

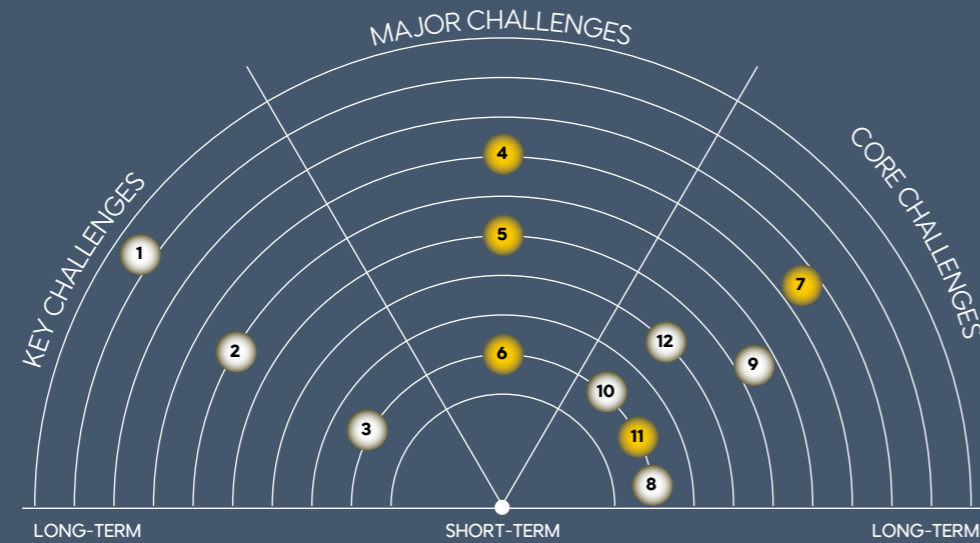


CSR Report

Extra-financial
Performance
2023



WHAT WE LEARNT IN 2023



- 1 Geographical impact
 - 2 Equal opportunities
 - 3 Risk of pollution
 - 4 Protecting our water
 - 5 Skills & training
 - 6 Wellness at work
 - 7 Quality of social relations
 - 8 Food safety
 - 9 Staff health and safety
 - 10 Road safety
 - 11 Carbon footprint
 - 12 Faithful practices
-
- Level of excellence to be maintained
 - Significant progress to be confirmed
 - Significant progress to be made

The cartography illustrates the framework of application of the company's CSR strategy: it clearly identifies the priority challenges over the short- and long-term. This cartography identifies environmental, social and societal challenges of which the impact is deemed as significant over the company's ability to achieve its responsible performance targets. The GRI (Global Reporting Initiative) reporting principles inspired this work and were used as a basis for our reporting strategy.

One principle in particular - that of pertinence -, was the subject of a great deal of focus by the Management Board to ensure that the report properly highlights those aspects which best reflect the substantial economic, environmental and social impacts affecting the organisation. This work formed the structure of this report allowing us to prioritise certain indicators based around four core challenges: carbon footprint, food safety, road safety and human development. Finally, this report makes reference to the Sustainable Development Goals for which the corresponding goal can be found in the form of an icon in the overall presentation of challenges on p. 38.



CSR is a progress-based strategy based on a profoundly human-centred dynamic. Our report conveys the ethos of our company in being pragmatic, simple and direct.

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In 2023, Imprimerie Solidaire published a book to celebrate the 55th anniversary of DELANCHY Group, telling the story of some of the major turning points in the history of the company, and paying tribute to our founder, Joseph Delancy, as well as introducing the wider family making up our group.

Proud to be committed by your side...

We are offset drivers, cutters, production workers, logistics directors, accountants, site technicians, designers, sales reps but, first and foremost, we are all proud to be partners of DELANCHY Group, a committed family firm working in our region for many years.

Here in the heart of Martigny-sur-Mayenne, we promote the integration of disabled employees, using the economic model of a classic company in a highly competitive market space.

With over 60 employees, 80% of whom are disabled, Imprimerie Solidaire is a leader in the social and solidarity economy.

