



CSR Report V

Extra-financial
Performance 2021

**CSR
Report V**

Extra-financial
Performance 2021



PREFACE

Building the world of tomorrow with our clients

Economic development is no longer conceivable without environmental and social progress. It is up to companies to propose virtuous models that will encourage positive transformations in the world.

As a major economic player, Société Générale plays an important role with regard to its customers: individuals, companies, associations and local authorities.

As a result, our Group is fully aware of its responsibility to build future development models that are more ecological and inclusive. Committing ourselves to this approach involves many challenges that require action in various areas, such as the energy transition, biodiversity, ethics, diversity or climate change.

Pioneer in supporting the energy transition

The energy transition is a multidimensional subject that concerns us all. It requires adapting regulations, technologies, behaviors, and requires significant investments. At Société Générale, we are convinced that banks have a leading role to play in this positive transformation. This is why we have strengthened our commitment to the fight against global warming and undertaken an alignment of our activities to global carbon neutrality by 2050. We have also supported the financing of the energy transition through our sustainable financing solutions for more than 150 billion euros since 2019. These provisions promote our support to the development of renewable energies for over 20 years.

Support Delanchy Transports in its change

Imagining the transport industry of tomorrow requires us to question our organization, our fleet of vehicles, our infrastructure and our competitiveness. The Delanchy Group has understood the challenge of reducing its carbon footprint and the opportunity that the energy transition could represent for its customers and its activities.

In our 50-year relationship, we have seen this company evolve remarkably and adopt new sustainable operating methods: hydrogen or electric vehicles, new photovoltaic infrastructures... Delanchy Transports is constantly evolving its environmental impact and we are accompanying it in all the stages of its reflection so that this beautiful Breton company succeeds in its transformation in the service of its customers.

Social and environmental responsibility, a priority for our new bank in France

In the future, as part of the merger of our two retail banking networks, Société Générale and Crédit du Nord, our advisory, financing and investment activities, as well as our specialized financial services, will continue to adapt to offer our clients, like Delanchy Transports, solutions that meet the major challenge of social and environmental responsibility. CSR financing and strategic support for SMEs, a new generation of responsible savings for individuals, training and a stronger presence of our advisors in our 11 regions: Expertise and proximity will be at the heart of the regions to achieve our ambition of being the preferred banking partner of our clients in their transformation.

Société Générale wants to contribute to a proactive and responsible transition built in close collaboration with its partners. This is the meaning of our raison d'être: «to build together with our clients, a better and sustainable future by providing responsible and innovative financial solutions». It is also the will of our employees, mobilized to concretize this commitment alongside our clients.

Sébastien Proto
Assistant Director General in
charge of the Société Générale,
network, Crédit du Nord, private
Banque and of the direction of
their innovation, technology and
computer systems





FOLLOW US!

I am not a clue

I am a progress

I am not a score

I am a result

I am not a wish

I am willpower

I am not a statistic

I am a reality

I am not a constraint

I am an enthusiasm

I am not an obligation

I am a hope

I am not a prudent measure

I am responsible

I am not a black box

I am a door you just need to push

I am a woman

I am a man

I am a team

I am a business plan

Follow it

Follow me

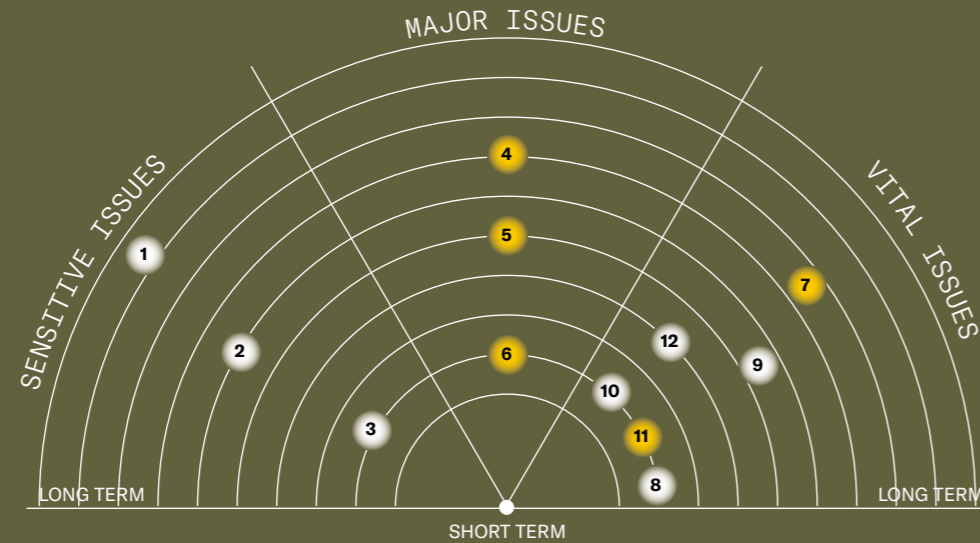
Follow us!

Brigitte Delanchy
President

Brigitte Delanchy



SUMMARY



- 1 Territorial impact
 - 2 Equal chances
 - 3 Pollution risk
 - 4 Water protection
 - 5 Training and competence
 - 6 Wellbeing at work
 - 7 Quality of social dialogue
 - 8 Food safety
 - 9 Personal safety
 - 10 Road safety
 - 11 Ecological imprint
 - 12 Fair practice
-
- Level of excellence to be maintained
 - Fair progress to be confirmed
 - Fair progress to be started

The diagram shows the framework for the application of the company's CSR approach: it identifies the priority issues according to a short and long term logic.

This diagram lists the environmental, social and societal issues whose impact is deemed significant on the company's ability to achieve its responsible performance objectives.

The GRI (Global Reporting Initiative) reporting principles that inspired our work to initiate our reporting process.

One principle, that of relevance, has been the subject of extensive work by the executive committee to ensure that the report highlights those aspects that reflect the organization's substantial economic, environmental and social impact.

It is this work that has structured the executive summary of this report and has allowed us to prioritize the development of certain indicators around the four critical issues: ecological footprint, food security, road safety and human development.

Finally, this report refers to the Sustainable Development objectives, the corresponding target of which can be found in the form of a pictogram in the double-page spread devoted to our major challenges.

CSR is an approach based on a deeply human dynamic. Our report reflects the values of the company: pragmatic, simple and direct.

SUMMARY

- 02 Preface
Sébastien Proto
- 04 Follow us!
Brigitte Delanchy
- 10 Cross talk
Isabelle Roussel and Sébastien Pecqueux
- 12 Energy Observer
Increasing expertise
- 14 Our challenges
Ecological imprint
- 16 Homework assignment
DELANCHY Group in B100 mode
- 18 Focus
New energies
- 20 Homework assignment
The energy performance of the platforms
- 22 Focus
Optimising the life cycle of tires
- 24 Our challenges
Road Safety
- 26 Homework assignment
The FCO, a common background, an adapted form
- 28 Our challenges
Human development
- 30 Wide angle
Diversity: a state of mind
- 32 Focus
Growing the talent and the competences
- 34 Wide angle
A new impetus for safety
- 38 Homework assignment
Improving working conditions
- 40 Our challenges
Food safety
- 42 Wide angle
Respecting the cold chain
- 46 Methodology
- 48 Indicators
- 56 Acknowledgements



Transport and logistics of fresh sea produce requires real experience. Speed of preparation to allow the lorries to leave on time, though never at the expense of food safety and its associated checks: a daily "ballet" on the DELANCHY platforms, as here at Frigo Transports 53.

We're only a link in the value chain

Interview with Isabelle Roussel, Quality control Director and Sébastien Pecqueux, Sales Director

The decarbonization of freight transport is a major challenge in the fight against global warming. This activity alone generates more than 10% of global greenhouse gas emissions. This figure is expected to increase by 22% by 2050, according to OECD estimates, taking into account advances in motorization. The solution cannot be solely technological, but has to involve the entire value chain. Sébastien Pecqueux, Sales Director, and Isabelle Roussel, Quality Control Director, take stock of the situation at the DELANCHY Group level.

How much interest do clients pay to the DELANCHY Group's CSR approach?

SP: Our clients are primarily sensitive to the type of vehicles we put on the road - electric, gas, biofuels - and to the experiments we are conducting to transform our fleet - especially to hydrogen-powered trucks. The other subject that interests them is the energy consumption of our logistics platforms. They are aware that our CSR approach is pragmatic, tangible and sustainable because it is evolving. We are in constant search of innovation and every day we strive to make progress. Some advances may seem small but, at our level, they are not negligible because they are the result of substantial investments by an actor at the end of the chain.

IR: Our clients are showing a growing interest in the initiatives we have undertaken and are continuing to develop. They question

the company in a global way to know if it has implemented a CSR approach. More specific questions concern CO2 consumption, greenhouse gas emissions and the composition of the vehicle fleet. For our clients, transportation is one of the flows whose ecological impact is related to indirect emissions linked to their activity. Opting for less polluting and less energy-consuming transport contributes to reducing their overall carbon footprint.

How do you reconcile the environmental aspirations of the sector with the constraints of the market?

IR: Some clients are concerned about reducing their ecological footprint but this implies using more expensive technologies and assuming this additional cost isn't always acceptable or possible for them. This is a real challenge, because the development of clean technologies requires heavy invest-



ments that have to be supported by an entire industry: manufacturers, public authorities, transporters, clients, consumers. Other criteria are also taken into account. For ultra-fresh products, for example,

SP: Our customers are very attached to our CSR approach and to the efforts we are making in this area, but we still have some teaching to do. For example, some of them will ask us to charter trucks

case studies, but ultimately we're not the ones who make the decision. It's only a concerted commitment from the entire industry that will allow the model to evolve. In any case, as a carrier, we are prepa-

« This is a real challenge, because the development of clean technologies requires heavy investments that must be borne by the entire industry: manufacturers, public authorities, transporters, contractors and consumers. »

delivery within 24 hours is the key factor. Sometimes we have to reject more shipments so as to deliver to customers all over France. There are inherent limits to optimization. logistics to meet customer requirements, which are themselves conditioned by consumer expectations: for we transporters, the truck must leave at a specific time.

running on gas, and At the same time, it is necessary to mobilize a vehicle that carries only five pallets and whose filling rate is not optimized. For some products, like lobsters flown in from Canada, we deploy additional resources to get the goods on store shelves for the holidays. We can educate our stakeholders with more specific

ring for the future and anticipating new regulations to provide our customers with reliable, and appropriate solutions.

