



CSR REPORT

III

2019 extra-financial
performance

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Energy Observer

In France, Victorien Erussard, captain and founder was named first ambassador of Sustainable Development Objectives by the French Ministry of Ecological and Solidarity Transition in 2018.

Lessons for the future

DELANCHY and Chéreau are partners of Energy Observer, a project that inspires us and frees our imagination on the subject of energy transition!

The Chéreau* teams joined the hydrogen adventure in 2016 with some strong convictions for sure, but also with a fair share of uncertainty about the innovations in terms of energy transition.

On such a journey, every innovator needs to find support, interest, a look, a friendly question, drive. And that is exactly what Jo Delanchy gave us in November 2017, when we met him and he told us of his belief in hydrogen as an alternative energy since... 1968, when he set up the company!

On that day, Jo Delanchy gave us a lesson for the future.

His interest, knowledge and entrepreneurial spirit make him a source of inspiration and that is why I am honoured to give this foreword, by way of introduction to the CSR report, which shows the company's capacity for innovation in all fields, be they social or environmental.

Delanchy's approach to CSR, both pragmatic and ambitious, is perfectly in line with what I know about the company's history. It is a journey I am watching closely and one that is encouraging us to persevere with our own company's CSR policy, to dream up the world of tomorrow.

Damien Destremau
President – Managing Director of Chéreau

** Leading European manufacturer specialising in the design and manufacturing of refrigerated bodies for heavy goods vehicles. Also see page 26.*

Damien Destremau



Transport BY

DELANCHY[®]

CHEREAU

hydrogen p



- > ZÉR
- > SILE
- > REM

COMME ENERGY OBSERVER SUR
NOUS TESTONS L'ÉNERGIE HYDROGÈNE



EDITORIAL

In 2019, we decided to set initiatives in line with the Sustainable Development Objectives and the 2030 Agenda.

These objectives cover development issues, such as climate, biodiversity, energy, water, gender equality, equal opportunities, economic prosperity and even peace.

Admittedly, we have been developing our CSR strategy for three years without benchmarks. However, we are sensitive to and aware of good reporting practices, which we do our best to respect, while each year making progress, and we wanted to join a coordinated global movement to put our practices to the test on the big issues.

If inclusion for all is the founding principle of the 2030 Agenda, if it proves necessary for all those involved to come together, if public/private dialogue is a precondition for the proper integration of equality issues between women and men, universal social security, good governance and environmental and climate issues...

Then our response is simple: we are there.

Brigitte Delanchy
Managing Director

Delanchy's Sustainable Development Objectives (SDO)



DELANCHY's initiatives are based on the United Nations Agenda, expressed in the 17 Sustainable Development Objectives (SDO). To achieve this, the company has been reviewing all its sustainable development objectives with respect to its activity and initiatives, by asking two questions, for each objective and target:

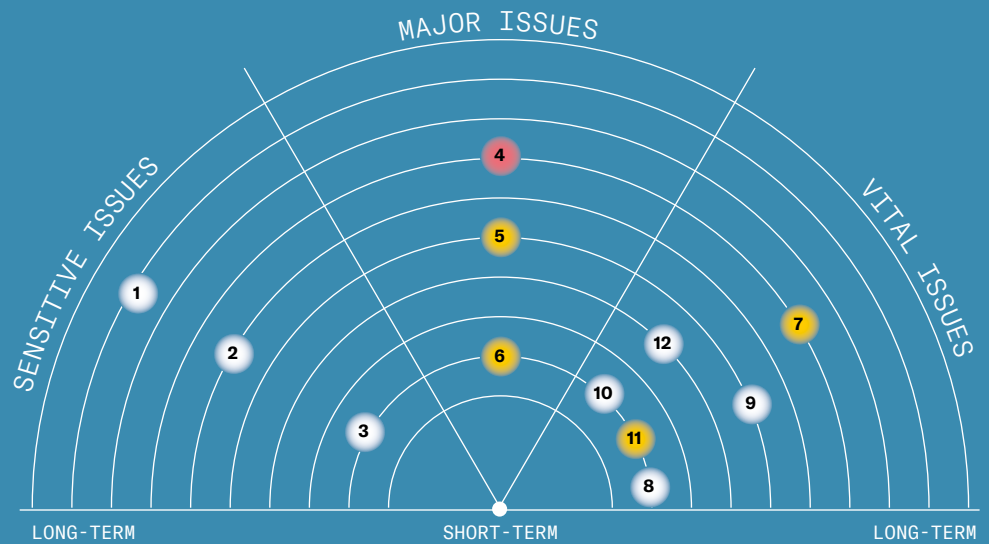
Why do we care and what can we do?

We came up with 11 objectives and 19 targets that correspond to the specific business lines and context of our activity. We decided only to include the objectives and targets that correspond directly to our professional environment. However, it goes without saying that Delanchy cares about every SDO, particularly those relating to its humanitarian commitments and its support initiatives for worthy causes: poverty, education, medical research, integration.

SDO and Targets	Why do we care and what can we do?
SDO 1 – To eliminate poverty in all its forms throughout the world	
<p>1.3 : To put in place social security systems and measures for all, adapted to the national context, including social protection floors, to ensure that between now and 2030, a significant portion of poor and vulnerable people benefit from it.</p>	<p>DELANCHY cares about this objective as part of its initiative on its health and welfare policy.</p> <p>Establishment of mutual associations with several options to make it possible to access care.</p>
SDO 3 – To give individuals the means to live a healthy life and to promote wellbeing for all ages	
<p>3.5 : To strengthen the prevention and treatment of abuse of psychoactive substances, in particular drugs and alcohol.</p>	<p>DELANCHY cares about this objective as part of its initiative on:</p> <ul style="list-style-type: none"> - the fight against all forms of addiction, - road safety, - the fight against pollution and the conservation of water and soil, - measures to limit air pollution.
<p>3.6 : Between now and 2020, to halve the number of deaths and injuries due to road accidents, on a global scale.</p>	
<p>3.9 : Between now and 2030, to significantly reduce the number of deaths and illnesses due to hazardous chemical substances and pollution and air, water and soil contamination.</p>	
SDO 4 – To ensure that everyone can access quality education under fair conditions and to promote lifelong learning opportunities	
<p>4.3 : Between now and 2030, to ensure that women and men have access, under fair conditions, to quality technical, professional and higher education, including university, at an affordable cost.</p>	<p>DELANCHY cares about this objective as part of its initiative on:</p> <ul style="list-style-type: none"> - the training and increase in skills of all company employees, regardless of their age, sex and cultural origin, - professional integration, - sustainable development awareness, - measures to promote the employment of the most vulnerable
<p>4.4 : Between now and 2030, to significantly increase the number of young people and adults with the skills, in particular technical and professional, necessary for employment, to obtain decent work and for entrepreneurship</p>	
<p>4.7 : Between now and 2030, to ensure that all students acquire the knowledge and skills necessary to promote sustainable development, in particular through education in favour of sustainable development and lifestyles, human rights, equality of the sexes, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and the contribution of culture to sustainable development.</p>	