We propose lasting and stable jobs, as well as a fully adapted working environment and conditions.

We were amongst the first to make a commitment towards the protection and upkeep of our forests by using PEFC, FSC® and Imprim'Vert certified control chains.

We would like to thank DELANCHY Group for the trust placed in us and we are proud to share in the same values.

The entire team at Imprimerie Solidaire



Brigitte
Delanchy

What we have learnt...

In July 2017, we made a firm CSR commitment.

Fully aware of the stakes in terms of our responsibility, our intention was to make clear progress in all areas whether social, environmental or societal.

This decision had a solid influence on the company as a whole.

Considerable investment was made to modernise our fleet of vehicles, several energy alternatives were tried and tested, and we developed a concept for an ideal platform, changing our working methods, our client culture was bolstered, and our teams fully committed.

And we learnt some valuable lessons!

We learnt that resistance to change was primarily a human instinct.

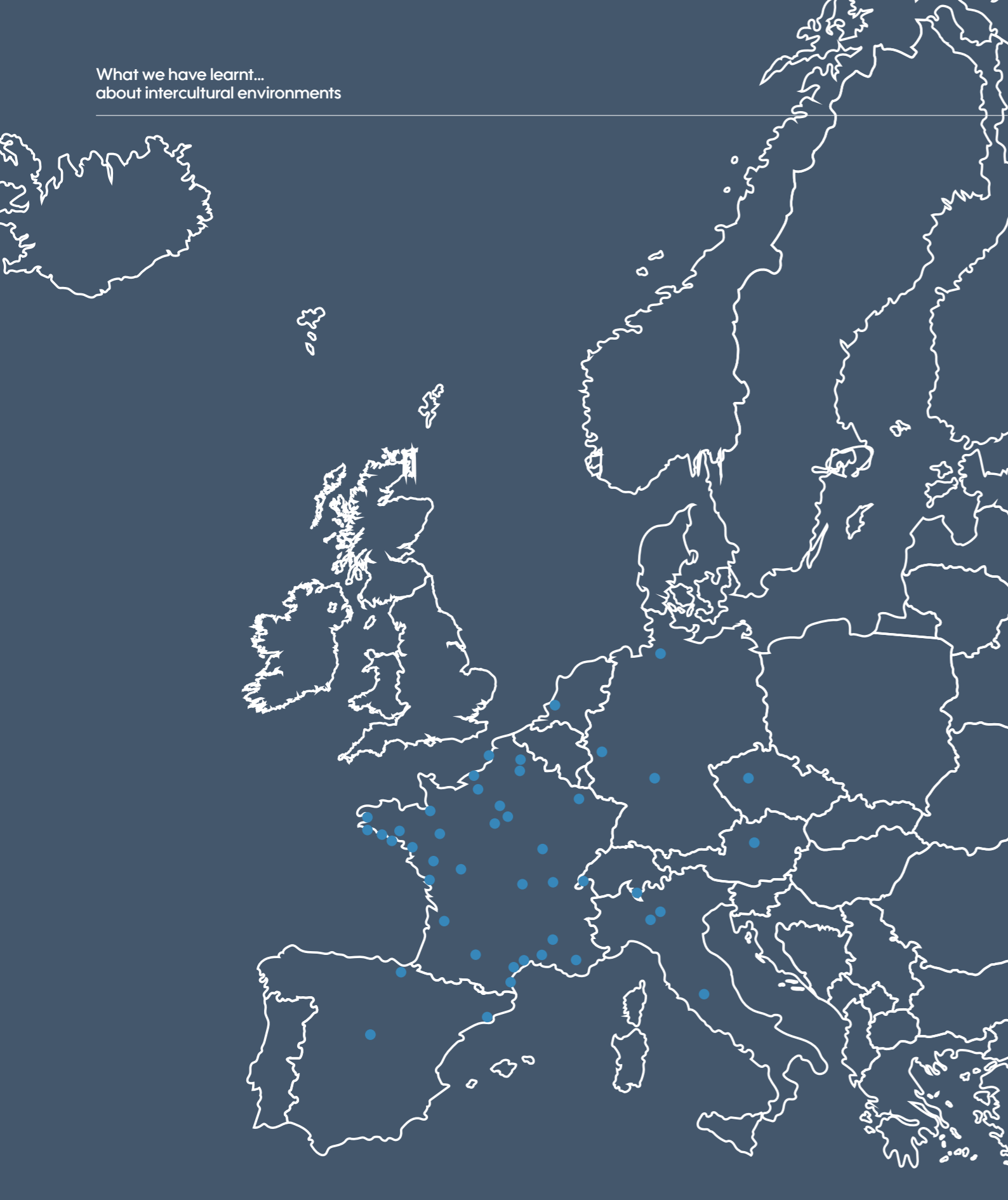
We learnt that solidarity within the sector, with our economic environment and with the local authorities were fundamental factors to make significant progress.