From sea to land an increasing expertise

In 5 years of sailing, Energy Observer has covered nearly 85,000 km. A look back at this Hydrogen and Renewable Energy Odyssey with Victorien Erussard, captain and founding president of Energy Observer and EODev (Energy Observer Developments), and Marin Jarry, director of the fitting out the ship and captain of the laboratory ship.

Mastering the energy mix: the result of a long process

The boat's energy architecture, designed by Energy Observer and developed through its collaboration with CEA LITEN, includes solar (40%), wind (40%) and hydrogen bricks (20%). Marin Jarry insists that hydrogen is considered as an «autonomy extender», the crew's strategy having been to adapt the speed of the boat to its energy consumption. The range of geographical areas crossed by the ship has allowed the performance of the technologies involved to be evaluated according to different environments and weather conditions. Advances were also made thanks to the exploitation of existing technologies. In particular, the crew found that the energy contribution of the wind turbines was too low when set against the dunnage, i.e. their resistance to forward motion. The fuel cell was also the subject of numerous analyses. «The one initially developed by CEA engineers has

been replaced between 2019 and 2020 by a more efficient Toyota fuel cell, which has been adapted for integration into the boat by our teams and those of Toyota», notes Marin Jarry.

Towards an automated system

Thanks to the EMS (Energy Management System), which controls the boat's entire energy chain, a database provides real-time information using 2,000 headings and can trigger up to 600 different alarms (pressure, temperature, etc.). This machine makes the technologies work seamlessly with each other. Developed by 12 CEA engineers, it is constantly evolving thanks to the daily feedback which is directly inputted into the system by the crew and engineers. The aim is to enhance its performance using new solutions and navigation strategies. In particular, the EMS makes it possible to set a maximum threshold for energy consumption

which implies adapting the speed of the boat.

Hydrogen: key factor in energy transition

Energy Observer also works thanks to the hydrogen which is produced on board. It results from a complete production chain (desalination of sea water, electrolysis, compression and storage). Hydrogen is the most common molecule in the universe and is a promising source of energy, provided that it is obtained ethically. This very silent technology offers a new level of comfort for the crew and reduces the impact of the vessel on marine fauna, which is often victim to noise pollution from boats with conventional propulsion.

On land: time for education!

When the Energy Observer teams are not at sea, they are on land sowing the seeds of more environmentally friendly behavior. The health crisis has led the crew to diversify their activities while



contributing to a stronger and wider collective awareness of energy transition. Indeed, Victorien Erussard asserts that «a parallel has been drawn between energy use and the danger of the health crisis. To deal with this crisis, we were able to fol-

an immersive, interactive and free access exhibition for the general public centered on the challenges that the ecological and energy transition represent. The EO solutions platform - created in collaboration with ADEME and the French

group was one of the first financiers in 2019, makes the solutions developed on the observatory ship accessible to industrialists.

The flagship projects

At the end of 2022, Victorien Erussard plans to launch a traveling educational platform - H2 Tour Academy - H2 Tour Academy - which «will travel around France to meet schools and elected officials in order to show the entire hydrogen value chain» he explains.

The year 2022 will also be punctuated by the shooting of a documentary series on territorial ecosystems using hydrogen. Finally, Victorien Erussard dreams of moving from an expedition ship to a cargo transport ship which would bring the Energy Observer even closer to the DELANCHY Transport Group. This second boat, 120 m long, would combine electric and cyclic propulsion with liquid hydrogen, which is less cumbersome than the gaseous sort.

The DELANCHY Group and Energy Observer share a common desire to optimize their own energy mix and make it ever more coherent.

low guidelines, adapt and evolve».

The Energy Observer teams lead educational familiarization programs much was seen in the documentary series «Energy Observer, an Odyssey for the future» available on My Canal. The Energy Observer village is touring the world and is transported on a Europe-wide scale by the DELANCHY Group. It offers

Ministry of Ecological Transition - highlights the pioneers of sustainable development through a series of short videos. This media also allows for a better understanding of the interrelation between the 17 Sustainable Development Goals (SDGs) defined by the UN to which the DELANCHY Group contributes on its own initiative. Finally, the subsidiary EODev, for which the



Ecological imprint

For the DELANCHY Group, awareness of the climate emergency has accelerated the timetable for initiatives in favor of energy transition. In addition to the formalization and deployment of eco-driving among its drivers, the group has a fleet of vehicles that is now 97.31% Euro 6 equipped.

In parallel with the regular renewal of its fleet, the DELANCHY Group is widening its trials in terms of energy mix: electric, gas, biofuels, hydrogen. The company has succeeded in integrating these alternative energies into its organization, taking into account of both their potential and their limits.

Aid to comprehension

According to the DELANCHY Group, the optimization of the energy mix is made possible by collaboration with its network of partners, convinced that the energy transition is a lever for cooperation.



As of 31st December 2021, Euro 6 represented 97,31% as against 94 % in 2020.

The Euro 5 (2,69 % of the fleet) trucks only do very short trips doing less than 30 kilometres a day and only on the sites of Boulogne-sur-Mer and Rungis.

1 Composition of the fleet

31 DECEMBER 2021

EURO 5 : 2,69 %



EURO 6 : 97,31 %



31 DECEMBER 2020

EURO 5 : 6 %



EURO 6 : 94 %



2 Average consumption of the tractors (Optifleet)



END 2021

27,49 l / 100 km

END 2020

27,29 l / 100 km

3 ECO-score rating

2021

8,17 / 10

2020

8,18 / 10

The company has adopted the Eco-score* system (optifleet program) to improve the average consumption of its vehicles
* Good: ≥ 8 / Could do better: 6 <-> 7.9 / Poor: < 6

The DELANCHY Group with B100

In order to go further in the energy stakes, the DELANCHY Group decided in 2021 to purchase 5 trucks using B100 in order to test in real conditions both the good points and the restrictions relating to the use of this biocarburant on the road.

B100 is a serious alternative to fossil fuel. This vegetable oil-based fuel is developing in the world of transportation since it was approved for this use in 2018. To test this fuel, the DELANCHY Group had a choice: to acquire multipurpose vehicles capable of running on B100 or fossil fuel, or trucks equipped with a dedicated engine. The group opted for the second option, which requires full B100 operation: «It's a real green initiative that allows us to hope for the Crit'Air 1 label», says Yannig Renault, the group's technical director. The regulations require the vehicle to have its own tank. «It is forbidden to fill up in another station than ours. This means that we have to think carefully about our route plan beforehand, because we have to make sure that we can make a round trip without refueling during the journey». A dedicated tank has therefore been installed on the Frigo Transports 85 platform. Specific signs direct drivers to the appropriate fuel for filling the tank. Another notable constraint is the oil's corrosivity,

which requires more frequent maintenance operations. «Fuel filters have to be changed more often, which leaves a doubt about the reliability of the mechanism in the long term: we don't really know how the engine will age», observes Yannig Renault. From a supply point of view, there are 3 main suppliers on the market and contracts are based

« With this technology, we can offer cleaner transportation to customers who do not want to pay more for the service. »

on exclusive commitment clauses. But unlike petrol, diesel or gas, the risk of being without is effectively nil, because because production capacity exceeds the existing vehicle fleet.

The B100 has several advantages. «We remain with traditional mechanics, with performance and power

equivalent to that of a diesel engine. Its similarity to a diesel engine makes it easier to maintain in the workshop. Despite a slight increase in fuel consumption, the range is almost the same. In any case, it is much greater than that of a vehicle running on gas», explains the technical director. In terms of instantaneous engine pollution, there is

no added value. But if we consider the whole chain, the CO2 emission is lower because the rapeseed needed to produce the oil absorbs the CO2 while it grows. From well to wheel, B100 is cleaner than fossil fuel. The agency Frigo Transports 85 was chosen as a pilot site because of its large fleet of vehicles, its rate of renewal and of the size of its par-



king area which is has the space to accommodate a second service station. « We were able to buy several trucks so as to benefit from tangible test feedback. The agency will soon have a dozen vehicles running on B100, which will allow us to make the results of this first experiment even more reliable. » The 5 trucks in service are tested regionally as well as nationally. The results are consistent with our previsions« There are no surprises. Of course, there is a significant difference in fuel consumption and the fuel filters saturate more quickly, but the performance in terms of behavior and operation is identical: different drivers do not make any difference. The vehicles have less than 80,000 km on the clock. In a few months, we'll be able to determine whether

the extra consumption we're seeing now will be irreversible or not,» says Yannig Renault. The B100 makes it possible to switch from a fossil fuel to a biofuel while neutralizing the additional costs. «With this technology, we can offer cleaner transport to customers who do not want to pay more for the service. For greener technologies that are still very expensive, we have to turn to the customer to ask him to contribute to the common effort», explains Yannig Renault.

The B100 is powered by a combustion engine that generates fine particles. It's not as clean as an electric motor but it's more accessible and adapted for long distances. Hydrogen isn't yet available for this use ; the electric battery and gas,

both come up against a lack of sufficient autonomy. XTL is a cleaner biofuel because it is a hydrogenated molecule synthesized from waste but its additional cost remains dissuasive. «It could be a fuel of the future if its price becomes more acceptable, because it operates in all diesel engines. In addition, its chemical structure is so similar to that of fossil fuels that engine manufacturers are still unable to distinguish XTL from traditional diesel. XTL is therefore not eligible for Crit'Air 1. B100 is today an interesting green alternative available immediately to cross France», concludes Yannig Renault.

New energies: staying in the forefront

The DELANCHY group is continuing its 2019 partnership with CHEREAU in terms of new forms of energy. New developments made jointly are designed to understand the transport needs of tomorrow. Explanation with Benoit Courteille, R&D Director of CHEREAU.



► Benoit Courteille
R&D Director of CHEREAU

What projects are you working on today?

BC: We are working on 2 projects incorporating new energies for cold production, in addition to improved aerodynamics, chassis and insulation of the walls. The first is a refrigerated semi-trailer being tested by DELANCHY since December 2021 that runs on solar-powered electric batteries and energy recovery at the axles. The second is an optimized version of a semi-trailer running on hydrogen. By 2022, DELANCHY will incorporate one of the first pre-production trailers of this model into its fleet.

What are their characteristics?

