



# CSR Report

2022 non financial performances





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# CSR is dead, long live responsibility!

We were among the first to launch our CSR (Corporate Social Responsibility) vision.

In many significant sectors, we have made progress and we are cited as an example.

We are proud of this progress, as well as that of our employees, but it has to be said: we are not halfway there!

This is why we have completely revised our strategy and adopted a few simple principles:

- Zero greenwashing!
- All hands on deck!
- All concerned!

“Zero greenwashing” means that we are going to concentrate our approach on a few significant areas.

“All hands on deck” means that we will involve every employee on these issues.

“All concerned” means that we will ask our customers and suppliers to support us in this process by offering concrete and committed solutions.

I am convinced that the next qualitative leap in CSR is to focus on the R: Responsibility!

For each resolution we make, we must find concrete ways of applying them, and this is neither easy nor devoid of contradictions or paradoxes.

But it is on such terms that we will be able to fulfil our responsibilities.

**Brigitte Delanchy**

Brigitte Delanchy







## Welcome!

In 2022, several companies joined the DELANCHY Group: BMR Transports, Transports Guiffant, BJB Team 24 and Transport Le Bélér.

These companies have very different histories, profiles, sizes and businesses, but one thing unites them, the entrepreneurial spirit and the desire to be a part of a group whose values are firmly anchored in reality!

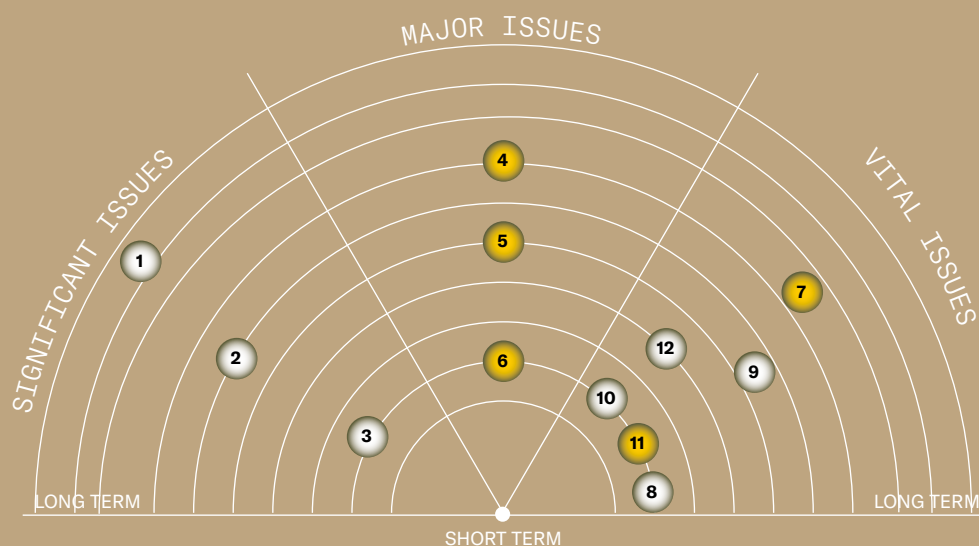
These companies, these women and men bring us their experiences and expertise and are highly complementary both in terms of activity and European network. This is an opportunity to salute the businesses of our branches in Milan, Rome and Barcelona.

Every year we build the company of tomorrow, we are expanding in Europe, and strengthening our positions in France. The family is growing!









The semi-circular chart depicts the application framework of the company's CSR vision: it identifies the priority issues based on a short and long term perspective.

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

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

One principle, that is of relevance, has been the subject of extensive work by the Board of Directors is to ensure that the report highlights aspects that reflect the substantial economic, environmental and social impacts, of the organization. It is this work that has structured the summary of this report and prioritized the development of certain indicators around the four critical issues: ecological footprint, food security, road safety and human resources development.

Finally, this report refers to the Sustainable Development Goals, the corresponding target of which can be found as a pictogram in the double page spread devoted to our major issues.

- 1 Territorial impact
- 2 Equal opportunity
- 3 Pollution risk
- 4 Water protection
- 5 Training & competence
- 6 Well-being at work
- 7 Quality of social dialogue
- 8 Food safety
- 9 Employee safety
- 10 Road safety
- 11 Ecological footprint
- 12 Fair practices

- Excellence level to be maintained
- Significant progress to be confirmed
- Significant progress to be undertaken



CSR is a progressive approach based on deep insights into human dynamics. Our report is a reflection of the company's values: pragmatic, simple, direct.

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## An extraordinary CSR approach!

Brigitte Delanchy reviews the history of the CSR initiative within the group, takes a critical look at the evolution of standards and advocates a human and pragmatic vision for practicing corporate social responsibility.

**DELANCHY Group started its CSR initiative in July 2017. How far have you come since then?**

I cannot put a date on when we started CSR. Since its inception in May 1968, the company has practiced CSR through its values and actions. This is true of all areas that concern us today: energy saving, road safety, human resources, and food safety. All these topics were already present in the minds of those who created and built the company.

What we did in July 2017 was to formalize these issues with a roadmap that raised awareness of our practices and motivated us to strengthen our efforts to move forward.

**You took a critical look at the evolution of norms, can you explain?**

We are witnessing an incredible multiplication of reference systems,

standards and labels, but also a spectacular legislative and regulatory evolution (green taxonomy, CSRD, etc.), and we are also under pressure from major clients using reference systems who ask us, mainly, to fill out questionnaires! Do you think that we make progress by multiplying the number of questionnaires?

**What is your solution?**

We have to distinguish between the core of the project and the legal reporting framework, from which there is no question of escaping, but

“Do you think that we make progress by multiplying the number of questionnaires?”



## “The main driver of change is motivated staff!”

which in no way constitutes a forward-thinking approach. I would say that the evolution of standards tends to build a framework that is needlessly restrictive and can also paradoxically limit the radical progress which is our ambition. We must not forget that the main driver of change is motivated staff!

Let me explain: standards are often the result of, on a sector-wide scale, negotiation and compromise, it is the lowest common denominator that prevails. This is not my vision of the challenges before us, challenges require open-mindedness and ambition. At the same time, the legis-

lator, carried away by his demagogic impulse can sometimes set a framework that is simply impossible to implement, given the speed of technological advances and requirements. Above all, we have to fill this gap on our own, even though we are part of a value chain that starts at the Brittany docks and goes all the way to the consumer's plate.

That is the reason why I plead for an approach exceeding norms in every sense of the term. On the one hand, not being trapped by a bureaucratic vision and, on the other hand, to encourage and aim for spectacular progress.

### **In which areas and how?**

In all areas! It is about taking risks and making bets on technologies that are still in their infancy. That's why we are supporting the hydrogen industry and all experiments conducted in the field of alternative energies. On this path, we will surely make mistakes, we will have setbacks, but this is the price we will have to pay to make our profession evolve and sustain our profession over the long term.



**However, the current trend postulates that, to guarantee the relevance and quality of non-financial information of companies, it is necessary to move towards a “normative convergence and stability”, inspired by accounting standards?**

This is not my understanding of the topic. If we follow this gradient, we will end up making reports to indicate that the company complies with the law! It's a good thing that the law is respected, in a company like ours it is non-negotiable, and we cannot take pride in such compliance. Respecting the law, is the minimum requirement. What we are aiming in our approach is to do the best possible, do our maximum to alleviate human and planetary issues.

**“We are a transport company, we have impacts and we have a social utility.”**

It is this message that is inspiring and gives meaning to our work: we don't want to be average we strive for excellence!

Corporate responsibility consists in doing better on real issues, it's not a beauty contest or amorality survey.

It is by applying this reasoning to all significant impacts that we have drawn up a CSR strategy roadmap connected to reality, motivating, simple, producing concrete results in the short term, less costly and meaningful for the teams.

In short, credible, effective and committed.

**You have recently structured CSR based on three principles: zero greenwashing, all hands on deck, all concerned, please explain?**

“Zero greenwashing” is what we have been doing since the beginning, we are a transport company, we have impacts and we have a social utility. There is no point in hiding the issues or in looking the other way. The simplicity of our indicators and their ability to truly reflect our non-financial performance show not only the sincerity of our approach, but also the pride we feel in doing our job well. “All hands on deck” means all men and women from the Delanchy Group





must be involved, and this means implementing the CSR vision on the field. This is the essence of this report, which devotes a large part to outlining how CSR is implemented in our branches. Each one of them has adopted the CSR vision and adapted it to their specificities.

This report takes you, among others, to Beaune, Saint-Aignan-Grandlieu or even Gannat, to give a voice to the actual players. «All concerned», is an appeal and an acknowledgement to our professional environment, to the industry, our clients, our suppliers and our partners. We all know that progress will be made through

collective action, but we must have the courage to say that this requires changing habits, accepting to share efforts, as also to pay the price for the expected changes.

