



CSR Report IV

extra-financial
performance 2020

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performance 2020



- A. Adam
- Chatillon
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Meaning to the commitment

I always feel particularly emotional when I address those involved in this high-quality transport sector. I bear in mind what my father, himself a truck driver, shared with me about this demanding profession, filled with exciting discoveries. I keep a close eye on this sector, which is especially dear to me. I know it well and, in my various responsibilities, I have always been committed to protecting it.

In our region, the European crossroads of trade and logistics, we know that transport brings economic and social development.

Here, in Pas-de-Calais, we know the value companies bring to the region. It is the combined effort of business leaders, who create and grow this value, and of the community of men and women, who run the businesses. They are an integral part of it and draw pride and gratitude from it.

Workers of the sea and of the land, the natives of Boulogne have watched DELANCHY become rooted in our city, growing there and investing in a new tools of the trade.

DELANCHY has remained faithful to the local history of road transport and is contributing to its continuation. The company has been able to place its trust in the local population, while creating sustainable employment, multiplying it's the size of its installation fourfold and growing its business. It has established itself as an essential benchmark player in the port activities of Boulogne-sur-Mer and Capécure, its European centre for the seafood product industries.

Here, we have been the witnesses and actors in the formidable capacity of this company to adapt to the major changes sweeping through the transport sector, more generally, to those wreaking havoc on the maritime economy and to the ever-changing consumer expectations.

However, DELANCHY is also determined to participate in tomorrow's issues, though innovation and development, in order to meet the challenges we face, in particular, through the testing of alternative energies. This will ensure the sector occupies its rightful place alongside other means of transport.

And lastly, it is this dynamic and productivity that is demonstrated in this CSR report, but also, more profoundly, the values that have driven the DELANCHY family from the outset: daily recognition and respect for everyone in company. These values help us overcome the challenges that guide us on the path to success and give meaning to the commitment!

Frédéric Cuvillier
Former Minister for Transport, the Sea and Fisheries
Mayor of Boulogne-sur-Mer
President of the Urban Community of Boulogne

Frédéric Cuvillier





CSR standing strong in heavy weather!

Like all companies, we have had unusual 2020, marked by the health crisis and ensuing economic crisis.

The delays caused by Brexit completed the picture, which resembled a work of Turner, unrivalled in his depiction of disasters.

But Turner is also known as the painter of light, as you can see here in this scene depicting fishing boats being tossed around by the swell in Calais Pier, where a light seems on the verge of breaking through.

We owe this breakthrough to our teams, to whom I would like to say an enormous **thank you!**

It is often said that CSR should be tested.

The idea behind this is to measure how well it corresponds to reality and the extent to which it handles the company's significant challenges, irrespective of the circumstances.

In 2020, our CSR approach was tested in crazy times!

In Brittany, land of sayings and fair weather, we often say "he who walks tall, always finds the road big enough".

This is how, in this context, we have continued our efforts and increased the initiatives:

- we are continuing to modernise our vehicle fleet. If you come across a DELANCHY truck on the road, there is now a 94% chance it will be a Euro 6 vehicle, which corresponds to the highest environmental standards,
- we are continuing our testing of alternative energies, gas on regional lines, electric on urban routes and also the hydrogen project,
- we have ramped up our efforts in terms of road safety,
- we have strengthened our food defence strategy.

To sum up, we have "relaxed nothing", especially not our intention to pursue a progressive approach, the relevance of which has been highlighted by the uncertainties we have experienced.

This 4th CSR report demonstrates this.

Thank you!

Brigitte Delanchy
President



- 1 Territorial impact
 - 2 Equal opportunities
 - 3 Pollution risk
 - 4 Protection of water
 - 5 Training & skills
 - 6 Well-being at work
 - 7 Quality of labour relations
 - 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

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 four vital issues: ecological footprint, food safety, road safety and human development.

Lastly, this report:

- firmly establishes an original editorial angle, referred to as “Upcoming mission”. The idea is to present future innovations over time. This year, we are presenting hydrogen testing,
- refers to the Sustainable Development Objectives, the corresponding target of which we find in pictogram form in the double page dedicated to our key issues.

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, a 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: shipping clients

- 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 chambers are recovered to heat the facilities. 60% of the rainwater, collected in a cistern for watering and washing vehicles, is reprocessed.

4 Ecological footprint

2017

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 Group creates D'Livery, a collaborative digital solution.

6 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.

7 DELANCHY works alongside the regions to promote hydrogen energy

The company commits to and signs the hydrogen charter, an initiative of the regions where it has a strong presence: Morbihan and the Channel (also see page 26).



55 %

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

45 %

seafood produce



65 %

transport

35 %

logistics

41

agencies and platforms

3 200

employees

110 000

m² of warehouses

1 000

vehicles

The Frigo Transports 86 agency at the heart of the crisis

The DELANCHY Group is characterised by the diversity of its agencies, which take on the distinctive identities of the regions. Each agency has its specific characteristics, but each has been affected by this unprecedented crisis. Like all of the group's agencies, in 2020, Frigo Transports 86 experienced a reduction in the transport volumes. The crisis management focussed on two main areas: sizing the workforce according to need and reviewing the transport plan to optimise fill rates and flows, in order to maximise the profitability of the remaining traffic. However, no compromises were made in relation to the regulatory precautions aimed at protecting the health of employees. Feedback on an unusual year.

17 March 2020: start of the first lockdown in France. All the country's schools, bars and restaurants were closed. In turn, all businesses deemed "non-essential" were obliged to shut up shop. A section of the world ceased to turn in an attempt to curb the Covid 19 epidemic, which resulted in hospital services reaching capacity.

The DELANCHY Group immediately sprang into action to address the crisis on every level: human, health and economic. At the head office, a special committee was set up, in cooperation with all the sites, to drive initiatives, collect observations on the ground and promote

synergy. Furthermore, each site had a special Covid contact, who sought to find the right solutions to their situation.

« The first thing to do was to mobilise the troops internally ».

Like all the group's agencies, Frigo Transports 86, located in the urban area of Poitiers, bore the full brunt of this sudden halt in economic activity. The agency, which has 102 employees and uses a fleet of 29 vehicles, including 17 semi-trailers,

11 tractor units and a 3.5-tonne van, experienced, in the month of March alone, a 31% reduction in turnover on previous year. Despite Frigo Transports 86 transporting food

supplies, like the group as a whole, it was highly exposed to the economic downturn. Firstly, because the Poitiers-based entity is orientated towards a clientele of food industry professionals, who were prohibited from working. Secondly, because



the DELANCHY Group makes between 30% and 40% of its turnover from the transport of seafood produce, which was shunned by the population during this unprecedented period when the French made do with “basic” foods. Furthermore, the closure of markets led to a drastic reduction in outlets. At the ports, many fishing boats remained in the docks, due to insufficient demand. Around the coast, traffic dwindled. Distribution circuits moved towards hyper- and supermarkets, food shops and small commercial areas.