BC: The electric semi-trailer couples several pieces of equipment: 35 kWh batteries recharged by 27 m² of solar panels that deliver a power of 4.5 kW peak and by an axle generator with a capacity of 24 kW. The «all electric» is possible thanks to charging systems that compensate for the vehicle's energy needs. When the truck is

moving, the axle generates energy and recharges the batteries. The solar module on the roof provides additional power, even when the truck is stationary, as long as it is exposed to light. The second prototype is a 38-ton multi-temperature semi-trailer equipped with an electric cooling unit powered by a hydrogen system. Two tanks store 16 kg of hydrogen at 350 bars to power a 30 kW fuel cell. This provides a current to the buffer batteries which thereby ensures the operation of the refrigeration unit in intermittent mode.

What are the technical challenges?

BC: Our developments must first of all entail the least possible change for the user. This means designing systems that carry enough energy to optimize the operation. Other issues are specific to the technologies selected. When it comes to electrical energy, the first priority is to minimize consumption. Reinforced insulation with vacuum panels saves 20%



of the energy and therefore of the on-board battery. The energy recovery axle and the photovoltaic panels aim to optimize autonomy. On the hydrogen prototype, the aim is to reduce the constraints for the user. With 16 kg of on-board hydrogen, we are aiming for an autonomy of 3 days to compensate for the reduced number of recharging stations.

How do you interact with the DELANCHY Group?

BC: We build custom vehicles that require constant interaction with our customers. This is even more true when we work on prototypes. In concept mode, we had a lot of discussions with Yannig Renault on the general definition of the vehicle, the integration of solar panels on the roof, the size of the battery packs for the group model. In the test phase, we dispose of detailed feedback. At DELANCHY, we are fortunate to have access to drivers who we're sensitizing to specific parameters of usage. They can themselves uncouple the generator on the electric semi-trailer to analyse its performance when it's only fed by solar panels. This documented feedback helps us to

move forward. Nothing beats the on the spot field test before a new development is finalized. This documented feedback helps us to move forward. Nothing beats the on the spot field test before a new development is finalized.

Which data allow you to evaluate the reliability of your developments?

BC: On the electric prototype battery currently being tested, the interior temperature of the vehicle, the power demanded for the operation of the cooling unit, the state of charge of the batteries and the recharging data are monitored. This allows us to know in advance how the vehicle is powered. We will be able to correlate this information with the distance travelled and the weather to derive mathematical models that will allow the system to be optimized during its operating phase. The vehicle is working very well so far, and this initial assessment is positive.

How are these technologies virtuous in terms of environmental friendliness?

BC: They significantly help to reduce CO₂ emissions and fine par-

ticulates because we're replacing a diesel system with an electric one. At the vehicle level, the solar panels have a zero carbon footprint. With the energy recovery axle, there is a slight increase in tractor consumption due to rolling resistance, but it is well below the level of CO₂ emissions of diesel equipment. Another advantage is the elimination of the noise inherent in diesel engines, which limits the nuisance of deliveries in urban areas. The hydrogen vehicle only makes sense if green hydrogen is integrated upstream. A production unit will be operational in Brittany in 2022 and will allow us to launch tests at DELANCHY directly with this resource.

Do you have a particular favourite technology?

BC: No, because various solutions are being developed as a function of the useage they'll be put to. At DELANCHY, we can expect to see both technologies in the future. In any case, we are convinced that the change of energy will take place in transportation in the next few years.

The energy performance of platforms: a priority

The energy performance of platforms is a subject that preoccupies the Company. Bruno Lesaint, Property Director of the Group, gives us a progress report so far.



► Bruno Lesaint, Property Director of the DELANCHY Group

Dealing with the specificities of each site

At Delanchy, the notion of real estate encompasses different realities. «For the sites it owns, the company controls the construction and renovation programs. This is not the case for leased platforms, particularly in the context of public contracts (Marchés d'Intérêts Nationaux)», emphasizes Bruno Lesaint.

The group owns both its own platforms and leases others. This range of platforms, coupled with their degree of age, influences the invest-

always measurable and getting them modernised can pose problems of technical/economic balance» Bruno Lesaint observed. In some cases bringing platforms up to date can be really difficult.

Given the dissimilarity between its buildings the DELANCHY group is in contact with its partners to agree the best solutions geared to the needs of the activity of each site. Our dialogue with the back-up team from their cold supplier allowed us to better understand the climatic

« The rules give us a departure point but we can always do better! »

ment decisions that DELANCHY can make to improve their energy performance. «A recent platform, which is in the process of supporting the amortization of its initial investment, will not have the same means as a fully amortised one. Moreover for the older platforms, the construction standards aren't

constraints linked to their geographical location and their position. «We realised that the technical solutions to be considered for the northern locations and those in the south weren't necessarily the same». The deployment of a policy for the group must be accompanied by a case-by-case adaptation. To imple-



ment this more refined and customized approach, we proceed in two stages. First, we carry out a diagnosis through measurements. Then we identify the levers which will enable us to act,» explains Bruno Lesaint.

Cold production at the heart of energy performance

Cold production accounts for 98% of the group's energy bill. It's therefore the first lever on which to act to optimize the energy consumption of the platforms. The company has mandated its cooling supplier to carry out a complete inventory. Changes in the regulations are also being anticipated by integrating into some sites refrigeration units that run on CO2, ammonia or propane, which have a lower GWP than HFC refrigerants, whose use will be banned by 2030. Nevertheless, the DELAN-

CHY Group remains downstream of manufacturer's advances in this segment. «Our refrigeration units are something over which we have no control from a purely technical point of view,» Bruno Lesaint notes.

The deployment of MVision software throughout the company could also be a way forward. It provides a real-time view of temperatures on the platforms. It therefore facilitates cold management - its primary objective - but also « it could improve the overall efficiency of the system by conducting a series of tests », adds the Property Director. Heavy insulation already applied to the walls and roofs, could be extended to the floors. Another lever to be deployed on a larger scale in order to act on other energy expenditure items is raising employees' awareness of virtuous behavior. In this area, the DELAN-

CHY Group, wants to be pragmatic. « The regulations are a starting point but we can always do better! », says Bruno Lesaint.

The exploration of new ways of thinking

Although the priority is on logistics platforms, the DELANCHY Group is also implementing new solutions on more traditional tertiary buildings, such as the company restaurant located at La Gravelle, which is currently being designed. The project involves the construction of a passive building with highly insulating walls, which is inherently less energy consuming due to the quality of its envelope.

The choice of a white roof won't allow overheating in the summer and the accumulation of calories (heat quantity) inside the building. This wood-frame building will also be more virtuous from an environmental point of view due to the use of PEFC (sustainable managed) wood.

«It is important to emphasize that this tertiary building is not representative of the constructions that are usually made. Indeed, the same choices are not necessarily transposable to the scale of a logistics platform. Nevertheless, this project will open up new avenues of reflection for our future projects, particularly in terms of the quality of the building's insulation,» concludes Bruno Lesaint.

Optimize the life cycle of tires

The DELANCHY Group, committed to a more sustainable management of its tires, was the first company to test the QuickScan device created by Michelin, an automated tire wear monitoring system. This experiment was initiated at Frigo Transports 53 in La Gravelle in April 2021.

A tire wear detection device

The installation of the QuickScan device required the installation of 4 sensors on the ground at the entrance of the Frigo Transports 53 agency. These slabs are similar to speed bumps. *«It is necessary to be doing less than 15 km/h at the time of the*

help of a system using radio frequencies. When a vehicle passes over the plates, a wave is emitted: it is reflected on the metal casing of the tire before returning to the receiver located inside the plates. The path taken by the wave makes it possible to determine the thickness of the

delivers weekly analysis reports to the DELANCHY Group. In case of risk or anomaly, a specific alert is sent to the carrier. *« We have a complete overview of the scanned trucks, the associated rubber heights, and also of the vehicles that the system did not register and for which a*

« With these different maintenance actions, which the Quicksan system makes possible, we can better anticipate and optimize the life cycle of tires. »

passage over the slabs: we thus gave them this shape to encourage the driver to go slowly when he arrives at the site and so allow the machine to do its work », explains the Group Technical Director Yannig Renault. Knowing that a tire has a steel structure and a thickness of rubber, the measurement of its wear is carried out as it passes the slabs with the

rubber of each tire and thus its level of wear. The vehicles are equipped with a transmitter that serves as a unique identifier. This electronic module, positioned under the tank for the tractor and under the chassis for a trailer, allows the trucks to be identified at each passage. The data of the scanned vehicles are sent to the system designer, Michelin, which

check will have to be scheduled. We have referenced a fleet of vehicles likely to pass through the agency and if one of them has not been checked after 4 weeks, an alert is activated.» Yannig Renault explains. The device is also capable of assessing the consistency of the readings according to the frequency of the passages. *«The recurrence of checks will make it*



possible to have increasingly reliable data,» he notes. By ensuring the fast detection of abnormal wear, QuickScan facilitates the planning of maintenance intervals. It is up to the workshop personnel to determine the maintenance operations to be carried out after analysis of the data.

From detection to maintenance: the role of workshop personnel

The head of the workshop identifies the reasons for wear *« A tire that is more worn on one side than the other can be explained by a problem of geometry or gear adjustment. In these two cases, the nature of the work to be done differs. Sometimes, a simple adjustment of the wheels to reposition them in a perfectly parallel way is enough. Sometimes, a rim return, i.e. reversing the direction of the tire on the wheel to rebalance the wear, is necessary,»* Yannig Renault explains. Regrooving

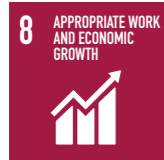
consists of removing rubber in order to restore depth to the tread and thus extend the life of the tires. If a tire has already been regrooved, it can be retreaded. This technique, which also aims to increase the life of the tires, consists of replacing the worn tread with a new one while keeping the same carcass.

An approach in favor of the circular economy

These various maintenance actions, which the Quicksan system makes it possible to anticipate more effectively, help to optimize the life cycle of tires. By restoring tread height, regrooving extends the tire's life by an average of 25% more kilometres. Regrooving, when the tire has the lowest rolling resistance, also optimizes fuel consumption. These two factors combined ultimately influence the environmental footprint of the DELANCHY Group. Regrooving can reduce CO2 emissions up to 1,1 kg/100 km per axle

whilst ensuring satisfactory safety standards. The fact that the tire is given more depth improves its grip. Retreading can potentially double the life of the tire. The casing of a Michelin tire can be retreaded several times, in different ranges. As a result, the Group's operating costs and environmental footprint can be reduced and their flexibility of use increased.

The DELANCHY Group keeps statistics on the rate of regrooved or retreaded tires, to assess the performance of the operators in charge of their maintenance. *«We compare our branches with each other. We also measure ourselves against the national statistics produced by the manufacturers: on average, a carrier has 40% retreaded tires and 25% regrooved tires on his vehicles,»* concludes Yannig Renault.



