



# REPORT ON EXTRA-FINANCIAL PERFORMANCE



2020

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# INTRODUCTION

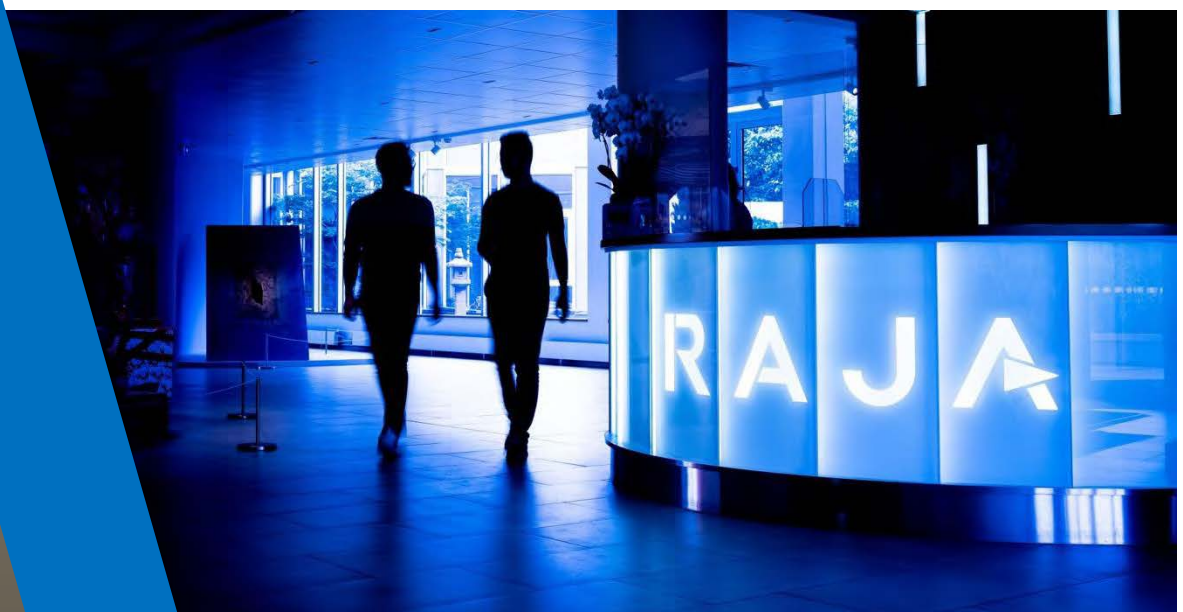
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This document has been prepared under the regulatory framework of Decree no. 2017-1180 of 19 July 2017 on the publication of non-financial information by certain large companies and certain groups of companies and Implementing Decree no. 2017-1265 of 9 August 2017 transposing European Directive no. 2014/95/EU on the publication of non-financial information into national law. These regulatory provisions require RAJA SA ("RAJA") to prepare and publish a non-financial performance statement each year starting after the financial year concluded on 31 December 2020.

Prior to this transposition process, RAJA published the corporate, social and environmental information required under Article 225 of the Grenelle 2 Law and Implementing Decree no. 2012-557 of 24 April 2012 in its yearly management reports.

The new system is intended to help make the required publication of corporate, social and environmental information more relevant by emphasizing the substantial nature of the information published and its comparability between companies. RAJA is thus obliged to publish its business model, its primary non-financial risks, the policies and procedures implemented with regard to these risks, as well as their results and key performance indicators (presented in bold in the report).

Of the companies in the RAJA Group, this regulatory obligation affects only the company RAJA SA, which is the only group company meeting the requirement to have over 500 employees and turnover over €100 million. Therefore, this report only addresses the legal entity RAJA SA. However, in our effort to ensure transparency, we have established a reporting process for the entirety of our corporate group, addressing all its 24 companies in 18 countries. A social responsibility report for the entire RAJA group will thus be published shortly.





**Danièle Kapel-Marcovici**  
RAJA Group CEO

I have always believed that a company's role must not only be an economic one, but that it has a role as a responsible member of society as well. It was in pursuit of that conviction that I created the RAJA-Danièle Marcovici Foundation in 2006, aiming to help promote the emancipation of women in France and worldwide.

Our company has Corporate Social Responsibility (CSR) toward our employees, our customers, our suppliers and our corporate environment. That's why we are committed to:

- Developing our responsible purchasing approach and an eco-friendly product range,
- Guaranteeing excellence in our customer relations and customer service,
- Investing in our human resources, promoting quality of life and safety in the workplace,
- Encouraging CSR initiatives among our partners,
- Ensuring ethical and responsible business conduct,
- Reducing the environmental impact of our activities on our sites.

Packaging has become a major concern for consumers and consequently for businesses as well. RAJA wishes to play a leading role in the ecological transition in packaging by offering eco-friendly solutions and informing its customers about good practices, like reducing void space in parcels and about recycling.

It is my commitment, and that of our Executive Committee and Board of Directors, to make corporate social responsibility a strategic axis for our Group in the coming years.

# PRESENTATION OF THE RAJA GROUP

The RAJA Group is the European leader in the multichannel distribution of packaging, supplies and equipment for businesses. With its 24 companies in 18 countries, RAJA offers the largest range of packaging in Europe as well as a complete range of office supplies and furniture, industrial equipment, janitorial and sanitary products, and personal protective equipment. Our Group companies serve one million customers in all sectors of activity, from small businesses to multinationals.



RAJA was founded by Rachel Marcovici in 1954, and since the early 1980s has been under the management of Danièle Kapel-Marcovici. RAJA is an independent, family-owned group, with strong values focused on entrepreneurship, customer satisfaction, the quality of products and services, and is highly committed to social and environmental responsibility. The RAJA Group has 3,000 employees and had turnover of €1.02 billion in 2020.

**RAJA** *bernard* **Kalamazoo** **MONDOFFICE** **JPG** **UBO BAR** **cenpac** *morplan* *Welcome Office*

**RAJA** GROUP

€1.02 billion  
Turnover

1 million  
Customers in Europe

200,000  
Products available in stock

3,000  
Employees

24  
Companies

18  
European countries

14  
Distribution centres

330,000 m<sup>2</sup>  
Warehouse space

# PRODUCT RANGE

With its various brands, the RAJA Group offers more than 200,000 products to satisfy all business needs, whether in packaging, storage and handling, hygiene, maintenance, personal protection, office supplies or equipment.



## MULTICHANNEL EXPERTISE

The RAJA Group companies do business in four complementary sales channels that guarantee the customer constant proximity, increased responsiveness and the smoothest possible experience: catalogues, websites, and both field- and office-based sales teams.



## THE FUNDAMENTALS

Multichannel expertise

Close customer relationships

Product expertise

Attentive, specialist advice

Service quality

Products available in stock

Quality of products

# PRESENTATION OF RAJA FRANCE

## KEY FIGURES AND BUSINESS ACTIVITY

€231 million  
Turnover

116,000  
Customers in France

12,000  
Products available in stock

640  
Employees

3  
Distribution centres

71,500 m<sup>2</sup>  
in storage space

475,000  
Orders delivered in 2020

1,300  
Suppliers

RAJA is the leading French distributor of packaging supplies and equipment for businesses. RAJA offers more than 12,000 products, such as boxes, bags, stretch films and palletizing supplies, envelopes and mailing bags, wedging and protection, labelling, packaging machines and systems, adhesives and strapping, food packaging and retail and gift packaging. We also distribute a full line of complementary equipment for packaging: storage and handling equipment, safety equipment, janitorial and sanitary products, and office supplies.

Offering a range of products available from a single inventory pool in France and a commitment to rapid delivery within 24/48 hours are the fundamental elements of our business model. Our multichannel marketing and sales strategy, the relevance of our product offering, the excellence of our services and the commitment of our employees have been the keys to our success and growth.

In the exercise of its business activity, RAJA is subject to the collective labour agreement entitled "Wholesale Distribution and Sale of Paper and Cardboard."



# GOVERNANCE

## EXECUTIVE COMMITTEE

The Executive Committee, chaired by Danièle Kapel-Marcovici, manages our operations and decides on the strategy to be implemented for the growth of the Group. The committee meets weekly.



## BOARD OF DIRECTORS

The Board of Directors generally meets twice a year, once in May to approve the annual accounts, and again in December to review the past year and approve the goals and plans for the coming year.

## EXECUTIVE COMMITTEE PLUS BOARD MEMBERS

Made up of the Board and of the Executive Committee members, this committee meets 4 to 5 times a year.

## RAJA FRANCE MANAGEMENT COMMITTEE

This committee is made up of the members of the Executive Committee and the Operational Directors of RAJA France. It meets once a month.

## THE GROUP MANAGEMENT COMMITTEE

This committee is made up of the members of the Executive Committee and the Directors of the Group subsidiaries. It meets twice a year, in March and September.

# MISSIONS AND VALUES

Our mission is to be the preferred partner of our business customers for all their packaging, supplies and equipment purchases.

To achieve this goal, our focus, our development, and thus our values have since the creation of our company always been centred on ensuring customer satisfaction and the quality of our products and services.

In this regard, all RAJA employees share certain fundamental values:

- \* A customer-focused culture,
- \* The pursuit of excellence,
- \* A culture of service,
- \* Social responsibility,
- \* A policy of continuous innovation,
- \* Respect for diversity.

# STAKEHOLDERS



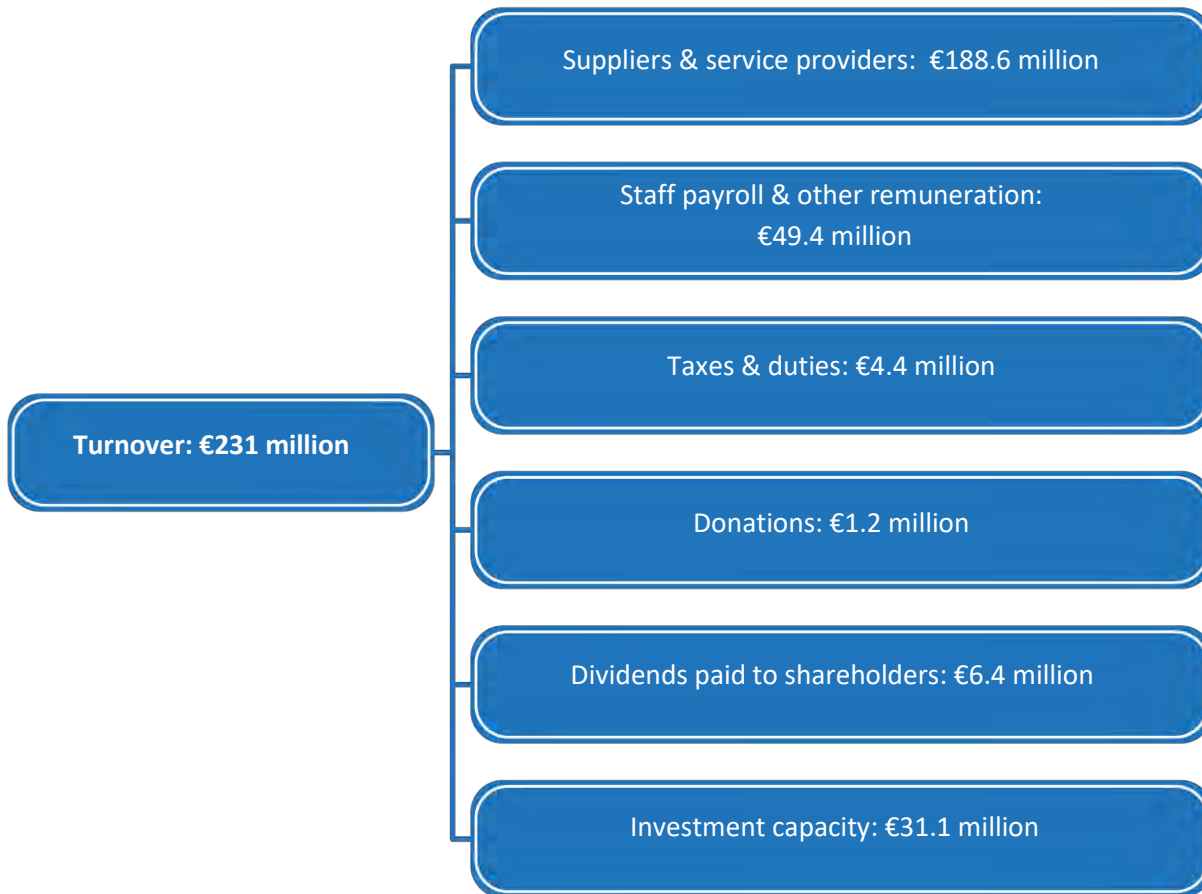
# DESCRIPTION OF OUR BUSINESS MODEL

Resources 2020	Resources 2020	Benefits and impacts, 2020
<b>Human capital</b> Workforce at the end of the year: 637 employees	<b>Human capital</b> Workforce at the end of the year: 637 employees	<b>Financial results</b> <ul style="list-style-type: none"> <li>Sales: €231 million</li> <li>Net income: €33 million</li> </ul>
<b>Financial capital</b> Equity: €183.4 million	<b>Financial capital</b> Equity: €183.4 million	<b>Customers</b> <ul style="list-style-type: none"> <li>115,958 customers</li> <li>Overall satisfaction rate: 99%</li> </ul>
<b>Logistics space in use (as of 31/12/20)</b> <ul style="list-style-type: none"> <li>38,500 m<sup>2</sup> at Paris Nord</li> <li>18,000 m<sup>2</sup> at Sorgues</li> <li>15,000 m<sup>2</sup> at Châtres</li> </ul>	<b>Logistics space in use (as of 31/12/20)</b> <ul style="list-style-type: none"> <li>38,500 m<sup>2</sup> at Paris Nord</li> <li>18,000 m<sup>2</sup> at Sorgues</li> <li>15,000 m<sup>2</sup> at Châtres</li> </ul>	<b>Employee benefits</b> <ul style="list-style-type: none"> <li>Adaptation of skills and increased employability through training</li> <li>Quality of Life at Work: 169 employees participating in RAJASport for approx. 14,280 hours, with a budget of €59,000</li> </ul>
<b>Partners</b> <ul style="list-style-type: none"> <li>1,319 suppliers, including 523 suppliers of products intended for sale</li> <li>23 carriers</li> </ul>	<b>Partners</b> <ul style="list-style-type: none"> <li>1,319 suppliers, including 523 suppliers of products intended for sale</li> <li>23 carriers</li> </ul>	<b>Suppliers</b> <ul style="list-style-type: none"> <li>240 evaluations representing 70% of purchase turnover by product family</li> </ul>
<b>Products</b> <ul style="list-style-type: none"> <li>More than 12,000 product references</li> <li>86% of the products we sell are made in the European Union</li> <li>Product availability rate: 98.3%</li> <li>Value of inventory: €23.9 million</li> </ul>	<b>Products</b> <ul style="list-style-type: none"> <li>More than 12,000 product references</li> <li>86% of the products we sell are made in the European Union</li> <li>Product availability rate: 98.3%</li> <li>Value of inventory: €23.9 million</li> </ul>	<b>Environmental impact</b> <ul style="list-style-type: none"> <li>4,737.8 MWh of final energy consumption</li> <li>510.05 tonnes of on-site waste</li> </ul>
		<b>Charitable Activities</b> <ul style="list-style-type: none"> <li>55 projects supported by the Foundation in 15 countries, with a budget of €880,000</li> </ul>



Mission	Principles	Values
To be the preferred partner of our business customers for all their packaging, supplies and equipment purchases	Customer satisfaction and impeccable quality in products and services	<ul style="list-style-type: none"> <li>Customer-focused culture</li> <li>The pursuit of excellence</li> <li>Social responsibility</li> <li>A policy of continuous innovation</li> <li>Respect for diversity</li> </ul>

## VALUE CREATION, VALUE SHARING



We have conducted an analysis of how we have shared the value generated by our 2020 business activity in order to ensure that our redistribution of that value will help to promote the sustainable economic development of all the various players in our value chain.