To cushion the impact, Benoit Gorge adopted ad hoc management. “We had to urgently reduce costs, especially the wage bill and diesel expenditure. Part-time working to adapt resources to actual demand and an overhaul of the transport plans constituted the two main levers in safeguarding the business”, explained Benoit Gorge, Director of Frigo Transports 86. “The first

thing to do was to mobilise the troops internally”, he added. An extraordinary Social and Economic Committee was urgently convened with staff representatives to adopt various measures, including part-time working, and flexibility in terms of assignments and schedules. Employees were also asked to take as much annual leave and time-off-in-lieu as possible during this period.

Another weapon in the armoury was a complete review of the transport

plan. The challenge was to optimise routes to limit vehicle movements and, therefore, make savings on fuel, while maintaining quality of service. This set-up was supported by some clients. For example, Metro stores agreed to receive deliveries between 6 or 7 am instead of 3 pm, as stipulated in their contract. The time saved was used on the platforms and in the warehouses, to consolidate delive-

ries and improve fill rates. “We had to run it on a day-by-day basis”, revealed Benoit Gorge. The measures introduced, together with regular information updates, enabled the agency to weather the storm. Frigo Transports 86 did not have to make any redundancies.

The fact that July was good and the second and third lockdowns were less strict than the first, made it possible to limit the reduction in turnover to 15% in 2020. Benoit Gorge

« Everyone played a part! ».

commended all the employees for their adherence to the proposals put forward by the management. “Everyone played a part. These measures were fully accepted”, he emphasised, gratefully. A consensus that demonstrates, moreover, very high-quality labour relations and an interest in maintaining them.

« We need to look to the future! »

Jérôme Guillaume • Managing Director of the DELANCHY Group

What are your thoughts on the Covid Crisis?

There have been several phases. The first was like a stunned shock, in the face of an unprecedented crisis for which no one was really prepared, but which, paradoxically, provided an opportunity to showcase our profession. Our above all human values were fully revealed. There was a great deal of solidarity and resourcefulness among our teams, suppliers and clients. Then, in the second phase, we adapted. Our teams experienced some difficult moments but everyone responded. It is a real source of pride. However, this entire period, which is still ongoing, has been marked by a climate of anxiety, which has put an immense strain on the company, but which, essentially, has not changed the nature of its fundamental issues.

What are these major issues?

The first relates to our capacity to preserve and develop our skills. Employee loyalty is essential. We want to retain our workforce,

because we believe that once this crisis is over, it is our workforce that will enable us to return to growth. We also have to contend with a real generational shock. Young people, who perhaps have job hopper tendencies, need to be given a taste for job satisfaction and long-term investment.

What do you mean by generational shock?

I mean that we face the challenge of easing the departure of the generation that helped build this group (involved, hardworking employees, who respect the DELANCHY values), who will be replaced by young people, some of whom will be motivated by other priorities.

Improvements in skills through training is also key, despite it not being a good time for interactions or the organisation of in-person training.

We have not relaxed anything in this area, but there is still room for impro-



vement. Lastly, we have continued our efforts in terms of fleet renewal, platform investments and food

quality of our image and are themes acknowledged by our clients. The DELANCHY Group has placed its

carbon footprint for example, in 4 years the proportion of latest generation, so-called Euro 6, vehicles in our fleet has increased from 50% to 94%. That is a major investment for the company, which must be recognised and encouraged, just like those we have made to improve the energy performance of our platforms. To move up a gear, we need to evolve in an environment that promotes these efforts. We need to look to the future and all take action together.

« Employee loyalty is essential. We want to retain our workforce ».

defence. These are the areas in which we are ahead of the competition and to which our clients are sensitive. The term “impeccable” has always characterised us. It is reflected in our reputation on health and safety, concepts that are more relevant than ever during this health crisis.

In this respect, what role do you attribute to the CSR strategy?

JI would say that CSR has definitively entered our DNA. The manner in which we fulfil our responsibilities plays a clear role addressing our challenges. The social aspects help create loyalty, during recruitment and induction. The environmental aspects contribute to the

CSR strategy at the heart of its business. For us it is neither a communication effect nor a fad, it is a path that we will continue to pave in the long-term.

How do we move forward?

The paths to improvement on which we are reflecting can be summarised by improved information sharing with our environment, be that suppliers, clients or public authorities. We need everyone’s commitment to progress in areas, such as carbon and ecological footprint.

We need to be able to get everyone onboard this transition and for everyone to make an effort. Take our

Brexit: introduction of an approved customs service

Since 2019, the COPROMER agency had been preparing to support clients whose activity would be disrupted by Brexit. Application for authorisation and approval, arrangement of bank guarantee for the customs clearance of goods, preparation of clients most affected... On 1 January 2021, its customs service went live.

Decided by referendum in 2016, Brexit came into effect on 1 January 2021. Since this date, even if no customs duties are payable, customs formalities as well as health and phytosanitary controls apply to the transport of goods between the European Union and the United Kingdom. To support its import and export clients with interests in the country, Philippe Lemaire, Director of COPROMER, has set up an approved customs service within his agency.

Launched in 2019 to be operational at the time the borders would be reinstated, a date that was difficult to determine at the time, this complementary business line relies on the expertise of a professional with 2-years customs

certification. Recruited in 2019, Pascal Rénier has almost 40 years' experience in the profession. "This initiative reflects our desire to protect our clients and our logistics flows to offer the highest quality service and defend the interests of the entire network" explained Philippe Lemaire. In terms of fresh produce, in particular produce as sensitive as seafood, any saving in time along the supply chain is tasted on the plate. "By getting involved in these operations, we know where the goods are located and we are not dependent on third parties", he explained. The proximity between COPROMER and the Veterinary and Phytosanitary Inspection Service (SIVEP) at the border even enables staff to provide documents directly to

truck drivers in their cabins, saving them a trip to the office.

Two other duly trained staff members, Dorine Defachelles and Juliette Flinois, have joined the COPROMER customs service, which is open to all group agencies for their respective clients. And these staff members have got off to a flying start in their new roles. "The first three weeks were complicated, as importers and exporters had not realised the full extent of the procedures to be followed. The English had not trained enough authorised customs representatives. Even without the health crisis, more veterinarians would also have been needed. On our part, our software went live and



► Pascal Rénier, Head of COPROMER Customs Services

required a few adjustments”, recounted Pascal Rénier. You need to be able to present on both sides of the Channel, in addition to a health certificate, a catch certificate (cer-

trial run, the customs service reached cruising speed and experienced an increase in demand. Philippe Lemaire wants to drive the service offer still further: “in the

step, then for all group agencies. “This approval will reduce the physical controls, and promote VAT reverse-charge, for all our importer clients”, sets out Pascal Rénier.