Road safety

More than a concern, road safety is a major imperative for the DELANCHY Group. Danger sometimes comes from technological advances but also from the behavior of other road users. The group regularly makes its 1,200 drivers aware of the need for constant vigilance.

Aid to comprehension

As the road is not a closed system, road safety issues must be considered in their entirety. For the company, road safety remains a constant concern and implies a shared responsibility.

Cross-disciplinary work

The Delanchy Group is also broadening its approach to safety through the Group Safety Committee, which is responsible for coordinating the company's overall safety policy at all its sites, according to their specific characteristics.



In terms of Road Safety

1 Drivers code

The driver's charter is integrated into the Business Manual, which sets out the rules and practices for relations with stakeholders, as well as the standards for food safety and quality.

2 FCO by DELANCHY

Mandatory Continuing Education has been redesigned to be more effective and beneficial to drivers.

3 Prevention unit of psychosocial risks and new addictions

In addition to the fight against traditional addictions, the company is particularly attentive to psychosocial risks and new addictions. Online games (factors of stress and fatigue) are thus specifically targeted.

4 Training, tutoring, animation, regulation

Each of our drivers is taken in hand by a tutor. Since 1996, the person responsible for regulations and safety is systematically recruited from the gendarmerie. Thus, Pascal Grandin, head of regulations and safety, and his deputy, Sylvain Victorin-Savin, are former captains of the gendarmerie.

5 Centralization of violations

All tickets are centralized at a single point and processed in real time.

6 Regulatory monitoring

The agencies rely on a centralized regulatory scan that anticipates national or international regulations likely to have an influence on the company's activity, but also on the application of standard (case law). All our processes are in compliance and sometimes more demanding than the obligations in force. The tachograph is checked every 15 days (instead of the mandatory 90 days) and after 2 days for new drivers.

7 Maintenance

Vehicle maintenance is a key factor in safety. Almost all of our agencies have their own workshop.

About Health Security

1 Group Security Committee

The Group's safety committee includes representatives from all departments and covers all risks and accidents in the workplace. It hopes to involve a wider and more structured network of employees. This is why more safety advisors have been appointed to strengthen networking and enrich the dialogue with the safety committee.

2 Risk Analysis

Each profession (driver, administrative, handler and workshop professions) is subject to a specific risk analysis. The company has developed tools adapted to each situation («reflex cards»).

3 Experience feedback

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

427362 km
driven per at-fault accident

FCO, mandatory continuing education by the DELANCHY Group: a common background, an adapted format

The quality of the Mandatory Continuing Education (FCO) offered by the DELANCHY Group to its drivers is the result of a historic partnership with the training organization Abskill, created from the union between the Forget Formation, Fauvel Formation and Céforas Formation in January 2021. Rachel Jegousse, Key Account Manager for the Grand Ouest region, talks about the specifics of the FCO by DELANCHY.

Differentiating content

The year 2018 was marked by Brigitte Delanchy's desire to modernize Mandatory Continuing Education (FCO) by digitizing and personalizing it, the objective being to strengthen the group's employer brand, while building driver loyalty. This was followed by numerous exchanges between the Group and the training organization, leading to a process of co-construction of the FCO.

Rachel Jegousse, DELANCHY account manager, emphasizes the fact that *«the FCO is part of a common reference system»*, which means that certain elements of the training cannot be subject to

change because they are subject to legal obligations. In effect, *«we can't touch the specifications.»* She said. Nevertheless, Abskill is able to offer a *«a narrative with a difference, using tools, an educational method, and an adaptation to the company's culture»*, she explains. Thus, some training topics are customized through the creation of educational materials specific to the DELANCHY Group (slideshows, videos, etc.).

Digital pedagogy: an active method

The training organization devotes special attention to digital pedagogy. Indeed, at the beginning of the FCO,

the trainees carry out a 30-minute driving assessment on a simulator. Throughout the training course, the different modules are accessible via a tablet. There's also a fun element which is achieved through the use of quizzes and games to provide trainees with real-life situations. Thanks to this active method, *«the drivers become real players in their training,»* stresses Rachel Jegousse.

Positive feedback from all stakeholders

The chosen approach is appreciated by all stakeholders. Indeed, *«the training is well perceived by the drivers, who appreciate the dynamic and personal aspect. They don't see the week*



▶ The digitalization of the training content has made the FCO by DELANCHY more interactive, a dimension appreciated by the trainees.

of training passing by», says the DELANCHY Group's Key Account Manager. The drivers are also aware that the customized approach chosen by their employer contributes to their employability. *«The trainers, who are themselves trained in FCO systems by DELANCHY, get real pleasure in running the training, whose standard content is streamlined,»* she adds. Feedback plays an important role

then shared with the group management.

Safety: a global subject

The FCO course, which lasts 35 hours and is renewable every five years, is divided into two phases: four days of classroom training and one day of practical training. During these days, the trainers remind the trainees that safety is a whole, combining individual responsibility and

The DELANCHY Group : a forward-looking company

«The DELANCHY Group is one of the companies that carry out real projects over the long term and shows a real openness of spirit» declares Rachel Jegousse. The FCO is going to be reformed. A decree has just been published. It will give the possibility to companies to personalize some of the topics. *«DELANCHY has positioned itself*

« We offer a narrative with a difference, using tools, an educational method, and an adaptation to the company's culture. »

in the program. Indeed, follow-up surveys are sent monthly to the DELANCHY group. The 10 Abskill trainers on the national territory in charge of the FCO training by DELANCHY exchange via an internal platform - a real community of practices - which allows them to collect experience feedback that is

daily awareness. These days are also an opportunity to make drivers increasingly receptive to eco-driving, which *«goes far beyond fuel consumption. It also concerns the condition of the vehicle and its monitoring, the goods transported and respect for all road users,»* explains Rachel Jegousse.

as a forward-thinking company by making the choice to customize the FCO device as of 2018. It has thus taken a step ahead!» she concludes with enthusiasm.

OUR CHALLENGES



People development

People development in the company is a multi-dimensional challenge:

- the meaning *of* and *at* work,
- safety at work,
- competences,
- perspectives of the future both personal and collective.

Aid to comprehension

The DELANCHY Group is constantly developing its businesses and its teams while making the health and safety of its employees at work a constant challenge.



OUR INITIATIVES

1 Strategy for living well

All the platforms are fitted out in a way that, beyond the practical aspects, brings design into the world of the employees, whatever their position.

2 Employment exchange

In order to manage recruitment more effectively, but also to facilitate promotion and internal mobility, the Group has set up a job exchange. Combined with a job map and individualized follow-up, this exchange allows employees to visualize and make more visible motivating career paths.

3 Equality of opportunity

The company is very attentive to this value with regard to all populations. The theme of access to training for all is followed.

4 Personnalisation of the FCO

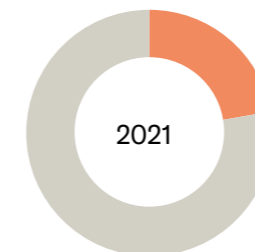
For the DELANCHY Group, the week of FCO (Mandatory Continuing Education) is a unifying moment. Each session includes eight drivers.

Taken care of from A to Z for five days, they have a free mind to learn, inform themselves and immerse themselves in the company's culture. They exchange best practices and share the pedagogical innovations in their branch upon their return. A real tool for developing skills and raising awareness about safety and risks, the FCO by Delanchy is a lever for attracting new talent, developing drivers fidelity and skills and supporting them as the business evolves.

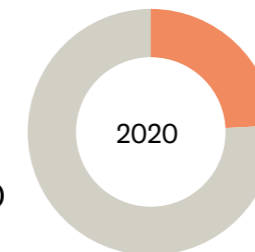
5 Safety on docks and logistics platforms

The various studies carried out in 2021 by the group's safety committee have highlighted the need to prioritize actions with a view to improving the safety of logistics activities. This involves supporting the most difficult branches as a priority (sites that show high rates of accidentology and absenteeism). Safety advisors have been appointed at branch level in order to strengthen networking and enhance dialogue with the safety committee. The group also intends to focus on testing innovative solutions.

EMPLOYMENT OF SENIORS



Access rate to training for seniors
22 %



Access rate to training for seniors
24 %

Diversity, a state of mind inscribed in the history of the Group

Organized as a network of agencies, the company adapted very early on to the market and its customers by diversifying its activities and its areas of operation. It has constantly evolved its businesses and its teams. For the DELANCHY Group, uniformity is synonymous with immobility and diversity goes hand in hand with progress.

A range of services and markets

In the mid-1980s, the just-in-time link between the port city and the capital of the Gauls diversified into the delivery of fresh produce (meat, cheese, fruit and vegetables) and set up its first platform far from its Breton base. During the 1990s, this dynamic was strengthened by the acquisition and creation of agencies, some of which were dedicated to the collection and consolidation of batches (mainly in the west of France) and others to distribution (mainly in major cities). With a network which is refined on the French territory, the DELANCHY Group decides to cross the Alps and creates Frigo Transports Italia in Milan in 1998. The peninsula was equipped with a second DELANCHY platform in 2005, in Rome. «Great lovers of seafood products, the Italians import 70% of their

consumption. The goods, which come from all over Europe, arrive in Milan before being dispatched to the rest of the country,» explains

« We project the image of a good corporate citizen. It makes recruiting easier and strengthens our credibility with our customers. »

Stéphane Galliard, who manages Frigo Transports Italia. At the same time, the Delanchy Group created a new network dedicated solely to the logistics business. Thus, alongside the twenty or so Frigo Transports agencies, 7 Delanchy Services units were created to offer a complete range of services to certain

large accounts such as the METRO company. At the same time, the DELANCHY Group embarks on a new diversification. At the request

of Canadian and American importers of French deli meats and cheeses, the group started to pack and unpack containers for international export. Then, following Brexit, the DELANCHY Group opened a customs office in Boulogne-sur-Mer to facilitate the declaration of goods between France and Great



Britain. In the meantime, the European establishment has continued with the opening of an agency in Barcelona in 2016, a platform that ships mainly to the DELANCHY agencies in France and Italy, seafood products from the Atlantic and Mediterranean coasts but also products imported from Morocco and Latin America.

