# Our commitments to sustainable growth

Corporate Social Responsibility Report **2020-2021** 



#### 02

Interview with Cathy Collart Geiger, Chief Executive Officer

#### 04

Accelerating on all fronts

#### 06

Enriching our consumer relationship

### 08

Improving our environmental footprint

### 10

Creating shared value

### 12

Committed to a more inclusive society

### 14

Promoting diversity within the company

### 16

Continual dialogue with our stakeholders

#### 18

CSR indicators at 31 December 2020



Interview with Cathy Collart Geiger, Chief Executive Officer, Picard

We want Picard to be an essential brand in every aspect, in terms of products, employer brand and community engagement. Picard's Proxima plan involves large-scale transformation and ambitious growth, in France and internationally, a strategy that goes hand in hand with sustainable development and community engagement. **Explanations**.

#### You're nurturing new ambitions for Picard. What are the reasons for this?

Picard is a leading company, unparalleled in its market. It's a heritage brand with many assets: exceptional know-how and very strong relationships with its customers. But the context has changed and the health crisis has been a driving force for these disruptive developments. This unprecedented period has not only highlighted the advantages of Picard frozen products, which are free of artificial colourings and palm oil, but has also accelerated consumer trends, particularly online shopping. We need to be better equipped to face these future challenges, which is the reason for our Proxima project.

We implement practical measures relating to quality of life at work and inclusion, as demonstrated by our ambitious work-study policy and our disability agreement for 2020-2022. As well as many charity initiatives, we've also signed a partnership with Jobaviz, the CROUS recruitment platform, to support young people. Plus there are our campaigns with microDON to promote the National Federation of Students' Associations and its community groceries, AGORAé.

#### What are the objectives of this growth plan?

Beyond the figures – a target of 2 billion euros in Sales by 2026, opening 25 new stores per year – we want Picard to be an essential brand in every aspect, in terms of consumer products and experiences, as an employer brand and in community engagement. This ambition reflects our reason for existence: continually nurturing our passion for good quality, tasty products that are good for people and less harmful to the environment.

#### What about sustainable growth?

These days, corporate social responsibility is a growth driver, an indisputable condition of a company's success. One of my main concerns when planning the Proxima project was to focus on an inclusive, people-centred project, involving the teams in an approach that represents a genuine cultural shift. This is why, as well as accelerating on all levels to reduce our carbon footprint and meet consumers' societal demands

What are you most proud of? In November 2021, Picard was named favourite French brand by OC&C Strategy Consultants, proving that we're on the right track! We'll continue on this path, ensuring we minimise our environmental footprint and maximise our positive, people-focused contribution to our ecosystem. For example, at the end of 2021, Picard took part for the first time in the economic inclusion summit initiated by the Mozaïk Foundation. This was an opportunity to discuss matters and take action with other stakeholders on equal employment opportunities.

in a range of areas – reducing packaging, product eco-design, quality and animal wellbeing - we pay specific attention to the human aspect and the employer brand.

#### How is this ambition expressed?

# Accelerating on all fronts

Proxima is Picard's ambitious growth plan that confirms our mission: continually nurturing our passion for good quality, tasty products while embodying a respected community brand.



#### THE 4 AREAS OF FOCUS OF THE PROXIMA STRATEGIC PLAN



### Customers

Optimise sales performance by putting customers at the heart of our strategy



### Conquest

Expand our regional networks and accelerate growth in France and internationally

## Services

Re-establish and expand the Picard digital experience

### Brand

Develop a powerful platform in every aspect: brand, community, employer

#### 2026 TARGETS

2hn in Sales



#### Develop Click & Collect home delivery in all stores by the end of 2021

PICARD **IN A FEW FIGURES (2020)** 

# . . . . . . . . . . . . . 20,6%

E1.7 bn

. . . . . . . . . . . . .

. . . . . . . . . . . . .

## 050 integrated, franchised stores

. . . . . . . . . . . . .

2 million

• An expanded Sustainable Development team The team has increased from two to four people with a new employee recruited to work on product eco-design.

• Specific commitments in each CSR pillar.

