourcing choices

Aware of the environmental challenges surrounding food production, we place the sustainability of our sourcing at the heart of our approach. Every supplier or partner adheres to our Responsible Purchasing Charter, which dictates commitments in terms of ethics, safety, animal welfare, and sustainability. Compliance with these criteria is verified through regular audits. Our sustainable sourcing policy is based on the following principles :

Prioritising local products and respecting seasonality

60% of the fresh produces cooked in our restaurants come from Switzerland, while imports from outside Europe are limited to essential products with no local alternatives. We respect seasonal cycles, ensuring that red fruits, kiwis, herbs, avocados, and fresh green vegetables are never served out of the European season in our restaurants !



GRTA apple compote and granola

Reducing the carbon impact of our purchases

We have banned air transportation for our supplies. Products with deforestation risks come from certified supply chains or have been removed from our kitchens, such as palm oil.

Protecting marine and terrestrial biodiversity

Our Fish Purchasing Charter, regularly updated, excludes endangered species and imposes labels on certain products based on stock levels, fishing methods used, or sustainable farming practices.

For fruits, vegetables, and eggs, we promote organic farming through direct partnerships with Swiss organic producers. Since 2020, the share of organic products in our sourcing has been steadily increasing.

Selecting quality meat

85% of our meat come from Switzerland, while the remainder is exclusively French and certified. We primarily source from partner farmers selected based on quality, animal welfare criteria (SST/SRPA), and environmental standards (e.g., no soy imported from outside the EU for animal feed).

We prioritise the purchase of whole animals, with slaughtering plans tailored to our needs and optimised cutting schemes that allow our teams to cook every part of the animal, from the finest to the less sought-after cuts. This particularly sustainable purchasing practice reduces waste!



Opening of the organic "légumerie" in Bremblens



Nicolas Seiler, Galloway beef breeder at Château des Bois

A data from our results

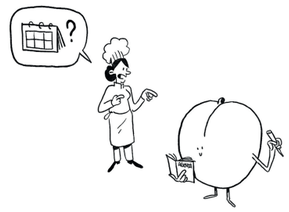
-29%

carbon emissions from sourcing

Where it comes from

We collaborate with Beelong to analyse the environmental footprint of our food purchases. Each year, the supplies of **10** Novae restaurants are audited, representing **20%** of the company's total meals served.

beelong



What it means

Each kilo of food purchased by our restaurants emits 29% less CO_2 than in 2020! How did we achieve this? By banning air transportation, increasing plant-based purchases, and reducing exotic products !

Local, artisanal and tailor-made seitan !



Victor Bovy, organic producer in Longirod and partner on this project along with Vincent Berthet and Charlotte Ioan from Novae's purchasing team

Along with a growing demand for vegetarian offerings in restaurants came a realisation: there were few tasty, healthy, and local plant-based protein options beyond the famous Swiss organic tofu from our partner Swissoja.

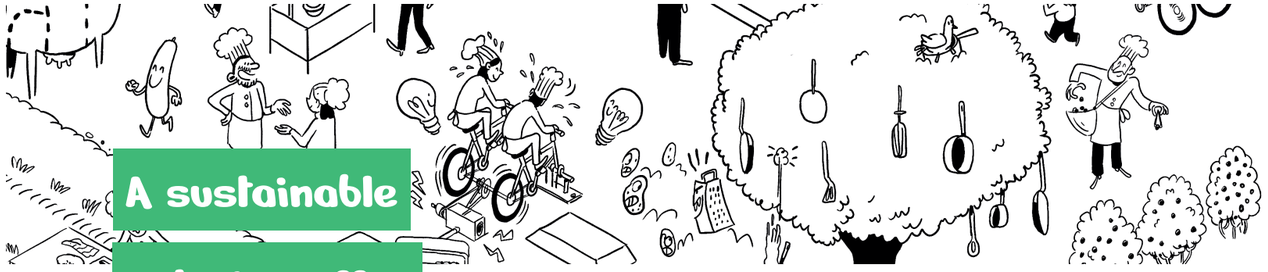
So, we rolled up our sleeves! Our Procurement Team met with Renski, an artisanal seitan producer in the Lausanne area, who previously used red lentils sourced from Canada.

After a few months of testing new production methods, we succeeded! A delicious seitan recipe was developed using fava beans, a legume well-suited for Swiss cultivation and rich in proteins.

The seitan is produced by Renski using crops from another Novae partner, Pré-Martin Farm in Longirod (VD), which dedicates part of its fields to this crop. **The result: organic, local, and flavourful seitan on the plates in our restaurants,** providing a "tailor-made" healthy vegetarian alternative without problematic additives!



Fava beans, the base ingredient for our "tailor-made" Novae seitan



A sustainable catering offer

At Novae, we are convinced that it is possible to combine culinary pleasure with respect for the environment! Moreover, we believe that collective catering has a key role to play in the shift toward more sustainable eating habits. Beyond sourcing choices, our sustainability approach naturally extends to the organisation of our catering offer, with the aim of guiding our guests through the discovery and adoption of healthy and sustainable eating practices.

Eco-toque program

To structure our efforts, we have developed our own internal label, the Eco-toque label. It allows our restaurants to follow a plan for greater sustainability, covering all aspects of a catering service : sourcing choices, restaurant organisation, staff training, menu composition, and communication with guests.

For labelled restaurants, an independent annual audit verifies that actions are in place, for the label to be formally awarded. For non-labelled restaurants, Eco-toque serves as a simplified self-assessment tool, helping to identify new actions to implement and highlighting sustainable initiatives within the restaurant.

Vegetarian offer

We work on making the vegetarian offer more attractive by training our chefs, encouraging them to unleash their creativity, and emphasising the use of simple, high-quality plant-based proteins.

A vegetarian option, balanced and varied, is systematically available in all our restaurants.

We also rethink the way our menus are written, placing vegetables at the centre of the plate. Our goal is to seduce our guests with colourful and appealing plant-based cuisine, making it a deliberate choice for everyone, regardless of their dietary preferences!



Vegetarian creation

Awareness and communication

We regularly host events in our restaurants to share the principles of sustainable eating with everyone.

Interactive workshops, plant-based protein tasting sessions, and cooking classes—our teams are creative in raising awareness without imposing!

In partnership with Beelong, we can occasionally also calculate and display the carbon footprint, Eco-score® or Health-score of served dishes.



One of our restaurants' team, winner 2024 of the 2050Today prize in the competition "A table! Mangeons local et durable" in Geneva

A data from our results

30%

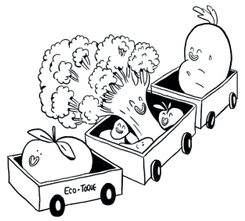
of vegetarian dishes sold out of the total sales, effective September 2024

Where it comes from

In 2022, we implemented the counting of vegetarian dishes in all our restaurants, based on our payment systems. Indeed, regardless of the proportion of vegetarian options offered, it is the percentage of sales that determines our positive impact on the climate !