# INVOLVEMENT OF THE CEO AND MANAGEMENT IN CSR

We inform all our employees about our Corporate Social Responsibility (CSR) commitments, at our Annual Convention in particular. Guidance and decisions concerning CSR are developed at Management Committee and Executive Committee meetings and presented to the members of the Board of Directors.

## THE 6 FOCUS AREAS OF OUR CSR STRATEGY:

Developing our responsible purchasing approach and our eco-friendly product offer

Guaranteeing excellence in our customer relations and customer service

Investing in our human resources, promoting quality of life and safety in the workplace

Encouraging CSR initiatives among our partners

Ensuring ethical and responsible business conduct

Reducing the environmental impact of our activities

## THE ANNUAL CONVENTION

Our Annual Convention, organized by Danièle Kapel-Marcovici, Group CEO, is held at each Group company. The Convention gathers all the employees to present the results and achievements of the preceding year, and the objectives and action plans for the coming year both for the Group and the subsidiary. During the 2020 RAJA France Annual Convention, Danièle Kapel-Marcovici presented the Group's social responsibility focus areas to all the employees and reaffirmed them at the 2021 Annual Convention.



# CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICY

Since 2019, our Corporate Social Responsibility Policy has replaced our Quality Policy and Environmental Policy. It defines RAJA's missions and values, as well as our commitments.

## OUR COMMITMENTS

RAJA's CSR approach in France is based on six focus areas:

### QUALITY & ENVIRONMENTAL IMPACT OF OUR PRODUCTS, SERVICES AND PROMOTIONAL ACTIVITIES

- \* Guaranteeing a high degree of quality in our products and a complete and innovative range of packaging, supplies and equipment with the best possible quality/price ratio, to meet our customers' expectations and needs
- \* Developing our approach to sustainable purchasing from our suppliers of products and services
- \* Developing more eco-friendly product offerings and more sustainable promotional activities among our customers

### CUSTOMER SATISFACTION

- \* Guaranteeing excellence in our customer relations and customer service

### HUMAN RESOURCES

- \* Promoting quality of life and safety in the workplace
- \* Training all employees so that they can perform their duties in optimal conditions
- \* Promoting professional equality between women and men

### PROMOTION OF CSR

- \* Encouraging CSR initiatives in the B2B distribution sector
- \* Through the RAJA Danièle Marcovici Foundation, investing in activities that promote sustainable development by providing support for the education, training and professional integration of women worldwide

### BUSINESS ETHICS AND REGULATORY COMPLIANCE

- \* Guaranteeing business conduct compliant with our code of conduct and our ethical charter
- \* Protecting the personal data entrusted to the group

### ENVIRONMENTAL IMPACT OF OUR ACTIVITIES ON OUR SITES

- \* Reducing the environmental impact of our activities on our sites by reducing pollution and energy consumption



# CSR ISSUES

## SUSTAINABLE DEVELOPMENT GOALS

RAJA and the RAJA-Danièle Marcovici Foundation are contributing to the 2030 Agenda for Sustainable Development Goals.

The Foundation's aid programs and activities in defence of women's rights and against violence, for education and social action, training and professional integration, in support of women's efforts to protect the environment and combat climate change, and support for non-profit organizations are consistent with the aims of SDGs nos. 1, 3, 4, 5, 13 and 17.

RAJA is involved in activities that support the following Sustainable Development Goals:

No. 3: Health and safety, in particular the activities of the "RAJASport" association for employees

No. 5: Non-discrimination policy

No. 9: Product innovation

No. 12: Impact reduction for distributed products

No. 13: Impact reduction for distributed products and product transport

No. 14: Biodegradability of sanitary products

No. 15: Reduction of virgin raw materials consumed in the production of paper/cardboard/pulp products, FSC® and PEFC® labels



## PARTICIPATION IN THE UNITED NATIONS GLOBAL COMPACT

On 31 December 2020, RAJA joined the United Nations Global Compact, manifesting its desire to integrate the 10 principles of the organization into the Group strategy.



### HUMAN RIGHTS



- Support and respect the protection of human rights under international law
- Do not be complicit in human rights abuses

### INTERNATIONAL LABOR STANDARDS



- Uphold the freedom of association and recognize the right to collective bargaining
- Contribute to the elimination of all forms of forced and compulsory labour
- Contribute to the effective abolition of child labour
- Contribute to the elimination of all discrimination in employment and occupation

### ENVIRONMENT



- Take a precautionary approach to environmental challenges
- Undertake initiatives to promote greater environmental responsibility
- Encourage the development and diffusion of eco-friendly technologies.

### ANTI-CORRUPTION



- Work against corruption in all its forms, including extortion and bribery

At the end of 2021, RAJA will publish a Communication on Progress (CoP), which will include:

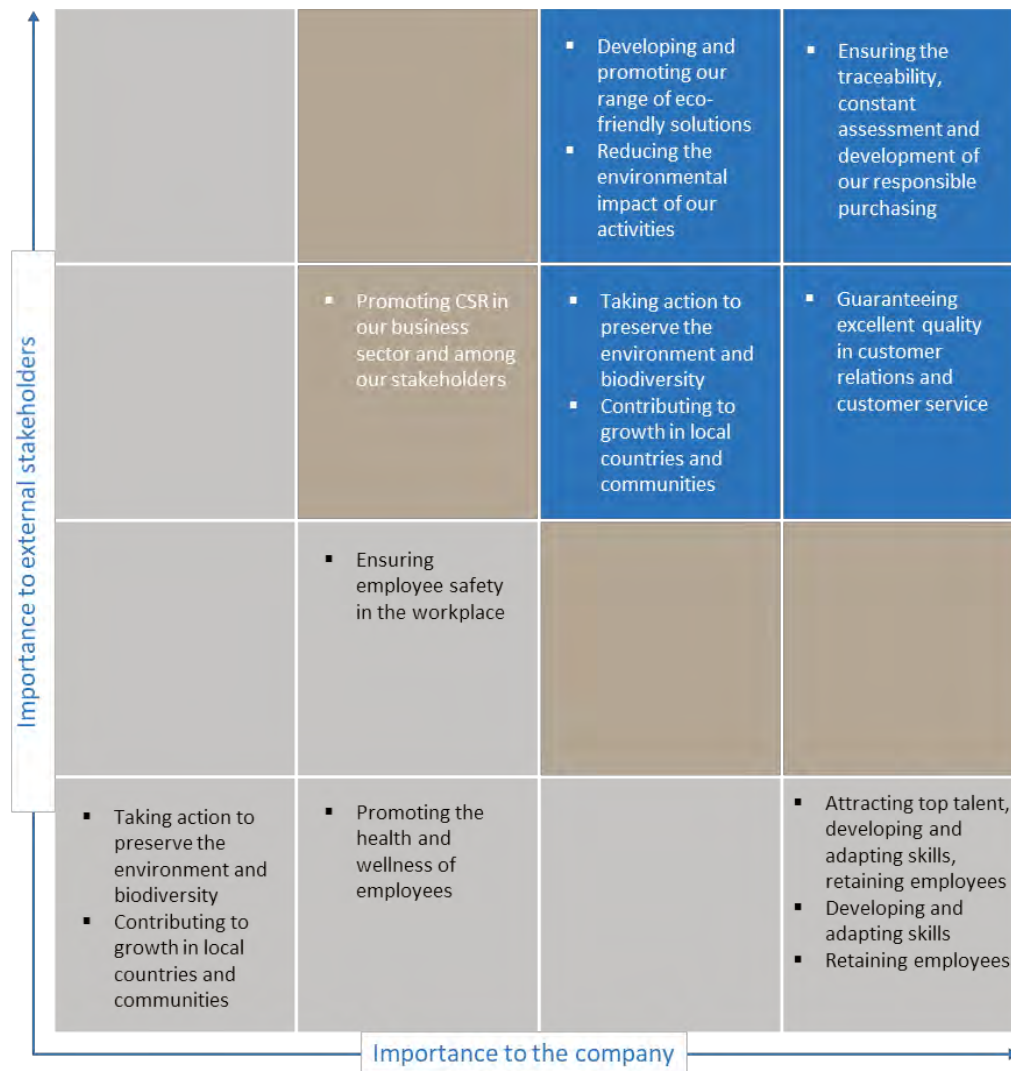
A renewal of its commitment to respect and implement the 10 principles of the Global Compact

A detailed description of the actions implemented on the 4 themes of the Global Compact

A quantified report of the results achieved or expected from these actions

## MATERIALITY ANALYSIS

We have performed a materiality analysis to help identify the company's primary focus areas. The analysis was originally conducted in 2019 and is kept regularly updated.



The materiality analysis involves three stages:

- Identifying issues related to the company's activity: the ISO 26,000 reference system and a sector benchmark were used as a basis for determining our focus areas, and then a workshop was conducted on any subjects that were missing or not applicable in order to identify the relevant focus areas for the company.
- Prioritization of focus areas from the company's perspective: workshops were organized with members of the Management Committee.
- Prioritization of focus areas from the external stakeholders' perspective: interviews were performed with representatives of the primary external stakeholders (customers, suppliers, transport providers, media, environmental organizations).

The priority focus areas are those with the highest internal and external rating (upper right corner of the table):

- Responsible purchasing
- Eco-friendly solutions
- Quality of customer relations and customer service
- Environmental impact of our activities and resource management
- Ethical and responsible business conduct
- Promotion of CSR among stakeholders

## RISK ANALYSIS

The transposition into national law of European Directive 2014/95/EU requires us to identify our core non-financial risks. Our materiality analysis was used as input data for our risk analysis. The table of focus areas was presented to a small Management Committee, which identified the following priority risks:

- Responsible purchasing: there is a risk that an insufficiently demanding purchasing policy in terms of environmental, quality and economic performance may cast doubt on the quality of our product offering, or our compliance with French or European regulations.
- Eco-friendly solutions: a line of products and services not meeting environmental sustainability criteria may risk worsening the environmental footprint of our activity and failing to meet our customers' growing demands for eco-friendly alternative solutions.
- Quality customer relations and customer service: there is the risk that a decline in the quality of our customer relations and customer service may lead to customer dissatisfaction and therefore a reduction in our clientele.
- Environmental impact of our activities: beyond the direct risks associated with climate change (meteorological phenomena such as floods, etc.), any worsening of the environmental impact of French companies is likely to expose them to more restrictive regulations regarding energy consumption and CO<sub>2</sub> emissions (carbon tax), as well as posing the risk of damaging their image amongst their partners, and among their customers in particular.
- Ethical and responsible business conduct: corruption, unfair competition, non-compliance with company regulations and laws, and other forms of unethical business conduct may incur legal and financial consequences and tarnish the image of the company.
- Social responsibility: if our public relations activities addressing our commitment to social responsibility are insufficient, we may miss an opportunity to enhance our company's image amongst our partners and customers. Our aim must be to turn CSR into a competitive advantage.
- Investment in our human resources: poor talent management could cause a mismatch between our associates' professional skills and our company's needs, and lead to the reduced attractiveness of the company and insufficient employee loyalty.
- Safety at work: any degradation of safety conditions at the company would lead to the risk of serious accidents or death, and therefore would generate operational risk, financial risk and a risk of damaging the company's image.



## CORRESPONDENCES AND EXCLUSIONS

With the transposition into national law of European Directive 2014/95/EU by Ordinance no. 2017-1180 of 19 July 2017 and Decree no. 2017-1265 of 9 August 2017, all companies subject to reporting obligations must publish "information concerning the impact on climate change of the company's business activity and of the use of the goods and services it produces, its social responsibility commitment to promoting sustainable development, circular economy, efforts to combat food waste and food insecurity, and to promote animal welfare and responsible, fair and sustainable foods, the collective agreements entered at the company and their impact on the company's economic performance and employee working conditions, its actions to suppress discrimination and promote diversity, and measures taken for the benefit of disabled persons" (Article L.225-102-1 of the French Commercial Code). This information therefore had to be included as mandatory input data for the materiality analysis that was performed.

Below are the correspondences and exclusions of this information vis-a-vis the prioritised subjects:

- Climate change: addressed under "eco-friendly solutions" with regard to the environmental impact of our products and their use by our customers.
- Social responsibility commitment to Sustainable Development: addressed under "Promotion of CSR among stakeholders."
- Circular economy: addressed under "eco-friendly solutions."
- Efforts to combat food waste and food insecurity, promote animal welfare and responsible, fair and sustainable foods: RAJA is not involved in agribusiness and does not manage company catering, so this subject is not considered materially relevant.
- Collective agreements entered at the company and their impact on the company's economic performance and employee working conditions, its actions to suppress discrimination and promote diversity, and measures taken for the benefit of disabled persons: addressed under "talent management."

RAJA does not have securities traded on a regulated market, and we are thus not subject to the obligation to publish information "regarding respect for human rights and efforts to suppress corruption and tax evasion" (Article L.225-102-1 of the French Commercial Code). However, we do include certain related elements under the heading of "ethical and responsible business management."

# RESPONSIBLE PURCHASING APPROACH

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## RESPONSIBLE PURCHASING AND SUSTAINABLE DEVELOPMENT CHARTER

The Raja Group has implemented a sustainable development policy, of which the Purchasing function is an essential component. For the Raja Group's commitment to be effective and constructive in the context of responsible purchasing and sustainable development, it must also be shared by our suppliers. The objective of our Purchasing and Sustainable Development Charter is to share our commitments and clarify our expectations vis-à-vis our supplier partners. Our intent is to integrate CSR as a selection criterion with equal importance to aspects of quality, service and cost. By adhering to this charter, the Supplier undertakes to respect and promote its principles and to implement the necessary means to ensure that it will be applied by itself, its suppliers and its subcontractors.

## THE COMMITMENTS OF THE RAJA GROUP

**Fair treatment:** The Raja Group is committed to treating its suppliers with honesty, fairness and respect.

**Impartial selection:** The Raja Group selects its suppliers impartially, according to explicitly predefined, transparent criteria: the quality, service, cost, and the environmental and employment-related impacts of the products offered.

**Assurance of financial equity:** The Raja Group makes every effort to not establish any relationship of economic dependence with its suppliers likely to endanger either of the parties.

**Improved performance:** The Raja Group seeks to build long-term relationships with its suppliers, in a shared continuous improvement approach.

## SUPPLIER COMMITMENTS

**Economic aspects:** The Supplier undertakes to work transparently and transmit accurate information to the Raja Group. The Supplier must respect the confidentiality of the information received, which is the property of the Raja Group, and will never use this information for its own benefit. The Supplier must take preventive measures to prevent any anti-competitive practice or conduct. The Supplier shall refrain from offering the employees of the Raja Group any advantages intended to facilitate its business with the companies of the Raja Group.