#### **OUR PRINCIPAL COMMITMENTS FOR THE 3 CSR PILLARS BY 2026**



## <u>I</u>

Society

#### Environment

A range containing 20% ecolabel products

-20% CO<sub>2</sub> emissions (compared to 2019) for transport

-20% CO<sub>2</sub> footprint (compared to 2019) for products

#### employment, health and safety, environment) for all our strategic suppliers

Raise over €2m for the social and charity sector

Support 10 sponsorship projects

A or B rating according to

the SMETA/BSCI reference

standards (business ethics,

In parallel with the growth plan, our Corporate Social Responsibility (CSR) strategy is being accelerated at all levels. Our aim is to focus on sustainable growth and develop a community brand. Several key facts demonstrate this acceleration:

#### • Picard awarded the Responsible Brand label

This label, obtained in 2020, assesses companies' CSR performance and encourages them to develop their practices according to a reference standard structured around 49 themes. Our strengths identified in 2021 include environmental actions and working conditions.

- M	
6	
١٢	
1	
S	
5	
6%	
ac	

of employees with disability

ocial

20% mentoring rate

100% of managers trained in diversity

## **Enriching our consumer** relationship

#### **OUR COMMITMENTS BY 2026**

of products labelled MSC. ASC, organic and PRF\*\*

> 1 1 1 0/ free range eggs

### Compliance with the Better **Chicken Commitment**

for all products containing at least 30% chicken

#### **OUR ACTIONS**

#### • Sustainable products: always more!

Our range of organic products has been continually expanding since 2015 and now numbers 131 references, 10% of our total offer. This increasingly varied range is sourced mainly from our historical suppliers and has been developed as part of a multilayered approach: support for farmers converting to organic, participation in experimental products and the creation of new labels that highlight regional products (see pages 10 and 11). We also offer 11 vegetable products that are guaranteed Pesticide Residue Free\*\*. In the seafood segment, over half of our products come from responsible fishing and/ or aquaculture. We have also recently drawn up an animal wellbeing charter to formalise Picard's policy in this area.





#### • Promoting healthy eating

Less salt, less fat, less sugar! We promote healthy eating and constantly strive to improve the nutritional profile of our recipes. Every year, we make around 250 improvements, without altering the delicious flavours of our products. Artificial colourings, flavour enhancers and sweeteners are banned from our products.

#### • Quality: unfailing commitment

**OUR RESULTS** 

250

recipe improvements

per year

80%

of our cooked meals

rated A or B

on Nutriscore

Picard makes the most of the intrinsic advantages of frozen products: flavour guality, nutrition, freshness, etc. These advantages are guaranteed by our expertise in the cold chain and our rigorous quality policy: we carry out 60,000 analyses every year. All the products are tested before they are delivered to the stores. Composition, texture and taste are inspected to

ensure food safety and product compliance. At the same time, our annual audit of producers ensures strict compliance with specifications, product traceability and the cold chain.

our stores.

131 organic products. 10% of the range is organic 7(1)%

of our products made in France

#### Enrich

#### • A varied, accessible, co-built range

Our focus is on making our customers' everyday lives easier, in terms of price, availability and dietary trends. We offer a complete price range, with 450 products priced at less than €3, and diverse ways to purchase: our products are available in around 50 of our connected snackbars. These automatic vending machines, accessible 24/7, are installed in companies, hospitals and universities.

Lastly, we offer our customers the chance to work on new recipes with us before selling them in



## **Improving our environmental** footprint

#### **OUR COMMITMENTS BY 2026**



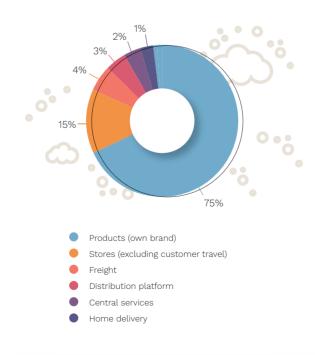
#### **OUR ACTIONS**

#### • Act on products

Putting in place effective action means accurately identifying its impact. We have therefore finetuned our carbon footprint. Given that 75% of our CO<sub>2</sub> emissions come from products, we have focused on several areas for improvement; raising awareness among our teams and identifying the relative weighting of the product families that emit the most greenhouse gases, working with suppliers to improve our greenhouse gas emissions, and continuing our actions to promote organic farming and agroecology (see pages 10 and 11). With this in mind, a new position dedicated to product ecodesign has been created within the Sustainable Development department.