What it means

This result measures the attractiveness of our vegetarian offer. This share has increased by 6 points over three years and continues to grow, slowly but surely.



Rethinking the catering offer in the era of sustainable eating



Testimony from Arnaud Dumoulin, manager of Novae restaurants in the canton of Bern

Taking into consideration reflections on sustainable eating, we have fundamentally changed our way of doing things: previously, we planned menus on paper before placing orders. **Now, the first step is to call our local partner producer** to find out which vegetables and products are available this week. It's a different approach: we start with what nature provides locally to plan our menu grid. This naturally encourages us to offer seasonal fruits and vegetables and to creatively imagine a multitude of recipes to avoid monotony.

Creativity is also the driver behind our vegetarian offer. In our main restaurant, among five daily hot dishes, we now offer two to three vegetarian plates each day. The vegetarian option is not confined to a specifically marked menu; it "moves around" in the menu grid, which avoids preconceived notions and encourages everyone to try it, not because it is vegetarian, but primarily because it is appealing!

Some changes may be daunting at first, but I see that clients embrace them because there is a story behind the products and menus offered. As cooks, we are also at ease with and proud of what we serve. There is coherence between the philosophy, the message, and what is concretely offered in the restaurant.





Autumn-themed animation in the restaurant



Fighting food waste, everywhere !

As a restaurateur, Novae plays a fundamental role in managing food resources, from supply choices to the final consumption of products. Throughout this chain, many opportunities for food waste arise. Our objective? To turn these risks into repurposing chances, by working closely with our agricultural partners, training our teams, and educating our guests.

Limiting waste in the fields

Thanks to direct relationships with our partner producers, we are regularly asked to save surplus or non-standard produce that would otherwise go to waste. Our teams eagerly participate in these "rescues," flexibly adjusting menus and creating recipes that, for example, incorporate fruits or vegetables rejected by standard supply chains.

Reducing restaurant waste

Anticipating volume needs for each menu, stock management, and repurposing unsold food into new recipes—our teams are trained and creative in minimising leftovers. At the end of service, our "No Gaspi" concept allows us to offer any unsold dishes for a reduced price. In school restaurants, our "Wolf hunger" and "Bird appetite" concepts help with serving children according to their appetite and complement regular awareness activities led by our teams.

A continuous improvement process

All our restaurants participate annually in a food waste measurement campaign, during a minimum of four weeks. Insights from this operation allow us to resize offerings, share best practices, and support our teams and clients in making choices that lead to less waste.



French toast, a No Waste recipe for breakfast

Did you know ?

Novae is a signatory of the intersectoral agreement to reduce food losses, implemented to help achieve the Swiss Confederation's goal of halving food waste in Switzerland by 2030 !

UNITED AGAINST WASTE
GEMEINSAM GEGEN VERSCHWENDUNG



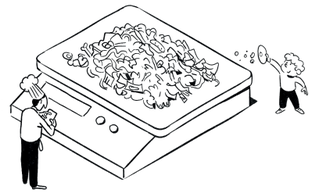


A data from our results

63gr
of food waste per serving

Where it comes from

This is the average obtained across all our restaurants during the waste measurement campaign in November 2023. Individual results vary based on sector (corporate, school, healthcare), type of service (buffet, table service, events), and implemented actions. In some restaurants, the average drops to as low as 23g per serving!



What it means

It's a good result but, most importantly, a starting point! Thanks to ongoing actions, we hope to reduce it to less than 45g per serving by 2030.

"Zero Food Waste" at school

Fourchette verte
Ama terra



Testimony from Christophe Chevrolat, Head Chef of public schools in the Canton of Geneva

To reduce waste, the most important thing is to take the time to ask each child what they need. We don't standardise portions; we invite them to tell us the quantity they want, with the option to come back for seconds if desired.

My restaurant is **certified with the Fourchette Verte Ama Terra label**, with strict criteria for local and seasonal products, as well as two vegetarian meals per week. The vegetarian dishes have to appeal to children to minimise waste. So, we work on ethnic dishes—like Indian dahl or fajitas—to make them fun and attractive. Over the course of a year, once they have tasted a few vegetarian recipes, they become accustomed to them and even ask for more!

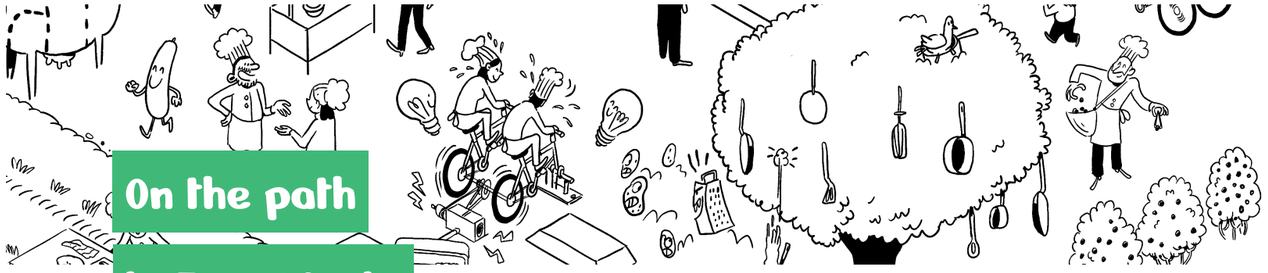
I also pay attention to colours and the harmony of vegetable cuts to ensure a clean and appealing presentation.

To conclude, children participate in activities organised by our Nutrition and Quality manager, such as a challenge in which each group weighs their leftovers at the end of the meal. The goal is to waste as little as possible, and the total sum is then compared to an animal's weight to raise awareness.

Thanks to all these actions and because we pay attention to the children, I realise that we throw away very little waste at the end of service!



No-Waste animation at school



On the path to Zero Waste

Removing disposable items from our kitchens and restaurants is a daily effort, and alternative solutions sometimes meet other challenges: sanitary requirements, enduring habits, significant logistics, etc. As with other areas, Novae applies a "tailored" approach to deploying solutions adapted to each restaurant, progressively working towards Zero Waste.

Reusable options for take-away

We offer returnable tableware solutions in most of our restaurants, particularly through our partnership with ReCircle. In collaboration with ZeroWaste Switzerland, awareness campaigns are also conducted to encourage everyone to bring their own containers or choose the reusable options offered in the restaurant.

Reducing disposables in the kitchen

We raise awareness among our teams about reducing disposable items, both in the kitchen and in the dining area: limiting the use of disposable aprons and gloves, eliminating plastic straws and cutlery, switching to bulk packaging instead of single-use servings, and offering event catering like "finger food." Best practices are regularly repeated and circulated !

Limiting supplier packaging

We engage in discussions with our suppliers to reduce or replace delivery packaging. For example, fresh fish is delivered in reusable crates filled with ice. Regarding coffee, after reducing packaging volumes by increasing the package size from 1 kg to 3 kg, we are now testing bulk delivery solutions in reusable containers.