We also learnt that in order to revolutionise our industry, we had to stray off the beaten track, and above all develop a unique way of thinking.

We learnt that we had to continuously ask questions about our profession and keep on learning.

Learning about ourselves, our ecosystem, our clients, science and society and this is why we made the decision to place our CSR strategy under the banner of progress and knowledge.

It is this idea of constant development of our reporting methodology which will, henceforth, be developed around continuous learning which we will now share each year with all stakeholders.



A CLOSER LOOK AT OUR EUROPEAN FACES

This year, let's take a closer look at some of our European faces. The group has crossed the French borders to first and foremost support clients abroad, before then conquering new market share. Created from scratch, such as Frigo Transports Italia or Frigo Transports España, or set up thanks to holdings in historical local family firms, such as Kotra in the Netherlands and Indo in Spain, our group branches are all involved in the same, unique project. Whilst the geographical location and language may differ, the cultural foundations of the group is in total harmony. Social awareness and efforts made towards innovation and energy transition are noticeable across the board.

Jay Rijnhout / Kotra, the Netherlands

Jay first joined Kotra in 2019, first as a seasonal employee. He had only just turned 16! He undertook some small jobs within the De Koijer Transport warehouse in Yerseke, in the Netherlands, primarily during holidays and weekends alongside attending school. Studying logistics, a domain which he knew well since his family works in the sector, he finally preferred working in the field rather than studying and joined Kotra full-time in 2022. As Team Lead in the warehouse responsible for transportation and shipping to Belgium, he is responsible for loading inventories and departure scheduling. He oversees the distribution of tasks and proper order preparation. Additionally, after checking compliance, he signals to the driver that all is ready for departure. "We train a solid team and work with a great team spirit. When there is a problem, we strive to find a solution and mostly resolve this as a team. If we can't, we examine the situation with the scheduling team", Jay explains.

"At Kotra, it's a family-feel. We all feel included and appreciated. We aren't just another number! With the arrival of DELANCHY, things haven't changed. It is a company that is similar to ours. In the areas of innovation and environment, I think we make a lot of effort. We are currently driving a pilot experience with trailers fitted out with solar panels", he continues.

Jay is currently sitting his HGV licence, so as to offer a range of different skills. Even though he wants to primarily focus on working in the warehouse, he also plans to drive a lorry during the summer to change things.



"At Kotra, we all feel included and appreciated. DELANCHY is a company that is similar to ours."



“I’d describe the culture as extremely social. Between DELANCHY and us, cooperation and solidarity are the watchwords.”

Johnny Tolhoek
/ Kotra, the Netherlands

Johnny Tolhoek has worked as a driver for over 15 years. It was a colleague, who he was destined to meet on the road, who encouraged him to join Kotra. For 3 years now, Johnny has been on the route serving Paris, a destination which he cherishes. His working day kicks off after lunch at 1pm, when the dual-trailer lorry is loaded up. After collecting the shipping documents, and then confirming the delivery addresses, he enjoys a quick coffee and then hits the road. He arrives in the French capital in the early evening, and begins his rounds which last for approximately 3 hours. He then drops off the trailer at the north of Paris before spending the night in Rungis. The following day, he unloads his frozen produce from the trailer before then reconfiguring his lorry and returning to the Netherlands. “Communication with the scheduling team is extremely fluid, as well as with supervisors and Erik de Koeijer himself. The working environment is very good. I would describe the culture as extremely social. Here there is always someone willing to listen and offer comfort when you have any problems or difficulties”, says Johnny, who also likes not just being a number - namely number 12!