#### **How can we restore confidence in the CSR vision of companies?**

We have to stop using CSR haphazardly everywhere, CSR as a catch-all term generates mistrust. We have identified four significant challenges in our business: ecological footprint, road safety, food safety and human resources development. We hold on to these areas, which are already large, but which fully reflect

our reality. Moreover, we do not want to drown the reader in an ocean of data, our indicators are limited in number, and the goal is to give ourselves the means to focus our actions and reporting on the most relevant indicators. Such simplicity can help restore confidence.

**“It is necessary to have the courage to change habits, accepting to share efforts, as also pay the price of expected changes.”**

# CSR roadmap

**DELANCHY Group's efforts are consistent with the United Nations' Agenda 2030. We assess our efforts based on our direct, immediate and significant contribution to the Sustainable Development Goals.**

## OUR CHALLENGES

## SCOPE OF OUR RESPONSIBILITY

### Ecological footprint



The company's ecological footprint is depicted by greenhouse gas emissions, i.e. the volume of carbon dioxide (CO<sub>2</sub>) and sources of pollution: NO<sub>x</sub> (nitrogen oxide emissions) and fine particles.

### Road safety



Road safety is a major public health issue. By virtue of its business volume, number of vehicles and its leadership in the industry, the company is a key player in road safety.

### Food safety



The company guarantees food safety of products transported to clients and end consumers. Perishable foodstuffs must be stored in a healthy environment and maintained at the right temperature during the entire transportation process.

### Human resources development



Human resources development in the company is a challenge spanning several dimensions: the meaning of work, safety at work, skills, personal and collective future prospects.

## OUR INITIATIVES

### Group level

Since the formalisation of its CSR approach in July 2017, the DELANCHY Group has been acting on several fronts to reduce its ecological footprint:

- Composition of its vehicle fleet,
- Average consumption of tractors,
- Research and trials with alternative energies,
- Continuous training of drivers in eco-driving,
- Energy performance of its logistics platforms.

*see pages 32-33, 36-37 of this report*

**Our initiatives in the field** *see pages 16-17, 34-35, 38-39 of this report*

### Group level

DELANCHY Group deploys all means likely to reduce and prevent accidentology by intervening:

- on the driver (charter, training, risk prevention unit, mentoring, network of safety advisors),
- on the vehicle (maintenance, immediate adoption of all new technologies, regulatory and technical monitoring),
- via risk analysis (business grid, feedback).

*see pages 42-43 of this report*

**Our initiatives in the field** *see pages 18-19, 40-41 of this report*

### Group level

Food safety is a priority shared by all employees. To reinforce vigilance in this area, Delanchy Group has a network of 40 quality advisors. Their mission includes, in particular, staff training, communication, control and coordination of actions.

- Monitoring the cold chain in real time: temperature recording probes in the vehicles.
- Centralized monitoring: 100% of sites equipped with alarm reporting.
- COT by DELANCHY: Compulsory Ongoing Training (COT) includes a module dedicated to food safety.
- Quality management system based on HACCP method (Hazard Analysis Critical Control Point).

*see pages 44-45 of this report*

**Our initiatives in the field** *see pages 22-23 of this report*

### Group level

DELANCHY Group is constantly developing its businesses and its teams, while making health and safety at work a continual priority.

- Good living: facilities (ergonomics and design).
- Recruitment, promotion and internal mobility policy.
- Equal opportunities: access to training for all, particularly senior employees.
- Safety on the docks and logistics platforms.

*see pages 46-47 of this report*

**Our initiatives in the field** *see pages 14-15, 38-39, 48-49, 50-51 of this report*

## ROOM FOR PROGRESS

### Composition of the vehicle fleet

As of December 31, 2022, Euro 6 vehicles accounted for 99.20% compared to 65.79% in 2017.

### Ecoscore rating

2022 : 8.18 / 10

2017 : 7.78 / 10

### Average consumption of tractors

(source Optifleet)

End of 2022 : 27.37 l / 100 km

End of 2017 : 28.10 l / 100 km

### Road safety

425,925 kilometres driven before an at-fault accident in 2022

469,800 kilometres driven before an at-fault accident in 2017

### Compliance, food safety

Food safety compliance rate:

2022: 100%

2017: 95%

Rate of compliant deliveries (group average)

2022: 99.50%

2017: 99.27%

### Employment of senior citizens

2022: rate of access to training of senior citizens 24%.

2017: rate of access to training of senior citizens 24%.

## Frigo Transports 56 (Morbihan): Welcome aboard!

In 2022, 27 new employees joined the Frigo Transports 56 branch. We met Sophie Guillemet, who has been in charge of HR since 2013 at the Bignan branch in Brittany, and coordinated their recruitment process.



► Sophie Guillemet  
in charge of HR  
at Frigo Transports 56

### **To what extent is the recruitment of a new employee a crucial step in DELANCHY Group's human resources management?**

Designing and coordinating the recruitment policy for new employees is essential to attract and retain candidates. Today, the world of transport has evolved. Transport is a high pressure sector where we are having difficulty in recruiting, not to mention that the generations are no longer the same.

In the past, we could simply give the keys of the truck to drivers with a heavy goods vehicle licence. Now, we don't put them on the road like that anymore. We have to take charge of them from the moment they join the company, support them at every stage of the recruitment process.

As an employer, we make a promise to newcomers that we strive to help them maintain their professional and personal life balance, an element that is central to their expectations. For example, we provide long-distance drivers with a ten-days schedule so that they can organize their personal lives and work more serenely. We are able to respect this schedule three quarters of the year, but at certain peak periods, we adjust it to the best of our ability. Working in transportation means accepting the unknown. Finding a balance requires a two-way exchange. During the recruitment phase, we may find that we have not recruited the right people. Reciprocally, the new entrant may realise that the company is not suitable for him/her.





“Each employee is unique, and his or her integration process must be unique as well!”

**What are the essential steps in the recruitment process at Frigo Transports 56?**

At Frigo Transports 56, the director of the branch carries out the recruitment, based on a pre-qualification of the CVs by me. Such involvement in the recruitment process is seen as a mark of respect towards the candidates. When the recruitment is confirmed, the newcomer participates in a two-hour onboarding meeting; they are introduced to the group, they are briefed about administrative procedures. This phase allows for an ideal rapport with the person. The newcomers are then guided by tutors. The drivers leave in pairs - one experienced and one new recruit - to identify together the routes, their specificities, their constraints and their tricks. This stage allows the

newcomers to become familiar with the best practices to be observed in terms of driving, behaviour on the road, traceability in terms of transport-logistics (counting packages at the customer's premises, filling in transport documents) and customer relations. The aim is to give them the necessary tools to help them integrate with our processes as quickly as possible. The mentor's support is essential: his or her observations allow us to know whether the person is fit to continue the adventure. In logistics, new handlers joining our docks are also supported by a mentor. This is all the more important as they may be working at night. Finally, 3 to 4 weeks after a newcomer has joined the company, we produce an onboarding report which is an assessment of their integration process.

**What are the conditions for a successful recruitment policy?**

This implies finding the right balance between the framework designed by the Group and the personalization of each new employee's career path, which is left to the discretion of the branches. At Frigo Transports 56, the onboarding report tends to take place in an informal way over a cup of coffee. Other branches prefer to produce a written report. Each employee is unique, so his or her recruitment process should also be unique.

# The Ecological Footprint in Charente-Maritime

Reducing the ecological footprint of our activity is key to the future of the Group DELANCHY. Its agencies are well aware of this and strive to contribute towards achieving this goal on a daily basis, at their own level. Overview of a concrete and effective approach at Frigo Transports 17 (Sainte-Soulle - La Rochelle).



► Benoît Renaud  
General Manager of Frigo Transports 17

## Modern Vehicles

Reducing the ecological footprint primarily starts with using the right equipment. The agency's fleet comprises nine road vehicles and seven Euro 6 carriers, a light vehicle and a heavy vehicle running on gas. The latter will be replaced by an electric truck in 2023 to handle deliveries in downtown La Rochelle. *"We are anticipating the implementation of the LEZs in the major cities by acquiring cleaner engines. Although these technologies sometimes come at a substantial additional cost, the aim is to drive green and work towards a more environmental-friendly planet. As a transport company, we must set the example. If we don't get started, who will. In our company, a carrier travels an average of 12,000 km per month, which guarantees a good balance between our departures and our distribution"* explains Benoît Renaud, General Manager of Frigo Transports.

## Eco-driving, a daily roadmap

Each week, driving quality is rated by the ECO-score which compiles the percentage of time spent at slow speed, the number of times the brake pedal is pressed, fuel consumption and how long the engine speed is maintained, in the green zone of the tachometer. This global analysis indicates the degree of anticipation and the drivers' ability to project their gaze to avoid repeated abrupt braking. A good score is also a sign that the vehicle is used properly and therefore a basis for optimising its maintenance. The data is studied every Monday morning by Benoît Renaud and his health and safety manager, Johann Guerveno. They are correlated with the level of difficulty of the rounds. *"Driving a truck with 25 tonnes or 1.5 tonnes of goods does not have the same impact on fuel consumption. Deliveries in the downtown area are complex owing to the density in the middle of summer at 5 a.m. where drivers must deal with*



► IN 2023, Frigo Transports 17 will be equipped with a 100% electric carrier..