Systematic sorting and recycling

Appropriate sorting processes are established in the kitchen and dining area to ensure the recycling and composting of all reusable waste (PET, aluminium, glass, food scraps, oils...). Sorting organisation and appropriate labelling on bins are systematically checked during internal audits by our Quality or CSR managers on site.



In many restaurants, take-away dishes are served in reusable containers such as ReCircle's



We prioritise bulk distribution whenever possible

A data from our results

43%

of our restaurants only offer reusable options for take-away

Where it comes from

Among Novae's restaurants offering a take-away service, we calculated the percentage of restaurants that have eliminated disposable packaging altogether.

What it means

Thanks to solutions from our partners (ReCircle, ZeroWaste...) and the commitment of our clients, some of our take-away services have achieved zero waste. Our goal: to generalise the practice wherever possible!



A partnership with ZeroWaste Switzerland to encourage reusable practices

How can we go beyond regulars and convince more people to adopt reusable options for their take-away lunch? This was the challenge we set ourselves in one of our public restaurants in the Nyon area.

Since September 2024, this site has been testing a new system: an extra charge is applied to disposable containers, which is then donated to ZeroWaste Switzerland to support awareness initiatives on waste reduction. At the same time, guests are encouraged to adopt **ReCircle** reusable boxes, which our teams promote, and which are already used to serve certain salads or desserts. In just two months, the operation has been a success: the use of disposable containers has decreased threefold in favour of ReCircle!

And the restaurant isn't stopping there! To further reduce waste, disposable cutlery has been removed, individual sauce packets have been replaced with bulk dispensers, and the beverage offering has been revised to prioritise glass bottles with deposits and distribution through drink dispensers.





The restaurant team launching our operation with ZeroWaste Switzerland



Energy savings, water conservation, and sustainable mobility

We ensure that no aspect of our environmental impact is overlooked, particularly mobility, energy consumption, and water usage.

Lowering energy consumption

We raise awareness among our teams about reducing electricity consumption through posters in the kitchen and an e-learning module. Recommended actions include turning off devices in standby mode, only turning on equipment when needed, and making use of the thermal inertia of devices. Additionally, in places where we manage energy supply contracts, we exclusively use 100% renewable electricity.

Ecological cleaning products

We prioritise the use of ecological cleaning products. For each basic product used in our kitchens (for the dishwasher, sanitiser, etc.), an option with the "European Ecolabel" or "Nordic Swan" label is available and used as a priority.

Our supplier conducts regular visits to our restaurants to check and adjust dosages based on water hardness, minimising the quantities used to the greatest extent possible.

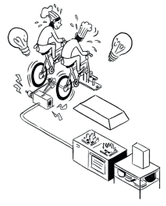
Internal storage and emergency procedures ensure the safe use of these products, with compliance verified during internal audits.

Sustainable mobility

With the variety of our teams' schedules and workplaces, implementing a harmonised mobility policy is challenging. Nevertheless, Novae encourages sustainable mobility.

We refund public transportation subscriptions for regular professional travel and facilitate carpooling through our internal platform, Beekeeper. Each year, we participate in the "Bike to Work" initiative to promote cycling.

Our travel policy for business trips prohibits air travel for destinations that can be easily reached by train and noncompliance removes the right to claim a refund for the expenses.



100%
of new vehicles purchased are electric

What it means

Since 2024, Novae has committed to electrifying its professional fleet.



Additional deliveries (extra dishes, ice creams, ...) for schools are handled by electric bike

The Recipes

When first discussing this new sustainability report, one thing became clear: the plate remains at the heart of our activity, and the passion for cooking is the driving force behind our journey towards greater sustainability. Therefore, what better way to illustrate our commitment than by sharing recipes from our Chefs? Another opportunity to prove that sustainable eating is not limited to a single ingredient, cuisine or principle, and that inspirations are endless! Enjoy without moderation !



Sweet potato hummus, peel crisps with paprika, caramelised tofu from Geneva

By Valérian Gérondal - Expert Chef in Sustainable Food

Within Novae, Valérian shares his expertise during our "Sustainable Cuisine" training sessions, developing vegetarian, seasonal and zero-waste cuisine. This tasty, comforting autumn recipe perfectly illustrates these commitments !

Serves 4

- 750 g sweet potatoes
- 100 g tahini (sesame seeds paste)
- 250 g organic tofu from Geneva
- 1 lemon
- 2 tsp honey
- 1 tbsp paprika
- 1 tsp soy sauce
- Rapeseed or olive oil
- Salt, pepper, thyme, nutmeg



Peel crisps with paprika

Peel the sweet potatoes. Wash, drain, and dry the peels. Coat them with a little rapeseed oil and spread them on a baking sheet. Bake at 170°C for 15 to 20 minutes, stirring every five minutes. Once golden, place on paper towels, season with salt, and sprinkle with paprika.

Hummus

Cut the sweet potatoes into cubes (about 2 cm). Place them in a dish with a sprig of thyme, two crushed garlic cloves, 1 tbsp of rapeseed oil, and a bit of grated nutmeg. Season with salt, mix well, cover (with a lid ideally, or alternatively with aluminium foil), and bake for 30 minutes at 180°C. Once tender, remove from the oven.

Remove the thyme sprig. In a blender, combine the sweet potatoes, the zest and juice of one lemon, and tahini, blending until smooth. Adjust seasoning, add 1 tbsp of rapeseed or olive oil, blend for another minute, and set aside.

Caramelised tofu

Cut the tofu into 1 cm cubes. Mix the honey, soy sauce, and paprika, then coat the tofu cubes. Caramelise in the oven at 200°C for 8 to 10 minutes.

Place in a bowl, starting with the sweet potato hummus. Add the caramelised tofu on top, in the middle of the bowl. Sprinkle with peels crisps and – according to taste – with paprika or zaatar.





Cupcake from Fribourg (pear, walnut, and Gruyère), honey and Vacherin whipped cream, "Zero Waste"

By Camila Schepmans - *Chef at a Novae corporate restaurant in Romont (VD)*

Camila regularly offers "finger food" for events at her restaurant, favouring smaller portions to limit waste and highlight local products.



for 12 cupcakes

- **For the cupcakes :**
- 30 g Gruyère cheese, cubed
- 1 pear with its skin, thinly diced
- 50 g crushed walnuts
- 3 eggs
- 150 g flour
- 2 tbsp heavy cream
- Salt, pepper, nutmeg
- ½ packet of baking powder

For the whipped cream :

- 200 ml 35% heavy cream
- 100 g grated Vacherin cheese
- 1 tbsp honey
- Salt and pepper

Preparation

In a bowl, mix the Gruyère, pear, and walnuts. In another bowl, mix the eggs, flour, cream, salt, pepper, nutmeg, and baking powder. Add the first mix to the second. Fill cupcake moulds to ¾ full and bake at 165°C for 25 minutes.

Let cool.

Whip the cream, gradually adding the grated Vacherin, honey, salt, and pepper. Fill a piping bag with a star tip and decorate the cupcakes.