2019 carbon footprint

CO, emissions = 432 000 TEQ CO,





#### • A pioneering approach to transport

Picard is a trailblazer. It was the second food distributor to commit to the Freight 21 approach. a system created by the ecological transition agency ADEME to help companies reduce their transport-related carbon emissions. Despite our emissions increasing in the first year, 2020, due to the health crisis, we are aiming for a decrease of 10% by the end of 2022 and are continuing our efforts with other major projects. The creation of a bioNGV platform (a biofuel produced from the methanisation of waste), with our transport partner STFV and the community of Grand Villeneuvois, forms part of this. Opened in late 2020 in Villeneuve-sur-Lot (47), it has enabled STFV to invest in a fleet of lower polluting trucks offering 75% lower carbon intensity in comparison to diesel - to supply Picard stores in the region. In the month of December 2020 alone, the STEV biogas trucks saved us the equivalent of around 100 tonnes of CO<sub>2</sub>.

#### Increasingly virtuous stores

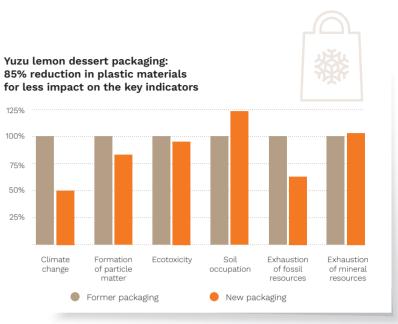
As their carbon footprint is closely linked to the energy efficiency of the chilled units, the stores have been provided with better quality equipment, such as propane freezers and refrigeration units operating on CO<sub>2</sub> etc. Night time regulation tests conducted on several product families also savings of up to 15% without damaging the cold chain. Innovative packaging Picard is keen to present its products in suitable containers to reduce its environmental impact, such as paper wraps and cane pulp bowls. Our aim is to limit the use of plastic as much as possible, replacing it with materials that can be recycled or that come from renewable resources. Life cycle analyses are periodically carried out on the most common packaging categories, to guarantee the virtuous nature of this solution.

#### **OUR RESULTS**

(0.68)of plastic avoided in 2018-2020

- 0% of our packaging is recyclable

08 \_\_\_ PICARD - CORPORATE SOCIAL RESPONSIBILITY REPORT 2020-2021



Ecoinvent 3 database - allocation, cut-off by classification - unit / Method EF 3.0

open up promising prospects: lowering freezer temperatures by 2° at night can generate energy

125%

100%

75%

50%

25%

energy consumption in stores since 2012

of our carriers have signed the CO<sub>2</sub> Target charter, which supports carriers who want to reduce their greenhouse gas emissions

# Creating shared value

#### **OUR COMMITMENTS BY 2026**

20% of products labelled MSC, ASC, organic and PRF (Pesticide Residue Free)

100%of our strategic suppliers rated A or B (according to SMETA/BSCI reference standards)





#### **OUR ACTIONS**

#### • New "Fair Local Organic" product ranges

Together with the National Organic Agriculture Federation (FNAB), we have made a commitment to an organic procurement relocation strategy. In 2020, Picard launched the "Fair Local Organic" range in the South-West of France. These products are also the first to receive the "Fair French Organic" label created by the FNAB.

Based on a three-way commitment between Picard, producer organisations (Loc'Halle Bio, Terres du Sud and Agri Carottes) and the processing company (Antarctic Foods), this range offers products that are grown, processed and distributed locally, thus contributing to the economic and social revitalisation of the region. Picard guarantees a fair price for farmers and pays them 1% from the sales of these products, which they can then

• Promote responsible purchasing To strengthen its responsible purchasing policy, Picard has put in place a supplier code and produced an initial mapping of its product suppliers. Around 300 companies have been assessed according to five criteria (CSR governance, relative Sales, etc.), to identify the potential CSR risks associated with their activity. Regular audits will then enable the assessment to be refined and action plans will be launched to help our strategic partners make progress.

#### **OUR INITIAL RESULTS**

26 farmers involved in an agroecology approach APILeg

-11% treatment frequency index in 2020 for APILeg farmers

10 \_\_\_\_ PICARD - CORPORATE SOCIAL RESPONSIBILITY REPORT 2020-2021

reinvest in the sector. This approach was expanded to the South-East of France in 2021, with the producer organisations (P.L.B. and Force Sud) and the processing company (Boiron Surgélation). Next steps: the West and North of France.

#### • Relevant agroecological practices

The APILeg project, initiated by Picard with the vegetable supplier Ardo, the National Institute of Agronomic Research (INRA) and recently joined by the Brittany Regional Chamber of Agriculture, aims to set up innovative cultivation models in the vegetable sector. Following three years of experiments, APILeg has demonstrated its relevance: the treatment frequency index (fertilisers, phytosanitary products, etc.) fell by 11% in 2020 among the 19 Brittany-based farmers involved in the scheme. Twenty-six farmers, supported by a dedicated manager, have now adopted the agroecological practices validated by the experiments on their farms. The target for 2022 is to involve around 30 farmers in more virtuous agricultural practices, on a wide variety of crops.