*the limited number of traffic lanes, careless cyclists and sometimes drunk tourists”, said Benoit Renaud. “On a same trip with two different*

*their consumption without spending more time to make their delivery. On some routes, we have been able to record a 12% drop in*

**“As a transport company, we must set the example. If we don’t get started, who will?”**

*drivers, the number of times the break pedal is pressed can vary by as much as twice. On a case-by-case basis I assist drivers on their rounds and together we identify areas for improvement. As a former driving instructor and former driver, I prefer pedagogy” explains Johann Guerveno. With this support, “drivers realize that they can improve*

*consumption, which is quite significant”, says Benoît Renaud. If the automatic equipment on board the vehicles enables a rapid growth curve, the challenge is to maintain it over time: drivers must achieve a score of 8.8/ 10. If they don’t, they receive reinforcement training during a debrief or while on the road.*

### **A global approach**

In addition to transport itself, the approach also includes the operation of the platform “We have set up several processes: reused rainwater to wash our vehicles, recycling paper and various consumables: light bulbs, batteries and ink cartridges. We’re also workin to reduce our energy consumption. We have modified strive to reduce our consumption schedules and the teams are made aware of everyday eco-gestures such as turning off the lights in the changing rooms and closing the platform doors. This may seem trivial, but it is also a way to preserve the planet. Clearly, there is still room for improvement and I am convinced that everyone has good ideas to continuing making progress”, concludes Benoît Renaud.

## To act, trust is essential in La Rochelle

Johann Guerveno joined Frigo Transports 17 in May 2019. After training to become a prevention coordinator in road transport (APTR), he is now in charge of the quality-safety policy at the agency.



► Johann Guerveno  
Facilitator of the quality-safety policy  
at Frigo Transports 17

Initially a driving instructor, Johann Guerveno, then obtained his heavy goods vehicle licence. For eight years, he made regional, national and European rounds. He draws on this experience to ensure the safety of the teams, equipment and goods transported. *“Speaking the same language with drivers creates proximity. My position may have raised some reservations. It makes sense because it’s new! However, by engaging with the drivers and operations staff, a climate of trust has been established. My role is not to be the “police officer on duty” but to raise awareness, explain without judging, make them aware of the dangers inherent to the exercise of their profession to prevent them from occurring”*, Johan Guerveno insists.

### Teams concerned

Today, drivers spontaneously report situations they consider risky during their rounds. Customer safety is an important aspect that requires dialogue to implement a mutual solution. *“For example, we had lighting installed at a customer’s site by explaining that access to the site in the middle of the night was dangerous for our teams. Whether it is the absence of light, a hole on the roadway when descending from a cabin, or a landscaping rock that hinders the operations, the customers are always surprised by our request but they appreciate the approach and are happy to make improvements on their site”*, notes Johann Guerveno.





## Itinerary of a new driver

**Valentin Perrocheau, 21, joined Frigo Transports 17 in 2022**

*"When I arrived, I was welcomed by Johann Guerveno. He gave me the Driver's Manual which describes all the phases of a mission: reporting for duty, driving loading and unloading goods, presence on the customer's site and return from the round. I was immediately made aware of various aspects of the job: respecting break times, the importance of monitoring your cargo's temperature, wearing a yellow vest at the customer's site to be visible on the dock, not to mention eco-driving. I took an Aftral training course in Rochefort for the first few days to obtain the FIMO Marchandises. The support of experienced drivers is also very valuable: they introduced me to customers and gave me advice. We're not left to our own devices on our rounds, and when you're a beginner, it's very reassuring and it helps you to integrate. I chose to work at night. Driving when there is no traffic is more pleasant and less stressful, even if at the beginning it's not easy to find your own rhythm. I wake up at 2 a.m. in the morning to close at 3.30 a.m. I carry out the pickup in the ports and auctions of La Rochelle, Les Sables d'Olonne, Rochefort. I then deliver the regional hypermarkets and supermarkets, fish shops and butcher shops on Niort, Cognac, Saintes, Royan. Sometimes I go as far as the islands of Ré or Oléron. I currently drive a 19 tonnes truck and I hope to get my CE license soon to drive a semi-trailer."*



### Permanent Support

Safety is primarily a preventive role, ensuring that teams can do their jobs. Drivers' licenses are physically checked every five weeks. Random persons authorised to drive a vehicle

*the monitoring test approved by the CSE and which is incorporated into the internal rules and procedures", he adds. When they arrive at the platform, the drivers must put the tractor key on the dock door avoid an*

*together". Apart from this occasional oversight, his usual time slots – 6.30 a.m. - 2.30 p.m. – allow him to conduct an on the spot debrief session with the drivers on their return from delivery.*

“My role is not to be the ‘police officer on duty’ but to raise awareness, explain without judging, make them aware of the dangers inherent to the exercise of the profession.”

on the platform: heavy goods vehicle, light vehicles and electric pallets. *“The checks are spread out over the day - between 1 a.m. And 4 p.m. according to the start of deliveries. Each person concerned is isolated and asked to take a breathalyzer test. They can refuse, but everyone takes*

*unexpected departure during loading. The dock managers also ensure that the procedure is applied. If necessary, Johann Guerveno goes with the drivers on the road. “I simply act as an observer. I do not intervene except on dangerous situations. On return we review the situation*

### A psychological dimension to take into consideration

Johann Guerveno also keeps an eye on the moral of the teams. *“By the way they say hello, you can tell whether things are okay or not. I am fortunate to have an isolated office that guarantees the confidentiality of discussions if a colleague wishes to share professional or personal problems with me. Fatigue, family and health are concerns that influence the way we do our job”.* Card validity, medical check-up reminders, licence and tachograph renewals are all administrative tasks that he follows up to reduce the mental burden of the driver. The monitoring of the FCO is done in conjunction with HR.



## At Manche, highest safety standards

In the field, the Group DELANCHY focuses on two aspects of food safety: respecting the cold chain and applying good hygiene practices. The carrier ensures this by relying on IT tools and the vigilance of all its employees.



► Frédéric Geay  
General Manager of Frigo Transports 50  
(Guilberville - Manche)

### Monitoring Temperatures

Breaking the cold chain can lead to profound consequences for the consumer's health. DELANCHY, which transports fragile foodstuffs, has tools to ensure the day-to-day monitoring of temperatures such as recorders or air curtains that are installed on some carriers as well as the platform and contribute to maintaining temperatures. *"Technology allows us to display the temperature in real-time and send notifications, but it is not enough"* warns Frédéric Geay, for whom human monitoring is essential. At his side, the agency's quality and QSE manager, who is responsible for communicating anomalies to him and raising the teams' awareness of this issue on a daily basis: the 19 people on the platform and the 55 drivers who "have to guarantee the product's integrity and, compliance." *"We must be faultless when it comes to respecting the cold chain,"* says Frédéric Geay who is





currently testing a new probe device integrated into the engine of the cold unit: a reliable, simple and sustainable system but still under test.

#### **Good Hygiene Practices**

Food safety also involves hygiene. Good hygiene practices are recommendations that are in line with European regulatory obligations. A clean and well-maintained site contributes to promoting these practices. New recruits are trained in Good Hygiene Practices (GHP) Food safety also involves hygiene. Good hygiene practices are recommendations that are in line with European regulatory obligations. A clean and well-maintained site contributes to promoting these practices. New recruits are trained in Good Hygiene Practices (GHP) but

**“The IFS Global Market Logistics standard is an additional measure to guarantee and provide our customers with our high standards in terms of quality, safety and hygiene.”**

all operators are constantly reminded of these rules. *“Today, everything is Notified”* reminds Frédéric Geay. In 2022, Frigo Transports 50 began a certification process based on the IFS Global Market Logistics standard. *“This standard is an additional measure to guarantee and provide our customers with our*

*high standards in terms of quality, safety and hygiene.”* It is also an objective aiming at continuous improvement which drives us to constantly progress and integrate the quality approach in the field everyday.

# Methodology, Approach and Indicators

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The corporate, societal and environmental reporting concerns the financial year ended 31 December 2022.

It was carried out in several phases:

- an investigation phase to identify and collect the contents,
- a consultation phase with the Executive Committee to identify the issues,
- a phase in which resource persons and referents were designated for each theme,
- a phase in which the issues and corresponding initiatives were formulated, resulting in the creation of a map,
- a phase in which the indicators were developed,
- a phase to collect the indicators.

The mapping identifies environmental, corporate and societal issues whose impact is considered significant on the company's capacity to achieve its sustainable performance objectives. It structures and directs:

- the process itself (temporality),
- 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 case in which we find ourselves is that where, according to the terms of the GRI, *"the organisation publishes information from the guidelines, but does not meet all the requirements"*.