Baked penne with organic butternut squash from our partner Keuffer, Swiss AOP Gruyère

By Nicolas Remack - *Chef of Morges school restaurants (VD)*

As a chef in school restaurants, Nicolas integrates ultra-local organic vegetables from a nearby Novae partner into his cuisine. The result: a recipe with organic and seasonal vegetables that children love!



Preparation

Preheat the oven to 180°C. Cover a baking tray with a reusable baking mat, or alternatively with parchment paper. Place the butternut squash, peeled and cut into 1 cm cubes, on the tray. Drizzle with a little oil and season with salt and thyme.

Mix everything and bake for about 20 minutes. Meanwhile, boil a large pot of salted water, add the penne, and cook according to the instructions. Let cool and put aside.

Mix the cooked and cooled penne with the squash and cream. Season with salt, nutmeg, and pepper. Transfer everything to a gratin dish, add the grated Gruyère, sprinkle with pieces of butter, and bake for 20 minutes at 180°C.

Enjoy!



Serves 4

- 500 g organic butternut squash
- 320 g uncooked penne
- 180 g grated Swiss AOP Gruyère cheese
- 1 dl 25% heavy cream
- 30 g butter
- 2 sprigs of fresh thyme
- 1 pinch of nutmeg
- Salt and pepper

Sepen sauce (traditional Tibetan sauce)

By Alexandre Etienne and Puchodon Menkhang - *Chef and apprentice at a Geneva school restaurant*

Alexandre is a head chef at a Geneva school restaurant, mentoring an apprentice, Puchodon. Together, they propose a traditional Tibetan sauce, easy to prepare, made with local products sourced through a direct Novae partnership.



Serves 4

- 500 g of fresh tomatoes
- Red chili powder from TRAJETS association (quantity to taste, for spiciness)
- 2 garlic cloves
- Coriander (when in season)
- 3 tablespoons of olive oil
- Sichuan pepper berries



Preparation

Peel the tomatoes after having cooked them for a few seconds in boiling water, cut them in half, remove the seeds and dice them into cubes. Sauté them in olive oil with chopped garlic and pepper berries until softened.

Strain through a sieve, add chili powder to taste for desired heat.

Let cool.

Finely chop coriander or another herb as available. If the sauce is too strong, add a pinch of granulated sugar to soften the flavour.

The sauce can be enjoyed hot or cold as a side for Tibetan Momos, spring rolls, steamed fish, or braised Pak Choi.



Carrot cake

By Romain Rouger - Chef at a retirement home

Romain offers delicious homemade dishes in his restaurant. Residents enjoy flavourful desserts with controlled added sugar levels.

For a 28cm mould

- 225 g grated carrots
- Zest and juice of 1 lemon
- Zest and juice of 1 orange
- 180 g ground almonds
- A pinch of salt
- 50 g flour
- 5 g baking powder
- 10 g butter
- 110 g sugar
- 3 eggs

Préparation

Grease and line the mould. Grate the carrots finely. Separate the eggs.

Whisk egg yolks with sugar until the sugar has dissolved.

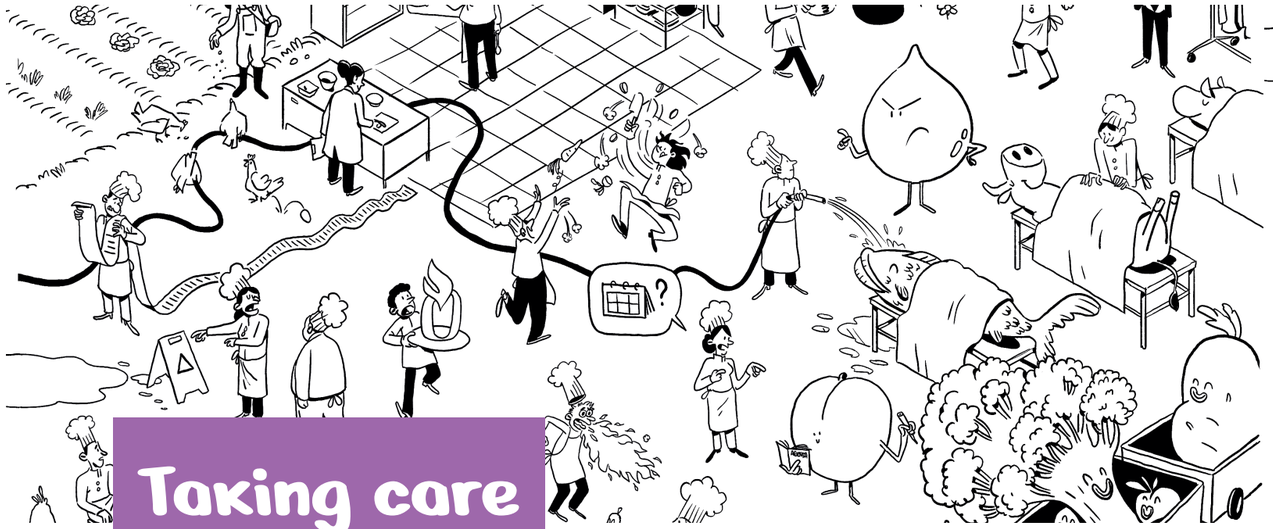
Combine carrots with citrus zest and juice, ground almonds, salt, flour, baking powder and melted butter.

Add the yolk mixture to the carrot mixture.

Whisk egg whites to stiff peaks and fold into the batter.

Pour the batter into the mould and bake for 30-35 minutes at 170°C.





Taking care of our talents

Challenges

The collective catering sector is evolving, requiring teams to master **even more diverse skills** to meet current challenges and to innovate. From the employees' perspective, **expectations for culinary professions** are also changing. Beyond a "passion-driven job", well-being in the workplace is genuinely sought after.

Our commitment

We aim to remain a human-sized company, dedicated to employee satisfaction. This includes fostering a **participatory, friendly and stimulating environment** that values both professional and human skills, gives purpose to work and offers **internal career opportunities.**

66%
of employees attended at least one training day this year

85%
of employees are "proud to work for Novae"

72%
of employees align with the company's CSR values

4.40%
occupational accidents severity rate

197
employees participated in volunteering actions this year

977
hours of employee volunteering for public interest causes



Ensuring equal opportunities and fostering employee participation

We strive to maintain the experience of a "human-sized" company where everyone benefits from dialogue spaces and equal opportunities without discrimination.

A Code of Conduct for a respectful environment

In 2023, Novae implemented a Code of Conduct, signed upon recruitment, establishing principles of respect, kindness and non-discrimination. It ensures a protective framework for all, serving as a guide on alert rights, conflict prevention and data protection. An e-learning module allows employees to learn about its content and about workplace ethics. Violations (discrimination, abuse, corruption, etc.) are rigorously addressed by HR teams with the Staff Committee. An email address is available on our website for reporting non-compliant practices or inquiring about ethical commitments.

Encouraging participation in company life

The Staff Committee, elected by all Novae employees, meets four times a year to share concerns and information with the HR Director. Additionally, annual meetings hosted by the management team are held in each canton for updates and exchanges. Since May 2024, all Novae employees have access to a private and secure internal social network, hosted in Switzerland. This new platform, which allows everyone to contact easily and directly their colleagues and the management team, without the need for an email address or a private phone number, has become the ultimate communication tool!