« In the interest of produce freshness, our objective is to create a team that can offer 24-hour reactivity».

tification that the fishing boat was in an authorised area) and, if necessary, a T1 transit document allowing the vehicle to access an interior customs office other than the one at the point of entry (route from Calais to Boulogne-sur-Mer in the case of an English convoy arriving in France for example). After this

interest of produce freshness, our objective is to create a team that can offer 24-hour reactivity”.

Capitalising on this new expertise, the group has launched a process aimed at obtaining OAE* (Authorised Economic Operator) certification for COPROMER as a first

An advantage from which several players could therefore benefit, by broadly bypassing the Brexit framework.

**COPROMER TRANSPORTS AGENCE EN DOUANE - DELANCHY GROUP
Customs Approval No.: 00005884*



Road safety

More than just a concern, road safety is a key requirement for the DELANCHY Group. Today, the danger at times comes from advances in technology. More than ever, the group's message to its 1,200 drivers focusses on vigilance.

Key to understanding

In 2019, on the French road network, heavy goods vehicles were involved in (not necessarily responsible for) 3,000 out of 56,000 accidents. The proportion of heavy goods vehicles involved in road accidents has remained stable over the past 10 years while those involving motorcycles and cars have increased.

Road safety: a long-standing issue

Quality and safety have been key words for carriers from the outset. Since the 1980s, the DELANCHY Group has recruited an ex-police officer to monitor driving standards. Today, the group has two ex-police officers, who supervise the work time of drivers and analyse offences.



❶ 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.

❷ 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.

❸ New FCO

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

❹ 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.

❺ 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).

❻ Feedback

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

❼ Training and mentoring

Each driver who joins us is assigned a mentor.

❽ 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.

❾ Centralisation of minor offences

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

❿ 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).

⓫ Process

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

⓬ Maintenance

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

537000 km
covered per accident caused

25%
percentage reduction in the
number of accidents in relation
to the forward plan

What makes a good driver?

Our 1,200 drivers have to fulfil many regulatory obligations and increasing environmental requirements to help reduce the group's carbon footprint. At the heart of the company, they contribute with their precision, punctuality and professionalism to the satisfaction of our clients.

Drivers at the heart of the company

When transporting fresh produce, special attention needs to be paid to foods requiring just-in-time delivery: "priority scheduling is what the client expects from us", confirmed Julien Pelleter (Bretagne Transports 56). So, delivery punctuality and regularity makes the driver "the company's primary sales representative, responsible for our brand image" asserts Benoît Gorge (Frigo Transports 86).

Ongoing driver training

Last year, we introduced a new compulsory ongoing training tool that

must be validated every 5 years. In partnership with ABSkill (Forget Formation), the current format is more fun than the previous one and includes updates to the highway code and the European social regulations on heavy goods vehicle drivers, that govern driving and rest times for all European Union drivers.

Attention to eco-driving

Drivers are also at the heart of the levers for progress in terms of CSR. The entire fleet is equipped with Optifleet, an onboard solution integrated within the Renault Trucks range. One of its modules, dedicated to fuel consumption, gives an ECO-



Drivers are at the heart of the levers for progress in terms of CSR.

score that combines several elements linked to the driver's driving: engine use in maximum torque range, percentage of time spent idling, number of times the brake pedal is used, capacity to anticipate braking and use of the automatic gearbox. This device encourages drivers to improve their score on each route and allows the company to draw up an index for the

reduction in their fuel consumption, the main source of greenhouse gas emissions. In 2020, the overall score was 8.18/10, a slight improvement on 2019 (8.11/10).

The human qualities of our drivers

Given the unforeseen events our drivers face, they need to remain calm in all circumstances to find solutions when faced with traffic problems with the aim of delivering on time. To sum up, a good driver is one who is involved in company life and respects the economic and environmental ecosystem in which it operates.

ECO-score

Ongoing progress

2017 :
7,78

2018 :
8,01

2019 :
8,11

2020 :
8,18



Ecological footprint

At DELANCHY, awareness of the climate emergency has accelerated the schedule of green initiatives. Not content with having formalised and deployed eco-driving, the group boasts a fleet that is now 94% Euro 6 vehicles. Running in parallel to this effort, the DELANCHY Group wanted to explore electric, gas, biofuels and hydrogen. Today, the company has successfully integrated these alternative energies within its organisation, taking into account their potential but also their limits.

Key to understanding

The group can observe through its Greenhouse Gas Emissions Balance (BEGES) that it is increasingly less polluting. Although the figures for 2020 are particularly low due to the health crisis and resulting reduction in business activity, they do still demonstrate a genuine downward trend.



OUR INITIATIVES

On 31 December 2020, Euro 6 vehicles represented 94% in contrast to 88.77% in 2019.

The 6% of Euro 5 vehicles are reserved for very short routes. They drive less than 30 kilometres per day and only on the Boulogne-sur-Mer and Rungis sites.

Did you know?

For three years, the DELANCHY Group has been renewing its first Euro 6 vehicles. The carrier is therefore on its second generation of Euro 6 vehicles.

1 Composition of the vehicle fleet

31 DECEMBER 2020

EURO 5 : 6 %



EURO 6 : 94 %



31 DECEMBER 2019

EURO 5 : 11,23 %



EURO 6 : 88,77 %



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

2 Average tractor unit consumption (source Optifleet)



END OF 2020

27,29 l / 100 km

END OF 2019

27,59 l / 100 km

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

3 Note ECO-score

2020

8,18

2019

8,11

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

DELANCHY confirms its commitment to the energy mix: status report

The reduction of our greenhouse gas emissions is a key requirement. However, the transition to 100% green energies is not feasible in the immediate future. In view of this reality, while wanting to maintain a high level of ambition in environmental terms, the DELANCHY Group is opting for an energy mix, a solution that comprises mainly renewable energies and takes the ecological transition as far as possible.

The battery electric vehicle (BEV) keeps its promises

The DELANCHY Group is a pioneer in the use of electric. The group has two electric Renault Trucks. The first has been delivering to the Halles de Lyon – Paul Bocuse since 2018, initially as part of a trial, and, in November 2020, a second zero emission vehicle joined the group. Many agencies expressed an interest. However, in order to be part of the Paris initiative to prohibit diesel between now

and the 2024 Olympic Games, Fargier in Rungis was selected.

“Since the arrival of the electric vehicle in Lyon, we have been eager to expand this technology. It’s a genuine necessity. We had to be involved”, declared Hafid Lahyani, the Director of Fargier.

As electric vehicle technology is not manufactured on a large scale, DELANCHY feels very fortunate to have it available and hopes supply and demand will expand



rapidly. This would enable manufacturers to reduce the price to a more acceptable level.