9) products in the "Fair Local Organic range", 6 "Fair French Organic" label vegetables produced and sold in the South-West, 3 in the South-East



# Committed to a more inclusive society

#### **OUR COMMITMENTS BY 2026**





#### **OUR ACTIONS**

#### Multiple sponsorship actions

The Picard Foundation's sponsorship activity now focuses on two major areas: promoting food that is better for people and the planet, by supporting agroecological and educational projects, and advocating better social and vocational integration of vulnerable people (people with disabilities, young people, students, etc.). For example, the Foundation supports initiatives to improve agroforestry techniques for vegetable crop production, to help people with mental disabilities find employment in the catering sector, and to train vulnerable young people in growing organic vegetables. After supporting three associations in 2020 (Arbratatouille, Cafés Joyeux, L'École des Semeurs), in 2021 it selected four new organisations with a social (Sport dans la ville) or environmental focus (LiFoFer, Les Rondes potagères, Association Française d'Agroforesterie).

• Rounding up for charity: campaigns that gain support

Letting customers round up their bills by a few cents to be donated to charity gives meaning to the act of purchasing. This is the aim behind the microDON charity partnership established two years ago. Following an initial campaign for the "Tous unis contre le virus" (United against the virus) alliance in May 2020, Picard joined forces with the National Federation of Students' Associations (FAGE) which provide a practical solution to food shortages among young people, a situation that was exacerbated by the pandemic. The two "rounding up" campaigns organised in 2021 raised nearly €500,000, all of which was donated to the FAGE to fund its student community groceries, the "AGORAé".

At the same time, Picard installed freezers filled with products in 10 community groceries.

#### **OUR INITIAL RESULTS**

### Nearly €500,000

raised in 2021 for the AGORAé student community groceries

34.000 students supported

and 77,000 food boxes distributed

### 230.000 to 300.000 meals distributed every year by Food Banks



thanks to Picard donations

#### 3.500

meals donated to healthcare personnel

#### in 57

organisations (hospitals, nursing homes, etc.) during the first lockdown

. . . . . . . . . . .

**associations** supported in their social or environmental projects by the Picard Foundation

# **Promoting diversity** within the company

#### **OUR COMMITMENTS BY 2026**

## of managers trained in diversity 6% of employees with a disability Aiming for a mentoring rate of over

20%

### **OUR ACTIONS**

#### • A different view of disability

After signing an initial agreement for the period 2020-2022, the company put in place a Disability Mission and appointed internal advisers. Their role is to provide information and guidance to employees with recognised disabled worker status. Several initiatives have been launched as part of the agreement: participation in trade fairs and jobdating (HelloHandicap, Mardis du handicap, etc.), organisation of a hearing awareness campaign in 2021, rollout of training for managers, support actions (job adaptations, financial assistance for hearing aids, etc.).

#### • Promoting generational diversity

Picard is committed to improving access to employment for 18-25 year olds, via an ambitious work-study policy. This is essential to meet the recruitment needs of the future and train up new store managers. 120 work-study interns joined us in autumn 2021: 90 in stores and 30 in support roles. The new arrivals have received special induction sessions and are supported by a mentor. The specially trained mentors are key to the successful integration of new employees and the transfer of skills. In 2020, one-third of employees recruited on full-time permanent contracts and over 65% of employees hired as back-up during the Christmas period were under 25.

#### Managers trained in diversity

Picard is keen to raise awareness and train all its store managers - around one thousand people in diversity and inclusion. A recruitment guide has been produced to help them achieve this.



#### **OUR INITIAL RESULTS**

 $(\mathbf{a}(\mathbf{a}))$ people with disabilities within the company (at the end of December 2020)

recruited in 2020

of store managers have been promoted internally

Equality Index

#### On the frontline during the pandemic

Agility, solidarity and protecting our employees: these have been Picard's key principles during the health crisis. A multidisciplinary crisis unit was set up urgently, which has been making decisions every day on all employee safety matters and sending out memos detailing the procedures to follow, the purchase and provision of masks and hand sanitiser, supplies to stores, donating meals for carers, supporting producers to help them deliver their products, and so on. The real commitment from all front line employees has been truly remarkable and has been recognised: in November 2020, 1,043 Picard stores were audited and our hygiene measures were labelled "Covid-19 compliant" by AFNOR (the French Standards Organisation).



work-study interns recruited for autumn 2021

25% of Picard employees have been at the company for



# **Continual dialogue** with our stakeholders

As the health crisis has led to a more changeable, uncertain environment, we are focusing more than ever on long-lasting relationships with all our stakeholders, to gain a better understanding of the world arround us: our employees, partners, suppliers and customers. Here are their stories.