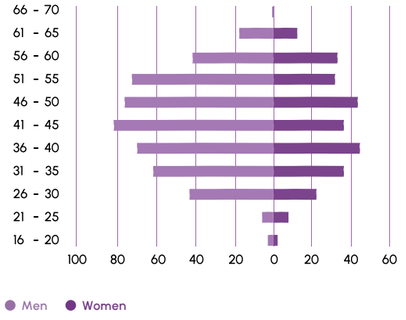
Lastly, numerous company projects, such as the development of our CSR Roadmap for 2030, are subject to "calls for the curious," through which interested individuals can express their willingness to contribute.

Promoting diversity and equality

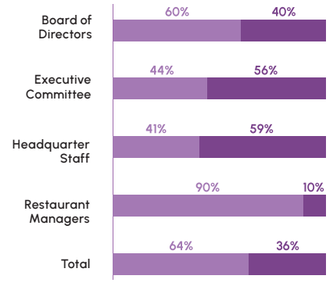
Benefits, salaries, and opportunities are based on skills, regardless of gender, origin, sexual orientation or religion. A federal Logib analysis confirmed no gender-based salary discrimination. The headquarters management teams are gender balanced. Progress is still needed regarding the representation of women in Restaurant Manager and Chef roles. Novae also values diversity in nationalities and generations within its teams.



Generations



Gender distribution 2024



42
nationalities within our teams



Training : a differentiating trademark

We have chosen to allocate significant resources to the training of our teams, essential for ensuring guest satisfaction, workplace well-being and safety, as well as our ability to address new challenges.

An ambitious training policy

66% of Novae employees completed at least one training day this year, representing 1'000 hours of training delivered to a total of 950 participants. For all new hires, the journey begins with the "Welcome Day" providing an introduction to Novae's model, organisation, and values. Employees can then register for training sessions of their choice through our online catalog, in addition to mandatory training for which invitations are automatic. In-person training is complemented by online modules (e-learning), designed in collaboration with digital pedagogy experts.

At Novae, training is a priority: to remove barriers to participation, sessions are organised in multiple cantons, accommodations near training locations are covered and replacements for attending employees are arranged.

Developing "soft" as well as "technical" skills

In addition to mandatory training (HACCP, risk prevention, etc.), we offer practical, specialised training for cooks (e.g.: sushi, oven use, etc.) and front-of-house staff (e.g.: barista skills, customer experience, etc.). These are complemented by soft skills and emotional intelligence training sessions led by our partner DAAG: how to create a happy team, optimism, empathy, intuition, etc.

dâag

Furthermore, the catalog has been enriched with trending topics in recent years: sustainable food, climate awareness workshops, and "Generations at Novae", focusing on intergenerational understanding.

Encouraging apprenticeships and internal promotions

To nurture future talent and share our passion for the profession, we regularly host young people as apprentices or interns in various restaurants, offering opportunities for all backgrounds and profiles (AFP, CFC, discovery internships, etc.). Each apprentice is integrated into a team and mentored by a trained supervisor.



Tatevik Khamoyan, apprentice in a Novae restaurant until 2024, who obtained the highest grade in her final practical cooking exam

We are also committed to supporting employees in their career development projects (career reviews, talent assessments, Progresso training, etc.). A program to internally validate acquired culinary skills is under development. The goal: to provide all employees with growth opportunities within Novae.



Progresso graduation ceremony



"Le Spark" training restaurant

A data from our results

65%
internal promotion rate

Where it comes from

This figure represents the percentage of internal promotions out of all job placements made over the year. These promotions were offered to employees already within the company, allowing them to evolve in their positions.

What it means

Thanks to our training and support policies, we can retain and develop talent within Novae, ultimately ensuring quality and commitment in our work !



Training for raising environmental awareness and taking action !

In our latest roadmap, we set an ambitious goal: to train 100% of our employees on environmental issues. Although this goal was not fully achieved by the end of 2024, the results are highly positive as we have significantly expanded training on this topic!

Our "Sustainable Food" training day offers a theoretical approach to help participants identify major challenges in our food system. It begins with a diagram of causes and effects inspired by the Climate Fresk and further tailored for Novae, using Swiss data and challenges.



Sustainable Food training

To apply these principles in the kitchen, a two-day practical "Sustainable Cooking" course is led by our Executive Chef and Sustainable Food Expert. The program includes preparing balanced vegetarian and vegan dishes, which put into light vegetables and zero-waste practices.



Sustainable Cooking course

Beyond culinary aspects, "Climate Fresk" and "2 Tons Workshop" sessions are organised to raise awareness among Novae headquarters staff and restaurant teams, sometimes in collaboration with our clients.



Health and safety at work

Through a rigorous and proactive approach, we equip our teams with essential skills and tools to ensure a secure and healthy work environment. Novae has been ISO 45001 certified since 2020.

A safety representative in each restaurant

Within each team, a dedicated safety officer is appointed, receiving a bonus and specific training (first aid, risk prevention, etc.). Their role is to implement and reinforce safety protocols, regularly sharing awareness messages with the team, particularly during briefings, to prevent accidents.

All safety officers gather once a year for a day dedicated to this topic, featuring practical workshops, discussions with experts and exchanges on upcoming measures to implement in the company.

Diverse and innovative awareness initiatives

Throughout the year, we conduct internal awareness campaigns focused on health and safety in our professions. Employees are required to complete various e-learning modules and benefit from continuous training, both practical and theoretical, on key topics such as equipment use, fire safety, injury prevention postures, precautions on cleaning products and cybersecurity.



Immersive occupational safety training using virtual reality

We have also developed a virtual reality training module in collaboration with the HumanTech Institute in Fribourg. It allows participants to practice emergency response behaviours in immersive scenarios !

Monitoring dangerous situations and accidents

Regular audits are conducted in the restaurants, complementing self-inspections carried out by on-site safety officers. In the event of an occupational accident, a root cause analysis is systematically undertaken and shared among teams to prevent future incidents.

Lastly, since 2024, our internal social network, which enables direct and cross-team communication, includes a dedicated channel for reporting near-misses, thereby spreading awareness and facilitating follow-up on corrective actions.

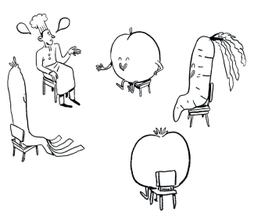
Caring for mental health

The well-being of our employees also includes mental health. We collaborate with a specialised organisation to offer a free, confidential and anonymous psychological assistance program. As a support, it provides individual consultations, advice for managers, and solutions to promote work-life balance. Usage rate for this program, as well as absenteeism and turnover rates, are monitored by management teams to identify potential areas for improvement or well-being concerns in the workplace.



On-site training on the use of cleaning products

lyra wellbeing
Formerly ICAS



A data from our results

Where it comes from

The severity rate corresponds to the total hours of absences due to occupational accidents per 1'000 hours worked in the company.