**Employment-related aspects:** The Supplier promotes and respects the International Labour Organization (ILO) declaration on fundamental principles and rights in the workplace, as well as international human rights law (elimination of forced and compulsory labour, abolition of child labour, protection of health and safety at work, compliance with all applicable laws relating to wages, benefits and working hours).

**Environmental and regulatory aspects:** The Supplier declares that it complies with the laws and regulations applicable in its country of activity as well as the European regulations (standards or directives) in force.

# PRODUCTS COMPLIANT WITH THE REGULATIONS CURRENTLY IN FORCE

We provide our customers with certificates for our products, indicating compliance:

- \* With the European texts in force, in particular Directive 94/62/EC of 20 December 1994, and EC Regulation 1935/2004 on materials and articles intended to come into contact with food
- \* With the Environmental Code, in particular Book V, Articles R543-42 to R543-52
- \* With REACH regulation no. 1907/2006 and RoHS Directive 3 (2011/65/EU)
- \* With International standards, in particular International Standards for Phytosanitary Measures no. 15 (ISPM 15).

Most of our paper and cardboard products (cardboard packaging, paper envelopes, labels, kraft bags, reams of paper, etc.) carry labels guaranteeing that these products come from sustainably managed forests.

The following official labels and marks are used in all our paper and online catalogues:



The FSC® (Forest Stewardship Council®) is an NGO that has set up a certification system that establishes global standards for sustainable, eco-friendly forest use that creates jobs for local populations and is economically viable.



This certification guarantees that the product you buy comes from responsible sources, and that with your purchase you invest in the preservation of forests in France and worldwide.



The European Ecolabel is intended for the design and promotion of products that are environmentally and health friendly over their entire life cycle. The label helps to encourage the sustainable production and consumption of products.



The "OK Compost Home" label certifies that a product is compostable under home composting conditions.



This OK Compost label certifies that the product will reach 90% biodegradation in 6 months under industrial composting conditions.

## SUPPLIER ENGAGEMENT AND EVALUATION

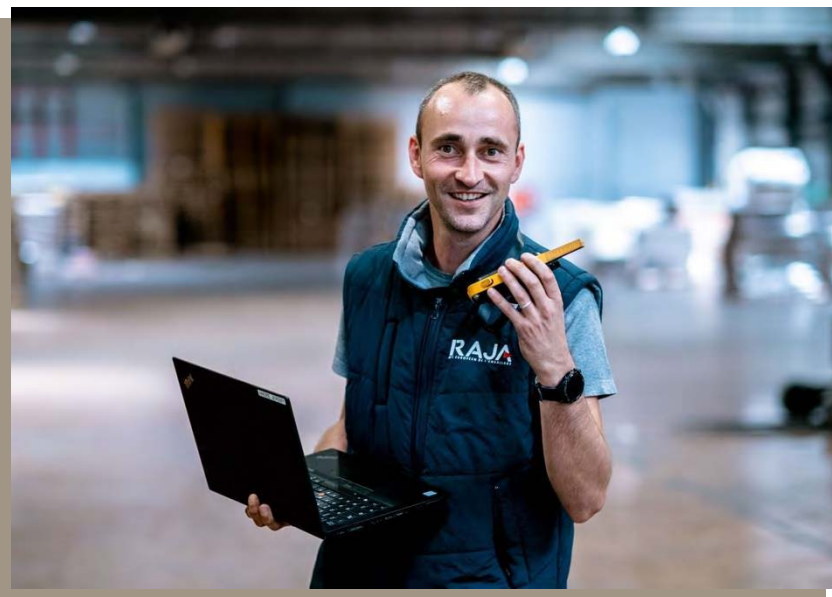
The Group's Product Purchasing and Marketing Centre ensures that manufacturers comply with the regulations in force.

It also requires our suppliers to sign the Purchasing and Sustainable Development Charter. The charter is appended to the Supplier Listing Agreements.

By signing this Charter, the supplier undertakes in particular to:

- Comply with the International Labour Organization (ILO) declaration on fundamental principles and rights in the workplace, as well as international human rights law.
- Comply with the laws and regulations applicable in its country of activity as well as the European regulations (standards or directives).
- Comply with all applicable environmental laws and regulations.

In 2020, 100% of RAJA suppliers signed the Purchasing and Sustainable Development Charter. It is now mandatory to sign this charter to become a RAJA supplier.



Furthermore, our Supplier Product Quality Department regularly assesses manufacturers on the following criteria:

- Compliance with contractual delivery deadlines,
- Emergency fulfilment capacity (shortened contractual delivery time),
- Delivery compliance,
- Product compliance,
- Etc.

In 2020, our Supplier Product Quality department conducted 240 evaluations, covering at least 70% of the purchasing turnover for each product family.

# PROMOTION OF INNOVATIVE AND ECO-FRIENDLY PRODUCTS

## THE PACKAGING OSCARS

The RAJA Group won 3 Packaging Oscars in the competition organized by Emballages Magazine in October 2020.



### **BlocBox – 100% recycled textile fibre packing material**

Recipient of the award in the "Logistics Distribution" category, this packing material is made from recycled, recyclable and reusable textile fibres made in France, and expands to up to 10 times its initial volume during use, thus allowing significant transport cost savings.

### **Greaseproof kraft paper pizza boxes**

This pizza box made from 100% recyclable virgin fibre, made in France, was awarded the Oscar in the "Conservation functionality" category. Thanks to its internal treatment, the paper can retain grease with no risk of stains. The glue used for the paper assembly is made from non-GMO wheat starch.



### **The "Covid-19 Initiative" category**

Beyond these 2 Oscars for innovative products, RAJA also received a 3<sup>rd</sup> Oscar in the "Covid-19 Initiative" category, awarded for the most remarkable support and aid initiative developed during the COVID-19 crisis. During the health crisis, the companies of the RAJA Group and its Foundation took action, and strengthened their support commitments to numerous associations, hospitals and NGOs.

# DEVELOPING AND PROMOTING OUR RANGE OF ECO-FRIENDLY SOLUTIONS

## REDUCING OUR PRODUCTS' ENVIRONMENTAL IMPACT

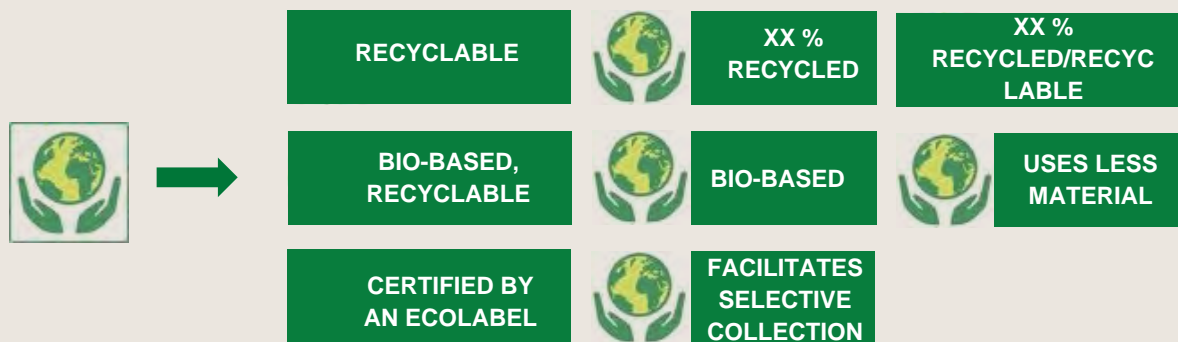
Since 2016, changes in French and European legislation have tended to limit, or even prohibit, the sale of single-use products. This context has forced players in the packaging industry to accelerate their transition to more sustainable solutions.

RAJA is part of this approach to providing concrete solutions, offering products requiring less material and products that use recycled materials and/or materials that can themselves be recycled or even reused. We offer eco-friendly products to our customers, and advise and inform them via our promotion of these products based on four criteria:

- Products certified with ecolabels such as the European Ecolabel (EU Ecolabel®) or NF Environnement®
- Products from renewable resources (FSC® and PEFC® labels: products made from wood from sustainably managed forests).
- Products that reduce waste production or save energy or raw materials, such as cardboard made from recycled paper (with markings indicating the proportion of recycled material used).
- Products entering the cycle of selective waste collection and recovery, in particular products made of plastic (with markings regarding recyclability).



These eco-friendly products are identified by the systematic use of the pictogram below, depending on the criteria concerned:



**In 2020, 48% of our product listings meet at least one of these criteria (up 1 percentage point from last year). The number of eco-friendly product listings is up 6%, representing 65% of our sales; our goal is to reach 75% by 2022.**

Also, thanks to our wide range of crates and cardboard boxes, we help our customers find the most suitable format for their shipments. This makes it possible to reduce the empty space in packages and improve the Bilan Carbone® (carbon assessment).

Our commitment is also reflected in our efforts to purchase the majority of our products in Europe, particularly in order to limit CO<sub>2</sub> emissions linked to transport. Thus, 95% of our suppliers are European. Furthermore, the sale of products purchased in Europe represents 86% of our turnover for 2020, which is stable compared to 2019, and meets our objective of keeping this indicator above 80% over time.



# MEETING OUR CUSTOMERS' EXPECTATIONS

As a member of FEVAD (Federation of E-commerce and Distance Selling), RAJA undertakes to respect all the rules contained in the FEVAD Professional Code, also called the "Quality Charter." RAJA has thus made the following commitments:



## COMMITMENT no. 1 – Clear identification

FEVAD member companies undertake to be easily identifiable to consumers by providing clear information on their website, their catalogue, etc., thus allowing complete identification.

## COMMITMENT no. 2 – Fairness

FEVAD member companies undertake to comply with the obligations to ensure that customers are appropriately informed about their business activities. Member companies must uphold principles of fairness and professional diligence so as to respect consumers' rights and fulfill their duties to consumers.

## COMMITMENT no. 3 - Providing a secure payment system

FEVAD member companies undertake to set up appropriate systems to secure payments so as to increase consumer confidence at that important stage of the ordering process.

## COMMITMENT no. 4 - Providing accessible customer service

FEVAD member companies undertake to provide a convenient and easily contactable customer service so as to provide answers to consumers both upstream and downstream of the order.

## COMMITMENT no. 5 - Offering a mediation service

FEVAD member companies undertake to inform consumers of the existence of one or more competent mediation mechanisms in the event of a consumer dispute.

# SUSTAINABLE LOGISTICS ORGANIZATION

In 2017, we opened a distribution centre in Sorgues (Vaucluse) with the aim of better and more quickly performing deliveries to customers in the greater southern third of France, and to store products earmarked for Key Account customers there.

Located in a geographic area where RAJA is enjoying substantial commercial growth, conducting distribution from this logistics centre allows us to achieve a significant reduction in delivery distances.

Furthermore, over several years, we have carried out several actions in partnership with our carriers:

- Introduction of 5 hybrid trucks
- Use of the combined road-rail transport mode between the Paris Nord 2 and Sorgues Distribution Centres. Road trailers are loaded onto the train at the Valenton terminal (Val de Marne) and transported by train to Avignon (Vaucluse)
- CO<sub>2</sub> emissions offsets on shipments made by Chronopost as part of the supplier's comprehensive CO<sub>2</sub> emissions offset policy
- Preference to carriers that are signatories of the ADEME "CO<sub>2</sub> Transport" Charter and use vehicles meeting Euro 5 or 6 standards
- Regionalized transportation plan allowing products to be transported to the nearest delivery zones with the use of as few vehicles as possible, and providing "last mile" distribution
- Optimized trailer loading



Merchandise transport is a key parameter of corporate performance. As a driver of competitiveness and differentiation with a central role in business transformation, its optimization may prove to be a game-changer. Though it was long seen simply as a costs issue, we now need to think in terms of quality of service and environmental impact too.

In 2021, we'll be starting a Transport CSR program, with several objectives, to be rolled out over several years:

- Measuring GHG emissions with BP2R's Carbon tool
- RAJA's commitment as part of Fret21's EVE (voluntary environmental commitments) program => setting 3-year goals to reduce GHG emissions on all our deliveries in France
- Increasing our Fleet from 10 to 20 100% green vehicles equipped with natural gas or electric engines.
- 50% increase in the number of clean deliveries by 2023, to reach 40% of deliveries.

# SUSTAINABLE MARKETING MATERIALS

Our CSR policy also addresses reducing the impact of our catalogues. Since 2016, we have decided to reduce:

Our distribution of paper catalogues both to customers and prospects (53% less catalogues sent out since 2015)

The weight of the paper used in order to reduce the tonnage of paper consumed

	2016	2017	2018	2019	2020
Paper tonnage	971	774	756	762	626

Our catalogues are now printed on 100% FSC-certified paper, and the total tonnage used in 2020 came to 626 tonnes (17.8% less than 2019); our goal is to keep this tonnage below 760 tonnes in the coming years.

All our printers in France are Imprim'vert certified.



# GUARANTEEING OUR CLIENTS QUALITY CUSTOMER RELATIONS AND SERVICE

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## QUALITY CUSTOMER RELATIONS

### A MULTI-CHANNEL APPROACH FOR BETTER CUSTOMER SATISFACTION

RAJA does business in four complementary sales channels that guarantee the customer constant proximity, increased responsiveness and the smoothest possible experience: catalogues, websites, and both field- and office-based sales teams.

A customer-focused culture of service has been in the RAJA Group's DNA since the company's creation, and customer satisfaction is the foremost goal of all of our employees. Our close and human commercial relationship with our customers is what builds their loyalty and sets us apart from our competitors. Each of the Group's companies has its own integrated customer relations centre with customer service agents standing by to assist our clients. A team of 80 field- and office-based sales representatives is available to provide support and advice to our customers, helping them find solutions that improve their operational efficiency and reduce their costs while limiting their environmental impact.

We have undertaken several commitments in this context that offer the promise of quality service to all our customers whatever their size, consumption levels, or geographical location:

- Fast delivery in 24/48 hours anywhere in France
- Free delivery on purchases over €200
- 12,000 products available in stock
- Assured product quality
- Guaranteed price stability over a 6-month period
- Volume discounts
- Guarantees offering "satisfaction or your money back"



under the management of Nathalie Chapusot, Deputy General Director in charge of media, sales and marketing, our multichannel strategy cultivates the fundamentals of customer satisfaction. Our marketing and sales teams express our commitments and our customer-focused culture in their direct contact with our clients and in all our marketing media.

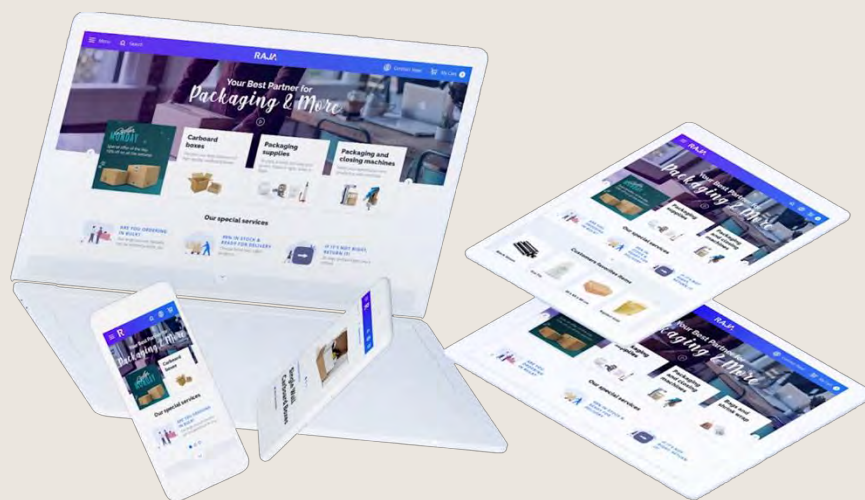
Our catalogues and websites provide rich, accurate and detailed product information to facilitate customer choice. They give us an opportunity to convey our commitments and our ability to provide a quality service unique in our market. We have chosen to have internal teams produce all our media, and we have an in-house photo studio that guarantees our control over the quality of our visuals.