SDO and Targets	Why do we care and what can we do?
SDO 6 – Protection of water	
<p>6.3 : Between now and 2030, to improve water quality by reducing pollution, eliminating the immersion of waste and minimising the emission of chemical products and hazardous materials, by halving the proportion of untreated waste water and significantly increasing the recycling and safe re-use of water on a global scale.</p> <p>6.4 : Between now and 2030, to significantly increase the efficient use of water resources in all sectors and to guarantee the viability of freshwater withdrawals and supplies to take into account water shortages and significantly reduce the number of people who do not have enough water.</p> <p>6.5 : Between now and 2030, to implement the integrated management of water resources on all levels, including by means of cross-border cooperation where necessary.</p>	<p>DELANCHY cares about this objective as part of its initiative on:</p> <ul style="list-style-type: none"> - the use of resources, in particular, the washing of trucks by harvesting rainwater, - energy consumption control on its platforms, - wastewater control to protect the resource.
SDO 7 – Clean affordable energy	
<p>7.2 : Between now and 2030, to significantly increase the proportion of renewable energy in the global energy mix.</p>	<p>DELANCHY cares about this objective as part of its initiative on:</p> <ul style="list-style-type: none"> - Renewable energy harvesting: shade structures, - Commitment to Energy Observer, - Working with heavy goods vehicle manufacturers on clean vehicles: electric truck, hydrogen semi-trailer.
SDO 8 – To promote sustained economic growth, shared and sustainable, and full productive employment and decent work for all	
<p>8.5 : Between now and 2030, to achieve full productive employment and guarantee all women and all men, including young and disabled people, decent work and equal pay for equal value work.</p>	<p>DELANCHY cares about this objective as part of its role in support of professional integration, in particular among young people, and its capacity, by the nature of its business lines, but also by its organisation and commitments, to offer a second chance to young people who fail at school.</p>
<p>8.6 : Between now and 2020, to significantly reduce the proportion of young people not in school, work or training.</p>	<p>Delanchy also cares about this objective as part of its inclusion of all: diversity, disability and already applies the principle: equal work / equal pay.</p>
SDO 9 – Industry, innovation and infrastructure	
<p>9.4 : Between now and 2030, to modernise the infrastructure and adapt the industries to make them more sustainable, through more efficient use of resources and increased use of clean industrial procedures and technologies that respect the environment, each country acting within its means.</p>	<p>DELANCHY cares about this objective as part of its modernisation of the cold facilities on its platforms, thanks to new CO² cooling units.</p>

SDO and Targets	Why do we care and what can we do?
SDO 11 – To ensure towns and human settlements are open to all, safe, resilient and sustainable	
<p>11.6 : Between now and 2030, to reduce the negative environmental impact of towns per inhabitant, among other things by paying close attention to air quality and waste management, in particular on a municipal level.</p>	<p>DELANCHY cares about this objective as part of its contribution to research into a sustainable energy mix, taking into account the issue of air quality.</p> <p>Its commitment, its support and its participation in research efforts in the field of hydrogen illustrate, among other things, this commitment.</p>
SDO 12 – To establish sustainable consumption and production patterns	
<p>12.3 : Between now and 2030, to halve the volume of food waste per inhabitant, on a global scale, in terms of distribution as well as consumption, and to reduce food waste along the production and supply chains, including post-harvest losses.</p>	<p>DELANCHY cares about this objective as part of its contribution to the fight against food waste and its focus on the waste generated on its platforms. Consideration of the environmental impact of the chemical products used: best use practices, prioritisation of biodegradable products.</p>
<p>12.4: 12.4: Between now and 2020, to establish efficient environmental management of chemical products and all waste throughout their life cycle, in accordance with the guiding principles, agreed internationally, and to significantly reduce air, water and soil pollution, in order to minimise its harmful effects on health and the environment.</p>	
ODD 13 - To take urgent measures to combat climate change and its repercussions	
<p>13.2 : To introduce measures relating to climate change in the national policies, strategies and planning.</p>	<p>DELANCHY cares about this objective as part of its contribution to the fight against climate change through the reduction of its carbon footprint, in several ways:</p> <ul style="list-style-type: none"> - improving the composition of its vehicle fleet, - reducing consumption, - optimising its transport plans.
ODD 14 - To protect the oceans, seas and marine resources and use them sustainably, in the interest of sustainable development	
<p>14.2 : Between now and 2020, to sustainably protect and manage the marine ecosystems and coasts, in particular by increasing their resilience, to avoid the serious consequences of their degradation, and to take measures to promote their recovery to re-establish the health and productivity of the oceans.</p>	<p>DELANCHY cares about this objective as part of its protection and sustainable use of the marine ecosystems and coasts, first and foremost because its business depends on them directly. Its commercial policy stance and the partnerships that the company can build around these issues can contribute to the success of these objectives.</p> <p>Support for conservation initiatives (Nausicaa, etc.)</p>



The chart shows the scope of the company's CSR approach: it identifies the priority issues based on a short- and long-term rationale.

This chart lists the environmental, social and societal issues, whose impact is deemed significant on the company's capacity to achieve its objectives in terms of responsible performance.

Our initiative to adopt this reporting approach was inspired by the GRI (Global Reporting Initiative) reporting principles. The principle on relevance was the subject of an in-depth study by the Executive Committee to ensure the report highlights the aspects that reflect the organisation's substantial economic, environmental and social impacts.

This study was used to structure the contents of this report and made it possible to prioritise the development of indicators on three vital issues: ecological footprint, food safety and road safety.

This year, the company has formally set out a new vital issue: human development (page 38).

The chart shows the company's significant progress in three fields: territorial impact, equal opportunities and pollution risk.

Lastly, this report firmly establishes an original editorial angle, referred to as "Upcoming mission". The idea is to present the future of ongoing innovations. This year, this is true of several subjects, reflecting the testing of an electric truck (page 32), which led to partnership with Renault Trucks, resulting in the start of mass production of this innovative model.

- 1 Territorial impact
- 2 Equal opportunities
- 3 Pollution risk
- 4 Protection of water
- 5 Training & skills
- 6 Well-being at work
- 7 Quality of the social dialogue
- 8 Food safety
- 9 Staff safety
- 10 Road safety
- 11 Ecological footprint
- 12 Fair business practices
- Maintain level of excellence
- Confirm significant progress
- Commit to significant progress

CSR is a progress approach that relies on a profoundly human dynamic. Our report reflects the company's values: pragmatism, simplicity and directness.

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A key player

The pioneer of just-in-time on the Lorient-Lyon line, the Group diversified into fresh produce and logistics at the start of the 1980s. Today, Delanchy specialises in the transport and logistics of perishable foods under above-zero controlled temperature conditions.

The Group is characterised by:

- high-performance infrastructures, highly decentralised organisation, i.e. 41 agencies (including two in Italy, one in Spain and an air and sea export service),
- a family company identity: Joseph (founder) and his children Brigitte and Frédéric manage the organisation,
- financial performance that guarantees independence,

- a principle of controlling quality of service through the strict limitation of subcontracting,
- an approach to civic duty that combines compliance with regulations, extensive forward planning of the legislative framework in the field of CSR and a principle of leading by example from the top.

Responsibility

The Group transports delicate produce, so it has a major responsibility.

Its mission is to deliver in as short a time as possible, in optimal conditions of hygiene, security, traceability and quality.

Environment

Upstream : clients expéditeurs

- Fishmongers
- Producers
- Cooperatives
- Processors
- Wholesalers
- Agri-food manufacturers

Downstream : recipient clients

- Retailers
- Out-of-home caterers
- Wholesalers
- Hyper- and supermarket platforms
- Mass distribution



CSR: historical benchmarks

1 Food safety

1970

The invention of just-in-time transport

Joseph Delanchy doubles crews and invents the just-in-time transport of seafood produce. After collection from the ports of Brittany, the truck sets out at midday to arrive at Lyon market in the night or early hours of the morning. Thanks to this new service, the fish is now as fresh in Lyon as it is in Lorient!

2 Road safety

1975

Introduction of preventative maintenance

DELANCHY sets up a preventative maintenance workshop. The aim is twofold: to increase vehicle safety and prevent breakdowns. The great thing about this inhouse workshop is that it also extends the life of the vehicles.

3 Social innovation

1994

Creation of the Delanchy Academy. The company invests in training, creating a pool of employee talent and offering customised training.

4 Ecological footprint

2014

Delanchy opens a "model platform" in Bordeaux-Bègles.

The 3,500 m² building is built according to an environmentally responsible approach. The calories from the cold chamber are recovered to heat the facilities. 60% of the rainwater, collected in a cistern for watering and washing vehicles, is reprocessed.

2017

Un camion 100 % électrique

An all-electric truck Renault Trucks and the Delanchy Group are developing an all-electric truck with a refrigerated body for the delivery of fresh produce. This prototype, which does not produce harmful emissions (or noise) delivers to the Halles de Lyon
- Paul Bocuse

5 Digital solution

2018

The groups creates D'Livery, a collaborative digital solution.