4,40‰
occupational accident severity rate

What it means

It reflects the frequency of accidents as well as their severity in terms of the absence duration of employees.



250
near-misses registered over a month since the launch of the internal reporting platform

22
occupational accidents recorded between September 2023 and August 2024.

Spotlight on safety officers



Testimonial from Anne-Charlotte Taburet, safety officer and head chef in a school restaurant

"I have been a safety officer for seven years, always in the same restaurant. In the meantime, I became head chef, which makes the role both more challenging in terms of time availability and easier because I have more control over certain aspects.

On a daily basis, I try to stay alert to dangerous situations and intervene directly by discussing them with the person involved or demonstrating the correct actions. I think the role of a safety representative largely revolves around being present in the moment. In my restaurant, we are a small team, so it's easier to keep an overview and communicate messages directly without always waiting for a more formal briefing.

I've participated in several training sessions and Safety Officers Days. I've seen a lot of changes as a result of these events. Feedback is taken into account. But what I appreciate the most, and what I find the most useful, are the practical training sessions: how to use the pharmacy kit, first aid techniques, how to handle cleaning products, etc.

Again, I'm focused on concrete actions: not too much talk, focus on results !"



Annual Safety Officers' Day



An employee volunteering program to support social impact projects

Following the Covid crisis, Novae has continued and strengthened its involvement in social impact projects. Our approach is to focus on proximity and the passion of our teams, which are already at the heart of our company values, to invest in meaningful projects and to unite the Novae community (clients, partners and teams) around these initiatives.



Volunteering at SAF in Morges

An employee volunteering program

The formalisation of our "Social Action Charter" in 2022 allowed us to refine our policy regarding donations and community engagement. This policy includes a volunteering program for our employees, focused on activities related to catering and with a local impact. In practical terms, each employee can dedicate one workday per year, funded by Novae, to a cause of public interest. Various opportunities are available for registration, including activities such as fighting food waste, preparing meals for those in need and supporting our agricultural producers.

Multiple and diverse commitments

Our social action partnerships are varied and span over several cantons in French-speaking Switzerland. In 2024, our teams contributed to :

- Preparing and serving a meal for the Service d'Aide Familiale (Family Support Services) in Morges;
- Catering for and animating afterwork events at the Aigues-Vertes Foundation in Bernex;
- Redistributing unsold food with Table Suisse;
- Weeding, harvesting and collecting waste on the farms of our partner producers in the cantons of Geneva, Vaud and Fribourg;
- Cooking a banquet using surplus food in collaboration with FoodWaste;
- Organising dinners for people in precarious situations at the Refettorio in Geneva;
- Baking biscuits to support the Colis du Coeur Foundation;

... and, of course, participating in our campaign of solidarity soup production during the winter, distributed to beneficiaries of various food banks in French-speaking Switzerland.



Collecting waste on one of our partner producer's farm

"The Chefs' Meal" at the Family Aid Service (SAF) in Morges



Testimonial by Guillaume Brenier, Restaurant Manager in Morges (VD)

The Service d'Aide Familiale (SAF – Family Support Services) in Morges provides daily meals to AVS (Swiss old-age, survivors' and disability insurance) beneficiaries facing isolation. For the past two years, we've partnered with them through Novae's social engagement program. Once a month, we are responsible for proposing menus, preparing and serving meals to beneficiaries on-site. This is a meaningful initiative, people are eagerly waiting for us. The restaurant is always packed for the "Chefs' Meal", and the beneficiaries are delighted! It's also a great collaboration with SAF volunteers, fostering a sense of mutual support.

For me, this is where social action makes the most sense: we aim for the same quality level as in our regular work, with the same passion. This adds an extra touch—the attention to detail in plating or preparing the dish—which ultimately brings many smiles! On service days, Novae employees from other units join to assist. Their feedback is consistently positive, as it's hard not to be moved by the experience and gratitude expressed by the beneficiaries.

A data from our results

977

hoursof volunteering in2024

Where it comes from

Novae employees are entitled to dedicate one workday per year to a social action selected from the Novae opportunities catalogue. After each session, the time spent volunteering is recorded to track the extent of our commitments.



What it means

This achievement reflects the dedication of **197** employees mobilised across more than **50** initiatives in French-speaking Switzerland in 2024, embodying Novae's social commitment.

Giving and receiving at the Refettorio in Geneva

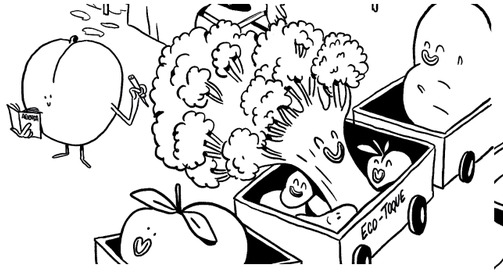


Providing everyone with a moment of conviviality and culinary delight is the mission of the sustainable and inclusive Refettorio restaurant, a project by Mater Fondazione in Geneva. Open to the public for lunch to fund balanced evening meals for those in precarious situations, this space promotes inclusion and sharing. During multiple editions in 2023 and 2024, Novae chefs were invited to contribute with their products and culinary expertise for these solidarity dinners.

The process is usually a team effort: Novae chefs from various restaurants are tasked with creating parts of the menu (appetizer, starter, main course and dessert). The final assembly and plating take place on-site. Novae volunteers assist with service as the evenings are tightly timed, with around 80 beneficiaries served nightly. At the end of the service, smiles abound, and the desire to repeat the initiative is strong !







Commitment to inclusion and professional integration

At Novae, we take concrete steps to promote inclusion by collaborating with specialised organisations devoted to professional integration. These robust partnerships allow us to provide opportunities to individuals facing challenges or reintegration difficulties through direct hiring, internships or to support our partners' initiatives.

Training and professional integration

As long as we can provide a suitable work environment, we welcome individuals with disabilities into our teams, supported by engaged clients and dedicated organisations. These individuals may be directly hired by Novae or work under a partnership with a specialised structure, ensuring tailored working conditions. We also regularly host individuals temporarily removed from the job market as part of professional integration programs.

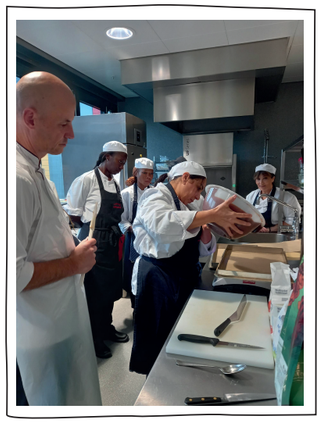
Since 2023, in partnership with the Office Cantonal de l'Emploi Genève (Geneva Cantonal Employment Office), Novae has been managing the training restaurant "Le Spark" This centre allows our team of trainers (Chef, Head Waiter, Pastry Chef) to train job seekers in various catering professions over a two-month program, enabling them to secure a position in the industry. In the canton of Vaud, we collaborate with the association La Bourse à Travail (Labour Exchange), which trains migrants for positions in the catering industry. Their trainees benefit from pastry-making courses led by our teams and the opportunity to prepare and serve a complete menu at one of our restaurants during special events, where all proceeds are donated to the association.