To provide complete product information, we use paper media in various forms. Our general catalogue presents our full product range, with detailed product information and numerous visuals of products in use to convey a better understanding. With our specialized catalogues, customers can discover a world of products supplementary to packaging and group their purchases together (one stop shop).

The high-quality presentation of our product range on our feature-rich website offers our online customers a seamless experience.

Over time we have implemented several new features:

- Specific search engine for boxes and bags
- Online customization tool for adhesives and bags
- Packing station configurator
- Online invoicing
- Purchase history
- etc.



The editorials we release on our blog and social networks give us an opportunity to put out expert content prepared by specialists.

That's why RAJA was given such great marks on the following media in 2020:



- On Ekomi (seller ratings via its website), the average customer rating given to RAJA and its products was 4.6 / 5, up 0.11 points (+2.45%) from 2019.
- The overall satisfaction rate on the customer barometer was 99%, up 0.3% from 2019.

## THE CUSTOMER RELATIONS CENTER AND THE KEY ACCOUNTS SALES DEPARTMENT

The commercial organization of the Customer Relations Centre and the Key Accounts Sales Department provides for the qualitative management of each customer:

- Welcome
- Advice on products and services
- Order entry and specific order management from Key Account customers
- Dedicated sales representatives on the phone and in the field
- Claims management



The Customer Relations Centre had a phone availability rate of 97.13% in 2020, and the goal is to hold that rate at 95% over time. It has also achieved a rate of 70.38% of calls answered in 20 seconds, with the goal of reaching 80% by 2021.

RAJA's priority is to be close to our customers and attentive to their needs, so as to guarantee quality customer relations. Thus, the quality of our customer relationship is a supervised objective, with regular monitoring and evaluation of customer calls to detect training needs for service representatives,

whether with regard to their speaking approach or the products themselves, and to help fully understand customer expectations.

Our approach to monitoring customer satisfaction levels, called "*écoute client*" [customer care], includes follow-up of complaint files, survey analyses, the group's satisfaction barometer, as well as customer opinions (Ekomi, social networks, etc.). Corrective actions can then be taken based on these analyses.

Thus, RAJA's customers have given it an NPS recommendation level of 58, the same as it was in 2019, the goal being to keep it above 55 over time.



## SERVICE QUALITY

RAJA has always made service quality and customer satisfaction a priority, and its ISO 9001 certification was a confirmation of its success in practice.

The Quality component of RAJA's CSR policy has the following focus areas:

- Quality customer relations
- Product quality
- Process efficiency and performance
- Employee competence
- Compliance with regulations
- Investment in performance and competitiveness.

Service quality is monitored via service level indicators as follows:

- Weekly, at operational Quality meetings bringing together the primary divisions (Sales, Logistics, Marketing, Information Systems, Procurement, Supplier Purchasing Quality), addressing operational difficulties encountered, organized by Customer Quality.
- Monthly, at Customer Satisfaction Board meetings, bringing together the directors and Quality liaisons for the primary divisions to monitor service quality level indicators, organized by Customer Quality.
- Monthly, at meetings of the Management Committee (with members of the Executive Committee).
- Annually, during Management Review in the presence of the CEO, the Executive Committee and the Management Committee, addressing the annual report, the action plan and the objectives for the coming year.

Process performance is monitored annually as part of the integrated QHSE Management System during process reviews, including an assessment of the previous year and planning for the coming year's objectives.

Like any ISO 9001 management system, RAJA's Quality system is based on continuous improvement. With statistical analysis, we can identify proven or potential dysfunctions, and implement the necessary curative, corrective and preventive actions. The action plans are managed by the QHSE Department in collaboration with all the RAJA business divisions.



In 2020, RAJA's strong commitment allowed it to achieve an internal service level of 93.6% and an external service level of 95.5%, compared to 92.2% and 97.2% respectively in 2019.

# INVESTING IN OUR HUMAN RESOURCES

## HUMAN RESOURCES POLICY

We have identified human capital as a key element in our CSR issue mapping. In order to support our growth and remain a leading player in our sector providing service of outstanding quality, our strategy needs to constantly evolve to anticipate trends in our business areas, methods and toolkits.



Therefore, our Human Resources policy is focused on maintaining attractiveness for new external expertise, adapting and developing our own internal expertise, and on employee retention. In September 2018, we formalized our Human Resources policy on onboarding commitments, expertise management, promotion and internal mobility, and annual performance reviews.

## BEST EMPLOYER LABEL

RAJA is a sought-after employer, ranked among the TOP 10 best companies to work for by employees in the wholesale business. In 2020, RAJA earned the distinction of "Best Employer" (Palmarès Capital / Statista) for 2021, for the 3<sup>rd</sup> consecutive year since earning the distinction 2018 (as Best Employer of 2019).



# RECRUITMENT POLICY

Our recruitment policy is based on several key principles:

- Culture and respect for RAJA's values: We want to establish long-term relationships with our employees, so we seek out candidates with values and interpersonal skills that are in line with our customer satisfaction-focused corporate culture.
- Sustainable employment: we endeavour to develop permanent employment relationships whenever possible, and our use of temporary contracts is generally limited to periods when peaks in activity, particularly in terms of logistics, make it necessary to reinforce our teams.
- Non-discrimination: we've implemented the most objective recruitment processes possible, and we raise awareness among all persons involved in hiring so as to guarantee equal treatment and promote diversity.
- Oversight of the hiring process: RAJA has invested in the WeRecruit hiring management toolkit to help enhance its image as an employer among applicants, and we have a simplified qualitative management of offers and application files.

# THE DIVERSITY CHARTER & EFFORTS TO COMBAT DISCRIMINATION

## DIVERSITY CHARTER

Since 2014, RAJA has been a signatory of the Diversity Charter, and is thus committed to applying the principle of non-discrimination in all its forms (ethnic, generational, physical, social, sexual, cultural or religious), in all the company or organization's management and decision-making actions, and at all stages of human resources management.

This charter addresses the following themes:

- Commitment
- Awareness & training
- Process evolution
- Hiring & internal promotions
- Communication
- The establishment of dialogue between social partners
- Assessment of diversity indicators



## FIGHTING DISCRIMINATION

We are particularly vigilant about respecting equal opportunities both in regard to conditions of access to employment and promotion and in our salary policy, ensuring that the following principles are applied:

- Definition of objective criteria for the hiring process: preparation of job descriptions, objective analysis of CVs and career paths, with collective hiring sessions for certain profiles without prior consultation of candidates' CVs, etc.
- Definition of objective criteria for the mobility and promotion processes through the generalization of annual interviews and the performance of skill assessments.
- Actions to raise non-discrimination awareness among managers.
- Monitoring of key indicators and biannual actions involving the social partners.

We are very much engaged in efforts to combat discrimination among women and men and ensure equal pay, equality in hiring, and equality of promotion. A joint committee meets regularly to monitor our compliance with our commitments in terms of professional equality.

Our professional equality index thus stands at 99/100, in line with last year, and we have set ourselves the goal of maintaining this score over time.

Average monthly remunerations as of 31/12/2020 (13th month included, excluding vocational training contracts) are as follows:

Professional Employment Categories	Employee		Supervisor		Executive	
	M	F	M	F	M	F
Average remuneration	€2,356.29	€2,367.01	€2,877.00	€2,794.60	€4,080.27	€3,930.22

In 2020, 52.9% of our staff are women (the same as in 2019), 40% of whom occupy managerial positions.

RAJA is aware of its role as a responsible company and is committed to promoting the sustainable professional integration of persons with disabilities. Thus, the Group regularly hires employees with disabilities, representing 12.7 FTEs in 2020 (down 32% from 2019), and the company works to create adapted working conditions for them where necessary. RAJA also works with social firms, i.e., work integration social enterprises (ESAT- *établissements et services d'aide par le travail*). Progress toward integrating persons with disabilities has made it possible to reduce financial contributions by 4.78% in 2020 compared to 2019.

# ONBOARDING OF NEW EMPLOYEES

The arrival at a new company, in a new position, is an important moment of professional life. That's why at RAJA we try to do whatever we can to take advantage of the opportunity to make that moment a special one, where people can learn about our professional specialties and our organization.

On their first day at RAJA, new employees receive an onboarding booklet, a practical human resources guide where they can find information about:

- Human resources contacts
- Everyday life at RAJA
- Working conditions
- Health & safety
- Quality & the environment
- Components of their remuneration
- Opportunities for training
- The various types of leave
- Employee benefits (mutual insurance, provident insurance, child-care, etc.)
- The RAJA Danièle Marcovici foundation



At their welcome session, new employees also receive:

- A copy of the rules of procedure
- A copy of the various agreements concluded with the social partners
- The ethics charter
- The anti-corruption code of conduct
- Their contractual documents
- Their work equipment (badge, computer, cell phone)



# EMPLOYEE INTEGRATION & RETENTION

## INTEGRATION PHASE

In view of limiting our use of subcontracting and outsourcing, we always look internally first for the skills needed for RAJA's growth, releasing our job offers on our intranet.

The integration phase is essential for understanding the specific nature of our professional specialties and the challenges inherent in the employee's professional position and helps contribute to employee retention. We have implemented integration mechanisms tailored to each person's specific job category and responsibility level.

The integration process includes time for immersion and discussion so that the new employee can discover all of the company's professional specialties and its various departments and meet all the people the new employee will be interacting with regularly at work. For executives, this integration phase is then completed with an attitude survey intended to collect the new employee's first impressions, assess the effectiveness of these internal operations, and identify areas for improvement. It also helps emphasize best practices at the company.

As for our immersion periods, they are intended to bring employees into the everyday life of the various departments and help them understand each person's professional specialty and the requirements of each division. Thus, an employee assigned to the Customer Relations Centre will be able to follow an employee in the Logistics department to observe that employee at work preparing orders, or may listen in on a sales advisor's phone conversation with a customer while the advisor is taking an order.

## PROMOTION

Promotion is an essential and priority lever of our Human Resources policy, and we give preference to internal applications whenever possible. Promotion not only makes it possible to retain team members and develop their skills and employability, but also to guarantee the sustainability and transfer of our know-how.

## COMPENSATION AND BENEFITS

Each year, individual pay raises are equal to approximately 2% of payroll; these increases are approved by the Human Resources Department, which ensures that they are distributed fairly. The principles underlying individual pay raises are transparent and are shared by all the company's various departments: individual performance levels, fulfilment of company values and reference salaries.

In addition to the fixed base salary, RAJA has built over the years a compensation package that helps enhance performance, with:

- The payment of 13th month and seniority bonuses
- A remuneration system including both variable and individualized pay
- Health and life insurance plans
- Additional retirement plans for supervisors and executives, intended to offset the declining replacement rate of our pension systems.

RAJA has pursued a profit redistribution policy for many years. In 1990, the company's management signed a profit-sharing agreement with the social partners for the first time. In 1997 an agreement was entered that set up a Company Savings Plan, supplemented in 2014 by the establishment of a Collective Retirement Savings Plan, renewed in 2016.

Once financial objectives have been achieved, part of the company's profits can be redistributed each year via incentives and profit-sharing bonuses paid to all employees.

The use of employee savings plans (PEE) and collective pension savings plans (PERCO) is based on periodic communications, including the distribution of an employee savings guide and informational memoranda intended to encourage employees to take advantage of worthwhile systems such as matching contributions, or a blocked account bearing interest at 3%, above the "Livret A" savings deposit accounts.

In addition to the additional compensation, employees also enjoy additional benefits, partly provided by the Works Council (CSE). The expenses for contributions to housing and shared dining facilities are recorded separately, as are the financing of activities carried out as part of RAJA Sport.

## STABILITY OF HUMAN CAPITAL

RAJA has low staff turnover; in 2020 it was at 8.48% for employees on permanent contracts, with average lengths of service holding stable at 11 years. 8 fixed-term employment contracts became permanent over the year.

The constitution of our teams promotes the diversity of our profiles and the renewal and transfer of our skills. The number of employees under 30 years of age increased by 15% in 2020, and the number of employees aged over 55 increased by 15%, with the average age of our employees holding steady at between 41 and 42 years old: so while RAJA continues to employ senior workers, it's also integrating new, younger employees, who bring in new skills; this brings in new skills, grows our professional specialties, and ensures their sustainability via the transmission of knowledge and know-how within the company.



# DEVELOPMENT AND ADAPTATION OF SKILLS

## TRAINING

In view of limiting our use of subcontracting and outsourcing, we always look internally first for the skills needed for RAJA's growth, releasing our job offers on our intranet.

In 2020 our internal skills development policy resulted in a budget approaching €204,127 to provide 4,342 hours of external training to 261 persons out of 639 in total, or 40.8% of the workforce. Our objective is to ensure this rate remains at above 40% of the workforce over time.

The guidelines for training are as follows:

- Provide continuing training for managers
- Provide support for organizational changes
- Reinforce skills in core business activities

A training plan is assembled annually to provide support for RAJA's strategic approach for the year. Training activities are primarily set up to provide support for departments undergoing transformations, whether changes are being made to our business divisions or our production of paper or online catalogues is being reorganized.

## ANNUAL EVALUATION INTERVIEWS

Each year, our annual evaluation interviews (EAE) provide an opportunity for managers and their collaborators to dedicate some time to discuss and take stock of the past year's achievements and set objectives for the coming year.

For 2020, in light of the on-going health crisis, we were only able to perform 64% of our annual evaluation interviews.

## PROFESSIONAL INTERVIEWS

The professional interviews held every 2 years provide an opportunity for managers to consider the prospects for the professional development of their staff and determine the necessary training likely to contribute to it.

## SKILLS ASSESSMENT TOOLKIT

Beyond these interviews, the company has established all the tools needed for an assessment of skills and performance levels:

- Job descriptions
- Competency dictionaries
- End of trial period interviews

all of which are ways to help ensure the objective measurement of performance.

# COVID-19 HEALTH CRISIS

## CONSTANT MOBILIZATION OF OUR TEAMS

The year 2020 was a year unlike any other. Since March 2020, we have experienced a year characterized by lockdowns, closures, and various types of restrictions. It was a year thoroughly disrupted by health and economic crises, both in France and worldwide.

A decisive factor in maintaining our business activity while using working methods poorly suited to our contact-heavy professions is of course the dedicated effort of our employees and all our management teams.

The Executive Committee handled coordination for all the companies in the Group so as to ensure the proper application of preventive measures and the implementation of business continuity plans.

Each Director and the Group's Managers monitored the teams on a daily basis, implementing the organizations and action plans necessary to handle the situation and adjusting them to as it developed.

The priority protection measures implemented in 2020 by the General Management for each country and at each company of the RAJA Group have been effective, and have allowed us to both protect our 3,000 employees and keep all our companies operating to serve our customers in Europe.