**66** We have shared Picard Surgelés' key values for over 35 years, building partnerships that have enabled us to carry out various eco-friendly projects. Having put in place innovative compressed natural gas (CNG) solutions in 2015, we have continued to share our good corporate social responsibility practices as part of our general environmental approach. Our strategy was recognised and awarded the LUCIE label in 2021."

#### Sophia Faramia

Quality, Health and Safety, Environment and Transport Manager, NJS Faramia





66 I launched the École des Semeurs because I was convinced that the land has a lot to give to people who treat it with respect. Located in Beaumesnil, in the Eure region, this market gardening college is designed for young people who are experiencing difficulties in the traditional school system. The support of the Picard Foundation has been a genuine asset in recruiting a vegetable gardening expert. This meant we were able to begin cultivating crops and provide educational support to the first young people welcomed to the school in September 2020."

#### Marie-Cécile Pennequin

Director of the École des Semeurs, a project supported by the Picard Foundation



**66** The new "Fair French Organic" label appealed to us straight away, as the approach matches our values: organic and local is the DNA of our cooperative! Another advantage was the implementation of fair trade principles: you start with a cost price that includes production costs, farmers' wages and climate hazards, in order to reach a fair price."

**Marc Faugeron** 

66 I speak from the viewpoint of a mum of two adult children! We absolutely need to support young people during this difficult period and give them the opportunity to pursue their studies, as they are the future. I've encouraged my team to raise funds for the National Federation of Students' Associations (FAGE) community groceries - the AGORAé -, and customers have been very receptive. I'm very proud to belong to a company like Picard, which uses its reputation to support people and provide assistance."

Nathalie Monnet

Châtellerault Store Manager, the No. 1 "rounding up for charity" store during the January 2021 campaign



**66** I support 26 farmers involved in the APILeg agroecology project. I organise group workshops to jointly design systems and roll out agroecological practices (flower beds, installing nests and perches for birds of prey, etc.), validated during the experimental phase. I discuss things individually with each farmer during the growing seasons, and then produce an end of year report. The approach has been very successful with these farmers, who feel valued and supported. We give them the means to do more."

**Floriane Bouard** Leader of the APILeg project

Organic vegetable gardener, President of the Loc'Halle Bio cooperative, supplier of Fair Local Organic vegetables for Picard



# **CSR** indicators

### at 31 December 2020

#### **GLOBAL ACTIVITY**

PICARD INDICATORS	2018	2019	2020
Sales (in €m incl. VAT)	1,437	1,455	1,708
Sales (in €m excl. VAT)	1,360	1,377	1,616
Number of stores (at 31/12)	985	997	1,007
Number of employees (at 31/12)	4,767	4,882	5,023

#### SOCIAL

GRENELLE INDICATORS	PICARD INDICATORS	2018	2019	2020
Total number and spread of employees by gender, age and geographical area	Proportion of men	30.5%	30.7%	32.5%
	Proportion of women	69.5%	69.3%	67.5%
	Proportion of fixed-term contracts (at 31/12)	7.0%	1.7%	8.2%
	Proportion of 16-25 year olds	19.3%	19.9%	20.8%
	Proportion of 25-35 year olds	35.5%	33.3%	31.9%
	Proportion of 35-55 year olds	40.7%	42.2%	42.5%
	Proportion of 56 year olds and over	4.4%	4.6%	4.8%
	Total hires on permanent contracts	847	1,003	816
Hiring and dismissal	Conversions from fixed-term to permanent contracts	131	111	113
	Total dismissals	255	263	238
	Number of internal promotions	220	249	213
Wages and their development	Average annual salary (payroll in € / average monthly workforce in full-time equivalent)	28,003	27,313	28,412
Organisation of working hours	Number of part-time employees (employees on fixed-term contracts)	1,145	1,385	1,112
Organization of assist distance	Participation in elections of employee representatives	not applicable	NA	NA
Organisation of social dialogue	Number of meetings with employee representatives	165	123	119
Results of collective agreements	Agreements signed within the company during the year	2	3	5
Health and safety conditions	Frequency rate of workplace accidents (number of accidents / number of working hours x 1,000,000)	38	40	34
at work	Employees trained in safety during the year	1,008	1,074	263*
	Company safety expenditure (in €k)	4,389	4,549	6,206
Delicies incluse onted for training	Payroll devoted to training	3.0%	2.4%	1.84% *
Policies implemented for training	Total number of training hours	29,972	28,474	7,104 *
Measures in favour	Percentage of women on the Management Committee	44.4%	40.0%	53.8%
of gender equality	Percentage of women among employees	69.5%	69.3%	67.4%
Measures taken in favour of employment and inclusion of people with disabilities	Employment rate of disabled workers at 31/12	3.99%	3.55%	2.31% **
Anti-discrimination policy	Total number of managers trained in diversity management / Total number of managers	NA	NA	0.08% *
Generational diversity policy (mentoring rate)	Number of managers trained in mentoring / Number of managers hosting work-study interns	NA	NA	0