This is particularly the case for stakeholder involvement, where the GRI recommends:

- to conduct identification work (depending on the relevant issues),
- to establish a framework for dialogue,
- involve stakeholders in the process itself and in reporting.

This work is undertaken particularly with clients, staff and public partners (law enforcement especially) in most of our locations, but it is still needs to be extended, formalised and above all made permanent in a recurring framework. A principle, that of relevance, was studied thoroughly. By the Executive Committee to ensure that the report brings out the aspects that reflect the substantial economic, environmental and social impact of the organisation.

The findings of this work have structured this report's summary, and in particular, the choice to give a significant place to the aspects deemed relevant and primary for both the stakeholders and the company: the environmental footprint, food safety, safety and human development.

This work has also made it possible to prioritise the development of some specific indicators such as the composition of the vehicle fleet and its evolution, or indicators related to health security (see below).

#### **On the investigation phase to identify and collect the contents**

This phase included:

- in-depth interviews based on the CSR spectrum (corporate, social and environmental aspects),
- a comparative study of the reporting practices of the profession,
- study of requests from major clients (CSR questionnaire).

#### **On the designation of resource and reference persons by theme:**

Each theme was placed under the responsibility of a reference resource person responsible for proposing and defining indicators with regard to their relevance and the availability of information. Everyone is called upon to integrate data collection into existing processes and to ensure the availability of the data.

#### **On the formulation of the relevant issues**

The arguments used to identify the relevant issues were as follows:

- this topic is central to our customers,
- the subject is widely present in the public debate,
- the company is asked about it.

#### **On the development of indicators**

The majority of the indicators selected are present in the GRI framework, as well as in the European Directive on non-financial information. Several indicators specific to the professional universe of the company have been created or adopted to ensure the relevance of the information provided

- With regard to road safety: Number of accidents responsible (in relation to the number of kilometres driven),
- In terms of carbon footprint: Beneficiaries of the eco-driving training. Average ECO-score average consumption of tractors Composition of the vehicle fleet.

- With regard to safety: Food safety compliance rate, Compliant delivery rate.

Several indicators have been considered irrelevant because, in this matter, the company complies with the regulation.

#### **Reference to the Sustainable Development Goals**

The company is inspired by Sustainable Development Goals to deepen its CSR approach. It has undertaken in-depth efforts to:

- identify the objectives to which it contributes directly,
- and to specify for each of them the targets concerned.

#### **Avenues for progress**

This report has room for improvement. Although some aspects have been developed thoroughly, the work on the relevance of issues with regard to the business, others are a *work in progress*.

# 2022

## Corporate Indicators

### STAFF

2022

3.416

2021

3.246

Comment:

2022 fixed-term contract  
+ permanent contract  
+ interim staff as of 12/31/2022

2021 fixed-term contract  
+ permanent contract  
+ interim staff on 12/31/2021

### DISTRIBUTION BY GENDER



2022

489

2021

409



2022

2.647

2021

2.548

Comment:

Fixed-term contract  
+ permanent contract  
as of 12/31/2022  
(excluding interim)

### DISTRIBUTION BY AGE

2022



■ < 30 years: 20 %  
■ De 30 to 39 years: 21 %  
■ De 40 to 49 years: 27 %  
■ > 49 years: 32 %

2021



■ < 30 years: 20 %  
■ De 30 to 39 years: 22 %  
■ De 40 to 49 years: 27 %  
■ > 49 years: 31 %

### EMPLOYMENT

#### Hires and dismissals



2022  
Hires

1 002

Dismissals

140

2021  
Hires

915

Dismissals

111

Comment:

Hires: Fixed-term contract  
+ Permanent contract  
Dismissals: disciplinary  
+ incapacity

#### Absentismo

2022

8.60 %

2021

8.60 %

Comment: Number of days of  
absence (accidents at work  
and unjustified absences) /  
number of days worked.

#### Seniority



2022

**9 years and 1 month**

All the personnel

**7 years and 9 month**

Manual Workers /  
Employees

**14 years and 7 month**

Supervisory staff

**12 years and 6 month**

Senior staff

2021

**9 years and 5 month**

All the personnel

**8 years and 4 month**

Manual Workers /  
Employees

**15 years**

Supervisory staff

**12 years and 7 month**

Senior staff

## HEALTH AND SAFETY

### Accidents

2022	2021
222	297

Comment:  
Number of TAs that resulted in a work stoppage.

## TRAINING

### Drivers trained in eco-driving

2022	2021
37	30

Comment:  
Few trainings in 2022, we focused on the training of forklift drivers.

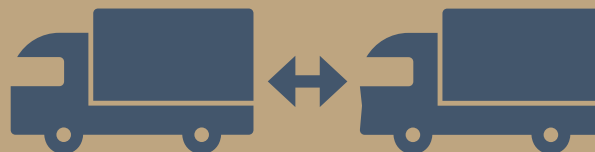
### ECO-score

END OF 2022	END OF 2021
8.18 / 10	8.17 / 10

### Qualitative element

The company has adopted the ECO-score \* (Optifleet software) to improve the average fuel consumption of its vehicles.

\* Good:  $\geq 8$  / Can do better:  $6 < \rightarrow 7.9$  / Low:  $< 6$



## FINANCING UNDER THE TRAINING

2022	2021
1 493 184 €	1 557 097 €

### Qualitative element

Budget including the compulsory contribution and the group's investment in training after deduction of the expenses.

## TRAINING SCHEME

2022



Number of hours  
**28 773**



Number of trainees  
**1 263**



Number of sessions  
**517**

2021



Number of hours  
**18 976**



Number of trainees  
**1 184**



Number of sessions  
**370**



# 2022

# Corporate Indicators

## EMPLOYMENT

### Employment assistance, Work-study

Professionalisation contract and apprenticeship

2022

64

2021

79

Comment:  
Corresponds to the number of work-study contracts signed over the year.

### Employment of people with disabilities

2022

Rate of workers with disabilities  
5.06 %

2021

Rate of workers with disabilities  
5.44 %

2022

Hiring workers recognised as disabled: 18

2021

Hiring workers recognised as disabled: 22

### Gender Equality

In 2022, 22 companies in the Group DELANCHY were required to calculate and publish the results of their gender equality index. Of these companies, one scored 88 points out of 100. As for the other companies in the group, the index could not be calculated due to one or more incalculable indicators. The Group DELANCHY remains committed to gender diversity issues at the heart of its core businesses. Thus, equality between women and men in pay and career progression are essential elements in the human resources policy pursued by the group.



## EMPLOYMENT OF SENIORS

2022



Rate of access to training for seniors

24%

2021



Rate of access to training for seniors

22%

Comment: Employees over 50 years old.

## ROAD SAFETY

### Repeat offender drivers



END OF 2022

16

END OF 2021

19

### Km to travel for 1 accident

2022

425,925

Km

2021

427,362

Km

## CONSUMER HEALTH AND SAFETY

### Food compliance and safety



Food Safety Compliance Rate

EN 2022

100 %

EN 2021

95,15 %

### Qualitative element

The food safety compliance rate is calculated in relation to the assessments conducted by the DDPP at the various sites. Depending on the assessment, the weighting is done as follows. Very satisfactory: 100% Satisfactory: 66% To improve: 33%, Unsatisfactory: 0 %.

The result is available in free access on the internet since 01/03/2017.

Compliant delivery rate (group average)

2022

99.50 %

2021

99.27 %

# 2022

# Environnemental Indicators

## Average consumption of tractors (generated from Optifleet)



END OF 2022

27.37 l  
/ 100

END OF 2021

27.49 l  
/ 100

## ECO-score

2022

8.18

2021

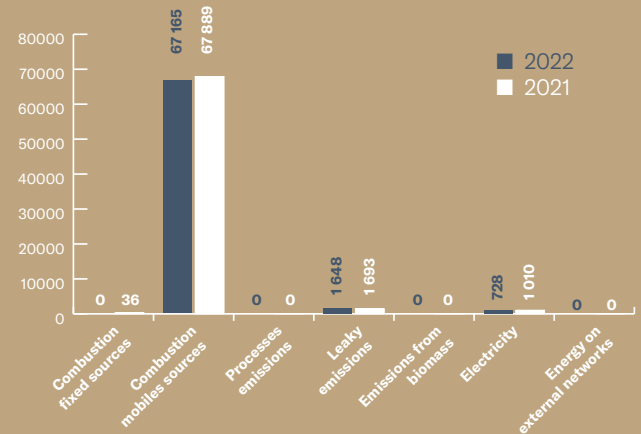
8.17

## Qualitative element

The company has adopted the ECO-score\* (Optifleet software) to improve the average fuel consumption of its vehicles.