## SOCIAL DIALOGUE

### WORKS COUNCIL (CSE)

The members of the CSE are employee representatives elected by the employees. Their term of office is 4 years. Their duties are:

- To stay informed and consult with others on decisions relating to the organization, management and general operation of the company.
- To manage the social and cultural activities organized for employees.
- To present individual or collective employee complaints to the employer at monthly meetings.
- To support employees and conduct mediation with management.
- To bring in outside experts when necessary
- To exercise whistle-blower rights
- To contribute to promoting health, safety and improved working conditions at the company and conduct investigations regarding workplace injury, occupational disease or work-related illnesses.

Meetings are held on a monthly basis between the Management and members of the CSE, but extraordinary meetings may be organized if necessary, in a given situation. This was the case in 2020, in the context of the health crisis due to the Covid-19 pandemic.

### HEALTH, SAFETY & WORKING CONDITIONS COMMISSION (CSSCT)

The members of the CSE have appointed 4 elected employee representatives to be part of the Health, Safety & Working Conditions Commission (CSSCT); they have all undergone the appropriate training for the exercise of their mandates in regard to health, safety and working conditions, and are consulted:

- Before any major planning decision involving changes to health and safety conditions or to working conditions, and, in particular, before any major transformation of workstations resulting from a change in

tools used, a change of work products or work organization, or any change in production speeds or standards, whether linked to changes in occupational remuneration or not.

- Concerning the plans to introduce and during the introduction of new technologies, with regard to the impact of such plan or introduction on the health and safety of workers.
- Concerning the adaptation plan established during the implementation of major and rapid technological changes.
- Concerning arrangements made to help put workers to work, get them back to work, or keep them at work after work-related accidents or disabilities caused by war or in civilian life, or to make arrangements for disabled persons, in particular in making special accommodations at their workstations.
- Concerning documents addressing their duties and concerning the internal regulations in particular.

Meetings are held on a quarterly basis between the Management and members of the CSSCT, but extraordinary meetings may be organized if necessary, in a given situation. This was the case in 2020, in the context of the health crisis due to the Covid-19 pandemic.

## UNION DELEGATION

A union delegation is represented at RAJA; union delegates are responsible in particular for:

- Communicating complaints between employees and employers
- Participating in, creating, or making changes to various agreements concerning labour law, such as: the collective agreement, the sectorial agreement, the company agreement, and the internal regulations.

## COLLECTIVE AGREEMENTS

Our social dialogue is dynamic, and is based on listening, dialogue and trust. Discussions with social partners have thus resulted in the joint construction of numerous collective agreements since 2018:

- Agreement on professional equality between women and men and on the quality of life at work
- Agreement on the reduction of working hours
- Agreement on the donation of days off
- Agreement on night work
- Company agreement on overtime work and annual quotas
- Profit-sharing agreement
- Amendment on incentive pay objectives
- Agreement on Solidarity Day
- Memorandum of Understanding on Wage Policy (Mandatory Annual Negotiations - NAO)
- Agreement on the payment of a profit-sharing bonus
- Agreement on the implementation of teleworking
- Agreement on the right to disconnect
- Intergenerational agreement on the employee generations contract
- Agreement on the organization and functioning of the works council (CSE)
- Agreement on the organization of the CSE information and consultation procedure
- Unilateral employer decision on the granting of the Exceptional Purchasing Power Bonus (PEPA)

These agreements are regularly updated to adapt them to the challenges faced by the company.

## THE RAJASPORT ASSOCIATION

Out of our concern for our employees' health, personal development and well-being at work, we encourage them to engage in sports, well-being and artistic activities within the company. Our teams also participate in major international sporting events, and at RAJA's premises at Roissy, we have provided special spaces, including a sports and dance room and a room set aside for wellness and relaxation activities.



All these activities are managed by the RAJASport association, directed by Mohamed Fahim, which was created in 2006 at the initiative of Danièle Kapel-Marcovici out of her belief in the benefits of the practice of sport and her desire to provide those benefits to the company's teams.

*I've always held the belief that the values promoted by sport, such as surpassing oneself, mutual aid, and team spirit, are the ingredients for success and accomplishment in business. The in-company practice of sport activities helps improve quality of life at work, which is the key to improved stress management and greater dedication and performance amongst our teams.*

Danièle Kapel-Marcovici, Raja Group CEO.

We offer various sport and wellness activities, from fitness classes (Yoga, Pilates, Cross Fit) to photography, as well as relaxation and wellness services. We have also arranged for professionals to provide other activities and services at special prices, such as hairdressing services, beauty salon services, massage, relaxation therapy, and energy treatments.

In 2020, due to the health crisis, 169 employees (26.4% of the workforce) used the benefits provided by RAJASport, i.e. 21% less than in 2019, totalling around 14,281 hours (mostly outside so as to comply with physical distancing measures). The amounts paid for these services in 2020 came to €59,000, down 6% compared to 2019. Our goal for 2021 is to return to the previous level of 35% of the registered workforce (224 people).

RAJA also has a European team of around thirty marathon runners, who each year wear the RAJA colours for their participation in marathons in France and abroad, with the company's financial sponsorship.



The RAJA Group marathon team at the Berlin Marathon in 2019

## COMMUNITY SUPPORT EVENTS

In order to promote social interaction, we also organize social events for our employees every year.

In 2020, as a result of the Covid-19 health crisis that emerged at the end of the 1st quarter, some social events such as our Summer Festival, traditionally held in June, and our various sports tournaments, could not take place. Nevertheless, some of our festive events were celebrated differently this time, and in any case, in strict compliance with sanitary rules.

### INTERNATIONAL WOMEN'S RIGHTS DAY



On 8 March 2020, International Women's Rights Day, the RAJA Group organized activities across Europe as part of its "European Week for Women's Rights."

From 2 to 6 March 2020, the 3,000 employees of the Group actively participated in various actions led by the Foundation and its non-profit partners. And as every year, each of the Group's female employees was given a special gift.

### SUSTAINABLE DEVELOPMENT WEEK

On the occasion of European Sustainable Development Week, held from 28 September to 2 October 2020, RAJA sought to reaffirm its commitment to sustainable development by organizing some fun and participatory activities on the theme of zero waste.



## RAJA ART COLLECTION

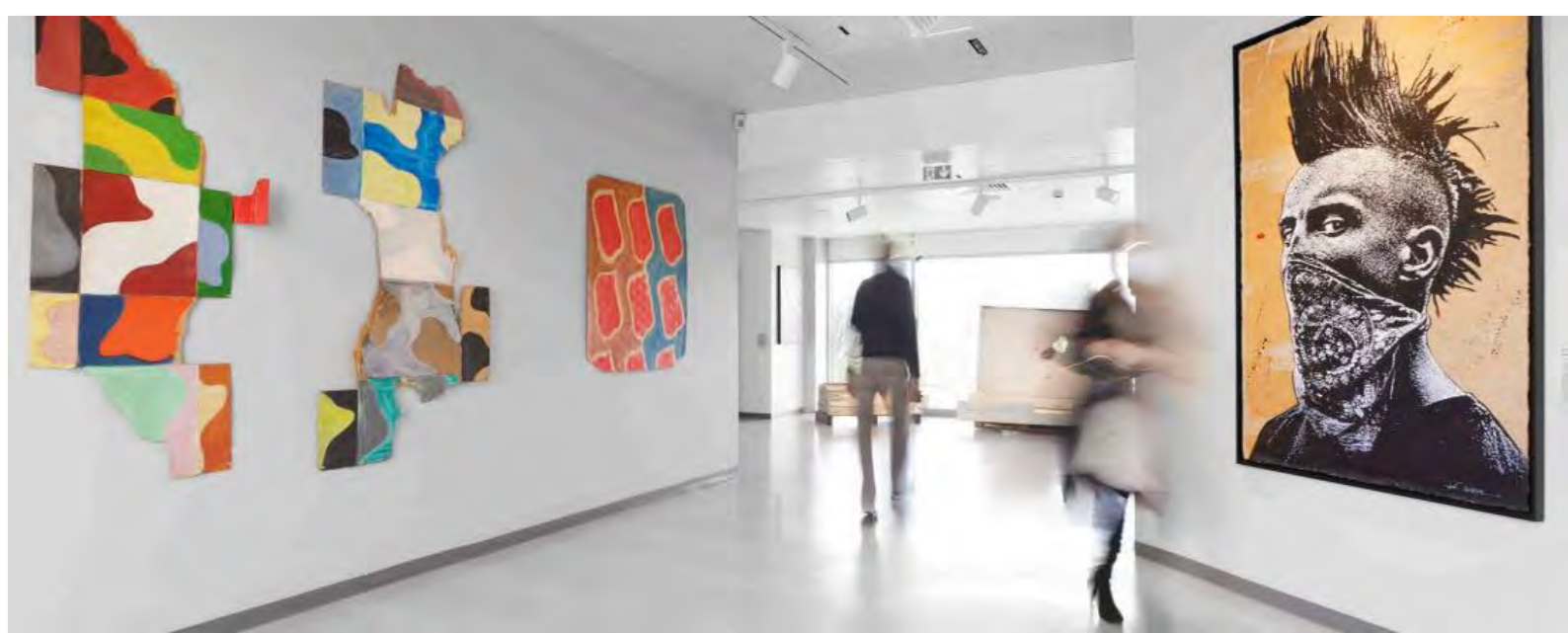
Passionate about contemporary art, Danièle Kapel-Marcovici has built an original and eclectic collection at her company: the RAJA Art collection.

The collection started in the 90s and grew over the years through encounters with artists and gallery visits; it now includes more than 150 works, such as paintings, sculptures, installations, photographs and videos, created by more than 100 recognized and emerging artists from 5 continents.

What makes the RAJA Art collection special and unique in the world of corporate art collections is its specific theme: packaging, a theme that reflects RAJA's historical core business.

Packaging, an idea that sparks endless inspiration for artists! Some works are made from cardboard, wood, paper or polyethylene, giving these materials an unexpected nobility; others are inspired by them, and transpose them in marble, bronze, metal or ceramic, exploring the rich symbolic universe of packaging to express such notions as voyage, absence, the consumerist excesses of our society...

Exhibited at the Group's European headquarters with a creative scenographic design tailored to the location, as well as at several European subsidiaries, the RAJA Art Collection is dedicated above all to the company's employees. The collection helps to bring them together around common values such as creativity, modernity and diversity and gives them prime daily exposure to contemporary art. The collection can also be viewed during our Open House events, and as part of events intended for our visitors or for the company's priority customers.



# OUR COMMITMENT TO SOCIETY

## FONDATION RAJA-DANIÈLE MARCOVICI

### NON-PROFIT PROJECTS TO PROMOTE THE EMANCIPATION OF WOMEN



Created in 2006 on the initiative of Danièle Kapel-Marcovici, and operating under the umbrella of the Fondation de France, the RAJA-Danièle Marcovici Foundation provides support to non-profit projects promoting the emancipation of women in France and worldwide:

The Foundation provides financial support to projects led by French non-profits that seek to improve the living conditions of girls and women worldwide, in four primary areas of engagement:

- Supporting women in the defence of their rights and efforts to suppress violence: through the projects it supports, the Foundation acts to defend the rights of women and young girls wherever they are threatened, and to fight alongside them against the inequalities, injustices and violence they too often suffer.
- Promoting the socio-professional integration and financial autonomy of the most vulnerable women: the Foundation supports projects that give women in precarious situations resources to access professional training and develop their skills, access employment, or to launch and grow business activities that help them to improve their financial position.
- Promoting education and facilitating the social integration of young girls and women in difficult circumstances: the Foundation supports projects seeking to facilitate access to basic services by women and girls, promote their education, and other actions helping to reduce the inequalities and exclusion to which they are too often subject.
- Promoting the role of women in the protection of the environment and the fight against climate change: the Foundation supports projects to promote sustainable agricultural practices, access to sustainable energy, management of natural resources, and waste management. It focuses specifically on women who are coming up with innovations and adaptation strategies to help preserve natural resources and biodiversity.



In addition to supporting projects to promote the emancipation of women, the Foundation's mission is also to inform, witness, and denounce the violence and discrimination suffered by women in France and around the world. To this end, the Foundation is engaged in various actions:

- Informing and raising awareness about women's rights and Foundation news, through the Foundation's website, media partnerships (in particular the magazine "*Femmes Ici et Ailleurs*"), other foundations and institutions.
- Promoting and publicizing outstanding initiatives that help women assert their rights and achieve greater equality.

In 2020, the Foundation provided support totalling €880,000 to 55 projects in 15 countries, benefiting more than 10,000 women.

## WOMEN'S RIGHTS MOBILIZATION WEEK

This year as every year, the RAJA-Danièle Marcovici Foundation organized its "European Mobilization Week for Women's Rights" within the RAJA Group, as part of the RAJApeople program.

Intended to affirm the Group's commitment to the defence of women's rights, the week of activities also brought European employees together around a common cause. This collective commitment was manifested in particular by a large-scale volunteer collection of hygiene products and basic necessities, as well as food and baby products, to benefit associations supporting vulnerable women and in precarious situations across Europe.



Voluntary collection activity held during the week of 8 March

# THE “WOMEN AND THE ENVIRONMENT” PROGRAMME

In 2020, the "Women & the Environment" action programme celebrated its fifth anniversary. Since 2015, the Foundation and the RAJA Group have been working to strengthen the role of women in protecting the environment and fighting climate change through the "Women & Environment" action program.



The "Women & Environment" action program is a vast, biannual charity products operation organized by RAJA France and 12 of the Group's European companies (from Belgium, the Netherlands, Austria, UK, Italy, Spain, Poland, and Switzerland). For each purchase made by a customer from a selection of eco-friendly products, RAJA France or another of the participating companies will donate €1 to the Foundation.

All the funds collected for each operation (over 6 months) are then distributed to non-profit projects supporting woman-led initiatives for a sustainable environmental transition.

This program allows us to bring together the participation of employees, suppliers and customers. Customers can make charitable purchases and discover the non-profit projects supported through this operation on the pages of the RAJA general catalogue, sent out in March and September, and on the websites of the company ([www.raja.fr](http://www.raja.fr)) and the RAJA-Danièle Marcovici Foundation ([www.fondation-raja-marcovici.com](http://www.fondation-raja-marcovici.com)).

The 11 operations carried out under the "Women & Environment" action program since its launch have raised more than €2 million and supported nearly 60 community projects benefiting tens of thousands of women.



## THE RAJA WOMEN'S AWARDS FOUNDATION

The RAJA Foundation Women's Awards were first launched in 2013, and held again in 2014, 2016 (in a special edition to celebrate the Foundation's 10-year anniversary) and 2018 to highlight the actions organized by the Foundation among its partners, rewarding non-profits by promoting their activities and the results they have achieved.



The objective of the Women's Awards Ceremony is to raise awareness among the general public about women's causes and promote non-profits that work to concretely improve their living conditions and defend their rights.

In 2020, the health measures in force unfortunately prevented us from holding the 5<sup>th</sup> RAJA Foundation Women's Awards ceremony at the Théâtre du Trianon in Paris. Still, we felt it was important for us to renew our support for the Foundation's partner associations in these difficult times. That's why we held a 100% digital ceremony, focusing on the role of women in protecting the environment. 12 non-profit projects were chosen as finalists, and a jury met to award prizes to 6 non-profits as a reward for their exemplary actions, out of an endowment totalling €80,000.