6 DELANCHY and Chéreau test a hydrogen semi-trailer

2019

Delanchy and Chéreau test a hydrogen semi-trailer 2019. The fuel cell used powers the trailer's cooling unit and all equipment that requires energy. Named Hydrogen Power H2, the vehicle "produces its cold" without CO² emissions or particles (also see page 30).



55 %

fresh produce (cooked meat, fresh meat, fruit and vegetables)

45 %

seafood produce



65 %

transport

35 %

logistics

41

gences et plateformes

3 200

employees

110 000

m² of warehouses

1 000

vehicles

« *It is necessary to identify the right strategy and ensure we have the means to implement it* »

Jérôme Guillaume • Managing Director of the Delanchy Group

Which are the major ongoing projects at Delanchy?

By definition, at Delanchy, all projects are ongoing! The desire to progress has been in the company's DNA from the outset. I have been in position for nearly a year and I have discovered a corporate culture that is a mix of open-mindedness, pragmatism and ambition. To come back to your question, the project, in the broadest sense, that poses the biggest challenge to us, is building today the service provider of tomorrow. This is a challenge because our job is already very complex and requires us to take into account ever-increasing and more diverse pressures.

What do you mean by that?

Our professional environment is moving at great speed as demonstrated by the current transformations in the field of mass distribution.

It is a field marked by quasi-existential questions. Faced with this transformation, our role is to anticipate the changes in terms of the new requirements that will be generated, to which we may be able to respond better and more rapidly

than our competitors. But there are many questions: what is our mission? What will our job look like tomorrow? How can we prepare? At what pace should we drive this change?

What are the keys to achieving this?

The first is economic. We need to redouble our efforts to protect and even increase our productivity. This affects everyone, as it is through productivity that the resources to invest in the future are generated. This is what Joseph, Brigitte and Frédéric have always done. They have systematically reinvested in infrastructure and employee skills to advance the company. But the obvious condition that requires constant efforts, managerial courage and responses to the needs of new generations, is to conserve the company's profitability. In practical terms, in an unstable world, we need to identify the right strategy but also ensure we have the means to implement it.



Does this quest for profitability contradict the CSR approach?

I am convinced otherwise; CSR is an asset including in this field. This is true in terms of environmental protection, which has become a prerequisite, it is true in terms of technological development, and it is also true on a social level.

them motivated by a desire to move forward with us.

How do you view the coming change in generation?

It is true that baby boomers are getting ready to retire and there is generational turbulence ahead. But in addition to the quantitative aspect, there is also a qualitative

Management is key to the balance and success of this development, just as it is key to building the company of tomorrow, capable of integrating the new generation, despite it being a tough job, who can find a structuring framework in us. The social aspects are therefore linked to the economic aspects.

« Our job is already very complex and requires us to take into account ever-increasing and more diverse pressures »

When I talk of productivity, it is necessary to understand that this can only be achieved if we can give meaning to the work of our employees, ensure they understand what we are doing and why, and keep

element, based on the relationship to the world of work and the sense of meaning.

I bes3,200 people, which must develop through internal as well as external growth.

« *By taking the initiative we will all be winners* »

Sébastien Pecqueux • Commercial Director of the Delanchy Group

How does CSR manifest within the commercial division that you lead at Delanchy?

The commercial division focuses on the management of key accounts. National and international clients account for more than 60% of the business. Clearly, all these clients are onboard with the concept and, after having often considered it a constraint, all the divisions now understand that CSR drives progress. But, today, all our clients are concerned about the principle of accountability, upstream

a 2-hour meeting, for the subject of CSR to be covered in detail and for it to take up a good third of the interview, just like the fine tuning of the offer, the study of the transport plan and the legal and financial issues. Lastly, in purely practical terms, CSR often represents 30% of the score in the tendering process.

What measures are being taken in response to this development?

There are many, but I would say the most significant relate to the

« CSR often represents 30% of the score in the tendering process »

clients and downstream clients, regardless of size

In practical terms, what impact does CSR have on business?

For the Delanchy Group, it is a competitive advantage as we made this shift very early on and it is now becoming a prerequisite. When bringing a new client onboard, it is not unusual, during

skill sets required of management and the commercial division. Today, if you want to work in business, you need to add this string to your bow. You need to be able to talk about energy consumption, food safety, social and societal impact. This is already the case today and this development will only intensify with the new generations. Today,



when we recruit within the commercial divisions, but also within the Platform Management, we already include this aspect. The second resulting impact is that these key cross-disciplinary areas require greater information sharing between senior managers to remain in line. That is why there is no CSR Manager at Delanchy, it is everyone's business. This increase in skills corresponds to the trends we are observing in our clients with changes to the skill sets of buyers, who are increasingly competent and specialised in these areas.

Do clients express any obstacles or counterarguments ?

Yes, of course, a particular client may challenge us on our investments in improving our extra-financial performance or even question our forecasts, for instance on our involvement in the field of hydrogen

or even solar energy on the platforms. That is the price of success and we need to educate in order to demonstrate that by taking the initiative we will all be winners. And let us be clear, it is also fair game in a commercial relationship.

What are the key issues raised by clients ?

Those we treat as a priority: health and safety, ecological footprint, issues surrounding training and skills. Generally speaking, these are also the issues we have in common with our clients, hence their interest in discovering our methods, their support for our objectives, but also, sometimes, their participation in our research and investigations on the energy mix of tomorrow. It must be understood that these are issues we share, we share our environment, we are all in the same boat!

Do the Agency Managers, as day-to-day local representatives, share your vision?

Of course, the Managers have their noses to the grindstone and are focused on short-term quality objectives but, during our meetings, we have seen that they fully support our approach. They are fully onboard and sometimes drive us to go further. Not to mention any individual initiatives they may introduce on their platform. In fact, this local expression is a trademark that our clients recognise. They know that, at Delanchy, we take a pragmatic view of CSR.

« *There is a growing awareness* »

Jean Roque • Agency Manager Frigo Transports 30 Générac



How is CSR implemented at your agency?

We approach the matter in a natural way because these big issues are present in our everyday lives: ecological footprint, with the vehicle and cooling unit consumption, food safety, which, for us, comes under quality and road safety, which has always been an obsession in the company.

Are the employees fully onboard with these concerns?

Of course, that varies somewhat, but I would say that interest in these issues is growing. Many employees have children,

the future of the next generations is on their minds. There is a growing awareness, which involves making the link between the manner in which we work and the big issues. Once this link has been clearly established, actions follow quickly.

How do you raise awareness among your employees?

Several documents have been handed out and discussed with all employees and certain issues are covered in the various training sessions provided on a regular basis. This year we have also decided to display certain key indicators, those

that affect how we do our job.

What environmental initiatives have been introduced?

In relation to vehicle consumption, we have introduced a mentoring system between experienced drivers, whose ECO-score demonstrates their expertise, and those who need to improve their driving reflexes to progress. It is a voluntary scheme, which is working very well.

How is your vehicle fleet evolving?

Ecology is guiding our investments. When we upgraded the fleet, we acquired 8 gas trucks, which represents a third of the current fleet and we plan to have our own gas station.

Which initiatives in this field are purely local?

We have established a partnership with a start-up: Magic Pallet, based in Montpellier. This is a collaborative platform dedicated to the exchange of pallets in Europe.

In France, as throughout Europe, road carriers are responsible for returning “Europe” pallets to their clients. This reverse logistics of “Europe” pallets puts carriers at a real disadvantage, as they assume almost all the costs. But it also

generates CO₂. By reducing the pallet return mileage, each carrier is helping to reduce emissions. The impact does not stop there, by promoting reusable, repairable and recyclable pallets, we are also helping to combat deforestation.

What are your social initiatives?

This year we have adopted the return to work scheme, in partnership with the “Pôle Emploi” (the French unemployment agency). This

congratulated us and have shown a keen interest in our initiatives. METRO, AZ France, La Compagnie Fruitière, Ribaud and Yoplait were surprised to see that, like them, we are committed to making progress in this field. Everyone is noticing that end consumers have environmental expectations. We have also been congratulated by a small organic producer!