“Ideally to adapt to the new Paris constraints, the group would need around

these vehicles are perfect for routes within central Paris (less than 100 km starting from Rungis) but are not suitable for distribution to the greater Paris region. For Hafid Lahyani, in order for this mode

Energy mix, a solution that comprises mainly renewable energies and takes the ecological transition as far as possible.

ten electric vehicles”, stated Hafid Lahyani. How many does that represent nationwide, taking into account all the agencies that deliver to cities where access to diesel vehicles will soon be prohibited?

Electric nevertheless imposes constraints that must be anticipated. Its maximum capacity is 150 km after 6 hours charging. Special installations are required to charge heavy goods vehicle batteries. Therefore,

of transport to expand, City of Paris infrastructures will need to be developed through the installation of stations in various locations. The Director of Fargier has also suggested to Rungis International Market that they install a single charging station, so that use of electric vehicles is not an obstacle for operators due to the high cost of the location. Electric energy has the advantage of zero emissions and is also expensive.



In terms of comfort and safety, Renault Trucks electric vehicles offer the best for drivers: the latest optional extras, optimised ergonomics, cameras and great reliability. At Fargier, its arrival required a day's training for the 4 drivers required to use it.

“We received great encouragement and positive feedback on social networks, comments and congratulations. Our clients recognise our efforts and commitments and appreciate the reduction in sound pollution, and our employees express their pride”, reported Hafid Lahyani.

Advantages and disadvantages of gas

At DELANCHY, 36 heavy goods vehicles are powered by NGV (natural gas for vehicles). Despite being a fossil fuel, burning natural gas emits less CO₂ than diesel: 2 kg as opposed to 2.6 kg per litre. Furthermore, its transport (via pipeline) is much more nature friendly. With biogas, which comes from agricultural waste, the environmental benefits are even more conclu-

sive but financially it represents an additional cost of around 10%.

However, the constraints linked to gas must be taken into consideration. Gas may offer greater autonomy than electric (350 kilometres), but the lack of gas stations and waiting times (up to an hour) to fill up represent an obstacle to its expansion. Furthermore, the carrier has regrettably reported breakdowns of its gas-powered tractor units and hopes this solution will benefit from technical improvements in order to be adopted more widely.

Synthetic fuel and biodiesel solutions

The Technical Director of the DELANCHY Group is promoting biodiesel as a fuel. According to him, the use of the synthetic diesel XTL obtained from waste cooking oil or even plastic, offers an interesting alternative to diesel. It is a non-fossil energy that does not increase atmospheric CO₂ emissions

In contrast, Yannig Renault recalls the



sensitive nature of biofuels. Some are obtained from plants such as rape, the cultivation of which involves the mass use of pesticides and tying up agricultural land, to the detriment of cereals, such as wheat. In this respect, suppliers must undertake to find ways to make progress.

Hydrogen, yes but...

For the time being, the exorbitant cost of hydrogen removes any possibility of using this energy source to power tractor units. Indeed, the price of one fuel cell is equivalent to that of several vehicles! The use of hydrogen power would lead to an increase

in expenditure of around 600%. Also, in terms of supply, this source is very costly (€1 per kilometre covered).

However, the DELANCHY Group has tested hydrogen power on the cooling unit of a semi-trailer. The test went well and, at the start of 2022, the carrier will receive a truck equipped with this type of cooling system. Given that the cost of a hydrogen-powered cooling unit is equivalent to that of eight diesel units, this gesture on the part of DELANCHY confirms the strength of its commitment.

Hydrogen « an exemplary partnership »

People often speak about collaborative innovation without clearly defining the concept. Three years ago, the company Chéreau joined the hydrogen adventure. Progress report on an exemplary partnership with Christophe Danton, the group's Marketing Director.

What has been happening this year with the DELANCHY Group in relation to hydrogen testing?

Our project, which began in 2016, has enabled us to create the world's first hydrogen refrigerated semi-trailer. But we needed to collect practical data. Like us, DELANCHY believes in hydrogen. Like us, it is a partner of Energy Observer and has a strong culture of engagement and innovation. That is why our first prototype, showcased at the HyVolution trade fair in February, was in the colours of DELANCHY. But more important was the testing that followed.

What conclusions were drawn from this year of testing?

We have a solution that works and that won the unanimous approval of the drivers (see following pages). We received a lot of feedback, which will enable us to develop the vehicles, with a view to mass production. I can cite one major development from the conclusions: the tran-

sition from three small cells to one larger cell. This is the result of research into optimum output and service life improvement.

Testing on the ground is decisive.

How will you progress to the production stage?

We have proven that we are close to a solution that is suitable for production. We still have a few improvements to make, but we can confirm that the technological leap has been made.

Moving forward, there are economic and land use planning considerations that need to be taken into account. There is a question of global environmental maturity. Today, clients are not yet prepared to commit to consuming 25% less energy if the return on investment is too far in the future, and limiting the carbon foot-



print, which benefits us all, does not even come into the calculation. In addition, public authorities also need to take action, and, in this regard, I congratulate the Department of Morbihan and, closer to home, the Department of La Manche, on their “H2 Manche” charter (for more information, please read our interview with Valérie Nouvel below).

Do you share other avenues for innovation?

Yes, many. We have tested an aerodynamic pack that drastically reduces vehicle fuel consumption, and we will also be testing a

new insulation solution. We are also developing a vehicle with an energy recovery axle. Lastly, we are continuing the hydrogen adventure by testing a new vehicle equipped with a single cell. These innovations demonstrate an amazing proliferation and dynamism, but above all a successful partnership.

« La Manche is a region of pioneers »

A single question to Valérie Nouvel, Vice-President of the Department of La Manche, in charge of energy transition, environment and innovation

What is the “H2 Manche” charter all about?

« As elected representatives, our role is to increase the appeal of the region and create conditions and a framework conducive to innovation. We are fortunate to have pioneering companies, such as CHÉREAU and DELANCHY, which are fully committed to testing carbon-free alternative energies. It is up to us to support their efforts and contribute to their success. For example, by making available to them the department’s hydrogen station (the first station installed in France in 2015). The charter is designed in this spirit of cooperation between a region and its companies. It aims to expand the production of green hydrogen, accelerate the creation of a network of hydrogen stations across the region and, as a result, massively increase usage and make hydrogen transport even more competitive. It is about providing encouragement and convincing other players to join these visionary companies, such as DELANCHY. It is also about the VHyGO project supported by the ADÈME (the French Environment and Energy Management Agency), which aims to make the use of hydrogen more accessible throughout the Grand-Ouest region. Our objectives are very practical: to find stakeholders, reduce the price of hydrogen and also accelerate the formation of fleets. Decarbonising transport through hydrogen is essential to preserve the health of our fellow citizens and the experience of our partnerships clearly demonstrates that we can achieve more together. »

Hydrogen, the pioneers report

The Frigo Transports 50 agency has been the testing ground for the hydrogen-powered semi-trailer prototype designed by Chéreau and entrusted to the DELANCHY Group. There may have been disruptions day-to-day operations in 2020, but it was not due to this technology! Two drivers and an order picker present their accounts of their day-to-day experience and the prototype.