Danièle Kapel-Marcovici, Founder and President of the Foundation, closed the ceremony by delivering a committed message to all; the following is an excerpt from her speech:

*Despite the unprecedented context associated with the current health situation, I still felt that we had to hold this 2020 edition of the RAJA Foundation Women's Awards [...] the crisis we are currently experiencing is a stirring reminder of just how vital issues of local food production, protection of natural resources, and support for innovative and sustainable initiatives really are.*



# INVOLVEMENT OF RAJA EMPLOYEES

The mission of the RAJA-Danièle Marcovici Foundation also includes promoting awareness of its activities among the company's employees and offering them the opportunity to get involved. Launched in 2013, the RAJAPeople program offers different types of involvement, so that employees can support projects to help women in accordance with their own capacity:

## MICRO-DONATIONS

By means of a salary rounding system, each employee may choose to make a monthly donation to the Foundation, whether it's just a few cents or several euros. RAJA matches these donations, and they are collected in the Employee Fund. Once a year, donating employees can vote on the non-profits that will receive the RAJAPeople Prize and the donations collected over the year.

## PROVIDING SUPPORT TO NON-PROFITS: SKILLS-BASED VOLUNTEERING

Employees may choose to perform volunteer missions consistent with their professional skills at non-profits supported by the Foundation. To provide the best possible conditions for their mission, employees may choose to devote one day of their time off to such activity. In return, and as a way of providing support for their commitment, RAJA offers them an additional day off per year that they can also devote to volunteering.

## PROMOTING NON-PROFIT PROJECTS: SPONSORSHIP

If employees come across an interesting initiative in support of women, they can recommend it to the Foundation, whether they are members of the non-profit conducting the project or not. If the project meets the eligibility criteria, the sponsor will be invited by the Foundation to participate in the selection process, and in overseeing the project if the decision is made to provide support.

## PARTICIPATING IN ACTIVITIES ORGANIZED BY THE FOUNDATION

Throughout the year, the Foundation offers ad hoc and varied events (in particular around International Women's Day on 8 March, and around the International Day for the Elimination of Violence against Women on 25 November), so as to give employees an opportunity to discover the Foundation's actions, get to know the non-profits it supports, and to act in accordance with their own capacity to support women's rights.

## AWARDING THE RAJAPEOPLE PRIZES



On 17 September 2020, Danièle Kapel-Marcovici awarded the RAJAPeople prize to 2 non-profits on behalf of 162 micro-donors from RAJA and Cenpac.

They voted to reward 2 non-profit projects, one French and the other international, each of which received half of the donations collected throughout the year: €16,066, that is, €8,033 to each of the two non-profit organizations.

# MOBILIZING TO ADDRESS THE HEALTH CRISIS

## STRENGTHENING CHARITABLE INITIATIVES



Throughout 2020, faithful to their values of charitable aid and societal commitment, the Group's companies have gone beyond the initiatives and sponsorship of the RAJA-Danièle Marcovici Foundation to conduct charitable actions to fight to reduce the health, economic and social consequences of COVID-19 by providing support to numerous non-profits.

In France, we donated 420,000 plastic bags to *Restos du Cœur* to ensure the continuity of food distribution. We donated 20,000 food trays to a group of start-ups delivering meals to caregivers. We donated sanitary equipment such as masks, gloves and hand sanitizer to hospitals around France and Europe, as well as to several associations such as the French Red Cross and French Popular Relief. We also provided 20,000 cardboard boxes free of charge to the *Banlieues Santé* collective for food distribution in the suburbs of Paris and Marseille.

By the end of the year, the RAJA Group distributed €1 million to non-profits to support emergency operations for populations in distress in all European countries. In France, Group companies have in particular provided support to *Restos du Cœur*, French Popular Relief, Doctors Without Borders, *Médecins du Monde* and Action Against Hunger.



## THE RAJA-DANIÈLE MARCOVICI FOUNDATION TAKES ACTION TO RESPOND TO THE HEALTH CRISIS

The year 2020 has been particularly difficult for the most vulnerable populations and for female victims of violence. The health crisis has also put a strain on the non-profits working in the field on a daily basis. During lockdown, the Foundation team maintained a close relationship with its partner non-profits, and remained attentive to their needs, providing financial support and/or donations of hygiene and personal protection products.

The Foundation also provided additional emergency financial assistance totalling €50,000 to the *Fédération Nationale Solidarité Femmes*, which operates the essential national public service telephone number, 3919, intended for female victims of violence, and as part of the UN Women France's "Orange the World" campaign, provided €100,000 in support to 16 non-profits fighting gender-based and sexual violence.

 Solidarité  
Femmes  
Fédération Nationale

3919  
appel anonyme et gratuit

# GUARANTEEING ETHICAL & RESPONSIBLE BUSINESS CONDUCT

## CODE OF ETHICS

**RAJA** GROUP



The RAJA Group has established itself as a leader in the distribution of packaging, supplies and equipment for companies in France and in Europe thanks to its passion for service and for its customers, its focus on innovation, and the expertise of its employees.

As a leading player in its industry, endowed with a strong ethical culture and deeply aware since its incorporation of its social and environmental responsibility, RAJA has chosen to formalize its values and commitments by establishing an Ethics Charter.

This document provides a standard of conduct binding on all Group employees, at all levels and without exception, whose purpose is to serve as a guide and inspire actions respectful of the Group's values and commitments.



## ANTI-CORRUPTION CODE OF CONDUCT

The Sapin II law, enacted in December 2016, introduces an obligation to prevent corruption at companies and groups exceeding certain thresholds (turnover over €100 million, workforce over 500 employees) and establishes the core elements of an anti-corruption system. These obligations have been in force since 1 June 2017.

Corruption is a major issue for companies because of the penal, financial and reputational consequences it can generate.

These new legal requirements imposed on the company by the Sapin II Law should be seen not as an additional constraint, but as a tool to help increase the company's competitiveness and growth in the context of a new international legal framework with systems focused on ethics and the prevention of corruption, where several international organisations are working to eventually create a "fair and level playing field" for all economic operators.

With sales of over €1 billion in 2020 and nearly 3,000 employees in Europe, the RAJA Group falls within the scope of the law. Beyond the quantitative criteria, the international presence of the RAJA Group in the 18 countries of Europe does require some vigilance with regard to corruption phenomena, even if our business activity may appear less exposed to such risks than others. Therefore, RAJA has implemented an internal system capable of preventing and detecting any acts of corruption that may arise in the course of its commercial activity.

The Anti-Corruption Code of Conduct, prepared by the Group Executive Committee, applies to all Group employees, service providers, suppliers and professional third parties.

The Code of Conduct in particular establishes rules and principles concerning corruption, gifts and hospitality, patronage, sponsorship and assistance to associations, intermediaries, political contributions, facilitation payments, influence peddling, collusion, conflicts of interest, selection of suppliers and service providers, accounting and financial documents, and efforts to combat money laundering.

It is provided to all employees, and all undertake to respect it.

## CORRUPTION RISK MAPPING

A corruption risk map was created in 2017 to comply with the directives of the Sapin II law; it lists all the corruption risks identified for all the departments and directorates of the company. After assessing the criteria of probability and impact to obtain the raw risk, it is weighted together with the existing control and/or monitoring mechanisms in order to obtain a determination of residual criticality.

The corruption risk map is updated annually and is available from the Audit & Consolidation division of the Finance department.

## WHISTLEBLOWING PROCEDURE

In addition to the traditional channels of communication, RAJA has set up a whistleblowing procedure to permit the collection and processing of reports from employees, from within the Group or externally, concerning the existence of:

- Conduct or situations contrary to the Anti-Corruption Code of Conduct of the RAJA Group.
- Crimes or offenses, or any serious or manifest violation of the international commitments duly ratified or approved by France, or of unilateral acts promulgated by an international organization on the basis of such commitments, or of a law or regulation.
- Any threat or serious damage to the general interest, such as anti-competitive practices, or risks to or serious violations of human rights, fundamental freedoms (including workplace discrimination and harassment), health and personal safety, or the environment.

This system is governed by Law no. 2016-1691 of 9 December 2016 on transparency, the fight against corruption and the modernisation of economic activity (the "Sapin II Law").

## WHISTLEBLOWING PROCEDURE

The whistleblowing procedure, provided to all employees, describes the procedures for exercising this right. An external platform, the "Integrity Line" tool, allows reports to be collected and processed by the Group's Ethics Committee in complete confidentiality.

## ETHICS COMMITTEE

The role of the RAJA Ethics Committee is to supervise the ethics approach initiated by General Management and ensure proper compliance with the Ethics Charter. It is made up of 3 members from the Legal, Human Resources and Internal Audit Departments of the Group. At subsidiaries, the General Managers act as ethics liaisons.

The Ethics Committee is the preferred point of contact for RAJA employees for any matters concerning the application of the Charter and the associated internal policies and procedures. It receives and processes reports of conduct contrary to the provisions of the Charter.



# PROTECTION OF PERSONAL DATA

## APPOINTMENT OF A DATA PROTECTION OFFICER

In 2018, RAJA appointed a Data Protection Officer (DPO) to oversee the Group's compliance with the General Data Protection Regulation ("GDPR"), and formally enacted a policy expressing its commitment to guaranteeing the secure collection, processing and transfer of personal data within the Group with an appropriate and uniform level of protection. This policy has been approved by the members of the Executive Committee.

## PERSONAL DATA PROTECTION POLICY

With this policy, RAJA undertakes to protect the personal data entrusted to it and to respect the data protection laws of the countries where this personal data is collected.

The protection of individuals with regard to the processing of their data is a fundamental right enshrined in European law. Indeed, the Charter of Fundamental Rights of the European Union and the Treaty on the Functioning of the European Union provide that everyone has the right to the protection of their personal data, regardless of their nationality or country of residence.

Ensuring a high and consistent level of personal data protection is an essential part of our relationships with our customers, employees, business partners, suppliers and other stakeholders. They rely on RAJA to conduct its business in an efficient and competitive manner while ensuring the protection of the personal data collected.

## PROMOTING AWARENESS AMONG GROUP EMPLOYEES



An e-learning course entitled "Mission: GDPR," addressing the basic concepts of the General Personal Data Protection Regulation was launched at the end of 2019 and continued in 2020, intended to promote greater awareness of data protection issues among all employees of the RAJA Group.

This training is one of the Group's mandatory actions as part of its compliance with the GDPR, and covers the following topics:

- Introduction to the new European regulation
- Personal data and sensitive data
- Data processing
- Principles of data protection
- Human rights
- Legal obligations



Awards ceremony for the "Mission: GDPR" prize

# IT CHARTER

The charter for the use of the resources and data of the information & communication system, also called the IT charter, is attached as an appendix to the internal regulations of RAJA.

RAJA has set up an information and communication system appropriate to the needs of its business activity. It can thus provide its employees with the IT and communication tools they need to perform of their duties.

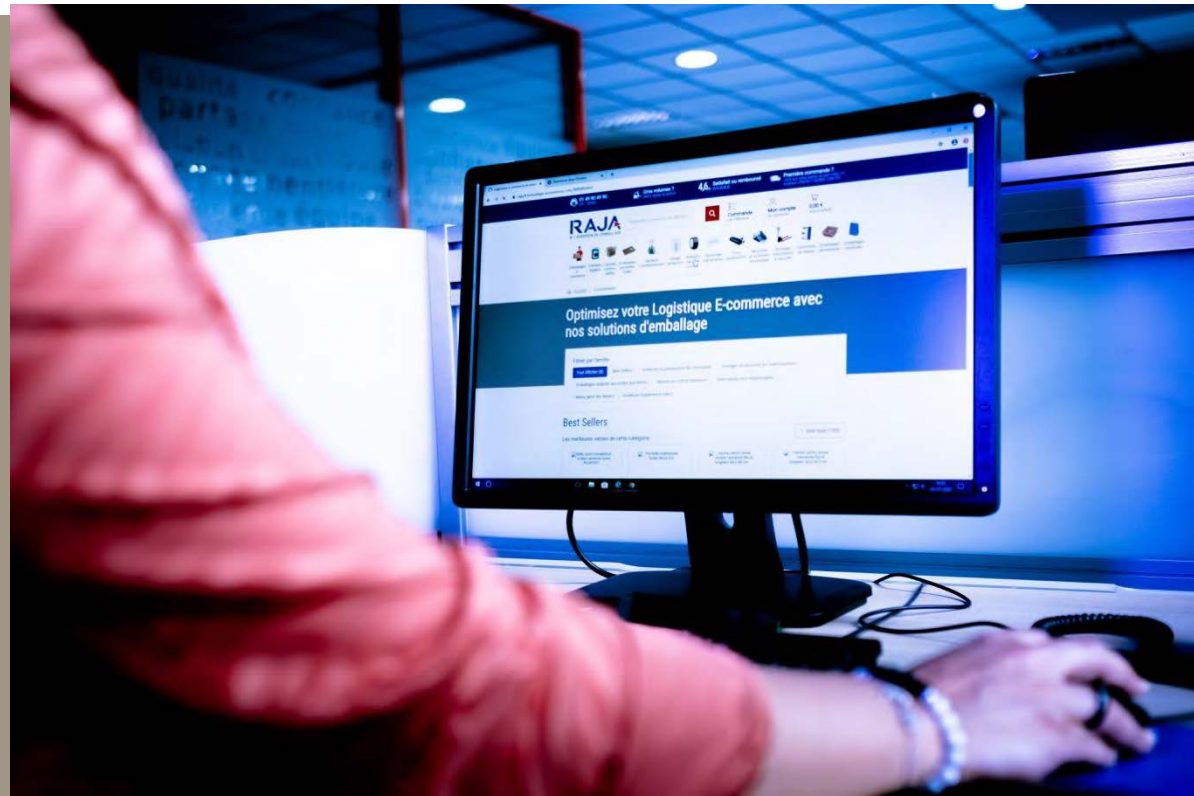
All users of the RAJA information and communication system acknowledge their awareness of this charter and undertake to apply all of its provisions.

The objective of this charter is to specify the uses of RAJA's digital and information technologies while ensuring their proper function and security and respecting the individual civil liberties of each user.

The purpose of the charter is to establish the core precautions and rules to be taken and observed by all users so as to ensure the responsible use of IT resources and the external resources accessible via the RAJA information and communication system.

The sharing of computer and digital data creates exchanges of information that help promote the proper management of work activities as well as risk factors.

The charter specifies the resources in place for the supervision and monitoring of the use of these systems, both for the proper performance of the employees' employment contract and in terms of employer criminal and civil liability.



# MINIMISING THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES

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## ■ FACILITY CLASSIFIED FOR ENVIRONMENTAL PROTECTION (ICPE)

Since 2004, the facility at Paris Nord 2 has been subject to the authorizations and declarations specific to Facilities Classified for Environmental Protection (ICPE). It is subject to regular monitoring due to the environmental risks posed by its operation. Since we are a distributor and not a manufacturer, our environmental impact is limited.

### SECTIONS OF THE ICPE CLASSIFICATION SYSTEM

Our facility at Paris Nord 2 is classified under the following sections:

- 1510: Storage of combustible materials, products or substances in covered warehouses → Authorization
- 2663: Storage of Tires & Products composed of at least 50% Polymers → Declaration
- 2910: Combustion at Gas Installations > 1MW & <20 MW → Declaration
- 2925: Loading Area → Declaration

To this end, RAJA conducts compliance checks for its buildings and facilities with regard to their ICPE classification, and implements the controls and preventive measures required to reduce or eliminate the impacts (pollution of water, air, soil, etc.) and hazards (fire, explosion, etc.) generated by our business activity in order to help preserve the Environment.