In Italy and Spain, the Frigo Transports agencies cannot rely on the existence of a network: «the group only provides us with 30% of our volume, unlike a distribution agency located in France which is supplied almost exclusively by the rest of the group's agencies», explains Stéphane Galliard for Italy, a country where the market is less mature and where the sector, less concentrated than in France, is characterized by a multitude of small family transporters. In addition, the weight of mass distribution is lower, and the DELANCHY Group's customer base is more diversified. The same is true in Spain, where DELANCHY deals mainly with family businesses whose activity fluctuates with the fishing season. «Our Spanish collaborators have

to be constantly on the lookout to know the quantities, the nature of the products landed the destination markets and thus anticipate the means necessary for the routing of the goods,» adds Stéphane Galliard.

A range of different profiles

As a carrier and logistician, the DELANCHY Group's teams are made up of employees working in «physical» jobs - order pickers, handlers, washers, drivers - as well as administrative jobs - accountants, human resources managers, assistants, operations managers and branch managers.

«Some of them were recruited without a diploma, others have five years of higher education. The profiles we accept are very varied,» explains Jérôme Guillaume. «Diversity exists within the professions themselves, with 'sedentary' drivers who do pick-up and distribution, and traction drivers who specialize in 'main lines',» says the general manager, for whom the transmission of know-how and interpersonal skills within the company also relies heavily on the generational mix that exists within the

agencies. The DELANCHY Group is also home to cultural diversity. «On our platforms, you will find people of all origins and religions,» Jérôme Guillaume points out. «French society is evolving and we make sure that all cultures live together harmoniously within our company,» he adds.

The same is true for the feminization of the professions. For a long time considered to be a man's business, the transport industry has gradually opened up to women. Largely represented in support functions, they are now appearing in «physical» jobs, thanks in part to the significant reduction in workloads made possible by the newer equipment acquired by the company.

Outside France, the Delanchy Group maintains the same high standards in terms of health, safety and hygiene. «We project the image of a socially responsible company. This facilitates recruitment and strengthens our credibility with our customers,» concludes Stéphane Galliard.

The DELANCHY Group is growing the skills of its of its talents

To increase the skills of its employees, the group relies on training and on the transmission of know-how. By focusing on the potential of each employee the DELANCHY Group has found the key to motivating its teams and building their loyalty.

«At Delanchy, there is room in the management team for anyone who wants to progress. All you have to do is put your heart and soul into your work. «I feel supported and encouraged by my management in my desire to progress. This pushes me to give of my best. «If you know how to work and adapt, you will inevitably evolve».

Denis Merchie, Vanessa Bouzemame and Rose-Marie Travers, the respective authors of these statements, have all made their careers at DELANCHY. Today Director of the Frigo Transports 62 agency, Denis Merchie joined DELANCHY in 1997 as a handler. He was then 26 years old and had an electrician training. Rose-Marie Travers, Brigitte Delanchy's assistant, and Vanessa Bouzemame, operations assistant at the Frigo Transports 94 branch, both joined the company in the early 2000s when they were 20 and 23 years old.

Training, key to the development and sustainability of the group

Soon after his hiring, Denis Merchie was entrusted with the Metro file. As part of his new duties, the young order preparer was noticed and promoted to the position of dock supervisor. Training courses for him were offered to help him

« I thus benefited from regular training every 2, 3 or 4 years. »

acquire managerial skills. «I received regular training every two, three or four years,» says Denis Merchie. Appointed assistant night REX (operations manager) in 2005, he became night REX in 2008. In 2013, he embarked on a long training course to obtain the Certificate of Competence RUTL (Responsibility for a Unity of Transport

and Logistics) and to be awarded the certificates of Professional Capability in Freight Transport and Commissionnaire de Transport. For 10 months, Denis Merchie spent his Friday evenings and Saturdays learning the legal, technical, regulatory and financial aspects of a transport business. «It was intense,» he admits! In 2014, Denis

Merchie, who had developed business skills and knowledge, accepted the position of daytime REX. Two years later, he was named director of his branch. Data entry operator for 10 years, Vanessa Bouzemame works at night, a time slot which means her time slot covers a wide variety of tasks. The young woman is



► Vanessa Bouzemame, agency operations assistant at Frigo Transports 94



► Rose-Marie Travers, executive assistant



► Denis Merchie, agency manager Frigo Transports 62

constantly evolving, her responsibilities increase as she goes along and require her to learn about new technologies and keep abreast of regulatory changes. In 2017, Vanessa Bouzemame had the opportunity to become an operations assistant, «a complete position» where she assists the REX in his missions. «I don't like to stagnate. I intend to continue to evolve,» says Vanessa Bouzemame, who will soon be appointed assistant to the night REX. It is under the tutelage of Brigitte Delanchy in person that

« I don't like to stagnate. I intend to continue to evolve. »

Rose-Marie Travers is completing her two-year apprenticeship at La Gravelle. The day after she took up her post, the young student attended a meeting of all the administrative managers. She held and climbed the ladder within the group. After four years in the recep-

tion area, she was given responsibility for human resources. «I assisted Brigitte Delanchy with her training plan project,» explains the woman who joined the HR department for five years before returning to her position as executive assistant in 2014. In the meantime, her missions have expanded. They now include more legal and accounting prerogatives such as payroll and cash management. «My duties have always required great versatility. This has given me the opportunity to take a wide variety of training courses, from learning HR software to courses in employment law. I have even been able to take advantage of personal development sessions,» she admits.

Listening and transparency, guarantees harmonious development

«Being encouraged by one's superiors makes you a fighter,» admits Denis Merchie, who, as branch manager, is careful to help his employees improve their skills and detect their qualities. «At DELANCHY, we don't let you down,» he says. Frigo Transports 62 has also set up a «super program of integration» where each new recruit is

accompanied by a tutor as he or she takes up his or her position. This strategy helps to limit turnover. Similarly, Vanessa Bouzemame strives to become an officer in her own right within her branch. «I act as a link with all the departments and centralize information» she says with satisfaction. Rose-Marie Travers, who for her part, invested a lot in training during her years

« At DELANCHY, we don't let go of you. »

spent in human resources, she knows the importance of interpersonal skills to have a rich and fulfilling professional career. Today, she is able to advise young people who join the Delanchy Group on the skills and attitudes they should cultivate or develop in order to be entrusted with more responsibilities and to progress within the group.

A new impetus in the field of security

The health and safety of employees in the workplace is a priority for the DELANCHY Group. Various studies have been carried out by the group's safety committee. They have highlighted the need to prioritize actions to improve the safety of logistics activities. Jérôme Guillaume, Managing Director and guarantor of the company's safety policy, and his teams, wish to strengthen the management of risks on a daily basis and continue to make employees more responsible.

The positioning of the safety committee

The safety committee includes representatives from various departments to work together on safety, which has been one of the DELANCHY Group's key words since its inception. This interdisciplinary work, which mobilizes different skills and expertise, promotes synergy and facilitates the sharing of information. Like the company itself, the committee's organization is decentralized. This is a necessary condition to encourage team action, whilst capitalizing on shared values. *«The role of the safety committee at group level is to provide a vision and to give impetus. Our agencies, on the other hand, have considerable latitude to develop this vision and then implement it on a daily basis. We can provide them with technical support if they want it,*

but we are not there to do things for them,» explains Jérôme Guillaume. According to him, *«the committee must be close to the operational teams.»* To meet this challenge, the safety committee is now held in one of the group's branches once a quarter and includes its director and its safety advisor. *«In the past, the safety committee was held at head office. This change in approach*

« In terms of safety on the platforms and docks, we have progress to make. »

makes it possible to exchange ideas, to better understand the actions implemented at the level of each agency. It allows us to take into

account their expectations so as to provide an appropriate response at the group level,» explains the General Manager.

Awareness supported by figures: making the invisible visible

In order to analyze the group's safety situation at any given time, in-depth work will have been carried out by

the management control department in collaboration with human resources. We needed to quantify the level of absenteeism at group level



linked to illness or a work accident. In this way the «hidden» costs incurred by a work stoppage were able to be analysed. An employee's absence from work means, for example, that a temporary employee must be hired to replace him or her or that other team members must work overtime.

More generally, the studies carried out have shown that safety is never a given: in terms of work-related accidents, the Group's results can be improved. There are significant differences between the various professions: accidents are more frequent among handlers than among drivers. The majority of recorded accidents take place on platforms and quays, with a significant proportion on customer sites. Among the most frequent risks are falls from ground level and from a height, slips and MSDs (musculoskeletal disorders) linked to han-

dling, repetitive movements and carrying loads.

«In terms of safety on platforms and docks, we have progress to make,» Jérôme Guillaume emphasized, reminding us of the urgent need to reduce these indicators. The studies carried out in 2021 have nevertheless made it possible to define the safety issues to be addressed as a priority and to specify the group's action plan. The safety committee has also become aware of the importance of involving a wider and more structured network of employees, going beyond just branch managers. The group's aim is *«to be qualitative rather than quantitative»*, which implies *«a gradual approach with a focus on priority topics such as the exit from the TMS pro framework (sites with a high accident rate) and reducing absenteeism rates»* says the General Manager.

Achieving an equivalent level of performance for transport and logistics activities

The agencies most in difficulty are given priority support. At Frigo Transports 50, for example, MSD related to carrying heavy loads (salmon boxes weighing more than 20 kilos) are recurrent. Semi-automation actions are being studied and discussions on the carrying of heavy loads are underway with customers and suppliers to find common solutions. *«We need to establish a dialogue in order to work in harmony,»* says the Group MD.

The DELANCHY Group, which does not have all the expertise on the subject, does not exclude the possibility of being accompanied by independent companies on an ad hoc basis on issues related to the reduction and prevention of MSDs.



At the local level, the agencies also work closely with the occupational health service and the CRAM. When a claim is declared at a customer's site, a study is conducted. The teams involved must pass on the information to the sales person who handles the customer if the latter is a national customer. «It is essential to involve the right people in the conversation so that no link in the chain becomes a hindrance and everyone is able to suggest solutions to the customer,» says Jérôme Guillaume.

The DELANCHY Group wishes to appoint more safety advisors in order to strengthen the network and enrich the dialogue with the safety committee. The group also

intends to focus on testing innovative solutions. Experiments are already planned for 2022. We also wish to capitalize on steps already in place. In terms of awareness, training sessions are held regularly. They insist on the gestures and postures to be favored (keeping the back straight and bending the legs when carrying loads), the importance of not neglecting the rest phases outside of work time and the attention to be paid to the storage of pallets on the floor to avoid falls. Personal protective equipment (PPE) also plays a role in safety. Replacing shoes helps reduce the risk of slipping. The use of PERCKO medical vests, already in use at Frigo Transports 17, is currently being tested at Frigo Trans-

ports 69 by employees who have returned to work after a break due to low back pain.