« We acquired 8 gas trucks and we plan to have our own gas station »

scheme is inspired by the experience of other agencies in the Delanchy Group, in particular Boulogne and Rungis. So, we are drawing on the experience of the network.

How is this CSR approach perceived by those around you, your employees, clients and partners?

The feedback has been very positive, employee involvement is increasing and the current redesign of the platform is also adding to this enthusiasm. Several clients have



This car park covered in solar panel shade structures, which produces energy for self-consumption, illustrates the group's commitment to reducing its carbon footprint. Opposite: the first project on the Frigo Transports 53 platform. A variation on this is planned for the Frigo Transports 30 agency in Générac.



Road safety

Road safety is a major issue for public health and personal safety. With more than 1,000 vehicles and a pool of 1,250 drivers, the company is a key player in road safety, which affects the organisation of the company as a whole.

Key to understanding

Road safety affects the pace and quality of life at work. The company regularly involves occupational health for advice on new habits to adopt and advice to drivers on chronobiology.



1 Expanded Safety Committee

In 2019, under the direct responsibility of the Managing Director, the Safety Committee was expanded to include representatives from all divisions and cover all risks and accidents at work. The Safety Committee is behind the internal awareness campaigns and is responsible for monitoring the indicators in question.

2 New Driver's Charter

Part of the Job Manual, it presents the rules and procedures in terms of the relationships with the parties involved and the standards in terms of food quality and safety.

3 Safety Kit

At Road Safety Day at Work in May 2019, a safety kit was distributed to all staff members. It contained, among other things, a MCQ quiz, which revisited driver behaviour and rules in a fun way.

4 New FCO

FCO (Compulsory Ongoing Training) has been redesigned to be more effective and rewarding to drivers (also see page 40).

5 Psychosocial risk and new addiction prevention unit

The need to combat traditional addictions in the interest of road safety may seem self-evident but the company also pays close attention to psychosocial risks and new addictions. Specifically, online gaming (stress and fatigue factor) is targeted.

6 Risk analysis

Each job (driver, administrative assistant, warehouse and workshop operator) is subject to specific risk assessment. The company has the right tools for each situation (response sheets).

7 Feedback

All accidents, regardless of their severity, are subject to written feedback. A minor accident register has been established.

8 Training and mentoring

Each driver who joins us is assigned a mentor.

9 Targeted recruitment

Since 1996, the Regulation/Safety Manager has systematically been recruited from the police force. Pascal Grandin, Regulation/Safety Manager and his deputy, Sylvain Victorin-Savin, are therefore former Chief Inspectors of Police.

10 Centralisation

All minor offences are centralised in a single place and dealt with in real time.

11 Regulatory monitoring

The agencies rely on centralised regulatory monitoring to anticipate the national and international regulations likely to impact company business, but also in relation to the application of standards (jurisprudence).

12 Process

All company processes are safety focused. Tachographs are therefore read every fortnight (as opposed to every 90 days, as per the regulations) and every 2 days for new drivers.

13 Maintenance

Vehicle maintenance is a key safety factor. Almost all our agencies have their own workshops.

446 568 km

The company now needs to cover 446,568 km before causing an accident, an improvement of around 6%.

Road safety, the Group's flagship issue

Road accidents are the most dreadful events for carriers. Ready to make every effort to prevent them from occurring, Delanchy is heightening its vigilance. The Group is enhancing its toolkit so that all drivers prioritise road safety in their minds and never let their attention slip. The question of road safety mobilises the entire Group. From head office to the agencies, prevention measures have been adopted and systems put in place.

Multiple initiatives

In 2018, the Delanchy Group introduced a new Driver's Charter. Part of the Job Manual, its scope was broader than road safety. It covered, among other things, rules and procedures in terms of the relationships with the parties involved and the standards in terms of food quality and safety.

The existence of this Charter strengthens the Group's regulatory division in its day-to-day activities. Its members monitor minor offences, keep records, analyse violations, check that driver's licences are up to date, raise awareness among drivers on the various risks: speed, lack of sleep, alcohol and drug consumption, mobile phone use. They also draw up deterrence measures. Depending on the offence, various

sanctions are applied. They also use communications to raise awareness among drivers. The campaigns organised are designed to attract attention.

But road safety is also a matter for everyone. In summer 2019, a safety kit was distributed to all staff members. It contained, among other things, a MCQ quiz, which revisited driver behaviour and rules in a fun way. The Group also uses its internal social network My Delanchy to communicate warnings and prevention messages.

Since September 2019, Delanchy has been testing a new FCO (Compulsory Ongoing Training). This training has been redesigned to be more effective and rewarding to drivers. The consistency of the vehicle



► The Safety Committee addresses the issue for all on-road business and platforms.

fleet is also a factor in better controlling all vehicle functionalities.

Risk identification

Night driving increases the risk of falling asleep at the wheel. This fact is taken into account by all Agency Managers. It is their responsibility to ensure that employees are able to adopt a night working pattern. “They must be able to sleep during the day”, explains Jean Roque, Manager of Frigo Transports 30,

starters, Jean Roque has introduced a double crew system. During their induction, employees joining the Group’s workforce are accompanied on their rounds by an experienced colleague.

At head office and on the ground, the road safety policy has two focuses: education and zero tolerance. zéro.

The safety policy has two focuses: education and zero tolerance.

who involves occupational health to raise awareness among drivers on new habits to adopt and provide advice on chronobiology.

In fact, to improve training for new

Our ecological footprint

The company's ecological footprint comes primarily from three sources of pollution: noise, NOx (nitrogen oxide emissions) and fine particles, as well as its carbon footprint, which measures the volume of carbon dioxide (CO₂).

Key to understanding

Heavy goods vehicles over 9 years old are responsible for 90% of pollution generated by their vehicle category. How modern the fleet is, its rate of use and renewal (average age 3.9 years), is decisive in drastically reducing atmospheric pollution.



► The YZOTRUCK device improves driver comfort during breaks and saves energy. Developed by a former Delanchy driver, it is supported by the company.

OUR INITIATIVES

The company's initiatives to reduce its ecological footprint are focused on the following:

- research into and testing of alternative energies (all new powertrains are being deployed),
- renewal of the vehicle fleet,
- deployment of eco-driving, involving more than 30 best practices,
- support for research into the energy mix and hydrogen (Energy Observer) and testing since 2020.

On 31 December 2019, the fleet consisted of 88.77% Euro 6 engines.

① Composition of the vehicle fleet

31 DECEMBER 2019

EURO 5 : 11,23 %



EURO 6 : 88,77 %



31 DECEMBER 2018

EURO 5 : 11,53 %



EURO 6 : 88,47 %



The last Euro 3 and Euro 4 were permanently withdrawn from the vehicle fleet in 2018

② Average tractor unit consumption (source Optifleet)



END 2019

27,59 l
/ 100 km

END 2018

27,98 l
/ 100 km

This is the fourth consecutive year of reduction (saving more than one litre / 100 since 2015).

③ ECO-score rating

2019

8,11

2018

8,01

The company adopted the ECO-score rating* (Optifleet software) to improve its average vehicle consumption.

* Good: ≥ 8 / Can do better: 6 <-> 7.9 / Poor: < 6

3,9 years

With an average age of 3.9 years for straight trucks, 2.8 for tractor units, the Group is well ahead of the European average. By way of comparison, the average age of a transport vehicle fleet in the European Union was 12 years in 2017!

Composition and management of the vehicle fleet: key tools of the Delanchy Group's CSR policy

For road carriers, the physiognomy of the vehicle fleet, along with the “best practices” linked to operation, are decisive in terms of CSR: they illustrate its policy, and therefore its willingness, in the field.

It is at core of an industry, in the very way it operates its most polluting equipment, that a company's CSR approach is born. This assertion may seem self-evident, but, in reality, the approach is not easy to implement. The decision to invest in high-performance and low-pollution units, the deployment of a lean organisation and the activation of day-to-day processes and action plans all rely on expertise, effort and vigilance. All fuel savings represent, in addition to financial gain, a reduction in pollution and CO₂ emissions in the atmosphere. Over the entire fleet, the effect is significant.