## ■ ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

### CERTIFICATION OF OUR MANAGEMENT SYSTEMS

Our certifications constitute a guarantee for our products and an assurance of safety for our customers. RAJA was certified ISO 9001 (Quality Management System) in 1998 and ISO 14001 (Environmental Management System) in 2011.

As part of the supervision of its Environmental Management System and in order to comply with the requirements of ISO 14001 (2015 Version), RAJA has in particular:

- Prepared an Environmental Policy
- Conducted an Environmental Analysis intended to identify Significant Environmental Aspects (SEA)
- Established a Regulatory Watch system to ensure that the site and facilities remain in compliance with the most recent applicable legislation.

### ENVIRONMENTAL POLICY

As part of its ISO 14001 certification (Environmental Management System), RAJA implemented an Environmental Policy; in 2019 this policy was replaced by its Corporate Social Responsibility Policy (CSR), including the following 2 focus areas in regard to environmental matters:

- Requiring our suppliers of standard products to undertake to protect the environment, and to comply with regulations addressing human rights and the environment
- Focusing on sales of eco-friendly products
- Limiting supply-related CO2 emissions by offering products purchased in Europe
- Measuring and reducing CO2 emissions associated with order shipments
- Limiting the environmental impact of our catalogues
- Reducing the impact of our waste by encouraging recycling and reuse on our sites
- Reducing energy consumption at the Paris Nord 2 facility.

## ENVIRONMENTAL ANALYSIS

In order to comply with the requirements of the ISO 14001 standard, RAJA has performed an Environmental Analysis identifying all of the company's activities, products and services, in order to determine the aspects likely to have a significant impact on the environment.

These environmental impacts may include water, air, energy, waste, noise, asbestos, etc.

The activities conducted on the site were examined in all situations: normal operation, degraded or accidental modes of operation, and maintenance.

## MONITORING REGULATORY CHANGES

Environmental regulations are constantly evolving, so in order to ensure the compliance of its facilities and buildings RAJA uses a personalized regulatory monitoring system that allows us to receive any legislation likely to impact our activities and/or buildings.



# POLLUTION PREVENTION

## WASTE MANAGEMENT

One of the objectives of RAJA France's Environmental Management Plan is to optimize waste sorting, by achieving a recycling rate of 70% by the end of 2022 (excluding pallet reclamation).

In 2020, our recycling rate excluding pallet reclamation is 60%, compared to 55% in 2019. Ordinary Industrial Waste represents 39% of waste, and in 2020 it was down 30% from 2019, which explains the improvement in our recycling rate.

Hazardous waste represents a small part of the waste generated by RAJA (3.52 tons for 2020); tracking is performed with a hazardous waste tracking log.

In order to verify that sorting instructions are being followed correctly, we organize monthly inspections of sorting units and the rate of compliance with guidelines thus determined factors into calculating the incentive payments provided to logistics employees. Awareness-raising sessions on waste sorting are also conducted among employees to ensure that everyone knows and understands the instructions provided on site.

## POLLUTANT DISCHARGE MANAGEMENT

RAJA has set up a monitoring plan to track the discharge generated by its distribution activities. Pollutant discharge can thus be analysed on a regular basis by approved service providers. The analyses show that the RAJA site is a low-pollution facility that does not exceed regulatory limits.

### LEGIONELLA IN WASTEWATER

In accordance with the decree of 1 February 2010 on the monitoring of Legionella in hot water production, storage and distribution facilities, the count of Legionella pneumophila is below the method's detection threshold (<10 CFU<sup>(1)</sup>/litre) since no trace was detected in the 20 samples taken.

(1) CFU: COLONY FORMING UNIT

### EFFLUENT DISCHARGE INTO WASTE WATER NETWORKS

A comparison of the results of the analysis with the values specified in the prefectural decree applicable to RAJA shows that the parameters measured do not exceed the limits.

### EFFLUENT DISCHARGE INTO STORM WATER NETWORKS

As no limit values are specified for rainwater in the prefectural decree applicable to RAJA, the requirements of the decree of 02/02/1998 as amended have been used. A comparison of the results of the analysis with the values specified in that decree shows that the parameters measured do not exceed the limits.

### ATMOSPHERIC EMISSIONS FROM BOILERS

The analysis performed on the 3 boilers show that our facility is compliant with the applicable legislation. Measures have been implemented to prevent discharge and provide protection in the case of incidents such as:

- Spill of products on the ground

- Shut-off valves are monitored to control the discharge of effluent fire protection water from the site.

- The RAJA facility is fully compliant both day and night with the noise emissions requirements specified in our prefectural decree and in the ministerial decree of 23 January 1997.



## REDUCTION OF ENERGY CONSUMPTION

The operation of the facility at Paris Nord 2 requires electricity and gas for lighting, heating, air conditioning and the use of electrical appliances.

The cumulative energy consumption (Gas & Electricity) in 2020 amounts to 29 kWh per person and per working day, compared to 37 kWh in 2019.

In accordance with the national objectives for reducing energy consumption (under Article L111-10-3 of the Construction and Housing Code on Energy and environmental performance and energy and environmental characteristics), our objective is to reduce our final energy consumption to 15 kWh per person per working day by 2050.

In 2019 we set a preliminary milestone at 35 kWh per person per working day in 2020; we have largely achieved this objective, even though that this year was of course a special one, due to the health crisis associated with Covid-19.

### MONITORING OUR ENERGY CONSUMPTION

Electricity consumption for 2020 was down 15.73% from 2019, which can be explained by several factors:

- LED relamping operations conducted at the distribution centre with presence sensors installed in the various storage areas to limit electricity consumption when there is no one in the area
- 10% of all unit heaters replaced with new generation devices that consume less energy
- The lockdown ordered in the 2nd quarter, during which almost all employees from the administrative building were not on site

Electricity consumption for 2020 was down 17.34% from 2019, which can be explained by several factors:

- Average outdoor temperatures during the winter months were significantly higher compared to 2019
- The lockdown ordered in the 2nd quarter, during which almost all employees from the administrative building were not on site
- The operating offices in the warehouse were formerly heated with gas, but since 2020 they have been heated by reversible air conditioners.

For 2020, water consumption (both domestic & fire protection water) was down 11.15% compared to 2019, which can be explained by several factors:

- In July 2019, as part of our five-year sprinkler tanks check, both of our two 500 m<sup>3</sup> tanks were fully drained.
- The lockdown ordered in the 2nd quarter, during which almost all employees from the administrative building were not on site



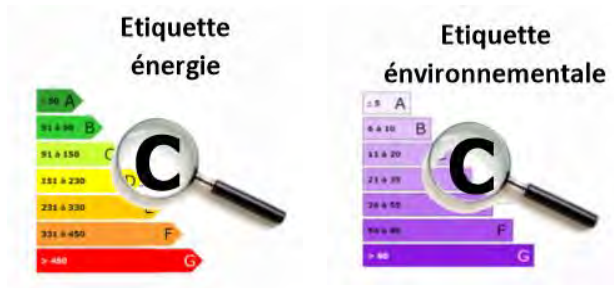
Energy consumption details, page 72

## ENERGY PERFORMANCE AUDIT

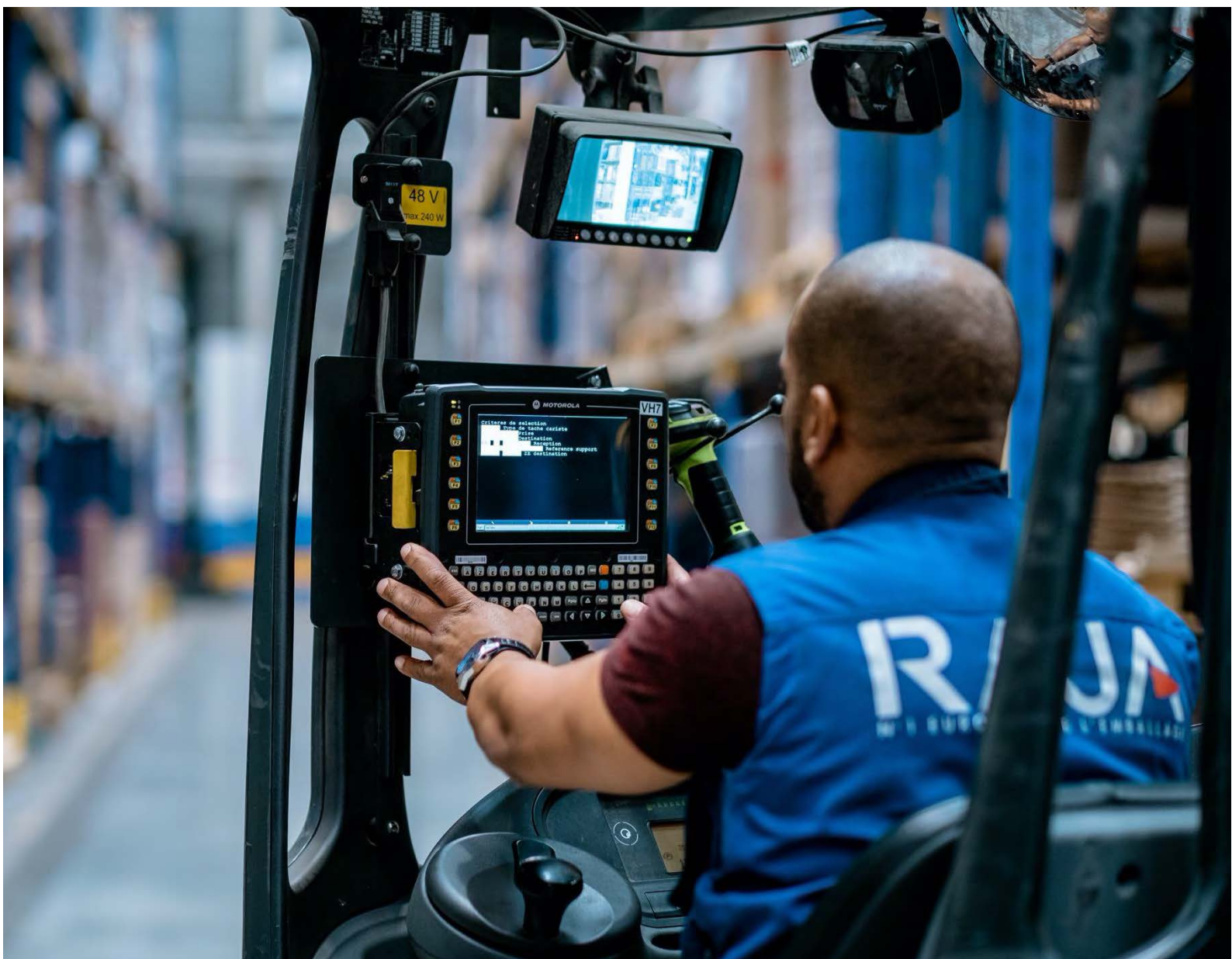
In 2020, we performed the regulatory audit required every 4 years to measure the energy performance of our facilities and premises at Paris Nord 2.

The audit report indicated that:

Our gas and electricity energy costs per m<sup>2</sup> are low for a logistics warehouse (€8.5/m<sup>2</sup> → 17 Kg CO<sub>2</sub>/m<sup>2</sup>/year)  
We received a rating of C on our energy and environmental labels, which is acceptable but can be improved.



An action plan based on the proposed areas for improvement will be implemented during 2021.



# ACTIONS FOR THE ECOLOGICAL TRANSITION

Among the solutions it has implemented to fight climate change, RAJA has embarked on its approach to reducing CO<sub>2</sub> emissions on a daily basis and has undertaken various ecological transition actions.

## FIGHTING DEFORESTATION

Labels have been developed to guarantee sustainable forest management. By purchasing products bearing the Forest Stewardship Council (FSC) or European Certified Forest Program (PEFC) label, RAJA contributes to the preservation of forests and thus helps limit anthropogenic greenhouse gas (GHG) emissions.

## CLEAN ENERGY CONSUMPTION

To reduce its climate impact and CO<sub>2</sub> emissions, photovoltaic panels will be installed at the headquarters complex of the RAJA Group, on the roofs of the administrative building and the future car park to be constructed as part of the heightening project planned to start in 2021. The aim of this installation is to produce enough power to make the offices self-sufficient in electricity consumption.

## REDUCING ENERGY CONSUMPTION

In 2020, our cumulative energy, gas and electricity consumption decreased by 27.5% and our water consumption decreased by 11% compared to 2019; although the figures are somewhat skewed due to lockdown ordered in the 2<sup>nd</sup> quarter of 2020, a smaller drop in energy consumption will also be observed at the end of 2021.

## CIRCULAR ECONOMY AWARENESS

Whether in regard to its products or its business activities, RAJA is committed to ensuring that its customers and employees are aware of best practices based on the 5Rs:



### REDUCE

RAJA offers the widest variety of packaging products, and encourages customers to avoid over-packaging, so as to ensure the proper protection of products and to reduce the weight and volume of shipments.



### REUSE

Whenever possible, RAJA offers high-durability, reusable packaging.



### REPLACE

Whatever your needs, RAJA offers eco-friendly alternative solutions.



### RENEW

RAJA offers bio-based packaging, made from renewable and recycled natural materials.



### RECYCLE

RAJA offers its customers a way to give packaging a second life by choosing recyclable packaging products.

## A MORE ECO-FRIENDLY VEHICLE FLEET

Our fleet of company and service vehicles currently consists of only 10% of hybrid or plug-in hybrid vehicles.

In the short term, our goal is to include more clean vehicles in the catalogue available so as to help reduce our CO<sub>2</sub> emissions.



### CHARGING TERMINALS

At the end of 2020, we installed 2 terminals for recharging 4 vehicles simultaneously.

This allows the company:

- To commit to protecting the planet by promoting eco-friendly vehicle operation aimed at reducing our CO emissions CO<sub>2</sub>

- To improve the carbon footprint of our activities

- To save 75% on our fuel bills



# ENSURING SAFETY AT THE WORKPLACE

## SAFETY AWARENESS

### SAFETY WELCOME BOOKLET

On their first day at RAJA, new employees are given a Safety welcome booklet, where they can find information on:

- Management of emergency situations
- Risk prevention
- Internal and external training courses
- Rules applicable in the warehouse

As for temporary staff, they receive an abridged version of this welcome booklet, in the form of a leaflet containing the core rules that need to be observed in order to work on site and perform their tasks safely.



### HEALTH PROTOCOL

In the context of the Covid-19 pandemic, a RAJA protocol was prepared, in connection with the National Protocol, in order to ensure the Health and Safety of employees in the workplace. This document was sent to all employees and all personnel on secondment at RAJA, and is now issued automatically to all whenever new arrivals are received. This document lists:

- Rules for the implementation of safety measures
- Physical distancing measures
- Hygiene measures
- Personal protective equipment
- Symptoms & contact case management



### SAFETY ORIENTATION DAY

This project could not begin 2020 due to the health crisis and was postponed to 2021.

This orientation day will not be entirely dedicated to safety, but a half-day is provided in the schedule to make employees aware of the safety rules applicable on the site.

A visit to the premises is organized in every case, specifying the proper responses in case of emergency situations, so that new arrivals can familiarize themselves with their working environment and with the site in general.