**Jean-Louis Millet-Vigot,
Line Haul Driver**

Driver, Jean-Louis Millet-Vigot has been working in the group since 2015. In particular, he loves the independence and mobility that the job give him, but also “the feeling of travelling”. Jean-Louis Millet-Vigot drove the truck that escorted the exhibition structures showcasing the Energy Observer project, which involved an experimental hydrogen vessel, to the cities where the boat stopped over. The tour took him to Antwerp, Amsterdam and Stockholm and whet his appetite for new technologies. He was therefore the natural choice to be assigned to the Hydrogen Power H2 prototype

« It’s a fount of technology for observing the working of a fuel cell ».

« It’s a fount of technology for observing the working of a fuel cell, in conjunction with other innovations on aerodynamics, weight and improvements to the trailer’s insulation », he explained enthusiastically. One of his missions this year consisted in keeping a dashboard to closely monitor his vehicle’s performance: tractor unit fuel consumption in relation to weather conditions, activation of deflectors, amount of energy produced and stored by the cell, etc. Consumption proved entirely comparable to a “traditional” semi-trailer. Jean-Louis may have had to change his working habits in 2020, but that was only to cover collections and mitigate for intermittent staff shortages due to the epidemic.



Caroline Chauche, Driver

Caroline Chauche joined Frigo Transports 50 on 10 September 2019, with 30 years' professional experience in the car hire and transport sector as a driver, in her words "a real vocation". After getting a taste for trucks, the conclusion was clear: « Trucks offer greater safety and are more interesting to drive ». In January 2020, she was assigned the job of driving the Hydrogen Power H2 semi-trailer prototype and, like Jean-Louis, received specific training. For her, this assignment was a true sign of trust. She also enjoyed contributing to a project that combined technological innovation and environmental performance. « We had regular meetings with the Chéreau engineers. For example, I suggested to them that the temperature inside the tractor unit should be indicated, because you cannot hear if it has stopped working, with it being a silent technology ».

« Trucks offer greater safety and are more interesting to drive ».

In this unusual year, Caroline Chauche also demonstrated organisational flexibility and for a time withdrew from the route to make collections, which for her was like « a different job ». « So, we're in contact with fishermen and fish auction buyers. It's more like a local business. Which is great too! ».



Romuald Lavarde, Order Picker

Romuald Lavarde is an Order Picker. Recruited a few months after the agency opened in 2008, he has 13 years on the clock at Frigo Transports 50! This platform is one of the group's most important for the transport of seafood, as it connects the fishing ports of Normandy and the "hub agencies", which deliver the goods across the country. Each day, the focus is the same: to ensure that the line haul trucks leave on time. « Sometimes it's a race against the clock. So, it's all hands on deck, including our Director, who joins us on the dock », reports Romuald Lavarde. His workday starts at 8 am and lasts 8 hours. After preparing the orders of a major national brand, subject to specific flows, he gets started on the palettes for other clients once the collection vehicles arrive back, around midday. Working in above-zero cold (2 °C), Romuald Lavarde claims to be committed to this sector. « It's a fast-moving profession and I like that! You very quickly get used to the temperature. The new PPE has also made it much more comfortable », he remarked. His length of service has enabled him to gauge more broadly the progress made, be that in "dispatching", handling or even packaging: « the profession has become less harsh ». And he appreciates the innovations introduced on the Hydrogen Power H2: « you can adjust the height yourself, so you don't have to keep going inside or asking the driver to do it! ». He has also experienced fluctuations in his work, which practically stopped between mid-March and mid-May 2020. He has also had to get used to wearing a mask on the dock

Urban delivery: a rapidly evolving profession

The group's historical line of business, urban delivery, must adapt to the new order, now that cities have begun their energy transition. While taking into account the complexity, the DELANCHY Group is demonstrating its interest in using the CSR framework as a lever for logistics and technical innovation to improve the environmental quality of these areas.

Undertaken by the group from the outset, urban delivery is subject to ever increasing constraints. City centre developments carried out during the past two decades, aimed at reducing air and sound pollution, have disrupted traffic flows. The promotion of alternative modes of transport (pedestrian zones, cycle paths, public transport), combined with access restrictions, have put pressure on the roads. To this can be added the growth of e-commerce, generating the arrival of an eclectic fleet of small vehicles that are further congesting the roads. At DELANCHY, urban distribution, which goes hand in hand with quality of service, and therefore punctuality, has become increasingly complex. "In cities, except for the super- and hypermarkets that receive their deliveries at 5 am, all the small stores want to receive their orders before 9 am. In Cannes, trucks are even prohi-

bited in certain zones after 8 am", explained Sébastien Pecqueux, the Group's Commercial Director. "Rotas are increasingly difficult to plan with all the conditions to be met", he added. In this case, describing the group's expertise as logistics engineering is an apt term of expression. Taking into account the demands of city-dwellers is reflected in concrete actions: delivery to the warehouses of the major Paris brands between 3 am and 5 am is undertaken using silent vehicles, by drivers aware of the precautions to take to limit noise.

The group has worked to reduce its impacts in terms of air pollution. The commissioning of gas-powered vehicles, but also the two electric 16-tonne tractor units, one serving the Halles de Lyon – Paul Bocuse, the other serving the capital from Rungis, illustrate the group's proactive policy

in this field. "These two vehicles are evidently not representative of our fleet. But their additional cost clearly demonstrates our conviction and our desire to be proactive on these issues", explained Sébastien Pecqueux. This practical knowledge of alternative energies places the DELANCHY Group in a position to educate clients: "we are pushing the subject upstream and have become a benchmark company", stated the Commercial Director. It is becoming increasingly necessary to raise awareness as an increasing number of cities prepare to prohibit diesel vehicles in the coming years. This is the case in Paris where several districts will be affected from 2024. Strasbourg is set to take the step in 2025, and Bordeaux in 2026. The DELANCHY Group, by entering into a dialogue with the stakeholders, committees set up by the cities, is in a position to best prepare its



clients for the regulatory changes. Moreover, its participation in development programmes, from the electric engine to hydrogen, confirms its commitment to sup-

porting innovation to assist the transformation of the sector. This should go beyond just the technological aspect: “we are turning a corner in terms of fuel consumption habits. Existing models are set to disappear, which will bring changes to transport plans. In the future, we will need to deliver in the afternoon, up to 8 pm, instead of the following morning. The packaging will also need to be revised. Polyester

Taking into account the demands of city-dwellers is reflected in concrete actions

containers will be replaced with durable, reusable plastic containers, that will require the reorganisation of trucks and package handling and additional work lin-

ked to the maintenance of these containers should be anticipated”, set out Sébastien Pecqueux.