At Delanchy, which has a whole range of road transport vehicles (i.e. 1,000 motorised units in total), vehicle sizing and load optimisation are top priority: using an oversized

vehicle on a round results in unnecessary, and therefore avoidable, fuel consumption. The range of “*small vehicles*” (from Kangoo to Renault Master 3.5 tonne) are perfect for small volume deliveries, in remote areas. Urban and suburban areas are served by heavy goods vehicles (10 t, 14 t, 16 t, 19 t) some operating at multiple temperatures, a feature that makes it possible to deliver several types of goods to the same area. Tractor units coupled to semi-trailers (44 t total laden weight) are mainly used for long-distance transport and warehouse deliveries.

Another aspect of fleet management involves driving during the day to collect and during the night to deliver, so vehicles are used in double shifts. This high rate of use is directly linked to the fleet renewal rate, and therefore how



modern it is.

That is a central point of the Delanchy Group's CSR policy. With an average age of 3.9 years for straight trucks, 2.8 for tractor units, the Group is well ahead of the European average. By way of comparison, the average age of a transport vehicle fleet in the European Union was 12 years in 2017! This drives progress enormously, considering that heavy goods vehicles over 9 years old are responsible for 90% of pollution generated by their vehicle category...

The optimisation and depreciation strategy, coupled with a sustained investment policy, enables the Delanchy Group to have, on the roads, the highest performing vehicles on the market in terms of consumption efficiency and environmental protection. Delanchy already has in circulation 65 vehicles (23 straight trucks and 42 tractor units), i.e. 10% of the fleet, that meet Euro 6D standards, which only came into force in September 2019.

The diversity of the fleet also

illustrates the group's capacity to anticipate the issues in big cities in terms of the green transition. The presence of gas straight trucks, 27 in total, used mainly in the Paris, Lyon and Lille metropolitan areas, is the result of a proactive approach to the introduction of vehicles suited to the local area. The arrival of 16 new units in 2020 confirms the rising power of this type of vehicle in the Delanchy Group's fleet: "we consider 2024 a key deadline for the capital", explains Yannig Renault, the Group's Technical Director. Moreover, the testing of the electric truck and hydrogen cooling unit demonstrate the carrier's early interest in green technologies as well as its determination to promote their mass production.

Also driving this resource management policy is the presence of integrated workshops on the platforms, which contributes significantly to the reduction in environmental impact. The reactivity of the Workshop Managers and Mechanics, who come running when they hear an unusual engine noise or to inflate the tyres when the temperature

has changed, is key. This is because poorly adjusted equipment quickly leads to higher consumption, if not a breakdown down the line. Fabrice Génin, Workshop Manager at La Gravelle watches the 23 vehicles of his area like a hawk and knows them inside out. Any discrepancy at the pump triggers an immediate check. He has no qualms about going to meet with drivers while they fill their tanks: "The information they give me helps me understand immediately why a warning light has come on". The eyes of the driver help the Workshop Manager. Communication between drivers and mechanics is key to this management culture, which calls for collective responsibility.

Running on hydrogen: a reality for cooling units

In 2019, the Delanchy Group was chosen by Chéreau to operate its prototype Hydrogen Power H2 under real conditions. This semi-trailer, which comprises several breakthrough innovations, is in particular equipped with a cooling unit that runs on hydrogen. A partnership is forming between these two parties, with a strong commitment to the energy transition.

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In September 2016, specialist coachbuilder, Chéreau, launched the Road project, which stands for Refrigerated Optimized Advanced Design. After three years of

development, involving, among others, the Région Normandie and the CNRS FC-Lab (French National Centre for Scientific Research - Fuel Cell Lab), and several months of road tests, this prototype, now called Hydrogen Power H2, is ready to be tested under real conditions. Its distinctive features include a 10 KW fuel cell, which produces electricity from hydrogen, stored in two tanks, each with a 7 kg capacity. And the performance does not stop there. In addition, an increase of weight of 500 kg on the Hydrogen Power H2 body provides unusual aerodynamics, making it possible to save up to 2l/100 km in fuel. And

the new wall manufacturing technology (called VIP, which stands for Vacuum Isolation Panel) improves the insulation coefficient by 25%, representing another substantial energy saving.

On 14 February, Hydrogen Power H2 made its first journeys in the colours of the Breton group. To guarantee quality of service, on-time delivery requirement, under optimal food safety conditions, Delanchy began operating Hydrogen Power H2 on short routes, on which the doors could remain closed between arrival and departure. This observation phase ensured full



► Testing of this prototype began in the first quarter of 2020.

control of the deployment of the technology.

Delanchy is now positioned to acquire the first 10 models, which will form part of the pre-series and are set to join the carrier's fleet in 2022. This transaction demonstrates real commitment as the additional cost of the Road model semi-trailer is significant and the hydrogen distribution network for trucks requires further expansions yet to be expanded, as does the production and availability of affordable "green" hydrogen. But the hydrogen trail promises so much in terms of ecology (no CO₂ emissions, no noise), for the entire automobile

and road sector (applying in this case to vehicle engines), that exploration is a must. The more one contributes to the development of

« We decided to entrust our prototype to Delanchy, as they are very serious and very rigorous people. When they take up a cause, they really go for it. And they have a pioneering spirit »

Damien Destremau, Président of Chéreau

a green technology, the more one accelerates its market availability. That is the entire purpose of this initiative.

Electric vehicle: the Delanchy Group confirms its commitment

For nearly three years, the Delanchy Group has been operating an electric truck to make daily deliveries to the Halles de Lyon – Paul Bocuse. Provided by Renault Trucks, this vehicle prototype has been observed and monitored throughout 2019.

The data collected throughout the year provide key information for finalising production of the manufacturer's second-generation electric vehicles. The Delanchy Group has acquired the first 20 ZE straight trucks destined for France.

The collaboration between Renault Trucks and the Delanchy Group has proved productive for the manufacturer. It has raised awareness on the issues and needs of clients and increased understanding of the truck's behaviour over time under real operating conditions, to better calibrate the battery and finalise the production plans.

“We are really very happy to be working with Delanchy on this type of project. They are a longstanding client, on the lookout for technical

innovations and development. It seemed obvious that we should entrust the testing to them” revealed Olivier Metzger, Director of Alternative Energy at Renault Trucks. Tests on the vehicle are now complete. Renault Trucks will deliver the first twenty 16- and 26-tonne electric vehicles, this spring, a first for France in this vehicle category.

By acquiring this 16-tonne straight truck, the Delanchy Group is making a deliberate decision to support the Renault trucks initiative: *“At the current time, the investment agreed by the Delanchy Group is motivated purely by their ecological commitment”*, stated Yannig Renault, Technical Director for the carrier.

The return on investment may not

be immediate, but Delanchy knows electric engines have very many advantages. They improve air quality, produce zero CO₂ emissions and radically reduce noise pollution, appreciable by day and by night. Offering greater independence in terms of fuel costs, electric engines also prevent vehicles being immobilised due to pollution control system failure and avoid all risk of siphoning. They also require less maintenance.

Assigned to urban centres for their environmental performance, the new 16-tonne will take to the roads this spring on routes up to 150 km. The launch will take place under the watchful eye of Renault Trucks, as the manufacturer closely monitors the performance of its latest creation.



► The Renault Trucks D-Wide ZE electric vehicle.

Food safety

Perishable foods need to be protected in a clean environment, at controlled storage temperatures, throughout transportation. The aim is to guarantee the food safety of the produce transported to clients and end consumers.

Key to understanding

The entire company is mobilised by this issue. FCO (Compulsory Ongoing Training) therefore comprises a substantial section dedicated to this subject.



OUR INITIATIVES

1 Tracking the cold chain in real time

Introduction in September 2019 of 1,000 real-time temperature probes. These can already track temperatures at all times and provide traceability on all parcels. The next phase, in 2020, will enable the driver and operator to receive alerts in real time, via D'Livery.

2 Centralised tracking

All sites are now equipped with status reporting, they enjoy centralised temperature tracking, combined with an email and SMS alert report.