As safety is of interest to everyone, we encourage the sharing of useful information.

Jérôme Guillaume takes as an example the security committee held in La Rochelle. «It is important to be present alongside the agencies that pull the wagons. Exchanges with them are full of lessons learned and lead to the identification of good practices that benefit the whole Group. It's a means of bringing together and concentrating the players in the security sector. This is why it is important to look at both sides so that the agencies that are pulling the levers do not



become demotivated and that those that must, more than ever, be committed to progress, benefit from the knock-on effects.»

Safety : a shared responsibility

Thanks to the work of the safety committee, the DELANCHY Group has been able to validate numerous indicators, give them meaning, and make them meaningful for the managers and safety officers. Today, the challenge is to ensure the continuity of this approach. Indeed, the company was able to freeze the image at a given moment but it must now find ways of being able to do so on a regular basis. The challenge is to aim for regularity in obtaining data. The group is also aware that

agencies do not necessarily have the same way of working. The challenge lies in a common understanding of the theme of safety, its implications and the management of the approach within a common framework that offers flexibility and authorizes specific action plans by agency.

«Beyond the figures and studies, our primary goal is to protect employees whilst ensuring the safety of all stakeholders. It is above all a story about people before it is a story about numbers. It is a question of anticipating rather than suffering. The point is to prevent risks. It is obvious that employees work better in a secure environment,» explains Jérôme Guillaume. Even

if the DELANCHY Group is aware of its margin of progress in the field of logistics, the group does not slacken its efforts in terms of road safety. The mosaic of agencies that make up the group wants to give itself the means to be vigilant in the field whilst actively listening. «Each link in the chain is essential. If everyone is not involved, it doesn't work!» concludes Jérôme Guillaume.

Improving working conditions on our logistics platforms

The DELANCHY Group is constantly on the lookout for ways to reduce discomfort on its platforms and logistics docks. It has always been attentive to actions and postures, deepening its approach by experimenting with new technological solutions. The tests conducted in 2021 at Delanchy Prestations de Services 44 to facilitate picking are bearing fruit.

At Delanchy Prestations de Services 44, which specializes in the preparation of fruit and vegetable orders, the picking activity generates numerous and repetitive loads, but also significant movements in the aisles, which are a source of physical fatigue. The average weight of a parcel is 6 kg and an order picker operating with an electric pallet truck travels about 13 km on foot each day to pack the goods to be loaded onto the trucks. To reduce these constraints, the group has chosen the manufacturer Jungheinrich to test a new handling vehicle: the ECE 310 Easy Pilot. The first trial in real-life conditions was launched in March 2021. «We wanted to test this equipment ourselves to evaluate the benefits announced by the manu-

facturer, and conduct our own analyses by keeping statistics on the number of steps, the time of use, and relate these to the productivity of the operators. We found that on

«We found that on average an order picker saves 50% of their steps in a day which is considerable.»

average an order picker saves 50% of their steps in a day which is considerable. Thanks to the new system, they bend down half as often in the aisles for picking, which helps prevent the appearance of

RSI often caused by this action. We were persuaded of the result and have acquired 4 more trucks,», explains David Billon, Delanchy Services Delivery director 44. With

self-propelled traffic, the picker does not need to walk and moves at a speed of between 8 and 12 km/h - a real time-saver when going to an aisle or moving a pallet to the shipping area. The truck is equip-



ped with sensors and is coupled to a remote control to ensure its self-propelled movement in «Easy Pilot» mode doesn't compromise the safety of other pickers in the aisles. The ECE 310 Easy Pilot stops instantly when any obstacle (person, pallet) is detected. This feature allows the operator to build up his pallets and to move forward in the picking process without having to go back and forth to move his handling equipment. The truck also allows the operator to work at man's height: he adjusts the height of the adjustable forks to pick up and remove the packages at the right level. An operation that is kind to the back during picking.

Now, 5 pickers - or one third of the order picking staff - use this system. «They were a little reluctant at first, for fear of change. The first

time, they think they're wasting time but this feeling is quickly overcome. The operators who use this equipment are very satisfied and do not want to go back to the electric pallet truck! I myself have had the opportunity to use it when I go to order preparation and clearly the work is less tiring», observes David Billon.

Designed for order preparation, the truck can be used in the reception area to facilitate the movement of the operators who pick up the pallets on the quay and take them to the storage area. Another possibility exists in the preparation phase: «The truck can be fitted with a double fork to prepare two pallets at the same time. This configuration cannot be deployed at our site due to lack of space in the aisles, but it could probably be applied to

other group platforms,» notes David Billon.

A study conducted in 2021 by an ergonomics consultancy on the entire platform has confirmed the validity of the use of this vehicle.

«We are considering new situations to extend the use of this vehicle, which represents a significant investment at the time of purchase. We will also study the possibility of implementing the steps recommended by the study to continue to improve the ergonomics of the workstations and the well-being of our teams,»

concludes David Billon. Other experiments are underway at various other sites, including Frigo Transports 50, which will test the possibilities of integrating exoskeletons.



Food safety

Perishable foodstuffs must be stored in a healthy environment and maintained at preservation temperature levels throughout transportation. This is to ensure the food safety of transported products to both the customers and final consumers.

Aid to comprehension

Food safety is the focus of attention shared by all employees. To reinforce vigilance in this area, the company has a network of 40 quality officers.



1 Monitoring of the cold chain in real time

Implementation in September 2019 of 1000 temperature recording sensors in the vehicles. They enable us to control the temperature at all times and to have traceability for every package.

2 Centralised monitoring

100% of sites are equipped with alarm reporting: they benefit from centralized temperature monitoring, combined with alarm reporting by e-mail and SMS.

3 FCO by DELANCHY

At DELANCHY, «MCE» (Mandatory Continuing Education) includes a module dedicated to food safety. It was custom-designed with the FORGET training institute, DELANCHY's long-standing partner, and takes into account the specificities related to our business and our company: multi-temperature, hygiene requirements, internal processes and procedures for controlling or monitoring the cold chain. This means that our drivers are confronted with real-life situations: setting up the refrigeration unit, discussing the problems encountered and the particularities linked to our customers. All these aspects of the food quality and safety approach are approached in a fun and innovative way.

4 Food Defense

DELANCHY intends to pursue this initiative so as to identify areas for improvement and then to deploy it more widely within the group.

5 Innovations : cleanliness and hygiene

We are continuing to use greener cleaning products: 90% of the products used to clean our platforms and vehicles are now biodegradable. Our objective is to maintain an irreproachable level of cleanliness, whilst limiting our environmental impact. We have also deployed a deodorization and disinfection system using UV light to purify the air and eliminate odors in certain areas (locker rooms, etc.).

6 Quality control

Our quality management system is based on HACCP (Hazard Analysis Critical Control Point), which is a method for identifying, evaluating and controlling significant hazards (biological, chemical and physical) with regard to food safety. The DELANCHY Group has set up a network of quality officers who are real agents in the field. Their mission includes staff training, communication, control and coordination of activities. They are essential players in our continuous improvement approach, in liaison with the various contacts in their branch and with our quality control department.



Conformity, food safety

Level of conformity in food safety

2021	2020
95,15 %	92 %

Rate of delivery conformity

2021	2020
99,27 %	99,42 %

Respecting the cold chain: everyone committed!

Food safety, and in particular respect for the cold chain, is an issue that concerns all the group's businesses. They form the links in a chain that must not be broken, because downstream it is the health of the end consumer that is at stake.

We transport refrigerated foodstuffs at positive temperature. These products require controlled storage conditions to prevent the development of bacteria that could impact the health of the consumer. We therefore have a responsibility in the distribution chain and have taken this risk into account in our HAC-CP analysis in order to implement effective procedures. Incidents or breaks in the cold chain are rare, but we are sometimes confronted with them.

Checks at several stages

To guarantee the maintenance of the cold chain, we must control the temperature of the products at several stages: during the taking in charge of the packages, the loading onto our platforms. The pick-up drivers are all equipped with thermometers to control the temperature of the products at loading. At the unloading on the platform, the receptionists are also in the first line to detect the possible deviations. At each arrival, they carry out a check by sampling by supplier. If the temperature does not com-

ply with the nature of the product, the team leader, the dock manager and the quality officer are immediately informed. «*With the standard thermometer, which is the officer's measuring device, I carry out a check to confirm or invalidate the first reading. For the same product, the pallet is checked at three*

«The procedures have now become reflexive.»

HERVÉ RODULFO - Driver

different points: top, middle and bottom, because the position in the truck can make a difference. If several batches are supplied in the same vehicle, a batch check is carried out to determine whether the non-conformity concerns a particular product or the entire load. If the results are within the defined tolerance limits - i.e. more or less than 2° with respect to the product labelling - we accept the merchandise. If not, it is refused. This decision is backed up by an additional

*statement that is taken to heart», explains Delphine Fortin, quality officer at Delanchy Prestations de Services 85. «*With each arrival, the temperature controls are carried out by sampling; privileging the most vulnerable products. The sounding is carried out between two consumer units (CU), and the**

result is noted on paper. If it is higher than the tolerance threshold established for the product, it is considered seriously. For example, for minced steaks, the temperature must be constantly maintained between 0 and 2°C with a tolerance of more or less 2°C. Up to 4°C, we put a reception reservation. Above this value, a core sample is taken, which is subject to a tolerance of 0.5°C », adds Jean-Marc Salvan, quality manager at Frigo Transports 69.



Regularly trained and sensitized teams

The quality officers in each branch run a hygiene and quality training module for all teams, which was designed in-house. This comprehensive three-hour training course, which is repeated every five years, includes a section dedicated to respecting the cold chain and the best practices to be observed to guarantee it.

«*We go through everything whilst we are there: the temperature of the dock, the temperature of the products received, tolerance thresholds according to their nature (seafood, fresh produce, fruit and vegetables), how to behave when faced with a temperature problem encountered on a product or due to a technical malfunction,*» notes James Garnier, quality officer at Delanchy Prestation de Services 30. «*Quality and*

hygiene form a whole, of which respect for the cold chain is a key component», says Jean-Marc Salvan.

Each new arrival - driver or dockworker - is given a job manual summarizing all these good practices. Regular reminders are given to all staff each year on a specific topic, in small groups and in a short format (10 to 15 minutes). «*We try to make the exercise fun,*» adds Jean-Marc Salvan. The quality officers follow up every quarter to ensure that all procedures are being followed.