\* Good:  $\geq 8$  / Can do better:  $6 < \rightarrow 7.9$  / Low:  $< 6$

## Emissions per item (tonnes eq. CO<sub>2</sub>)



## Comment:

Overall at these sites, GHG emissions are down by about 10% compared to the reference year, mainly due to a decrease in vehicle fuel consumption, and to a lesser extent a reduction in refrigerant leakage.

## CO<sub>2</sub> emissions per km travelled

1<sup>st</sup> semester 2022

**0,7149 kg/km**

1<sup>st</sup> semester 2021

**0,7189 kg/km**

2<sup>th</sup> semester 2022

**0,7082 kg/km**

2<sup>th</sup> semester 2021

**0,7100 kg/km**

Source: the entire diesel PL fleet owned and leased for a long period.

### Composition of the fleet of vehicles

31/12/2022

Euro 5: 0.80 %



Euro 6: 99.20 %



31/12/2021

Euro 5: 2.69 %



Euro 6: 97.31 %



### Power consumption of refrigerated surfaces



END OF 2022

**72.61**  
kWh/m<sup>3</sup>

END OF 2021

**72**  
kWh/m<sup>3</sup>

END OF 2020

**75**  
kWh/m<sup>3</sup>

Comment:

Electricity consumption continued its decline. Our policy of continuity and change of chillers and LED lighting is yielding results.

### Environmental risk provision and guarantee

RC COVERAGE

**€1,112,000**

EVENT

**€100,000,000**

on consequential damage insurer's coverage.



### Treatment of waste from sewage works

2022

Hydrocarbon sludge  
**60.85 t**

Non-hydrocarbonated sludge  
**-**

Hydrocarbon sludge/water  
**-**

Hydrocarbon liquid  
**235.93 t**

Drain material  
**9 t**

Cleaning sands  
**18.40 t**

2021

Hydrocarbon sludge  
**112.290 t**

Non-hydrocarbonated sludge  
**16.440 t**

Hydrocarbon sludge/water  
**-**

Hydrocarbon liquid  
**210.710 t**

Drain material  
**9.320 t**

Cleaning sands  
**1.500 t**

### Qualitative element

To avoid any risk of rejection, maintenance is scheduled at least once every six months (some structures require quarterly maintenance visits).

# “Reducing our ecological footprint is critical”

**Interview with Yannig Renault, Technical Director of the Group DELANCHY.**

## **What importance does the Group DELANCHY attach to the ecological footprint?**

The ecological footprint is a notion that concerns us all! Scientific reports show that we are heading straight for disaster if we do not change our practices. For the Group, addressing this issue head-on is, above all, a social responsibility to preserve a common future.

As a carrier, our approach has evolved. Until 15 years ago, delivering clients was the Top priority. Delivering on time rather than controlling consumption was inherent to the business. Since then, we are careful to respect road safety and to consume less fuel without compromising the service provided to customers.

We have moved from effectiveness to efficiency.

## **Why did you choose to mix energies?**

As soon it was possible, we tested new technologies in pre-production and then acquired vehicles at market launch to test them. We tested the first electric vehicle in 2017 and

bought the first one off the line in 2020. At the same time, we have extended these experiments to other alternative fuels: gas, biofuels and hydrogen. We are maintaining this course of action which has become a standard among carriers given the constraints of use and intrinsic capacities of each energy source.

Gas is out of the picture for now: the technology is inadequate and its cost prohibitive. Electric vehicles will develop as batteries become more efficient. In five years, they could be used for medium-distance routes. However, a distinction shall probably remain: electric Vehicles for urban use, gas or bio-diesel for regional and diesel for national use. By 2035, Diesel will be replaced by hydrogen.

## **What lies behind DELANCHY's hopes for hydrogen?**

First, it is a strong conviction held by Brigitte Delanchy. From an ecological perspective, it is wonderful and technically, hydrogen can correspond to our uses. For now, its cost of acquisition is still too high and the energy yield too low. For 1 kW tapped from

the grid then transformed by a fuel cell, less than 0.5 kW is actually available at the wheel.

This is about the same as the hydrogen efficiency of a diesel engine, but much lower than a battery electric motor. Knowing that the price of a vehicle is seven times that of a diesel truck, the cost of our services would be mechanically impacted in similar proportions: the transport and storage of hydrogen also impact its accessibility. The price of a kg of green hydrogen ranges between €10 and €14. This is an incentive to devise production solutions that are closer to the point of consumption. In spite of these current obstacles, we believe that hydrogen is the only clean energy capable of achieving the desired autonomy.

Admittedly, the creation of rigorous and virtuous sector takes time but I wouldn't be surprised if hydrogen becomes a standard feature on the road in 15 years.





### **What is your stance on other alternative energies?**

Battery electric vehicles are the optimal solution for urban distribution. The B100 is a lower-cost alternative for our customers, but it emits more fine particles and NOx than conventional diesel. The Euro 7 standard, which will tighten the tolerance thresholds for these emissions, could call the B100 into question.

« The electric battery is the optimal solution for urban distribution. »

XTL, which emits fewer particles than diesel, would better meet the requirements of the Euro 7 standard, but its limited availability does not allow for volume purchases. Moreover it is still not approved Crit'air<sup>1</sup> which is a prerequisite for deliveries in low-emission mobility zones (ZFE-m). We have stopped investing in gas engines, where development is more difficult for manufacturers and equipment suppliers. In addition to its cost, the technology is less

reliable and more likely to expose a carrier in the event of a failure or breakdown. If we review experiments we have conducted so far, none of them is perfect. It's a lot of trial and error. It is also important to note that the diesel engine is still relevant: the level of emissions is much lower today than it was 30 years ago. All you have to do is stand behind an exhaust muffler to see this: no more smoke

and the smell of badly burned fuel. We still need the internal combustion engine, but with non-fossil fuels: biodiesel, bio-gasoline while waiting for electricity and hydrogen to be deployed on a large scale.

### **What other avenues for progress are available?**

Technology is a powerful lever, but the time it takes to develop it is limited by the immediate nature of the changes that need to be made at

the level of the industry and, more globally, of our planet! No matter how hard we press the manufacturers, there is an incompressible development time. Moreover, the more technologies are perfected, the closer they reach a plateau effect. This can be seen in the monitoring of fuel consumption, even though our drivers are trained in eco-driving.

We act on flows to maximize vehicle filling and reduce empty mileage, but this approach is economical and not purely ecological. Our ability to act on the supply chain also depends on the organisation of our customers, which in turn depends on the wishes of end consumers. In absolute terms, the greatest room for progress would be an awareness and a change in the consumption habits of the French, including the 3,500 employees of the Group DELANCHY. In any event, there is no limit to the amount of thought that goes into making progress.

# Reducing the ecological footprint of cleaning

In 2021, Frigo Transports 21 and Frigo Transports 44 began testing the use of a new, more eco-friendly product for cleaning and disinfecting trucks: the DEFI V ECO. Perfected by SID, this product is used by all the platforms of the DELANCHY Group since 2022.

*“We were offered to try the DEFI V ECO which was a bit revolutionary because it is 100% biodegradable. Concretely, this product does not contain any chemical substances, improving our waste quality. On the platform, we use 2,000 litres of product per year to clean and disinfect our vehicles”,* says Ionel Cocor, technical manager of Frigo Transports 21. The effluents contain only the organic and greasy residues removed from the trucks at the end of the process. They then go through a sludge trap before being returned to the wastewater collection network. The DEFI V ECO is an improvement of a product that the Group DELANCHY had been using for several years. It was developed with its supplier, the Société Industrielle de Diffusion (SID). It was developed with its supplier. The

composition of the product is not only healthier for the environment, but it also respects the essential requirements of our activity. SID has created an antibacterial product that eliminates odours - an important criterion because we produce a lot of waste - and antistatic. The grease returns less quickly than a classic product and we do not compromise on the cleanliness of our vehicles. For the Group DELANCHY, spotless trucks are a must”, notes Guillaume Hivert, technical manager of Frigo Transports 44. The first experiments carried out by the two pilot agencies have also made it possible to challenge SID in this aspect. *“We noticed a gloss problem after drying and we asked for improvements to be made,”* says Ionel Cocor. And Guillaume Hivert added: *“It was essential for us to achieve*

*the same level of gloss because our trucks are the main vector of the company’s image”.* Among the different samples tested, Frigo Transports 21 and Frigo Transports 44 also chose a fragrance-free version, which the cleaning technicians find more pleasant to use. Another more indirect added value is that the DEFI V ECO requires less water. *“It foams less, so less water is used to rinse it. This may seem insignificant, but when you add up all your washes, the gain is quite noticeable,”* notes Ionel Cocor. *“As the product is less greasy, we can optimise the washing time by a few minutes. We are satisfied with this product, which is complete and is now deployed on all of the Group’s platforms”* concludes Guillaume Hivert.