3 FCO by DELANCHY

Introduction of "FCO by Delanchy" includes a module dedicated to food safety. This training has been specially designed with our partner Forget (training institute) and takes into account the specific nature of our job and our company: multi-temperature, hygiene requirements, internal control processes and procedures and cold chain tracking. Our drivers are faced with practical situations: cooling unit adjustment, exchanges on the problems encountered, specific issues linked to our clients, etc. All these aspects of the food safety quality process are covered from a fun and innovative educational perspective.

4 Food Defense

In 2020, we are launching a "Food Defense" working group, to accurately evaluate the effectiveness of these measures and identify any areas for improvement (see Wide Angle page: 36).

5 Innovations: cleanliness and hygiene

En 2019, le Groupe DELANCHY a sourcé. In 2019, the Delanchy Group sourced and referenced a new 100% environmentally friendly phosphoric acid-based cleaning product. 60% of the products used to clean our platforms and vehicles are now biodegradable. Our objective is to maintain a flawless level of cleanliness, while limiting our environmental impact. We are currently testing several hygiene-related solutions (test results in 2020):

- autonomous scrubber, to ease the workload of cleaners, enabling them to focus on improving the cleaning of our platforms.
- UV odour removal and disinfection device, to clean the air and remove odours in certain premises (changing rooms, etc.).

6 Quality management

To strengthen quality management and food safety at our agencies, for the past four years, we have been training new quality advisers: high-quality HACCP* training, trainer training, management training. The training sessions are subject to constant innovation, making them attractive and effective (practical exercises on the ground, photo treasure hunt, product temperature control, palletisation method, product specifications, etc.).

* HACCP (Hazard Analysis Critical Control Point) is a means of identifying, evaluating and controlling significant hazards (biological, chemical and physical) in relation to food safety. It is not a standard.



Compliance, food safety

Food safety compliance rate

2019 : 100 / 100
2018 : 92 / 100

Delivery compliance rate

2019 : 99,39 / 100
2018 : 99,36 / 100

Food Defence: a proactive strategy

Requirements linked to Food Defence include the various agri-food certification standards, which have led to growing awareness and specific action plans to combat the risk of malicious acts.

At Delanchy, the matter has been taken very seriously for a long time and the nature of the goods transported (food) has always required a high level of vigilance and a pre-emptive strategy.

“Identifying sensitive areas and analysing risks” is the first phase of a comprehensive Food Defence strategy, claimed Isabelle Roussel, Director of Quality for the Group, at the end of 2019, to create a cross-disciplinary working group in charge of providing a comprehensive response, in terms of the resources needed, processes and best practices.

“Consumer safety is our priority. We must therefore maintain constant supervision to prevent this produce from becoming dangerous, for example, by controlling the cold chain and maintaining a flawless level of hygiene. But in addition to these aspects

linked to our job and our expertise, we have a responsibility to ensure that the produce entrusted to us is permanently protected against the risk of malicious acts: deliberate contamination, deliberate damage, theft, etc.” continued Isabelle. Several areas of work have been looked at. For example, limiting access to goods, several sites had cameras and high-performance access control systems installed in 2019, a major investment. Limiting intrusions also involves being able to identify staff members, if possible, at first glance.

The new workwear by Delanchy is helping in the effort by making it easier to detect intrusion of people from outside the company on the platforms. Driver training is also being used to make progress. The new FCO module (Wide angle, page 40) addresses this issue by training our drivers



► Identification of sensitive area and risk analysis is the first phase of a comprehensive Food Defence strategy

in specific risks and best practices (vehicle intrusion, false breakdown detection, locating safe places to stop, etc.). Lastly, “the technological resources that guarantee real-time traceability, through

The nature of the goods transported has always required a high level of vigilance and a pre-emptive strategy

vehicle geolocation and the open-door detection via our D'Livery app” have begun a new phase of the comprehensive strategy. The effectiveness of all this will be evaluated by the working group, in operation since 2020, and new areas for improvement identified.

Human development

Human development in the company is an issue that spans several areas:

- meaning *of* work and *at* work,
- safety at work,
- skills,
- personal and collective future prospects.

Key to understanding

“Human development” is an issue that contributes to the overall performance of the company and its appeal. However, it is also an issue that relates to its history and core family company identity, whose strategy was conceived and deployed on a human scale, based on the belief that innovation can combine economic growth, employment and human development



OUR INITIATIVES

1 Wellbeing strategy

All platforms are organised so that, in addition to the practical aspects, design is part of the employees' world, regardless of their position.

2 Job board

To make recruitment more efficient and to facilitate internal promotion and mobility, the Group has created a job board. Combined with a job chart and personal support, this job board enables employees to visualise inspiring career paths and make them more accessible.

3 Equal opportunities

The company pays close attention to this principle in relation to all groups. The issue of access to training for all is closely monitored. For example, the rate of access to training among older employees has increased from 23% in 2018 to 31% in 2019.

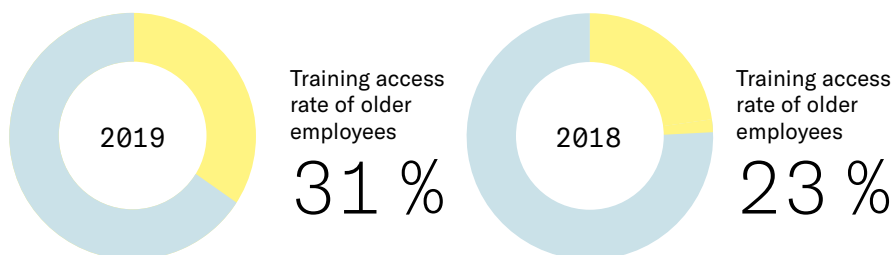
4 Customised FCO

For the Delanchy Group, FCO week (Compulsory Ongoing Training) is a uniting moment for the company. Each session involves eight drivers. With every aspect taken care of, for five days, their minds are free to learn, enquire and soak up the company culture. They discuss best practices and share their feedback on the educational innovations at their agency. A real driver for skills development and safety and risk awareness, FCO by Delanchy helps attract new talent, maintains driver loyalty and supports professional development.

5 Excellence recognised and celebrated!

In 2019, the Delanchy Group began to celebrate the careers of employees who have been with the company for 20, 30 and 40 years and to recognise those retiring during the year. A special day for the entire company, dedicated to recognising longstanding loyalty and commitment.

EMPLOYMENT OF OLDER PERSONS



5%

This is the agency and platform management turnover rate, providing stable points of contact for clients and employees alike.

The Delanchy Group reenergises FCO

Compulsory for all drivers, who must attend for one week each year, FCO (Compulsory Ongoing Training) needed redesigning. Two years ago, Delanchy set itself the challenge of redeveloping this scheme to make it more effective. The Group may not have changed the programme content, but it has certainly resigned the tools and methods used.

Run in partnership with Forget Formation, an organisation that specialises in the transport sector, the new FCO was launched in September 2019. To reach this stage, this new scheme required careful consideration involving all HR divisions and dedicated training teams. How to go beyond what is compulsory in terms of training? In essence, that was the question driving them.

Education through technology

To give the course real impact, the Delanchy Group concentrated its efforts on the educational approach. FCO by Delanchy combines recreation and digital, to provide drivers with innovative material that promotes active participation. A digital whiteboard, roleplays, prevention workshops with scenarios and MCQ on tablets to update knowledge, the modules have been designed to be dynamic

and interactive. Trainees are even invited to test their agility behind the wheel of a driving simulator. *“In 5-minute sessions, drivers are confronted with real driving situations, enabling them to analyse their behaviour on the road and improve it”*, explained Olivier Brunet, Deputy Director of Human Resources.

“Before, FCO was like a series of mainly passive lectures, viewed as a chore by drivers”, confessed Bruno Charpentier, Trainer for the Group. The new scheme, *“every effort has been made to encourage participation and an active role in the training”*, he added. *“It was motivating and interesting to reflect collectively on the questions raised. The working group helped maintain concentration”*, confirmed Stéphane Marie of Frigo Transports 50, who took the training in February 2020 at La Gravelle.