Continuous monitoring from receipt to delivery

The vigilance exercised on the docks from reception and from preparation of the order, is just as rigorous when loading as it is when the merchandise is delivered.

«*The vehicle is systematically pre-cooled in summer and winter. When a product is stored at a specific temperature, it must be loaded under the same conditions. In other words, a temperature of 2°C on the quay implies a temperature of 2°C in the trailer. Our fleet includes multi-temperature vehicles, equipped with 2 compartments and 2 refrigeration units, which allows us to transport, for example, seafood and fruit and vegetables in the same vehicle. During the transport, the driver has to make sure that the temperature remains stable and conforms. All semi-trailers are equipped with a display that he checks during his stops and shows any alarms or malfunctions. Another sign that everything is working is the noise of the refrigeration unit. The driver's check that the refrigeration unit is working properly is one of the ways to ensure that*

the cold chain is maintained. All vehicles are equipped with systems that record the temperature every 10 to 15 minutes and allow us to consult the temperatures of the vehicles in real time. On arrival at the consignee's premises, a temperature check is carried out by the consignee and, if necessary, if the temperature of the goods does not conform, the driver carries out a contradictory check in the presence of the consignee with his own thermometer», explains Laurence Deniot, quality officer at Frigo Transports 91. The ambient temperature on the platforms must always be between 0 and 2°C for seafood and fresh produce, and between 6 and 8°C for fruit and vegetables. The recording and control of the ambient temperature on the platform is carried out by means of probes that are connected to a dedicated «temperature

lity officer and the dock manager. The alert is also relayed to the group's quality department. «There are enough people in the loop not

out: we make sure that the dock doors are properly closed: a door that remains open near a probe necessarily influences its measure-

«Respecting the cold chain also requires good communication with the drivers. As soon as there is an anomaly, we must be informed»

MAXIME PETREQUIN - Daytime operations manager

to miss out. In addition, we have installed independent probes whose data I can consult directly from my computer: it's an additional safety feature.» says Delphine Fortin. Each platform also has a

ments and therefore the temperature of the evaporator. If necessary, we call in a technical service provider to repair the problem as quickly as possible.» says James Garnier. In the meantime, the teams ensure that the integrity of the products is preserved, especially the most fragile ones, by various means: taking temperature readings every hour, relocating the products to a refrigerated area that is not affected by the breakdown of a cooling unit, or loading them into a truck at the appropriate temperature.

The thermometers used for controlling the temperature of shipments are calibrated and then regularly checked to ensure their reliability. «With our standard thermometer, we check each year all the equipment used by the dock crews and the receptionists and drivers. The devices are nominative and assigned. If there is a difference of more than 0.5°C, the device is replaced. The officer's thermome-

«We must always be aware of the danger of contamination. It's easy to take responsibility: we are also consumers!»

YANN ABSALON - Operations Officer

PC». The data of each evaporator are visible in real time and are associated with a colour code (green for normal functioning, red for a fault to be fixed). When deviation occurs, alerts are automatically triggered and sent to the computers of the branch manager, the qua-

display that allows the dock personnel to regularly check the ambient temperature and report any drift. «Using their experience, the receptionists, dock workers and order pickers are the first to sound the alarm. When a technical problem is reported, checks are carried



ter is calibrated by an approved service provider.» explains Jean-Marc Salvan. Finally, regular maintenance is carried out on all the equipment: half-yearly mechanical review of the refrigeration units in

vicing of the vehicle cooling units by the workshop. Other structural controls are carried out: sealing of the dock doors, closing systems in the warehouse.

«I always keep an eye on the temperature displayed in the cabin. You have to be vigilant at all times and correct any anomalies.»

PHILIPPE MERLE - Driver

the storerooms (checking of condensers, oil levels), semi-annual cleaning of the evaporator condensers, maintenance and ser-

A collective commitment

As soon as a truck arrives at a dock, the goods it carries are everyone's business and responsibility. «We

are all in this together. We know indirectly that we depend on each other. The office gives information to the dock and vice versa: the dock in turn alerts the office in case of an anomaly, whether it is a product error, a packaging problem, a non-conforming shelf life or of course a temperature difference. Communication between us is fluid and reactive. In the agencies, everyone, including the office staff, has been trained to adopt the right reflexes in the event of an evaporator breakdown or a product temperature problem and knows how to take a reading. Because we know that there are possible consequences in terms of contamination for the end consumer. Everything we do is not trivial: it gives our business its full meaning.» concludes Delphine Fortin.

Methodology, approach and indicators

The social, societal and environmental reporting covers the year ending December 31, 2021.

It was carried out in several phases:

- a survey phase to identify and collect content,
- a consultation phase with the Management Committee to identify the issues,
- a phase of designation of resource people and officers per category,
- a phase of formulation of the issues and corresponding initiatives which led to the creation of a map,
- an indicator development phase,
- a phase of collection of the indicators.

The mapping identifies the environmental, social and societal issues whose impact is deemed significant on the company's ability to achieve its responsible performance objectives. It structures and guides:
→ the process itself (timeline),
→ the major themes (action),
→ the choice of indicators (reporting).

The GRI (Global Reporting Initiative) reporting principles inspired this work to initiate the reporting process. The situation in which we find ourselves is one in which, in the words of the GRI «*the organization publishes information from the guidelines, but does not meet all the requirements*». This is particularly the case for stakeholder engagement, an area where GRI recommends:
→ conduct identification work (based on relevant issues),
→ set a framework for dialogue,
→ involve stakeholders in the process itself and in reporting.

This work is underway with clients, employees and public partners (notably law enforcement agencies) at most of our sites, but it needs to be extended, formalized and, above all, made permanent in a recurring framework. One principle, that of relevance, has been the subject of in-depth work by the Management Committee to ensure that the report highlights aspects that reflect the organization's substantial economic, environmental and social impacts.

The conclusions of this work have structured the summary of this report, and in particular the choice to give a large place to aspects considered relevant and a priority for stakeholders as well as for the company: the ecological footprint, food safety, security and human development.

It is also this work that allowed the prioritization of the development of certain specific indicators, such as the composition of the vehicle fleet and its evolution, or the indicators related to health safety (see below).

About the survey phase to identify and collect content

- This phase included:
- in-depth interviews according to the CSR spectrum (social, societal and environmental aspects),
 - a comparative study of the reporting practices of the profession,
 - a study of the solicitations of the main major clients (CSR questionnaire).

About the designation of resource persons and officers by subject

Each theme has been placed under the responsibility of an officer in charge of proposing and defining the indicators in terms of their relevance and the availability of information. Each person is called upon to integrate the collection of data into existing processes and thus ensure that the data is available.

About the formulation of relevant issues

The arguments used to determine the relevant issues were as follows:
→ the subject is central to our clients,
→ the subject is widely present in the public debate
→ the company is solicited on the subject.

About indicator development

The majority of the indicators used are included in the GRI reference framework, as well as in the European Directive on non-financial information. Several indicators specific to the company's professional universe have been created or adopted to guarantee the relevance of the information provided:

- In terms of road safety
Number of at-fault accidents (in relation to the number of kilometers traveled)
- In terms of carbon footprint
Beneficiaries of eco-driving training.
Average ECO-score
Average tractor consumption
Fleet composition

→ In terms of food safety
Food safety compliance rate
Delivery rate conformity

Several indicators were deemed not applicable because the company complies with regulations in this area.

Reference to the Sustainable Development Goals

The company has studied its adherence to the Sustainable Development Goals. It has engaged in in-depth work to:
→ identify the objectives to which it contributes,
→ specify for each of them the targets concerned.

This work will be continued and amplified by distributing the report to each employee.

Paths to progress

There is room for improvement in this report. While some aspects have been further developed, such as the work on the relevance of the issues to the activity, others are a *work in progress*.

Social Indicators 2021

WORKFORCE

2021

3 246

2020

3 119

Note:
2020 Perm + Contract + short term at 31/12/2020

2021 Perm + Contract + short term at 31/12/2021

GENDER BREAKDOWN

2021

409

2020

382

2021

2 548

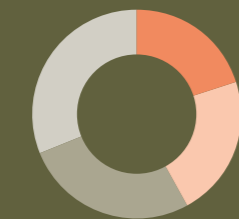
2020

2 595

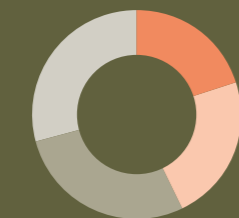
Note:
Contract + Perm at 31/12/2021 (excl temps)

AGE BREAKDOWN

2021



2020



EMPLOYMENT

Hirings and lay-offs



IN 2021
Hirings

915

Leavers

111

IN 2020

Hirings

842

Leavers

128

Note:
Hirings : Contr + Perm
Leavers : disciplinary + Unsuitability

Absenteeism

IN 2021

8,60 %

IN 2020

7,40 %

Note:
Number of days of absence (work accidents and unwarranted stops) / over the number of days worked

Length of service



IN 2021

9 yrs and 5 months
All staff

8 yrs and 4 months
Workers/Employees

15 yrs
Supervisors

12 yrs and 7 months
Management

IN 2020

9 yrs and 4 months
All staff

8 yrs and 5 months
Workers/Employees

13 yrs and 1 month
Supervisors

13 yrs and 2 months
Management

HEALTH AND SAFETY

Accidents

2021

297

2020

256

Note:
Number of accidents at work resulting in real work stoppage.

TRAINING

Drivers trained at ecodriving

2021

30

2020

42

ECO-score rating

END 2021

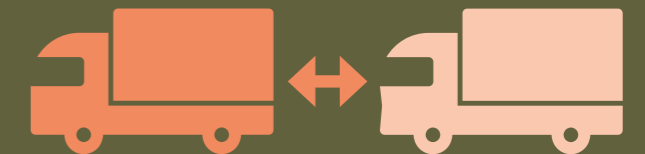
8,17 / 10

END 2020

8,18 / 10

Qualitative Element

The company has adopted the Eco-score* (optifleet software) to improve the average consumption of its vehicles.
* Good : ≥ 8 / Could do better: 6 <-> 7,9 / Poor : < 6



FUNDING FOR TRAINING

2021

1 557 097 €

2020

1 127 939 €

Qualitative Element

Budget integrating the mandatory contribution and the group's investment in training after deduction of expenses.