Responsive to social change and committed to assuming its environmental responsibility, the DELANCHY Group is pursuing, in this field as in others, the same operational objective, towards the zero-defect standard

Générac, a latest generation platform

The DELANCHY Group constructed a latest generation platform in 2020, which brought together the fresh and fruit and vegetable lines of the Delanchy Prestations de Services 30 and Frigo Transports 30 entities. It is inspired by the “perfect platform” project for Frigo Transports 53 and is the epitome of the group’s CSR commitments.

From its inception, the project comprised two dimensions: the renovation of the fresh produce (meat, cheeses, cream, etc.) platform, already based at Générac, and the construction on the same site of a 2,000 m² extension with a view to accommodating the fruit and vegetable line (fruit and vegetable order picking), currently based in Avignon. This move will centralise the departures of trucks and make it possible to consolidate volumes through pooling, therefore optimising transport plans and truck fill rates.

High-performance installations

The existing platform has been fully renovated. Only the structure and load-bearing walls have been preserved. New insulating panels have been installed and dock doors and cooling units have been replaced. This equipment guarantees a stable ambient temperature on the platform, between 1 and 1.5 °C inclusive,

even during heat waves, by combining optimised cold chain management and energy performance. « *The new CO₂-powered cooling units consume much less electricity and their greenhouse gas emissions are almost zero. The old cooling units were powered by Freon gas, which is highly polluting and harmful if abundantly dispersed* », explained Frédéric Martin, Director of Delanchy Prestations Services 30. The use of CO₂ as a refrigerant gas is justified on an environmental level: it has zero impact on the ozone layer and its influence on the greenhouse effect is negligible. In addition, it has interesting thermodynamic properties that can reduce the volumes of fluid in the refrigeration circuits as well as energy consumption. « *This is reflected each month in the electricity bills. It was thought that bringing the fruit and vegetable line to Générac would markedly increase electricity consumption. However, in the end, we recorded equivalent*



consumption even with the greater business volume », emphasised Jean Roque, Director of Frigo Transports 30.

The new CO₂-powered cooling units consume much less electricity and their greenhouse gas emissions are almost zero

gured platform also generate significant energy savings. The installation and commissioning of solar panel shade structures (1,300 m² of panels) on employee car parks will eventually generate 20% to 30% of the electricity currently consumed on the platform.

The new CO₂-powered cooling units consume much less electricity and their greenhouse gas emissions are almost zero

Another advantage of the new cooling units is that the heat recovered from the units during operation is used to supply the hot water system, which is used for the underfloor heating of the offices onsite. The extension dedicated to the fruit and vegetable line has been set up in exactly the same way.

The LEDs fitted throughout the reconfi-

A less polluting vehicle fleet

Another substantial investment undertaken on the site relates to the renewal of the truck fleet. A third of the platform's vehicles are now gas powered. They are powered by compressed natural gas (CNG) and have an autonomy of 450 kilometres.

The trucks that set out from Générac can



go as far as Nice but it is necessary to fill up on the return journey. « We take this data into account in our transport plans. Since there are 4 gas stations between Générac and Nice, we have to plan ahead to ensure the delivery is on time », noted Jean Roque. The CO₂ emissions of the gas truck fleet are subject to weekly reporting via the vehicles' onboard system. Ongoing driver training in eco-driving, introduced several years ago by DELANCIH, is also helping reduce the group's ecological footprint. Drivers with an ECO-score of between 8 and 10 have good command of the eco-driving rules. Those with a lower score are required to undertake further work shadowing with colleagues who have mastered these good practices. « On a group level, we are in the top three. We strive to maintain healthy competition between drivers », observed Jean Roque

Optimised flows

The improvements provided by Générac platform, which has been fully operational since September 2020, are twofold: optimised volumes and optimised transport plan through pooling. « Bringing

at 9 am. You had to check the PA pallets and count the packages manually. A team from La Gravelle came to train employees in the new software. It is true that for some moving from paper to electronic was a leap into the unknown but

The aim is to duplicate this latest generation platform.

two lines together on a single site reduces empty runs. It works much better, we can consolidate by placing the fresh produce and fruit and vegetables in the same truck to maximise the fill rate », explained Jean Roque.

The reconfiguration has also been accompanied by the introduction of new software. « Orders used to be released on paper every morning

everyone has managed to master the new paperless process. Having had the opportunity to test it myself, I found it relevant, effective and easy to use », explained Frédéric Martin. The breaking up of pallets and products, which was operated by voice command, required operators to use specific vocabulary. With the new system, everything is dictated electronically by an artificial voice.



The information is then fed back on headphones or an iPad, depending on the order picker's preference. « *Not only has the quality of the work improved but it is quicker to learn. It took on average one day to train a new order picker in the voice system. With the new device, learning time is only 30 minutes* », added Frédéric Martin.

In terms of waste management, Générac is introducing selective sorting with a view to recovery via specialist processing facilities. Waste wooden pallets are stored squarely on a trailer, plastics and cardboard are disposed of in a dedicated compactor, which is removed on request by the company Nicollin. Other skips are also used to sort general waste and biowaste.

A tool welcomed by the teams

For the Delanchy Prestations de Services 30 and Frigo Transports 30 teams, this latest generation platform is a new departure so to speak. « *It's a rebirth in terms*

of quality of work. The spaces are properly understood as the teams are more proactive. They feel more fulfilled in their command role. The atmosphere is calm. The DELANCHY family pays particular attention to the fact that the employees must feel good in their workplace », emphasised Frédéric Martin. Positive feedback is also coming from the external companies, who have had the opportunity to explore the new platform. « *We have the best equipment: the trucks, the changing rooms, the rest areas and even the cafeteria are state-of-the-art. Working conditions are optimal. The model can easily be duplicated on the group's other sites* », concluded Jean Roque.



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

Food safety is a concern shared by all employees. To enhance vigilance in this area, the company has a network of 40 quality advisers.



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 will enable the driver and operator to monitor temperatures 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

The 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 internal 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 and 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 evaluate the effectiveness of these measures and identify any areas for improvement.

5 Innovations: cleanliness and hygiene

In 2019, the DELANCHY Group sourced and referenced a new 100% biodegradable, environmentally friendly cleaning products to replace a phosphoric acid-based 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

2020	2019
92 / 100	100 / 100

Delivery compliance rate

2020	2019
99,42 / 100	99,39 / 100

#Impeccable... whatever the cost!