During FCO, some concepts are revisited and new regulations explained. In addition to the 35 regulatory hours, the Group wanted to add two hours of training on the issues of hygiene and quality, a key aspect in its business. The Delanchy Group is adapting this training to its needs but also to its equipment (Pad and D'Livery app).

A highlight for employees

With the new scheme, participants play a really active role in the training

FCO week is a uniting moment that encourages socialisation between peers. Each session involves eight drivers. With every aspect taken care of, for five days, their minds are free to learn, enquire and soak up

the company culture. They discuss best practices and share their feedback on the educational innovations at their agency. It also provides an opportunity to adopt some good habits in terms of physical exercise, as each morning begins with a warm-up! A real driver for skills development and safety and risk awareness, FCO by Delanchy is helps attract new talent, maintains driver loyalty, develops skills and supports professional

development.

However, this ambition comes at a price. Compared with the previous format, FCO by Delanchy represents an additional cost. But Delanchy,

which has already achieved very good results with its eco-driving modules, knows that investing in training leads to a peaceful tomorrow. In due course, the Group wants to set up a training school and transform FCO week into a real teambuilding highlight.

The Delanchy Group, a good-looking company

In December 2019, the Group's operations staff received brand-new workwear. The new ensemble had been eagerly anticipated by employees. For Delanchy, professional development involves impeccable workwear.

Since the 2011 collection was out of date, the carrier wanted to give its drivers, order pickers, mechanics, cleaners and operators a new range of workwear. A working group, comprising 5 female employees, together with Hubert Le Blon, Purchasing Manager, set to work on its design. For eighteen months, these volunteers met at regular intervals to determine the precise and exacting specifications.

The wearing of PPE and workwear is compulsory for staff. Adapted to their needs, it must be comfortable, warm, visible, strong and weatherproof. These criteria apply throughout the profession. The Delanchy Group takes image seriously and wanted to go beyond the regulatory requirements, by giving its workwear a great, modern look.

The Group worked hard to reach a consensus on the PPE, to ensure staff are happy to wear it.

"Employees are the Group's first representatives", emphasised the working group, whose task was to select a supplier from among several candidates. However, design comes at a price, especially since in this case it is combined with health and safety standards, which must be adhered to. *"The Delanchy Group did not hesitate to dedicate a substantial budget, to offer this new line to its employees"*, confided Hubert Le Blon. Delivered in a sports bag, shortly before Christmas, it was a great gift and demonstrates the Group's focus on its employees.



In response, employees have been posting their comments on the My Delanchy social network:

“We want to be as hands-on as possible” he explained, sending out the message that adjustments will be made over time, in line with ergonomic requirements. Agencies whose business is based more

« On seeing the new Delanchy workwear, competitors and clients have enquired about our supplier” reported the working group, proudly

“They are happy to look good going to work”, stated the team. Today, the working group is on standby.

on order picking make more requests for harnesses and lumbar belts.

100 %

of the old workwear has been recycled.







Esprit
de groupe

transport
BY
DELANCHY



Methodology, approach and indicators

The social, societal and environmental reporting relates to the financial year, which closed on 31 December 2019.

It was carried out in several phases:

- creation of a cross-disciplinary steering group,
- investigation phase, for the first time involving all Agency Managers,
- collection phase to identify and gather the content,
- Executive Committee consultation phase to identify any issues,
- point of contact and representative nomination phase for each area,
- formulation phase for the corresponding issues and initiatives, which resulted in the creation of a chart, this year the issue of human development was proposed and validated,
- indicator definition phase.

The chart lists the environmental, social and societal issues, whose impact is deemed significant on the company's capacity to achieve its responsible performance objectives. It structures and guides :

- the approach itself (timeframe),
- the key areas (action),
- the choice of indicators (reporting).

Our initiative to adopt this reporting approach was inspired by the GRI (Global Reporting Initiative) reporting principles. In our specific case, according to the terms of the GRI, *"the organisation publishes information based on guidelines but does not meet all the requirements"*.

This applies in particular to the involvement of the parties concerned, an area in which the GRI recommends:

- conducting an identification study (based on the relevant issues),
- establishing a framework for dialogue,
- bringing together the parties involved in the process itself and in the reporting.

This work is underway in particular with clients, staff and public partners (law enforcement agencies in particular) at most of our facilities, but is set to be expanded, formalised and above all made permanent within a recurrent framework. The poll was carried out among Agency Managers in 2019 in support of this scheme.

The principle of relevance was the subject of an in-depth study by the Executive Committee to ensure the report highlights aspects that reflect the substantial economic, environmental and social impacts of the organisation.

The conclusions of this study were used to structure the contents of this report, and, in particular, led the decision to concentrate on aspects deemed relevant and a priority by the parties involved and by the company: ecological footprint, food safety, road safety and human development.

This study also helped prioritise the development of certain specific indicators, on the composition of the vehicle fleet and its development and even linked to health and safety.

About the investigation phase to identify and gather the content

This phase included:

- in-depth interviews based on the CSR (social, societal and environmental aspects),
- a comparative study on profession's reporting practices,
- a study into the requests of the main key clients (CSR questionnaire).

About the point of contact and representative nomination phase for each area

Each area was assigned a contact person responsible for proposing and defining the indicators based on their relevance and the availability of information. Each was required to integrate the collection of the data within the existing processes and therefore to ensure the availability of the data.

About the formulation of relevant issues

The basis for determining relevant issues is the following:

- the matter is central to our clients,
- the matter is widely present in the public debate,
- the matter has been raised with the company.

About the indicator definition phase

Most of the indicators chosen are present in the GRI reference document, as well as in the European Directive on extra-financial information. Several indicators specific to the company's professional field were created or adopted to guarantee the relevance of the information provided:

- in terms of road safety
 - Number of accidents caused (reported in relation to the number of kilometres covered)
 - in terms of carbon footprint
 - Beneficiaries of eco-driving training
 - Average ECO-score rating
 - Average tractor unit consumption
 - Composition of the vehicle fleet
 - In terms of food safety
 - Food safety compliance rate
 - Delivery compliance rate
- Several indicators were deemed unnecessary as the company complies with the applicable regulations.

The all-new Sustainable Development Objectives reference

In 2019, the company looked into its compliance with the Sustainable Development Objectives. It carried out an in-depth study to :

- identify the objectives to which it contributes,
- specify the relevant targets for each.

This study was carried out and expanded by distributing the report to each employee.

Paths to progress

This report can be improved. Some aspects have been studied in detail, such as the relevance of the issues in relation to the business, but others remain a *work in progress*.

Social indicators

WORKFORCE

2019

3 161

2018

3 187

Note: 2018 fixed term + permanent on 31/12/2019 + temp average for the year

2019 fixed term + permanent on 31/12/2019 + temp average workforce for the year

Includes Defitrans + SAS + TFA + Italy + Barcelona + temp on 31/12/19

GENDER BREAKDOWN



2019

372

2018

376



2019

2 533

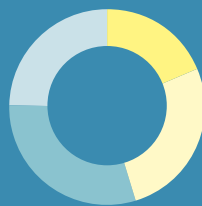
2018

2 517

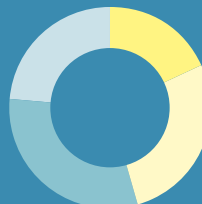
Note: fixed term + permanent on 31/12/2019 (excluding Temp)

AGE BREAKDOWN

2019



2018



EMPLOYMENT

Staff recruited and dismissed



IN 2019
Recruited

909

Dismissed

99

IN 2018
Recruited

910

Dismissed

95

Note: Recruited: fixed term + permanent

Dismissed: disciplinary + inaptitude

Absenteeism

IN 2019

7 %

IN 2018

6,7 %

Note: Number of days absent (accidents at work and unjustified stoppages) / out of the number of days worked.