#### **ENVIRONMENT**

GRENELLE INDICATORS	PICARD INDICATORS	2018	2019	2020
Preventative measures for recycling and elimination of waste	Proportion of freezers given a second life	0.004	0.50/	0.497
	(donations to charities and reduced-price sales)	92%	95%	94%
	Recycling rate of cardboard boxes used in stores	100%	100%	100%
	Picard food waste rate (warehouses + stores) [= destructions, not re-used as food donations]	0.31%	0.43%	0.39%
	Percentage of (T8) lighting tubes recycled after use	100%	100%	100%
Water consumption and water supply according to local constraints	Water consumption per store (m <sup>3</sup> )	57.71	71.98	85.46
	Annual weight of sales publications (tonnes)	4,729	4,475	3,645
Consumption of raw materials and	Percentage of PEFC certified paper in sales publications	98.6%	97.8%	99.6%
measures to improve efficiency in their use	Packaging rate (grams of packaging per kg of products sold)	87.5	76.6	71.1
	Weight of packaging prevented by eco-design (tonnes)	30	51.3	24
	Energy consumption of stores (100 % electricity) in Mwh	175,617	169,025	168,341
Energy consumption, measures to improve energy efficiency and use	Energy consumption per store (in Mwh)	178	170	167
of renewable energy	Percentage of renewable energy used	100% (origin guaranteed)	100% (origin guaranteed)	100% (origin guaranteed)
	Sites Carbon Footprint*** (T.eq CO <sub>2</sub> )	229,567	232,383	233,177
	Sites Carbon Footprint*** per store (T.eq CO <sub>2</sub> / store)	111	108	103
Greenhouse gas emissions	Carbon footprint per € revenue (g.eq CO₂/€ excl. VAT)	81	78	64
	Transport (g CO2 e / t.km)	NA	123.39	140.57
	Products Carbon Footprint - Raw Materials (g CO <sub>2</sub> e / UVC)	NA	914	943
	Number of items of organic products	80	104	131
Measures taken to protect or develop biodiversity	Number of MSC + ASC products (from 2018)	59	70	75
	Number of "Pesticide Residue Free" product references	0	4	7
GRENELLE INDICATORS	PICARD INDICATORS	2018	2019	2020
SOCIETAL COMMITMI	ENTS			
Support for CSR progress by our product suppliers	Percentage of strategic suppliers rated A or B vs SMETA or BSCI standards	NA	NA	50%
Support for the social and charity sector by the Picard Foundation	Annual number of social and charity sector sponsorships	NA	NA	3
Support for the social and charity sector by the Rounding Up systems	Annual sum of money given to the social and charity sector (in $\ensuremath{\mathfrak{E}}\xspace)$	NA	NA	163,100.46
Regional employment and	Percentage of revenue generated with local French suppliers	70%	70%	70%

Food donations to charities (Restos du Cœur, food bank network,

Strategic KPI

development measures

Partnerships and sponsorships

New Strategic KPI

\* The pandemic has significantly limited training sessions. \*\* New calculation method as a result of changes in legislation, taking into account direct employment over the whole of our population. \*\*\* Sites: means stores, excluding products and customer travel

etc.) (Tonnes)

130.77

154.61

115.85

Find us on **picard.fr** 





Sustainable Development Department 19 Place de la Résistance 92130 Issy-les-Moulineaux www.picard.fr