“I can now wash my lorry at DELANCHY in Rungis, without having to ask. It makes cooperation concrete and gives a real feeling of solidarity”, he adds. He is also very aware of the environmental concerns within the company: “At Kotra, we all drive with Euro 6 lorries. The fleet also has 10 lorries fitted out with solar panels on the roof. There is currently a trial ongoing with a trailer which operates with an electrical refrigeration engine. Personally, I try to drive as economically and efficiently as possible, which helps reduce the impact of my journeys on the environment”.



Sara Sperandio and Viviana Renelli
/ Frigo Transports Italia Roma, Italy

Sara first joined Frigo Transports Italia Roma in September 2007, some 2 years after the platform first opened not far from the national market in the city. Viviana joined the team in May 2016. Both occupied their first position in after-sales service. Sara then moved on to billing before becoming administrative director, a post which she has now held for a year. Following in the footsteps of Sara, Viviana took over billing. She then checks all electronic data entered, updates third-party files and tariffs, ensures the company has all necessary information to tax daily positions and publishes invoices at the end of each month. Sara now checks the payments and payment receipts, marks invoices as received and issued as well as dealing with payslips. They both contribute to “smooth operation” of the profit centre the furthest from the head office, which through serving central and southern Italy, has a wide remit. Its team - comprising 25 people - is one of the smallest, however. Given the large variations in terms of weekly volumes to be shipped and the large geographical area covered throughout the year, the Italian branches outsource their deliveries and do not own any fleets.

Organisation is the same as elsewhere: Frigo Transports Italia Roma has its own director and operating manager, assisted by various department directors as previously mentioned. The “historical” team members are still present. They have been joined by new recruits as business activities have grown, primarily focusing on distribution.

“Here we feel real respect for people, quite a rare level of sensitivity for employees, as well as real involvement in the project by everyone. I have never experienced that before. I used to feel I was just a number!”, explains Viviana. “Frigo Transports Italia Roma works horizontally, where solidarity and conviviality are key. We all feel like we are working at the same level”, Sara continues. Both have expressed their pride at belonging to a group “which places people at the core of its project, supporting technical innovation and working towards the ecological transition in its sector”. They believe that DELANCHY combines a reassuring family ethos, which leads to a good working environment, with a strong foundation fuelled by its scale and history. They clearly recognise the attention placed by management, as early as recruitment, on the importance of team spirit and interacting with applicants beyond the technical skills required for the job. “All of these factors combined lead us to feeling a great level of responsibility towards our post, our clients and our colleagues”.

“At DELANCHY people are at the core of the project.”



Indo, the Spanish face of DELANCHY Group

In 2023, Transports Indo joined DELANCHY, who set up in Spain on the Atlantic Coast. The Spanish family firm kept its bases at Orio and Ondarroa, from where it had been operating since 1945. With 60 employees, it primarily operates in the Iberian Peninsula (Spain and Portugal), from where it delivers to markets and large supermarkets. A large part of its customer base comprises small clients. The company also undertakes grouped deliveries to France by the intermediary of DELANCHY and large loads to Brittany. It collects fish from all of the ports in the Basque Country and received merchandise from France, the Netherlands, Denmark, Norway, Greece, Scotland, Ireland and England.



SAFETY OFFICER: A SEMINAR TO GET TO KNOW EACH OTHER AND MOVE FORWARD

The end of 2023 offered up a chance to bring together the various safety officers in the group during a friendly seminar aimed at reflecting on a key challenge within DELANCHY: how to constantly guarantee improved safety for people, goods and premises.