Length of service



IN 2019

9 years and 2 months
All staff

8 years and 1 month
Workers / employees

14 years and 4 months
Supervisors

13 years and 5 months
Executives

IN 2018

9 years and 2 months
All staff

8 years and 3 months
Workers / employees

11 years and 11 months
Supervisors

13 years and 10 months
Executives

HEALTH AND SAFETY

Accidents

2019	2018
331	329

Note: Number of work accidents which resulted in a work stoppage.

TRAINING

Beneficiaries (drivers) of eco-driving

2019	2018
113	86

Note: 2020 target: 180

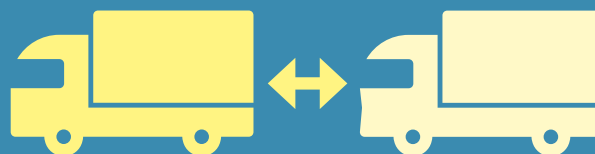
ECO-score rating

END OF 2019	END OF 2018
8,11 / 10	8,01 / 10

Qualitative element

The company adopted the ECO-score rating (Optifleet software) to improve its average vehicle consumption.

* Good: ≥ 8 / Can do better: $6 <-> 7.9$ / Poor: < 6



FINANCING OF TRAINING

2019	2018
1 630 624 €	1 389 778 €

Qualitative element

Contribution to training with OPCO, which now includes vocational block release financing + skill development plan

TRAINING PLAN BREAKDOWN

IN 2019



Number of hours
26 448



Number of trainees
1 504



Number of sessions
409

IN 2018



Number of hours
28 711



Number of trainees
1 449



Number of sessions
-437

Social indicators

EMPLOYMENT

Employment support, Vocational block release

Professional training contract and apprenticeship

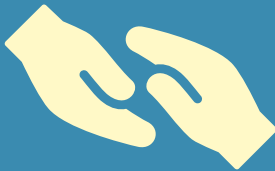
IN 2019

75

IN 2018

92

Note: Corresponds to the number of vocational block release contracts signed during the year.



Employment and inclusion of disabled persons



IN 2019

Disabled employee rate
3,98 %

Employees recognised as disabled recruited
7

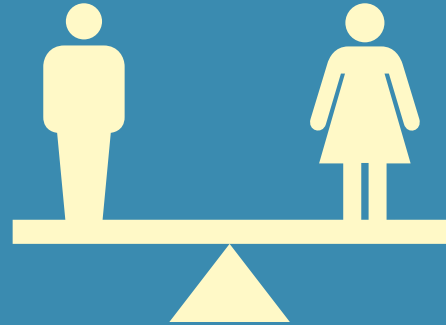
IN 2018

Disabled employee rate
4,43 %

Employees recognised as disabled recruited
10

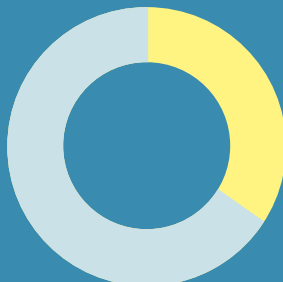
Gender equality

Since female and male employment is very well categorised, the introduction of an indicator is unnecessary. The company applies strict equality in terms of pay, regardless of the position held



EMPLOYMENT OF OLDER EMPLOYEES

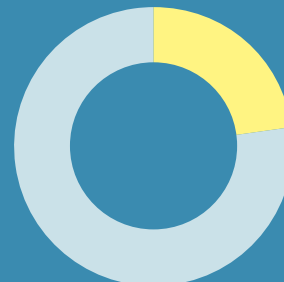
2019



Rate of access to training among older employees

31 %

2018



Rate of access to training among older employees

23 %

Note: Employees aged 50 years and over.

Societal indicators

ROAD SAFETY

Repeat offender drivers



END OF 2019

8

END OF 2018

19

Km covered per accident caused

2019

446 568

Km

2018

420 186

Km

CONSUMER HEALTH AND SAFETY

Compliance, food safety



FOOD SAFETY COMPLIANCE RATE

2019

100 %

2018

92 %

Qualitative elements

The food safety compliance rate is calculated in relation to the evaluations carried out by the DDPP (Departmental Directorates for the Protection of Populations) at the various sites. Based on the evaluation, the rating is given in the following way: Excellent: 100%. Good: 66%. Improvement needed: 33%. Unsatisfactory: 0%.

The result is freely available on the Internet from 01/03/2017.

Delivery compliance rate

2019

99,39 %

2018

99,36 %

Environmental indicators

Average tractor unit consumption source Optifleet



END OF 2019
27,59 l
/ 100

END OF 2018
27,98 l
/ 100

ECO-score rating

2019
8,11

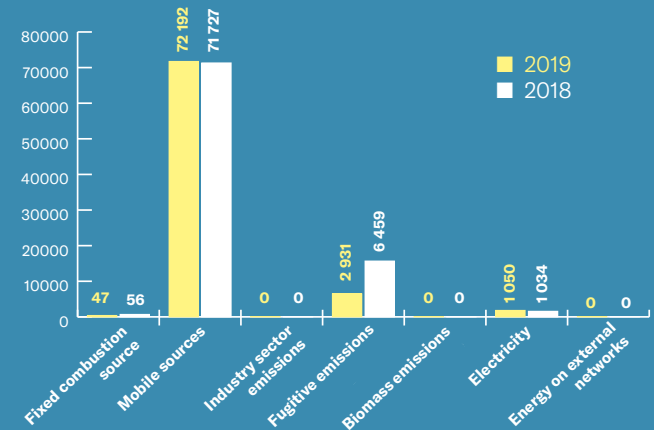
2018
8,01

Qualitative element

The company adopted the ECO-score rating* (Optifleet software) to improve its average vehicle consumption.

* Good: ≥ 8 / Can do better: 6 <-> 7.9 / Poor: < 6

Emissions per employee (tonnes of CO²-eq)



Note:

The effort made in terms of refrigeration upgrades (significant reduction in fugitive emissions) has enabled us to significantly reduce our emissions.

CO² emissions per km covered

1st quarter of 2019
0,737 g/km

1st quarter of 2018
0,749 g/km

2nd quarter of 2019
0,738 g/km

2nd quarter of 2018
0,727 g/km

Source: entire heavy goods vehicle fleet owned and under long-term lease..

Composition of the vehicle fleet

ON 31/12/2019

Euro 5 : 11,23 %



Euro 6 : 88,77 %



2018

Euro 5 : 11,53 %



Euro 6 : 88,47 %



Note: This has not changed very much as we are currently renewing many tractor units, which were already E6. The E5 that remain are distribution straight trucks, which are not used very much and therefore not renewed very often. However, we have decided to withdraw of half of them in 2020.

Electricity consumption of refrigerated areas



END OF
2019

77
kWh/m³

END OF
2018

83
kWh/m³

END OF
2017

82
kWh/m³

Note: Despite a heat spike and a very hot summer, our electricity consumption decreased significantly. Our policy to continue to upgrade the cooling units and the lighting to LED is starting to produce results.

Provision and guarantees for environmental risks

CIVIL LIABILITY COVER

1 120 000 €

EVENT

100 000 000 €

for consequential damages covered by the insurer.



Processing of waste from sanitation facilities

IN 2019

Hydrocarbon sludge
83,570 t

Other sludge
0,780 t

Hydrocarbon water /
sludge
32,040 t

Hydrocarbon liquid
171,780 t

Human waste
22 t

Sand
7,250 t

IN 2018

Hydrocarbon sludge
85,440 t

Other sludge
3,030 t

Hydrocarbon water /
sludge
34,140 t

Hydrocarbon liquid
172,590 t

Human waste
20,660 t

Sand
8,500 t

Qualitative elements

To avoid any risk of discharge, maintenance is scheduled at least every 6 months (certain jobs requires attention every 4 months).

**Thank you to all those
involved in producing this
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“Team building” by Delanchy

The inaugurations and openings of agencies (in this case at Boulogne-sur-Mer) provide an opportunity for the Executive Committee to play their part in ensuring employees enjoy the best working conditions. At times like this, the Managing Director can be found giving a final wipe over (to make it shine!), the Commercial Director can be found connecting the printers and even the HR Director can be found arranging the decor: *“It’s our way of team building!”* emphasises Brigitte Delanchy.

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