## From DEFI V to DEVI V ECO: a sustainable partnership

Michel Charreyron, SID Sales Director



*"SID has been developing and manufacturing industrial maintenance products for over 50 years. Our R&D team continuously improves our formulations to offer our customers more environmentally friendly products. Concretely, we introduce natural components from organic farming to optimize the biodegradability of our solutions. This is exactly what we did for the DEFI V ECO we developed in partnership with the DELANCHY Group. We've been working together for 20 years, and in 2013, we designed the previous version - DEFI V. At the time, it was already a challenge for the DELANCHY Group, which gave us the name of the product! The cleaning and disinfection of trucks transporting foodstuff meet very strict standards: our formulations are approved by the Ministry of Agriculture and Food Sovereignty according to virucidal and bactericidal values to be*

*respected. At the request of the Group DELANCHY, we have developed our initial product by replacing the surfactants from the EDTA family with natural alkyl polyglucoside surfactants (or APG), which are more biodegradable and have a very low irritant potential. Unlike a traditional product with chemical surfactants which is 60% biodegradable, a biodegradability of 98% is obtained with plant surfactants. With this performance, we contribute to significantly reducing the COD threshold at waste disposal. Based on the feedback from the first samples provided, we have worked on natural glosses to obtain a perfect finish on the vehicles. After washing, the trucks are completely sanitized and have the required level of shine!"*

# “We have direct control on the design of our buildings”

Interview with Bruno Lesaint, Real Estate Manager of the DELANCHY Group.

## What is the impact of real estate in the carbon footprint of the DELANCHY Group?

The energy consumption of our real estate portfolio weighs little when compared to the group's turnover: it is around 3%. The actions we take to save energy have relatively little effect compared to all our other activities... but that does not mean they should be ignored! For several years, we have been looking for the right construction tips for each project in order to be more efficient. This is what is going on at Gannat, where we are renovating and expanding our current platform.

When we talk about the energy performance of buildings, the first issue to be dealt with is the casing, i.e. the insulation of the walls and roofs, as well as the quality of the doors on our platforms. On our platforms, we cool a volume of air inside buildings and we spend our time opening and closing doors that communicate directly with the outside! We are very wasteful, hence the importance of optimising what we call airlocks: this is the part against which the truck trailer crashes and which allows us to have a junction roughly sealed between the truck trailer and the platform. The quality of our cold panels is also essential: our cold rooms are made with panels fitted

with a polyurethane foam core. Here, the product's effectiveness is more important than its pure environmental quality. Polyurethane foam is the best material in terms of thermal resistance. At equivalent thickness, polyurethane foam is twice as effective as mineral insulation such as glass wool!

## What about refrigeration units that keep food at the right temperature?

We have direct control over the design of our buildings and over the sealing materials, but once we have optimised these parameters, we are

rocarbons) which have a proven impact on the greenhouse effect. In the end, we are ahead of the European regulation which prohibits the use of HFC fluids in our equipment by 2025. This is already the case at 98% and we have 2 years left to finish bringing our installations into compliance.

## How do we measure this environmental performance?

We have defined a follow-up indicator: the electricity consumption of refrigerated surfaces. Thanks to the new cooling units and LED lighting, we have reached an electricity

“There is a “DELANCHY touch”: the optimisation of the flows in a pleasant working environment.”

dependent on the performance of the chiller manufacturers. However, we have a very proactive policy on the issue: 5 years ago, we began to convert our installations to other refrigerants. We have integrated units operating with CO<sub>2</sub>, a fluid whose environmental impact is minimal compared to HFC fluids (hydrofluor-

consumption threshold of 77 kW per m<sup>3</sup>. But this threshold corresponds to a plateau effect. This very technical issue has become more complex with the tertiary decree which specifies that we must achieve a reduction of the energy consumption by 60% by 2030 compared to a reference year between 2010 and 2020. EDF





supports us in deciding, site by site, the best reference year. An audit is underway: we will have the first conclusions in early 2023.

**But CSR is not limited to the environment.**

**Can you tell us about the other aspects considered in the group's real estate policy?**

A building is the immediate environment of our staff, hence the uncompromising choices in terms of safety and ergonomics of the installations. Our platforms are designed to adapt to the flow of people who work there. Everything starts from there: you do not build a cube by saying "people will manage as best they can in there". The very position of the different parts is reflected according to the activity of the platform. That's what I call the "DELANCHY touch": optimisation of flows in a pleasant working environment. In our workshops, loading operations are carried out with electric pallet trucks. During

operations, shocks can cause damage to the installations. We therefore protect the walls or equipment with benches, i.e. blocks placed against the sandwich panels to protect them from impact. In industry, these benches are generally made of concrete, a resistant and inexpensive material. However, when concrete is scratched, it gives off dust, it gets dirty and is difficult to clean: this is typically what we want to avoid in our work environment! We have therefore chosen benches with a resin facing that is much easier to maintain and much more qualitative from a sanitary point of view. The ratio is 1 to 5 per linear meter of the bench in terms of the purchase cost.

**Are there issues in which the DELANCHY group can still progress?**

The law obliges us to equip 30% of the surface of our roof with photovoltaic panels: from 1000 m<sup>2</sup>, it is necessary to provide 300 m<sup>2</sup> of

surface in panels. This third represents between 10 and 15% of the energy consumption of a platform. This will never cover our need in terms of energy but it is a way of taking part in a collective effort. There may be an additional benefit – as we have seen at La Gravelle and G  n  rac – allowing employees to park their vehicles in the shade in summer. This energy could be used to charge electric vehicles. The other way we can develop is linked to the quality of the insulation materials we use. It is nevertheless the first source of environmental performance of our buildings.



# Gannat: A new platform in the initiative towards responsibility

The latest Delanchy platform is almost being completed in the Prés Liats activity area between Allier and Puy de Dôme. Two years ago, the decision was made to carry out a new construction drawing lessons from the past as regards the environment and ergonomics. A visit of the worksite with Bruno Lesaint, Real Estate Manager of the DELANCHY Group.

## Combining experience and innovation

*“For this new platform, we are implementing all the best practices that we have developed and established in our previous installations. Thus, the roofs will be painted white to optimise the reflection of solar radiation. From the materials of the casing to the doors installed on the platform, all the components selected have already been tested and proven at Group level”* explains Bruno Lesaint. *“We consider that these are places to live and we give priority to the comfort of use and the safety of the people who work there. This is only a detail in the eyes of some, but we are installing an odour destruction system that works with ultraviolet rays and which perfectly sanitizes the atmosphere of the locker rooms and the clothing drying areas.*

*When we receive a construction, it is systematically the members of the Board of Directors who personally come to make the final adjustments: no detail escapes them!*

**“These are places to live in, we give priority to the comfort and safety of the working people.”**

*We select proven solutions but we continue to stay open to new proposals and to watch technical developments. For this platform, the main innovation consists in setting up the operations office in the centre of the cold platform. This is new, because operations offices are usually located on one side of the work area. By repositioning it in the centre, we hope to facilitate the*

*relationship between the management and the operators by offering them more proximity and a better view of loading and unloading operations. This new provision should*

*help people to comply with instructions and reduce risky behaviour: supervisors will be able to interact more quickly with the staff and the drivers.”*

## Solidarity building

*“Over time, the team in charge of real estate projects has developed unique know-how,”* continues Bruno Lesaint. *“We are capitalising on the lessons*



learned from the various construction sites – but also on the lessons we can learn from the aging of our real estate portfolio – to optimise the location of premises, qualify the best materials and, ultimately, make life easier for employees. Construction is a long-term investment – our platforms are programmed to operate for at least 20 years – it is not a question of making short-term savings! Illustration of this long-term vision: we always have the same construction partners. The architect, the general contractor, the tile installer – and so on – are mostly Breton companies, which have been working with the DELANCHY Group for decades. The only exception is the cladding company... which is originally from Dijon (but which has also been following us for a very long time)! They have learned to work with us, they know our level of requirements, they anticipate our wishes and we collaborate with confidence. We save time on the follow-up of the construction and we know that they

will ensure that they respect the rules of the art, which is a guarantee of durability for the building. The loyalty and commitment that these companies show year after year is recognition of our own investment in them: if we check their prices, we are not necessarily looking for maximum savings. It is Brigitte Delanchy's personal desire that the companies working for the group be remunerated correctly!"

### **A third photovoltaic installation**

In accordance with the directives of the tertiary decree, approximately 1000 m<sup>2</sup> of the photovoltaic panels will be installed within the enclosure of the new platform. They will be installed at ground level, and not on the roof, because the DELANCHY Group refuses to allow equipment including heavy metals to be installed above the areas where personnel work. This installation will also facilitate the monitoring and maintenance operations of the inverters that complement the photovoltaic

panels. "Anticipating is a key word in the world of construction since its deadlines are measured in decades" concludes Bruno Lesaint. "For example, the group ensures that it acquires sufficient land space to allow for extensions when building future installations. This is not always possible in very urbanised cities such as Paris or Lyon, but it is a constant in the group's real estate policy. We plan spaces for growth!"