The DELANCHY Group's reputation is associated with the word "impeccable", cleanliness, hygiene and respect for the product are key. The health crisis has certainly disrupted the way we do things, but it has also revealed riches in terms of imagination, good will and solidarity.

« Our organisation has been validated by the crisis, a group with autonomous agencies and close relationships with our clients, we have been able to adapt thanks to this flexible structure. The teams have not relaxed anything ». The analysis of Isabelle Roussel, Quality Director, reflects the company's image, it is everyday commitment that counts, respect for the product first and foremost, a desire to do things right, whatever the circumstances. Syndie Tessard knows the terrain well. After a remarkable internal career (starting on reception), she now works as a Quality Assistant. She learned her trade with the Quality Department and by visiting the agencies in person to carry out audits in conjunction with the network of quality advisers. The quality audits cover everything from hygiene to food safety.

« Myself and my colleague, Marie, visit agencies. We meet the quality adviser, look at adherence to procedures, recordkeeping, platform cleaning, equipment, external spaces, cold chain maintenance, water analyses, safety, stakeholder interface, as if we were in the veterinary services. We are developing a 360° vision in the field. »

Obviously, the health crisis has temporarily interrupted these visits. These used to provide rich learning opportunities with quality advisers, who, at each site, relayed their concerns and contributed to team training. « We had to reinvent and design another way of being present », so the site visits continued via WhatsApp! « We did the calls live and our point of contact walked around the site showing us things along the way. In practical terms,



► Syndie Tessard, Quality Assistant

after using the dashboard to go over all the areas, we switched the screen and gave the quality advisers a tour of our entire platform. Relations with our contacts are excellent. We share the same objective and the mood is always good! » continued Syndie, who nevertheless hopes

as it will be necessary to catch up with certain formalities that have had to be postponed.

Despite these uncertainties, she observed with pleasure that no indicator has been downgraded: « Some have even been improved », confirming the strong invol-

« Our organisation has been validated by the crisis, a group with autonomous agencies and close relationships with our clients, we have been able to adapt thanks to this flexible structure. The teams have not relaxed anything. »

that human contact will soon be able to resume. *« This year, we'd scheduled a seminar with all the quality advisers, which we had to postpone. These are special moments, perfect for sharing good practices. I'm keeping my fingers crossed that we'll be able to organise it for next year and that this episode is behind us now »,* concluded Syndie, who emphasised that the year will be intense,

vement of the 40 group's quality advisers. A result that has delighted Isabell Rousset, who will have the final word : *« Our corporate culture is based on the word IMPECCABLE, which symbolises our vision of cleanliness and hygiene. The crisis has justified this culture. »*

► Quality adviser: one hell of a responsibility!

A single question to Josse Codron, Quality Adviser at Boulogne-sur-Mer.

What has been your career path within the company and what are you responsible for?

« I started at the bottom of the ladder and have done almost every job. They placed their trust in me. I'm now a Quality Adviser and Trainer. My responsibility is simple: everything has to be top notch! Quality is about hygiene, safety, the cold chain, but also includes issues linked to respect for the environment, water consumption, for example. I see my responsibility on a human scale. We handle food produce that ends up on the tables of families that could be our own. From this point of view, we simply can't afford to make any mistakes. »



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

The health crisis has impacted the DELANCHY Group teams, which have been vastly overextended. We were fully mobilised, all hands on deck.



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.

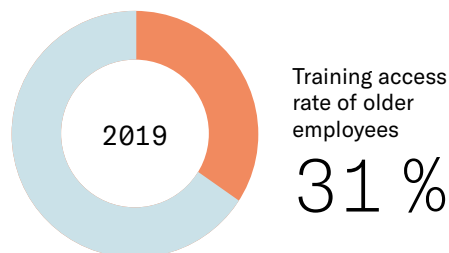
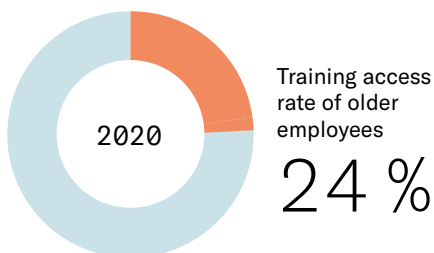
4 Customised FCO

For the DELANCHY Group, FCO week (Compulsory Ongoing Training) is a uniting moment. 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 corporate 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.

EMPLOYMENT OF OLDER PERSONS



« Supporting all employees whatever their profession »

Interview with Emmanuel Violle
Director of Human Resources of the DELANCHY Group

What analysis have you done of the COVID financial year?

We have been seriously, but unequally impacted.

At the start of the crisis, we made effort to fulfil our role as carrier, a sector that was severely disrupted. Managers and teams rose to the challenge and most projects continued, while our adaptation capacities were put to the test.

The CSR project was launched in July 2017, how is it performing from a Human Resource perspective?

The sites affected by CSR were already committed in terms of human resources. I would say that the process has provided both impetus and visibility: impetus because formalising it has enabled us to better shared best practices on a Group level, visibility as we have highlighted modest, but very prag-

matic initiatives, reflecting back-to-work initiatives that are continually increasing in the field.

Which projects have you been able to continue without being impacted by Covid?

Apart from the training projects, all our projects have continued as usual.

In terms of training, we had our hands tied by the restrictions on movement, but we very quickly found solutions and ways to intervene that suited to the circumstances.

What will you take from this crisis on an HR level?

I would say a strong involvement in the monitoring of legal developments and in support but I remember above all the great solidarity that was reflected by the presence of our teams wherever needed, and also



« Our priority was to preserve jobs ».

within each sector, including clients that accepted changes or adaptations.

We can also congratulate ourselves for preserving jobs, through the company's good health and State aid.

How will you approach the coming years?

In terms of the business lines, the transport sector is concerned with digitisation, which, for us, is already

a reality. In relation to this, we have had to support all employees whatever their position as it evolved. Lastly, we are welcoming a new generation to whom we must transmit the DELANCHY spirit. It is the role of Agency Directors, genuine business leaders on the ground, whose role as driving force and leader is a powerful lever for development.

Methodology, approach and indicators

The social, societal and environmental reporting relates to the financial year, which closed on 31 December 2020

It was carried out in several phases:

- 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,
- indicator definition phase,
- indicator collection 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, suppliers 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 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 (see below).

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 the profession's reporting practices.

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.