TRAINING PLAN

IN 2021



Number of hours
18 976



Number of trainees
1 184



Number of sessions
370

IN 2020



Number of hours
12 985



Number of trainees
1 012



Number of sessions
316

Social Indicators 2021

EMPLOYMENT

Employment support, vocational block release Professional training contract and apprenticeship

IN 2021
79

IN 2020
43

Note: corresponds to the number of work-study contracts signed during the year

Employment and inclusion of the disabled

IN 2021
Rate of workers with disabilities: **5,44 %**

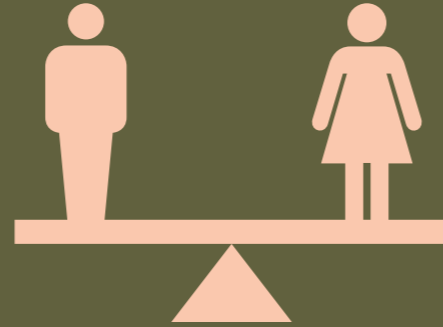
IN 2020
Rate of workers with disabilities: **4,05 %**

IN 2021
Hiring of workers recognised as disabled: **22**

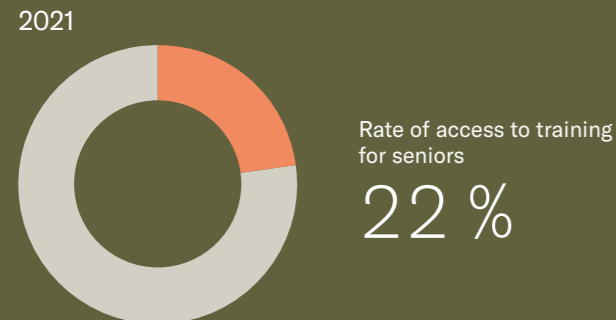
IN 2020
Hiring of workers recognised as disabled: **18**

Gender equality

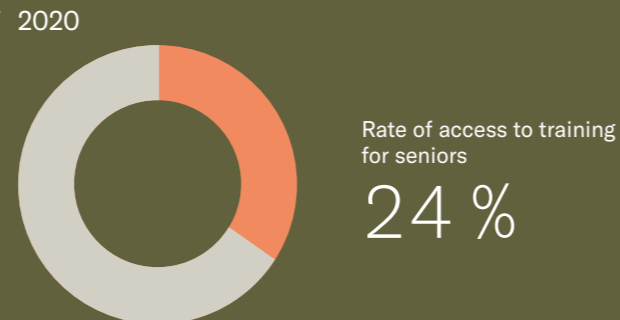
As women's and men's employment is highly categorized, the establishment of an indicator would not be relevant. The company applies strict equality of pay regardless of the position held.



SENIOR EMPLOYMENT



Note: Employees aged 50 years and over.



PROFESSIONAL GENDER EQUALITY INDEX

Companies	Results index	Difference in remuneration	Difference in rate of individual augmentation	Percentage of wages increased on return from maternity leave	Number of employees of the under-represented gender in the 10 highest earners
Frigo Transports 11	inc.	inc.	35/35 pts	inc.	5/10 pts
Frigo Transports 17	inc.	inc.	35/35 pts	inc.	5/10 pts
Frigo Transports 21	inc.	inc.	35/35 pts	15/15 pts	0/10 pts
Frigo Transports 33	inc.	inc.	35/35 pts	inc.	0/10 pts
Frigo Transports 44	inc.	inc.	35/35 pts	inc.	5/10 pts
Frigo Transports 50	inc.	inc.	35/35 pts	inc.	0/10 pts
Frigo Transports 53	inc.	inc.	35/35 pts	inc.	0/10 pts
Frigo Transports 54	inc.	inc.	35/35 pts	inc.	0/10 pts
Bretagne Transports 56	inc.	inc.	inc.	inc.	0/10 pts
Frigo Transports 56	inc.	inc.	35/35 pts	inc.	10/10 pts
Frigo Transports 62	inc.	inc.	35/35 pts	inc.	0/10 pts
Frigo Transports 69	inc.	inc.	35/35 pts	15/15 pts	0/10 pts
Frigo Transports 84	inc.	inc.	35/35 pts	15/15 pts	0/10 pts
Frigo Transports 85	inc.	inc.	35/35 pts	inc.	0/10 pts
Frigo Transports 86	inc.	inc.	35/35 pts	15/15 pts	0/10 pts
Frigo Transports 91	inc.	inc.	35/35 pts	15/15 pts	5/10 pts
Frigo Transports 94	inc.	inc.	35/35 pts	inc.	0/10 pts
Delanchy Prestations Services 30	inc.	inc.	35/35 pts	inc.	0/10 pts
Delanchy Prestations Services 91	88/100 pts	40/40 pts	35/35 pts	inc.	0/10 pts
Delanchy Prestations Services 94	inc.	inc.	35/35 pts	inc.	0/10 pts
Transports Fargier	inc.	inc.	35/35 pts	15/15 pts	5/10 pts
Copromer Transports	inc.	inc.	35/35 pts	inc.	0/10 pts

Esprit
de groupe

Transport
BY
DELANCHY

Social Indicators 2021

ROAD SAFETY

Repeat offenders drivers



END 2021

19

END 2020

9

Km to cover for 1 accountable accident

2021

427 362

Km

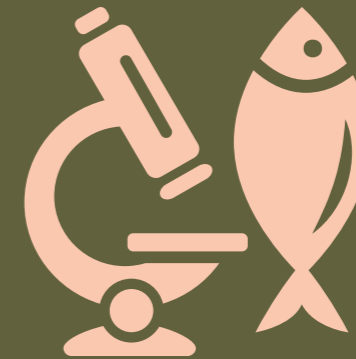
2020

537 647

Km

HEALTH AND SAFETY OF CONSUMERS

Compliance, food safety



Food safety compliance rate

2021

95,15 %

2020

92 %

Qualitative elements

The compliance rate for food safety is calculated in relation to the assessments carried out by the DDPP on the different sites. Depending on the evaluation, the weighting is done as follows Very satisfactory: 100%. Satisfactory: 66%. Needs improvement: 33%. Not satisfactory: 0%.

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

Compliant delivery rate (group average)

2021

99,27 %

2020

99,42 %

Environmental indicators 2021

Average tractor unit consumption source Optifleet



END 2021
27,49 1
/ 100

END 2020
27,29 1
/ 100

ECO-score rating

2021
8,17

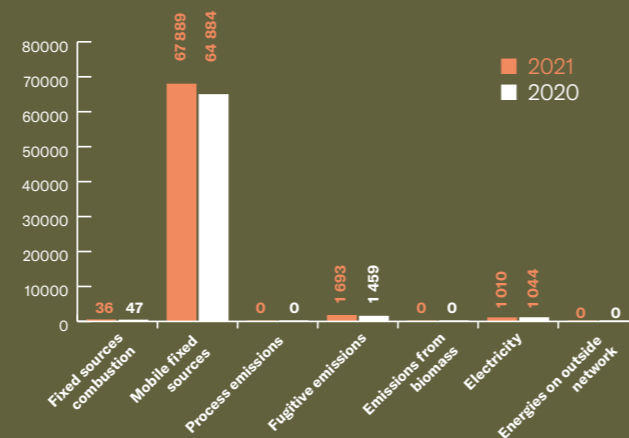
2020
8,18

Qualitative Element

Eco-score result* (optifleet software) to improve the average consumption of their fleet.

*Good : ≥ 8 / Could do better : 6 <-> 7,9 / Poor : < 6

Emissions per employee (tonnes of CO2 eq.)



Note: Overall, the trend of GHG emissions is slightly up (+2%) compared to 2020 mainly due to a slight increase in diesel consumption (+4%) by vehicles, This is despite a decrease in refrigerant gas leaks, in particular R404A from building air conditioning, and a slight decrease (-3%) in emissions linked to electricity consumption.

Emissions of CO2 per km covered

1st period 2021 0,7189 g/km	1st period 2020 0,7144 g/km
2nd period 2021 0,7100 g/km	2nd period 2020 0,7046 g/km

Source: The whole diesel lorry fleet both owned and on long term hire.

Composition of the fleet

AS PER 31/12/2021

Euro 5 : 2,69 %



Euro 6 : 97,31 %



AS PER 31/12/2020

Euro 5 : 6 %



Euro 6 : 94 %



Electricity consumption of refrigerated areas



END 2021

72
kWh/m³

END 2020

75
kWh/m³

END 2019

77
kWh/m³

Note: Electricity consumption has continued its downward trend. Our policy of continuity with a change of cooling units and LED lighting is paying off.

Provisions and guarantees for environmental risk

CIVIL LIABILITY COVER

1 112 000 €

PER EVENT

100 000 000 €

insurer's guarantee for consequential damage.



Treatment of waste from sanitation facilities

IN 2021

Hydrocarbon sludge
112,290 t

Non-hydrocarbon sludge
16,440 t

Hydrocarbon sludge/water
-

Hydrocarbon liquid
210,710 t

Discharge material
9,320 t

Drainage sand
10,500 t

IN 2020

Hydrocarbon sludge
96,970 t

Non-hydrocarbon sludge
0 t

Hydrocarbon sludge/water
0,900 t

Hydrocarbon liquid
209,720 t

Discharge material
25,500 t

Drainage sand
5,500 t

Qualitative factors

To avoid any risk of rejection, maintenance is at least semi-annual (some works require quarterly).

Numerous people were involved in the production of this CSR report. Such involvement shows not just the commitment of the Group but interest in the subject by a growing number of employees and stakeholders:

Yann ABSALON
David BILLON
Vanessa BOUZEMAME
Bruno CHARPENTIER
Benoît COURTEILLE
Brigitte DELANCHY
Frédéric DELANCHY
Laurence DENIOT
Victorien ERUSSARD
Delphine FORTIN
Stéphane GALLIARD
James GARNIER
Jérôme GUILLAUME
Marin JARRY
Rachel JEGOUSSE
Justine LANDAIS
Hubert LE BLON
Bruno LESAIN
Denis MERCHIE
Philippe MERLE
Nicolas MUET
Thiéphaine PAPIN
Sébastien PECQUEUX
Maxime PETREQUIN
Yannig RENAULT
Hervé RODULFO
Isabelle ROUSSEL
Jean-Marc SALVAN
Rose-Marie TRAVERS
Aurélie TUAL
Emmanuel VIOLLE

Thank you also to our branch managers, our employees and all those who have joined us this year.



Production:
Histoire de Comprendre
April 2022

Photo credits:
Sylvain Malmouche - Regards Photographe