Tea box made within the workshops of the Aigues-Vertes Foundation

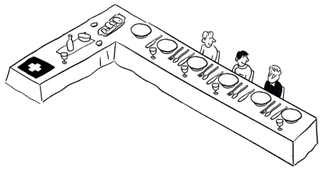
Prioritising integration structures for our supplies

Beyond internships and employment, Novae supports integration structures by prioritising their products and services for certain needs. For many years, we have been collaborating with the Aigues-Vertes Foundation to source bread, fruits, vegetables, tableware and tea boxes from their bakery, gardening, pottery and carpentry workshops. Products from their "Gourmand" delicatessen also regularly enhance our gift boxes, particularly during the holiday season. Lastly, our recent partnership with Trajets Foundation, which supports individuals with mental health conditions, allows us to cook fresh fruits and vegetables from their gardens in our restaurants.



Training with the learners from La Bourse à Travail







Taking care of our guests

Challenges

Following the health crisis and the rise of remote work, collective dining spaces must address multiple expectations. Guests now seek **personalised and efficient experiences, accessible at all times**. They also value proximity and conviviality, which are essential to their workplace well-being.

Our commitment

We are reimagining our services to **combine flexibility, with a tailor-made approach and authenticity.** While the approachability and service-oriented spirit of our teams remain at the core of our DNA, we are also developing advanced solutions to meet various needs throughout the day. We foster a proactive culture of questioning and innovation within the company. In doing so, we aim to create a **unique and engaging experience for each guest**, regardless of age.

98%

average compliance rate in the 4000 microbiological analyses carried out

136

internal audits performed in our restaurants in one year by our headquarters experts (Quality, Health & Safety, Purchasing, CSR)

92%

homemade dishes in our restaurants (according to Beelong audits)

447

annual conversations with guests via the MyNovae Chat platform

97,5%

client retention rate over the last 3 years

+25.8

Net Promoter Score from Client Ratings



A healthy and high-quality dining offer

Responsible for the daily meals of many children, teenagers and adults, we aim to provide a dining offer that contributes to the good health and dietary balance of our guests. For this, we are convinced: nothing compares to the benefits of homemade dishes and the selection of high-quality raw ingredients. This choice is at the heart of the Novae model !

No compromises on product quality

Before listing a product, our Quality and Nutrition teams analyse its technical sheets and composition to ensure it meets our quality standards. We exclude products containing palm oil or additives known as potentially harmful. We also monitor fat content and its nutritional quality, as well as salt and sugar levels. When we cannot find products meeting our quality criteria, we collaborate with partners to create exclusive, tailor-made alternatives for our restaurants. This has been the case for nitrite-free ham or, more recently, seitan. Moreover, we regularly run independent analyses on specific products (fish, fruits, etc.) that may contain trace contaminants, to ensure quality throughout the supply chain.



All our healthcare restaurants are certified "Fait Maison" (Homemade)

A commitment to homemade plates

At Novae, each Chef develops their own recipes, reflecting their expertise and adapting to guests' tastes. We prioritise homemade preparations with raw ingredients, from appetisers to desserts. Independent audits conducted by Beelong reveal that 92% of the products used in our restaurants are raw (or have undergone transformations that cannot be done in a kitchen). By the end of 2024, 11 of our restaurants were also certified as "Fait Maison" (Homemade), a label guaranteeing that 75% of ingredients are transformed on-site with total transparency about preparation methods.

Balanced meals and special attention to school menus

Our Quality and Nutrition Director assists Chefs in developing balanced menus through training, concepts (e.g.: Wellness Menu, Veggie-Balanced, ...), and specific advice. In some restaurants, indicators like the "Health-Score" or "Nutri-Menu Score" are displayed to inform guests about the nutritional content of dishes. In our school restaurants, two Quality and Nutrition Managers supervise the kitchens, ensuring compliance with the Société Suisse de Nutrition (SSN - Swiss Nutrition Society)'s criteria when designing menus and recipes. Most of our school kitchens are certified as "Fourchette Verte" (Green Fork) or "Fourchette Verte Ama Terra" (Green Fork Ama Terra).

Quality procedures and allergen management

Under the supervision of our Quality and Nutrition Director, our Quality Managers ensure compliance with HACCP procedures. Regular internal audits, completed with improvement plans and microbiological analyses, guarantee food safety in our restaurants. Every consumer complaint or suspected foodborne illness is rigorously investigated and analysed to determine the cause. Allergen management is also a focus, with training for our teams and strict procedures to reduce risks and provide guests with necessary information.



Raising awareness in a school

A data from our results

98%
compliance rate in microbiological analyses

Where it comes from

In each kitchen and each delivery site, at least once a quarter, four samples of food and four samples from surfaces are taken and analysed by an independent laboratory, Abiolab. This represents around **4000** annual analyses. The microbiological results of these samples allow us to perform essential health monitoring and verify proper cleaning and manufacturing procedures.



What it means

With less than 3% non-compliant results, annual results are excellent, and risks are well managed ! Our goal is a minimum of 95% compliant results.

"MAYbe Less Sugar", a month to raise awareness about added sugars



Testimonial from Irène Rolfo, Quality and Nutrition Director

I was approached by diabètevaud to participate in the development of a public health campaign, "MAYbe Less Sugar," focused on the consumption of added sugars. The goal was to raise awareness about this often-overlooked consumption, as hidden sugar can be found in many products. I was commissioned for my expertise to create an online tool that helps individuals evaluate their intake of added sugars. From the start, Novae was part of this initiative. We decided to dedicate every month of May to raising awareness around this topic, by offering sugar-free or low-sugar desserts and half-portions in our restaurants.



Low-sugar desserts for MAYbe Less Sugar

Several animations and conferences were organised by our Quality and Nutrition team in corporate restaurants or as educational games in schools. The effects of this campaign have been truly encouraging! I've noticed that our teams have embraced the idea of offering less sweetened desserts throughout the year and some employees have even adjusted their own sugar consumption. In the same spirit, we have also developed activities around salt and informational campaigns on food and nutrition.

My role regularly involves engaging with representatives from the Société Suisse de Nutrition (SSN - Swiss Nutrition Society), nutritional certifying organisations, and the food safety and veterinary offices of various cantons. This constant monitoring allows us to proactively adapt our procedures for food safety and product selection, anticipate changes, and design activities that align with current health trends.





Innovation at the service of client satisfaction

We build a relationship of trust with our contract signatories and guests, based on transparency, regular communication and a proactive approach to initiating changes and innovations.

Proximity and transparency in client relationships

Our operational managers provide personalised follow-ups by dedicating themselves to a limited number of restaurants, ensuring that client expectations are heard. These interactions are formalised through regular meetings, an annual contract review and monthly management reports containing performance indicators to evaluate our services. This operational proximity is complemented by frequent visits, activities and on-site meetings conducted by our headquarters experts. Additionally, our quarterly newsletter, "Novae News," keeps our community informed about ongoing initiatives related to our commitments and provides updates on key performance indicators, thus strengthening our connection with clients and guests.