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

2020

3 119

2019

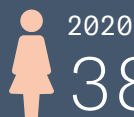
3 161

Note:

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

2020 fixed term + permanent on 31/12/2020 + temp workforce on 31/12/20

GENDER BREAKDOWN



2020

382

2019

372



2020

2 595

2019

2 553

Note:

fixed term + permanent on 31/12/2019 (excluding temp)

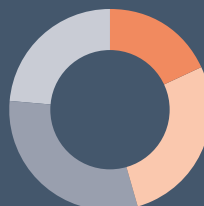
AGE BREAKDOWN

2020



- < 30 years: 20,00 %
- 30 à 39 years: 23,00 %
- 40 à 49 years: 28,00 %
- > 49 years: 29,00 %

2019



- < 30 years: 18,49 %
- 30 à 39 years: 24,50 %
- 40 à 49 years: 28,98 %
- > 49 years: 28,27 %

EMPLOYMENT

Staff recruited and dismissed



IN 2020
Recruited

842

Dismissed

128

IN 2019
Recruited

909

Dismissed

99

Note: Recruited: fixed term + permanent
Dismissed: disciplinary + inaptitude

Absenteeism

IN 2020

8,60 %

IN 2019

7 %

Note:

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

Length of service



IN 2020

9 years and 4 months
All staff

8 years and 5 month
Workers / employees

13 years and 1 month
Supervisors

13 years and 2 months
Executives

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

HEALTH AND SAFETY

Accidents

2020	2019
256	331

Note:
Number of accidents at work that resulted in a work stoppage.

TRAINING

Beneficiaries (drivers) of eco-driving

2020	2019
42	113

Note:
2021 target: 180

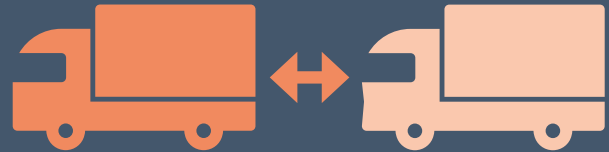
ECO-score rating

END OF 2020	END OF 2019
8,18 / 10	8,11 / 10

Qualitative element

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

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



FINANCING OF TRAINING

2020	2019
1 127 939 €	1 630 624 €

Qualitative element

Budget includes the entire training effort (Financing, CPF (personal training account), FPSPP (joint fund for security of professional progression), CIF (individual training leave), excludes block release financing contract.

TRAINING PLAN BREAKDOWN

EN 2020



Number of hours
12 985



Number of trainees
1 012



Number of sessions
316

EN 2019



Number of hours
26 448



Number of trainees
1 504



Number of sessions
409

Social indicators

EMPLOYMENT

Employment support, Vocational block release

Professional training contract and apprenticeship

IN 2020

43

IN 2019

75

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



Employment and inclusion of disabled persons

IN 2020

Disabled employee rate
4,05 %

Employees recognised as disabled recruited: **18**

IN 2019

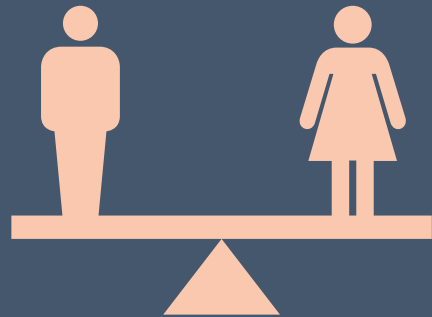
Disabled employee rate
3,98 %

Employees recognised as disabled recruited: **7**



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 PERSONS

2020



Rate of access to training among older employees

24 %

2019



Rate of access to training among older employees

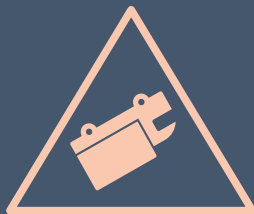
31 %

Note: Employees aged 50 years and over.

Societal indicators

ROAD SAFETY

Repeat offender drivers



END OF 2020

9

END OF 2019

8

Km covered per accident caused

2020

537 647

Km

2019

446 568

Km

CONSUMER HEALTH AND SAFETY

Compliance, food safety



Food safety compliance rate

2020

92 %

2019

100 %

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

2020

99,42 %

2019

99,39 %

Environmental indicators

Average tractor unit consumption source Optifleet



END OF 2020
27,29 1
/ 100

END OF 2019
27,59 1
/ 100

Note ECO-score

2020
8,18

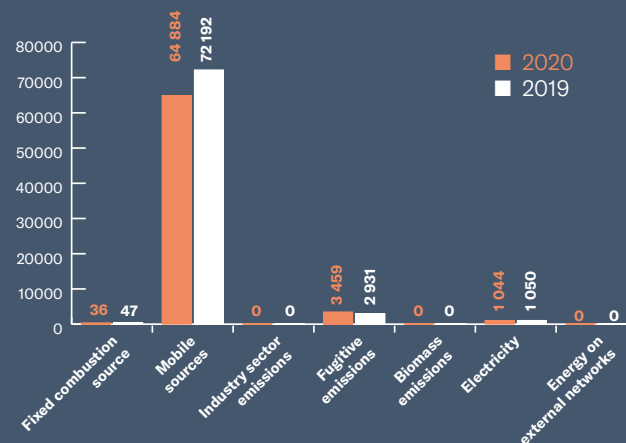
2019
8,11

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

1^{er} quarter of 2020
0,7144 g/km

1^{er} quarter of 2019
0,737 g/km

2^e quarter of 2020
0,7046 g/km

2^e quarter of 2019
0,738 g/km

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

Composition of the vehicle fleet

ON 31/12/2020

Euro 5 : 6 %



Euro 6 : 94 %



2019

Euro 5 : 11,23 %



Euro 6 : 88,77 %



Note: In 4 years, the proportion of Euro 6 vehicles has increased from 50% to 94%.

Electricity consumption of refrigerated areas



END OF 2020

75
kWh/m³

END OF 2019

77
kWh/m³

END OF 2018

83
kWh/m³

Note: Electricity consumption has continued to decrease. 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 2020

Hydrocarbon sludge
96,970 t

Other sludge
0 t

Hydrocarbon water/sludge
0,900 t

Hydrocarbon liquid
209,720 t

Waste elements
25,500 t

Sand
5,500 t

IN 2019

Hydrocarbon sludge
83,570 t

Other sludge
0,780 t

Hydrocarbon water/sludge
32,040 t

Hydrocarbon liquid
171,780 t

Waste elements
22 t

Sand
7,250 t

Qualitative elements

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



**Thank you
to all those
involved in
producing
this report:**

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**Also thank you to all our
agency managers,
employees and everyone
who has joined us
this year.**

“ Perhaps you think, I dropped a 5 kg box, but it's nothing, there's no shortage! And that's true, but that 5 kg box costs 90 euros, so if 5 are dropped in a day, that's a pretty massive cost, even if it doesn't seem like much. And then you have to consider the person who's going to be eating the produce. As I always say in training, it may be a child who eats it. I'd hate to get a call from a mum saying "my son is sick because he ate one of your fish." What would you say in that situation? I ask you, what would you say? ”

Josse Codron,
Quality Adviser at Boulogne-sur-Mer
(in videoconference on 23 April 2021)

Thank you to all our Quality Advisers for their involvement:

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