# OCCUPATIONAL RISK ASSESSMENT

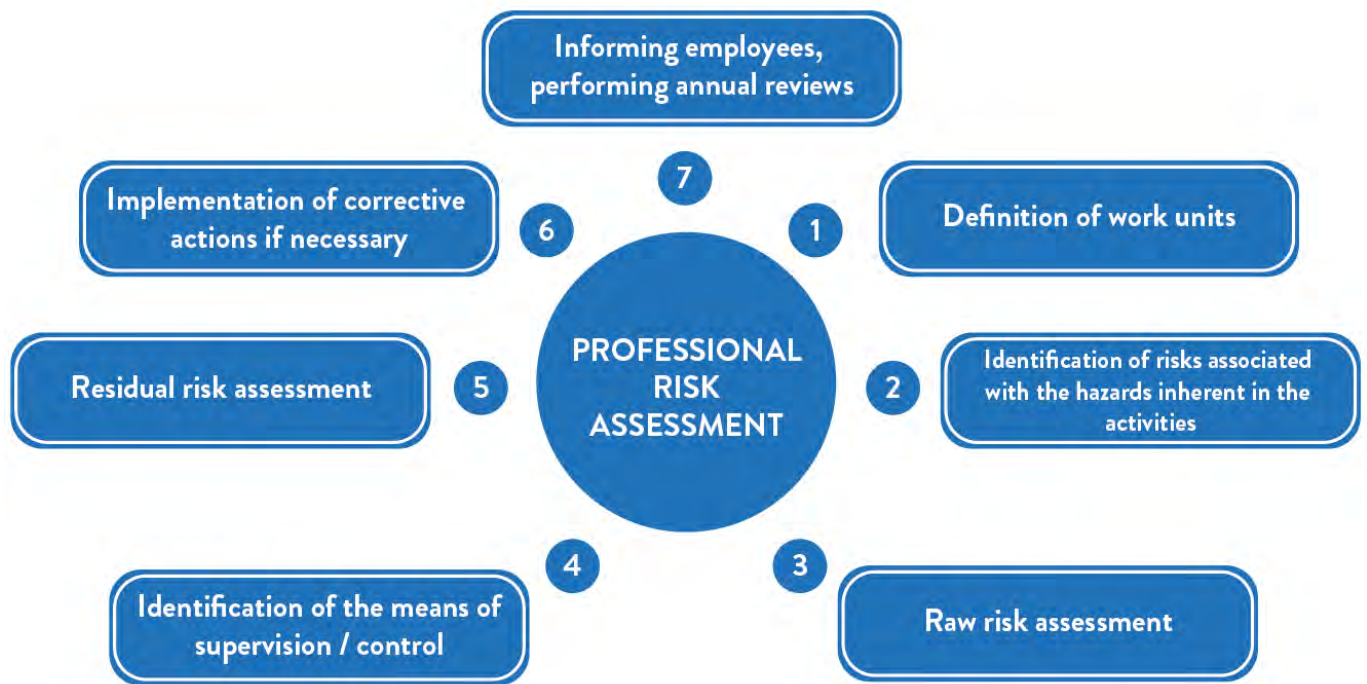
In accordance with Article R4121-1 of the French Labour Code, RAJA updates its Uniform Occupational Risk Assessment Document (DUER) on an annual basis; this document describes all the risks employees may face and all the preventive, protective or analytical measures to reduce or eliminate them.

In 2020, a new basic outline, a new breakdown of Work Units, and a new methodology for rating the various risks was presented to the Health, Safety & Working Conditions Commission (CSSCT), which approved them for the distribution of a new uniform document in 2021.

## EMPLOYEE INVOLVEMENT IN THE RISK ASSESSMENT

To help make this risk assessment as efficient and as representative as possible, working groups seeking to promote greater employee involvement have been set up, so as to permit a participatory approach where each person feels included and able to contribute to improving conditions in the workplace where necessary.

## STEPS IN THE PROFESSIONAL RISK ASSESSMENT



## RISKS ASSESSED

The risks taken into consideration for the preparation of the Uniform Document are as follows:

- Risk of tripping
- Risk of falling from height
- Risks related to vehicular traffic on site
- Road safety risks in the field
- Risks related to the physical workload
- Risks related to mechanical handling
- Risks related to products, emissions and waste
- Risks related to biological agents
- Risks related to work equipment
- Risks related to falling objects
- Noise-related risk and noise pollution
- Risks related to the thermal environment
- Risk of fire / explosion
- Risks related to electricity
- Risks related to lighting
- Radiation risks
- Psycho-social Risks (PSR)
- Risks related to working alone
- Risks related to electromagnetic fields

## DEVELOPMENT OF AN ACTION PLAN, COMMUNICATION TO EMPLOYEES

This risk assessment gives rise to an action plan that comprehensively addresses the improvements necessary to ensure that RAJA employees can perform their tasks in complete safety. This action plan is communicated to all employees.

## PERIODIC REGULATORY INSPECTIONS

The periodic regulatory inspections of the installations, facilities and premises described below constitute preventive measures intended not only to guarantee compliance, but to ensure the proper operation of all material and technical resources needed for RAJA employees to accomplish their tasks in complete safety.

- Electrical installation
- Infrared thermography
- Lifting devices & accessories
- Personnel lifts
- Pressure equipment
- Fire protection & prevention equipment
- Doors & gates
- Water networks
- Air pollutants
- Noise pollution
- Asbestos removal before work

## PREVENTION MEASURES FOR MUSCULOSKELETAL DISORDERS

In 2020, RAJA began its implementation of measures to help prevent musculoskeletal disorders. RAJA nurses thus perform workstation analyses, as a supplement to the professional risk assessment and with the assistance of the *Caisse d'Assurance Maladie* d'Ile de France (CRAMIF) and the Occupational Medicine service.

As part of these measures, RAJA has also implemented a reinforced PRAP (Prevention of Risks related to Physical Activity) training program, allowing it to help control risks and to propose technical and organizational improvements in collaboration with the persons concerned.

Throughout 2020, many actions have been carried out to help improve working conditions and prevent Musculoskeletal Disorders (MSDs) in Logistics:

- Installation of lift tables for the preparation of packages
- Deployment of exoskeletons to assist operator handling of oversized products
- Installation of a mobile conveyor for unloading trucks
- Installation of lighter and more manoeuvrable picking trolleys for the preparation of small parcels



Actions have also been taken in regard to MSD prevention in offices:

- Implementation of new ergonomic office chairs
- Installation of ergonomic accessories (mouse, mouse pads with gel wrist supports, monitor risers, etc.)

# WORKPLACE HEALTH

## OCCUPATIONAL HEALTH SERVICE

RAJA's occupational health service is made up of a nurse present on site from Monday to Friday from 9:00 a.m. to 5:00 p.m. and an occupational physician available on request.

The following are the duties of the Occupational Health Service:

### NURSE

- Conducting occupational health actions intended to help preserve the physical and mental health of workers throughout their professional career
- Advising management, workers and their representatives on the provisions and measures necessary to prevent or reduce occupational risks, improve working conditions, prevent the consumption of drugs and alcohol in the workplace, prevent sexual and psychological harassment, prevent or reduce hardship at work and occupational withdrawal, and promote employee retention.
- Monitoring employee health in consideration of the risks affecting their (and third-party) health and safety at work, the physical strain of their duties, and their age.

The nurse works with members of the Health, Safety & Working Conditions Commission (CSSCT) as part of the risk assessment process, and in particular in updating the Uniform Risk Assessment Document (DUER).

### THE WORKPLACE PHYSICIAN

The role of the occupational physician is to prevent any impairment of workers' health as a result of their work, in particular by monitoring the conditions of hygiene at work, the risks of contagion, and the workers' state of health. The occupational physician is an adviser to the employer, workers, staff representatives and social services, in particular on:

- Improving living and working conditions at the company
- Adjusting jobs, working techniques and the pace of work for better physical and mental health, with a view to promoting employee retention in particular
- Protecting workers against all hazards, and in particular against the risk of occupational accidents or exposure to dangerous chemical agents
- General hygiene at the company and in catering services
- Health prevention and education at the company in connection with occupational activity
- New construction and development
- Changes made to the facilities
- The establishment or modification of night shift scheduling
- Support in case of any major reorganization at the company

The occupational physician also advises the employer by participating in the risk assessment as part of the preparation of the company record, and as part of activities related to the working environment conducted with the other members of the multidisciplinary team directed and coordinated by the occupational physician.

## PERFORMANCE OF MEDICAL CONSULTATIONS

In 2020, the health context related to the Covid-19 pandemic forced occupational health centres to modify their practices, particularly with regard to Informational and Preventive Visits (VIPs):

- No Informational and Preventive Visits were conducted between March and June. Only remote consultations have been performed at certain centres
- Informational and Preventive Visit postponements have been granted
- Decree 2021-56 of 22/01/2021 (JO 24) provides for the possible postponement of initial and intermediate Basic Individual Consultations (SIS), intermediate and periodic Advanced Individual Consultations (SIR) until a deadline set at 22 April 2022.
- Extension offices are overloaded with requests for follow-up visits and otherwise, and appointments for Informational and Preventive Visits are therefore usually granted sparingly.

	OFFICES	LOGISTICS	
		Forklift operators	Other
Number of employees	458	104	70
Medical visits up to date	410	67	60
Medical visits not up to date	48	37	10
% with medical visits up to date	89.5%	64.4%	85.7%
<b>TOTAL UP TO DATE</b>	<b>84.7%</b>		

## ACCIDENTOLOGY

### ACCIDENT MONITORING

Year	Logistics	Offices	TOTAL
2017	24	14	<b>38</b>
2018	19	18	<b>37</b>
2019	22	10	<b>32</b>
<b>2020</b>	<b>16</b>	<b>13</b>	<b>29</b>

In total (Logistics + Offices), accident statistics (Workplace Accidents + Commuting Accidents) were down 9% in 2020 compared to 2019,

Specifically, there was 27% decrease in logistics, explained by the implementation of support measures for the prevention of Musculoskeletal Disorders (MSDs); on the other hand, there was an increase in 30% in the office, which was for the most part commuting accidents not requiring time off.

Year	Logistics		Offices		TOTAL	
	Number of accidents with lost time	Number of days of lost time	Number of accidents with lost time	Number of days of lost time	Number of accidents with lost time	Number of days of lost time
2017	25	127	11	139	<b>36</b>	<b>266</b>
2018	12	112	4	34	<b>16</b>	<b>139</b>
2019	19	558	2	27	<b>21</b>	<b>585</b>
<b>2020</b>	<b>13</b>	<b>979</b>	<b>1</b>	<b>53</b>	<b>14</b>	<b>1,032</b>

In total (logistics and offices), work accidents and commuting accidents with lost time were down by 33% in 2020 compared to 2019,

Specifically, there was a 32% decline in logistics and a 50% decline in offices.

The number of days of lost time rose sharply in 2020 (up 75% in logistics, up 56% in offices, for a cumulative total increase of 74%). In logistics, this was due in particular to a commuting accident suffered by an employee in June 2019, who was still on leave on 31 December 2020.

## FREQUENCY RATE AND SEVERITY RATE

	2018	2019	2020
Total number of accidents	37	32	<b>29</b>
Number of accidents with lost time	16	21	<b>14</b>
Number of days of lost time	146	585	<b>1,032</b>
<b>Frequency rate</b>	<b>18.6</b>	<b>21.7</b>	<b>15.6</b>
<b>Severity rate</b>	<b>0.22</b>	<b>0.46</b>	<b>1.01</b>

The frequency rate was down 28% in 2020 compared to 2019, but the severity rate was up by 120%.

Our goal for 2022 is to keep the frequency rate below 22 and the severity rate at 0.8.

# WORKPLACE HEALTH AND SAFETY TRAINING COURSES

## WORKSTATION INSTRUCTION SHEETS

As part of the overhaul of the Uniform Risk Assessment Document, instruction sheets will be issued for the various workstations (particularly in Logistics). The purpose of these sheets is to specify the appropriate instructions and best practices to ensure that employees can perform their tasks in complete safety and maintain good health by adopting the right gestures and postures.

## SAFETY UPDATES DURING TEAM BRIEFINGS

Employee safety is an everyday priority. During team briefs, safety updates are sent out across the board to remind everyone of the importance of compliance with the instructions applicable on the premises.

## SPECIFIC SAFETY TRAININGS FOR BUSINESS DIVISIONS

### CACES

The Training Department of the Human Resources Department oversees safe operation certificate (CACES) training, including both basic & refresher courses for the various forklift operators.

### ELECTRICAL CERTIFICATIONS

All personnel in charge of site maintenance and technical installations have electrical certifications at varying levels depending on the responsibilities of the personnel concerned.

## INTERNAL SAFETY TRAINING

Several safety-related training courses are provided internally:

- Management of emergency situations
- Workplace First Aid Officers (SST)
- Front-Line Responders
- Secondary Responders
- Personal protective equipment
- Workstation ergonomics
- Occupational risk assessment
- Chemical & Hazardous Products Management
- Road safety risks



# TABLES OF CSR INDICATORS

## ENERGY CONSUMPTION (P. 59)

	Electricity consumption (in MWh)
2019	2,825
2020	2,383

	Gas consumption (in MWh)
2019	2,847.3
2020	2,354.8

	Water consumption (in M <sup>3</sup> )
2019	5,327
2020	4,733

## WASTE MANAGEMENT (P. 60)

	Waste deposited in compactors (in tons)	
	Cardboard & Paper	OIW
2019	307	287
2020	N/A	N/A

	Waste deposited in bins (in tons)		
	Wood	Scrap metal	Plastic Film
2019	19	12	1
2020	N/A	N/A	N/A

	Waste deposited in collectors (in tons)				
	Glass	Coffee capsules	Plastic Bottles	Cans	Cigarette butts
2019	0.22	0.15	0.12	0.09	0.01
2020	0.17	0.13	0.10	0.08	0.00

# APPENDICES

## ISO CERTIFICATIONS

Most of the RAJA Group's subsidiaries have obtained ISO 9001 and ISO 14001 certifications for the effectiveness of their Quality and Environmental management systems.

As part of these certifications, each of the entities has prepared a Quality Policy and an Environmental Policy affirming the objectives set forth by the Executive Committee of the RAJA Group.

Group entities	ISO 9001	ISO 14001	ISO 45001	ISO 50001
	Quality	Environment	Workplace Health and Safety	Energy Efficiency
RAJA France	●	●	-	-
Bernard	●	●	-	-
Cenpac	●	●	-	-
JPG	-	●	-	-
Welcome Office	Not certified			
RAJA Germany	●	●	-	-
UDO BAR	●	-	-	-
RAJA Austria	●	●	-	-
RAJA Belgium	●	●	-	-
RAJA Netherlands	●	●	-	-
RAJA Denmark	●	-	-	-
RAJA Spain	●	●	●	-
Kalamazoo	●	●	-	●
RAJA Italy	●	●	-	-
Mondoffice	●	●	●	-
RAJA Norway	Not certified			
RAJA Poland	●	●	-	-
RAJA Portugal	Not certified			
RAJA Sweden	Not certified			
RAJA Switzerland	●	●	-	-
RAJA Slovakia	●	●	-	-
RAJA Czech Republic	●	●	-	-
RAJA UK	●	●	●	-
Morplan	Not certified			



# RAJA

**HEADQUARTERS**

16, rue de l'Étang - Paris-Nord 2  
95977 Roissy-en-France

**[contact@raja.fr](mailto:contact@raja.fr)**

**Tel. 01.48.17.33.30**