Regular satisfaction measurements

We run regular satisfaction surveys in our restaurants. During the survey period, our teams are mobilised to assist guests and facilitate access to the survey, ensuring high response rates. The results are shared with respondents and analysed to develop concrete action plans, ensuring continuous improvement. For contract signatories, an annual anonymised questionnaire evaluates their satisfaction and helps refine our services. This questionnaire is complemented by in-person interviews (around 12 restaurants per year), performed by a trusted third party, providing deeper insights into our clients' expectations through more detailed feedback.



Satisfaction survey in a restaurant – our teams mobilised !

Technology to enhance simplicity and comfort

Launched in 2020, our MyNovae app continues to support our guests by providing easy access to daily menus and online ordering. The app also features interactive tools such as a chat function, enabling users to share questions and feedback. Responses are provided live, in real time, by our headquarters staff, ensuring authentic and timely communication. To meet evolving needs, we have introduced self-checkout systems and digital payment solutions in our restaurants, reducing waiting times to allow guests to enjoy their meals.

Continuously seeking new concepts, we collaborate with specialised partners to integrate smart fridges, beverage dispensers and other automated equipment, offering flexible and constantly accessible dining solutions.

Looking for innovation in the plate

Our team of four Executive Chefs plays a key role in culinary innovation. Their mission is to ensure service excellence, improve team training and enrich the guest experience in every restaurant. Each Chef has a specific area of expertise: training, sourcing responsible products, sustainability, and more. They also stay alert to new culinary trends by attending trade shows, conferences and restaurant visits, allowing them to remain proactive in proposing an ever-evolving offer, by combining creativity with responsibility.



Eric Redolat



Philippe Conan



Fabrice Lacombe



Vincent Berthet



A data from our results

+25.8

of Net Promoter Score

Where it comes from

The Net Promoter Score (NPS) is calculated based on responses to the question "Would you recommend Novae?" from our annual client satisfaction survey. It represents the difference between the number of Promoters (scores above 9 out of 10) and Detractors (scores below 7). Scores of 7 and 8 are considered "neutral" and are not included in the calculation.



What it means

A positive NPS indicates that highly satisfied clients (and thus likely to recommend the company) outnumber detractors. The 2024 result reflects an average satisfaction score of 8.3/10, a positive rating that exceeds our planned objective !

Taking the pulse of our guests with satisfaction surveys



Testimonial from Sophie Vuetaz, Operational Manager

For me, satisfaction surveys are incredibly important. They allow us operational managers, managers and teams to ensure that what we offer truly aligns with expectations. We might think we're "getting it right," but every client is unique and has their own needs. Without this objectivity, we risk resting on our laurels, when there might be new things to offer them.

Before each survey, there's always a bit of apprehension among the teams. It's natural: it's their work, their ideas being evaluated, and everyone wants to do well! But in the end, these surveys create a genuine communication channel with consumers, especially since there are fixed questions but also tailored ones specific to each restaurant. What's particularly motivating is seeing that, on the very first morning the survey is sent out, we often get 60 to 70% of responses! That shows just how much people care about their restaurant.



Edible QR codes to thank respondents

We've done everything we can to keep the survey accessible, engaging and short to avoid overwhelming clients. These few survey days should feel like a REAL event, with teams present in the restaurants encouraging those who haven't responded online to participate. It's also an opportunity to interact directly with guests and offer them desserts with edible QR codes that link to the survey. We aim to be forward-thinking and innovative because achieving a high participation rate is crucial!

Once we have the results, we get to work quickly with various headquarters teams, as well as the client signatory, to come up with concrete actions that meet expectations. It's a virtuous cycle: respondents quickly see that their suggestions make a difference.

In schools, the format is different but just as interesting. We use paper surveys, and we ask children to respond during a time set aside for that purpose. They're happy to give their opinions, and even if, indeed, we often hear "more fries!", we also get great feedback, like their desire for more activities or to understand how the kitchen operates. It's a real opportunity for us to talk with them about food and catering, and to build meaningful connections.



More than a restaurant !

We like to think of our restaurants as convivial living spaces. Of course, they are places where one can eat, but also where one can learn new things, work on professional projects, or simply enjoy a moment of relaxation during the workday.

Activities to enrich the experience

Our restaurants regularly come alive with a variety of events organised by our teams. These activities are designed to introduce guests to global flavours by celebrating national holidays or highlight popular festivities like Halloween or St. Patrick's Day. Our teams fully embrace the spirit of these occasions, decorating the restaurants, dressing up in costumes and crafting special menus for the events.

The activities can also include informational booths, "lunch & learn" workshops or tasting sessions aimed at raising awareness among guests about topics like sustainable eating or nutritional balance. Sometimes, these events involve meeting a local farmer or producer who supplies the restaurant, who will sell their own products and share their experience with the guests.

The restaurant's atmosphere thus evolves throughout the year, celebrating seasonal highlights and key moments.



Animation in a school restaurant

Building connections every day

Beyond the meal, our teams foster special relationships with guests. Conversations over a smile or a culinary tip, cooking workshops or collaborative projects like preparing soups or cookies for social causes, all help strengthen this bond.

Indeed, the quality of hospitality is consistently the highest-rated criterion in our satisfaction surveys. We see this as recognition of both how important the atmosphere is and of the connections we build daily ! Our restaurants aren't just places to eat : they're spaces to share, discover, and connect with others.

When children create their own menu



Students present their balanced plate

The idea is simple: allow children to design a complete menu for a week at their school restaurant. Conceived by the Canton of Geneva and adopted by several schools, this initiative aims to educate young people about balanced eating while giving them a behind-the-scenes look at a collective kitchen.

Let's dive into one of our school restaurants that participated in this project in 2024: the workshop took place in two sessions, led by a Novae Quality Manager and a Head Chef. During the first session, the students explored the fundamentals of nutrition, including food groups and how to create a balanced plate. They also learned about the workings of a production kitchen with the Head Chef, discovering the challenges of sourcing ingredients. At the end of this phase, the students worked on creating a balanced four-day menu, reflecting their tastes and preferences. A few weeks later, their creation came to life! Novae's kitchen prepared the menu imagined by the children, who enjoyed it themselves and shared it with other schools served by the same kitchen.

A wonderful way to educate young people while celebrating their creativity!



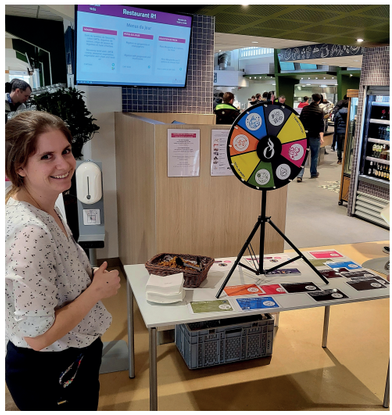




















Credits and thanks

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NOVAE NEWS
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