### **Gannat in a few figures**

- Land area: 34 600 m<sup>2</sup>
- Overall construction area: 3 400 m<sup>2</sup>
- Cold platform surface: 2 400 m<sup>2</sup>
- Number of loading platform doors: 30
- Proposed staffing: 100 à 140 people
- Surface area of photovoltaic panels: 1 000 m<sup>2</sup>
- Start of construction: summer 2022
- Commissioning: spring 2023







### **Sustainable construction site in Gannat**

Sensitive area: loading platforms are an essential area for operator safety and the maintenance of the temperature of installations. In this new building, they have been equipped with door systems that can limit temperature loss to the outside.



# “We must constantly train and control”

**Interview with Pascal Grandin, Regulatory-Safety Manager of the DELANCHY Group.**

## **What place does road safety occupy in your responsibilities?**

I take care of the safety of people: on platforms, in buildings and on the road. With Sylvain Victorin-Savin who was also a former police officer, we monitor and analyse offences, claims and accidents. We scrupulously monitor the speed curve by unloading the tachographs from the vehicles every 4 days, whereas the law only requires this to be done every 90 days. For new drivers, we even do it every day. This allows us to rectify the situation thanks to a very rapid feedback of information. We pass on this information to Operations Managers so that they raise awareness.

## **What does road safety represent for the DELANCHY Group?**

For the DELANCHY Group, this is an imperative. As a carrier, we have a duty to constantly raise awareness among our 1,300 drivers and our Operations Managers regarding how

vigilant they should be. We take the issue very seriously. A truck can become a weapon by destination. In the event of non-compliance with the

“We emphasise team training, equipment quality and control.”

Highway Code, drivers are directly sanctioned. They pay the fines, have points deducted from their license and can no longer work if they lose it. Compliance with regulations and the Highway Code also represents an economic and image issue.

The DREAL operates roadside checks to verify break and service times. A driver who is stopped on the road loses at least 30 minutes on his journey. He arrives late at the customer and it is known. But a reputation can be healed!

## **What levers do you have to ensure road safety?**

We emphasise the training of teams, the quality of equipment and

control. Our fleet is made up of the most comfortable vehicles, equipped with all the safety options: lane warning with ringing or vibration, alert for safety distances, tachographs that emit a signal in the event of exceeding the authorised speed. This technology allows one to track all activity: break times, work, speed, infractions. When an offense is committed, an exchange systematically takes place between the Operations Manager and the driver. It is above all a matter of



feedback to understand the situation and avoid recurrence. The DELANCHY Group has also drawn up a charter that all drivers sign upon arrival. Our rules of procedure particularly provide for the control of the consumption of alcohol and narcotics. The safety committee meets every two months to review progress and ways to improve. Indicators help us move forward.

#### **What progress has been made in road safety?**

Thanks to the initiatives taken in recent years (new Driver's Charter, D'Livery, distribution of the Safety Kit, etc.), the percentage of complaints and infringements is constantly falling.

#### **What are the initiatives taken recently?**

The prevention policy extends to the entire group. Road safety is not just about drivers, it concerns us all.

Only a third of offenses are attributable to our drivers. Most of the time, they are caused by traffic, weather conditions, the behaviour of other road users or a poorly thought out roadmap. To remedy this last point, in 2021 we rolled out training on the regulations for Operations Managers. They must be vigilant so as not to put the driver in danger or in a position to commit offences. The service is 10 hours maximum if the shift takes place before 5 a.m., 12 hours otherwise. If a driver leaves at 3 a.m., he must have fewer customers on his roadmap. In total, more than 100 Operations Managers have been trained on offences, European regulations and the transport code. They are now equipped to analyse errors and explain them to drivers. Since 2022, we have employed safety referents in each agency to relay our requirements in the field. Once a semester, they meet to exchange best practices and give each other advice. One of the

objectives is to reduce the distance between the headquarters and branches.

#### **What additional actions could the DELANCHY group take?**

Compulsory Continuing Education (FCO) which takes place every 5 years is not effective enough. Training should be done on a daily basis. It would also be necessary to provide an FCO validated by an exam because, today, those who follow it obtain it automatically.

# “We can never remind people of good hygiene practices sufficiently”

Interview with Isabelle Roussel, Quality Manager of the DELANCHY Group.

## What is at stake in food security for the DELANCHY Group?

Our core business is the transport of ultra-fresh products, in particular very sensitive foodstuffs. Every day we handle, transport and deliver food that is consumed by individuals, families, hospitals and restaurants. We must therefore guarantee that these products present no danger to the end consumer. We have a responsibility to society!

The main risk we would be exposed to is the proliferation of pathogenic bacteria: some develop from 2°C, which is why we must maintain a temperature between 0 and +2°C for the most fragile products, such as minced steaks and certain seafood products. Respecting the cold chain involves observing strict instructions for handling packages, loading and unloading pallets.

To prevent the contamination, we must also scrupulously respect all the basic hygiene rules such as regular hand washing or vehicle

cleaning. Food safety is everyone's business: Site Managers, platform staff, processors and drivers.

## How does the DELANCHY Group deploy this quality initiative in the field?

First of all, we rely on the excellent level of our working tools. Our recent vehicles and our modern facilities

loading room at room temperature. We do not cut corners on the way to progress: we are currently looking for a more efficient solution to improve the control of the temperature of the goods in real time during their transport.

Ultimately, a new system for monitoring the temperatures of our vehicles will simplify the processing,

“Food safety is everyone's business: Site Managers, staff, processors and platform drivers.”

help to guarantee the cold chain. In 2018, we experimented with air curtains on platform doors in Chilly-Mazarin and we have since deployed them on several sites. This technology limits the loss of cold generated when opening the doors that separate the logistics platform from the

storage and control of information by the teams. The challenge is to maintain a high level of quality over time. For this, we rely on our quality referents who are at the heart of our continuous improvement initiative.



### **What is the role of quality referents? Is it set to grow?**

The quality referents are responsible for rolling out the operational quality initiative to managers, operators and drivers. All have been trained in HACCP - a method which makes it possible to identify, assess and control significant hazards (biological, chemical and physical) with regard to food safety - as well as in the quality initiative by Delanchy which relies on everyone's involvement.

The quality department works on a daily basis with the quality referents to optimise best practices and procedures, to think about ways of improvement. We organised a 2-day seminar for quality referents in March 2022 to discuss these topics: several actions were identified, for example the need to implement a desensitization campaign for checks in

collection of goods. We have also chosen to review all the hygiene and quality training modules to continuously disseminate good hygiene practices (GHP). To help the quality referents in their mission, we are planning a progressive training programme over the next 3 years.

Thus, in 2023 all will be trained in cross-functional quality management, then in 2024 in quality tools and internal audit. The development of their skills is a major tool for establishing the quality culture at all levels of the company. This establishment has to involve the field and proximity to the teams. We must also take into account the companies that have joined the DELANCHY Group. Recent acquisitions allowed us to position ourselves on the frozen food market, a diversification that should be considered in terms of food safety.

### **What is your Food Defense track record?**

The concept of Food Defense refers to the prevention of malicious acts. To counter this risk, each site must assess its level of security based on a grid. Intrusion tests will be launched from 2023. At the same time, the DELANCHY Group has had access control and video surveillance systems for several years. But the most effective camera remains the eye of the operators! We plan to increase the awareness of all staff of the risk of intrusion. We must remain very vigilant in this area because nothing is ever certain.

# “The DELANCHY Group is aware that it is making progress thanks to the richness of its teams”

Interview with Emmanuel Violle, Human Resources Manager of the DELANCHY Group.

## What is the human development plan proposed by the DELANCHY Group?

Our primary mission is to open horizons for employees in terms of professional development, particularly for people who enter low-skilled positions. The development of professional skills calls for a logical and organised path. As part of initial training, employees can take advantage of their first professional experience while benefiting from concrete support from the group: this is to enable them to take on responsibilities in the years that follow their entry into the business. Proposing a human development plan means trying to appear attractive in terms of recruitment, while remaining attentive to changes in the very conception of work. We have difficulty finding drivers or hiring employees for less qualified positions. The development of human capital is also expressed by the evolution of remuneration and special attention to working conditions. We promote the construction and organisation of new, more user-friendly premises by providing spaces dedicated to rest, catering, exchanges between

employees: the basics of team cohesion! The preservation of the health and safety of the teams is fundamental because the working conditions can sometimes be wearisome. I cannot say that we have achieved an optimised result, but we are trying to do better! The DELANCHY Group is aware that it is making progress thanks to the wealth of its teams and the development prospects offered to them.

The frequency of accidents is now too high. To make safety culture a reflex to acquire and then establish in our daily lives, we intend to create a real QHSE Department. Road accidents are not frequent but are potentially serious; handling operation logistics, they raise the question of hardship and the associated fatigue. Repeated lifting of packages can increase the risk of injury or even occupational disease, hence the need

“The development of internal mobility is an area that greatly requires improvement.”

## What is your roadmap?

In the short term, we are developing tools to promote the recruitment and integration of our employees. We make newcomers aware of the specifics of their work environment. We are also looking to simplify the recruitment/incorporation process for agencies. In the medium term, we must act on risk prevention. This induces a real cultural revolution.

to deal with these risks as early as possible. Our operating methods for integrating this requirement can be questioned if not interrogated. Experimenting with new technology or other ways of working for prevention purposes does not necessarily delay operation. On the contrary, it is a tool for improvement. A person on long-term leave is an employee who must be replaced or he causes additional





pressure on his colleagues whose work loses quality and attention in the rush.

In the long term, we must initiate a reflection on the evolution of our professions. Dematerialisation directly affects Data Entry Operators. Robots could perform the work of platform attendants. Driverless trucks are also definitely a possible scenario. We try to reflect on these issues over a ten-year period. For the moment, all this is theoretical, but we must anticipate. Joseph Delanchy had understood the importance of technological support to move the company forward in the early stages.

**What are the areas that need to be improved?**

We need to focus on the professionalization of the HR function. We have HR referents in all the agencies but not necessarily HR Managers, i.e. people with qualifications in terms of HR management. Eventually, all agencies with more than 100 employees must have an HR Manager. We encourage agencies to establish local relationships with schools specialising in transport, logistics or management in order to promote recruitment through work-study programs. Developing internal mobility is another area for improvement. More and more employees are expressing the wish to change the

region. The territorial network of the DELANCHY Group is therefore a strength that must be taken advantage of. We offer the employee the opportunity to go to an agency to understand the conditions for exercising their job, assessing the geographical environment and meeting the reception team. We also plan to work on taking disability into account. To date, there are no real positions taken at group level. However, great actions have been put in place, such as the adaptation of a truck for a driver with a foot amputation. In any case, our desire to progress on these various issues remains as strong as ever!

# Deployment of muscular awakening in Guilberville

The implementation of warm-ups at the level of the Frigo Transports 50 agency in Guilberville was made possible thanks to the consultation and training actions that brought together the quality and hygiene department of the head office, the management of Frigo Transports 50 and the staff agency platform. A meeting was held with these players who bring the DELANCHY Group's health and safety policy to life.

## **A project to bring together common wishes**

The management of the Frigo Transports 50 Agency wanted to set up warm-ups before employees take up their positions. "We shared this idea of experimentation with Isabelle Roussel, which proved to be very favourable in launching the project", explains Frédéric Geay, the Manager of Frigo Transports 50. At the same time, Christopher Thebault, platform processor at Frigo Transports, wishing to anticipate the onset of pain related to carrying heavy loads, submitted the idea of the deployment of muscular awakening to the management. They were in agreement! This shared desire of the teams to improve working conditions made it possible to start the experiment in September 2021.

## **From the idea to its realisation**

Isabelle Roussel called on the Goal-map Company to organise the experiment. The collaboration with this external organisation, which supports its customers in the implementation of appropriate solutions to help them take care of the health of their employees, begins with a TMS audit. Several days of training and of raising awareness follow. Benoit Loffel and Christopher Thebault, two platform staff who volunteered, become internal referents for warm-ups. Days of raising muscular awakening awareness and MSD prevention are organised for supervisors and order pickers. The initiative is then enriched with feedback from the teams who express the wish to add a sound dimension to the warm-ups.

"The music helped to create a craze for this experiment. It gives the starting signal for muscular awakening and creates an atmosphere different from that of work. People are more focused," says Benoit Loffel. According to the two internal referents for muscle awakening, the fact of shifting the start of work for the teams to 8:45 a.m. rather than 9 a.m. greatly contributed to the success of this experiment. This measure was presented by Frederic Geay and Gina Thireau, Management Assistant, to the Social and Economic Committee. "When we started at 9 a.m., the employees tended to think that the warm-ups would make them late. After consultation with the CSE and the employees, the management of Frigo Transports 50 changed the working hours by a quarter hour in



“Muscle awakening is like a moment of relaxation and of exchange before the start of the working day.”

the morning and a quarter hour in the evening. We are proud to display a rate of 100 per cent rate of participation!” says Christopher Thebault.

#### **Measure the impact of the experiment**

The beneficial effects linked to this experiment, which were put into place in the spring of 2022, can

already be seen. The dynamic team has been increased. “Muscular awakening is like a moment of relaxation and discussion before the start of the working day. Everyone is present and discusses while warming up. It’s always better to start the day warm!” says Christophe Thebault. “Some colleagues have informed us of a decrease in their pain in their upper limbs (back, shoulders and

arms)”, explains Benoit Loffel. “At this stage, progress cannot yet be measured via Health & Safety indicators. We plan to make a link with them in a year.” says the quality referent. Since the Frigo Transports 50 Agency always aims at helping employees in their daily tasks, it has launched a project for the partial mechanisation of the Metro platform (first quarter of 2023), jointly chosen with the health and safety committee of the DELANCHY Group. Mechanisation will make it possible to avoid several operations hundreds of times a day outside the comfort zone in terms of TMSs.

# Increase the professionalization of the HR function

The DELANCHY Group aims in the medium and long term to professionalize the HR function by setting up an HR Manager in any entity with more than 100 employees. Specifically trained employees fully endorse this new mission.

A meeting with Sabine Serinet who obtained an HR master's degree through the validation of acquired experience (VAE).



► Sabine Serinet  
RH official at Delanchy Prestations  
de Services 91

## Let your certification match your level of responsibility

Sabine Serinet joined the HR Department of the head office of BSA International in 1999. When this entity was bought out by the DELANCHY Group in 2006 (the split between the two agencies took place in July 2008), she decided to join the Delanchy Prestations de Services 91 Agency in January 2011 as HR Manager. A graduate of a professional degree in accounting and a BTS Bilingual Management Assistant, she expresses the wish to highlight her fifteen years spent in the HR field during an interview with Emmanuel Violle, the Human Resources Manager of the DELANCHY Group. "He listened to me carefully and welcomed my

request," she says. Sabine Serinet then embarked on a VAE course in 2015 with the fierce desire to obtain a master's degree in HR.

## The stages of a VAE course

*"I presented a file collecting all my past experiences since my arrival at BSA International to a jury in order to prove to them that I had the same level as the students engaged in this course. I was lucky enough to benefit from the strong support of my Branch Manager, who took care of the proofreading and correcting my VAE file. The DELANCHY Group management supported my desire for training and advancement. In addition to the composition of the file, I studied two training modules*



*on two aspects that I had not tackled until then within the framework of the professional sphere. These were the PMES (Provisional Management of Employment and Skills) and the remuneration policy. I was able to attend these training sessions while continuing to perform my job,” explains Sabine Serinet.*

#### **From validation of acquired experience to feedback**

If the VAE process was tedious and integrating lower classes was not easy, Sabine Serinet does not regret her efforts for a moment. *“We can achieve anything if we devote ourselves to the means. Those who wish to embark on the VAE course should not hesitate any longer! You have to set out on the adventure! Achieving your professional goals generates real satisfaction and allows you to quickly forget the difficulty of the process with which you can be confronted!”*, she emphasizes. Since July 2022, she has been the HR

**“I was fortunate to benefit from strong support from my Branch Manager who took care of the proofreading correcting my VAE file”**

Manager for two agencies: Delanchy Prestations de Services 91 in Chilly Mazarin and Delanchy Prestations de Services 91 on the Rungis site.

#### **Stimulate the development of the company's human resources**

*“Today, all HR referents do not necessarily have knowledge of the job, while at the same time employees require more and more details. You have to put the right people in the right place with the right skills. If they do not have the HR knowledge but they desire to carry out this function, the DELANCHY Group can support their skills*

*development”*, says Sabine Serinet. The context of the company's growth reinforces the need for organisation and qualification of the HR function. Thus the development of human resources at company level goes hand in hand with the professionalization of the HR function.



**Many people  
have mobilised to  
produce this CSR report.  
This mobilisation  
testifies to the  
commitment  
of the group, but also  
interest in the issue  
by an increasing number  
of collaborators and  
of stakeholders:**

CHARREYRON Michel (SID)  
COCOR Ionel  
DELANCHY Brigitte  
DELANCHY Frédéric  
GEAY Frédéric  
GRANDIN Pascal  
GUERVENO Johann  
GUILLEMET Sophie  
HIVERT Guillaume  
LE BLON Hubert  
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LOFFEL Benoît  
MUET Nicolas  
PECQUEUX Sébastien  
PERROCHEAU Valentin  
RENAUD Benoît  
RENAULT Yannig  
ROUSSEL Isabelle  
SERINET Sabine  
THEBAULT Christopher  
TRAVERS Rose-Marie  
TUAL Aurélie  
VIOLLE Emmanuel

**We also say thank  
you to our Branch  
Managers, to our  
collaborators (women,  
men and companies!)  
and to all those who  
have joined  
us this year**

# THANK YOU!





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