Collective intelligence

On Tuesday 28 November 2023, the DELANCHY Group Safety Commission brought together all safety officers from Paris branches in a seminar event. Focused, but also clearly delighted to be involved in this group working session, they shared their thoughts and difficulties before discussing issues which they had encountered during their work such as fire safety, prevention of work-related accidents, risk management on client premises, protection against intrusions and malicious acts, etc. Broken up into working groups, they sought to identify initiatives that could be implemented across each site to improve the safety of people, goods and buildings. They sought solutions to train new recruits in the primary risks, to improve communication regarding safety matters, build better shared analytical tools for work-related accidents, etc. Overall, around twenty initiatives were selected.

Together, it's better!

This seminar was a first for these employees who, through their respective roles, are often somewhat isolated within their branches.

"Bringing them together as one was important as, since the Covid-19 pandemic, the dynamic has stalled somewhat", stated Pascal Grandin, Group Director of Safety and Regulations. The main aim, therefore, was to make sure everyone could meet, discuss and cooperate. *"In future, if anyone has a particular problem, we would like them to be able to pick up the phone and call another colleague for help",* continued Pascal Grandin. *"Sharing good practice and experience: this is what we are trying to implement."*

This seminar was also a chance to explain how the post of safety officer was set to change, and how to improve implementation of all protocols and regulatory obligations which they must supervise - fire audits, supervision of work-related accidents, etc.

"A range of tools have been created to streamline safety including auditing checklists, dashboards, etc.", continued Alexis Lepage, Director of Safety.

Every quarter, a risk review will deal with a particular issue. These tools have been provided to each branch on a brand-new shared platform.

Safety officer: certified training

But exactly who are these safety officers and what is their role precisely? We should point out that this post has been mandatory since 2012, with each company having a "person appointed to the position of safety manager". Pascal Grandin, who first joined DELANCHY in 2014, held this post for a short time before quickly realising that it was not enough. In 2018, it was decided to train a safety officer for each branch specifically. A decision which, at first sight, appears simple, but was far from easy to implement: applicants had to follow a full training programme for all aspects regarding safety, which required a high-level of personal commitment.

Within the group, the profile of safety officers is very diverse. Whilst some were recruited directly following a special health, safety, quality and environmental training programme, the vast majority already worked for the group in a variety of posts with some being drivers, others working in HR, and others in operations. They found that the primary difficulty was to manage to clear enough time to complete their new safety obligations.

They all have to guarantee the safety of infrastructure, buildings and machines to avoid damage and theft. They are of course in charge of everything to do with road safety and may have meetings with drivers who has committed a driving offence or who, a little too frequently, breaks the speed limit or is involved in small accidents. They also take action to prevent any verbal violence, incivility and harassment.

Safety: a key priority for the group

Before attending the seminar, the safety officers answered a questionnaire regarding branch safety inventories. Many of them claimed that they did not have enough time, and some also said there was a lack of recognition and training to properly perform their role. The seminar organised in the Autumn did not resolve all of these difficulties, but it did allow them to see they were not alone and that safety, in all of its facets, is taken extremely seriously by the group. Will the seminar be repeated again next year? *"In future, it is likely we will organise regional meetings",* stated Pascal Grandin. *"In any case, regardless of how things are run we are very keen to nurture this cohesion and team spirit."*

■ "This seminar was a first for these employees who, due to their post, are often extremely isolated within the branch where they work."

■ "The vast majority of safety officers already worked for the group in a variety of posts with some being drivers, others working in HR, and others in operations".

TESTING CAMPAIGN: FIGHTING AGAINST ADDICTION

Since September 2023, a testing campaign has been led within the group to both inform and raise awareness of employees as to the risks of taking alcohol and drugs at work.

“We want everyone to know that these are practices which we will not tolerate.”

Preventive testing

During summer 2023, two drivers working for the group were involved in fatal road-traffic accidents. And as an aggravating factor, one of the drivers had taken drugs. This was a massive shock for us at DELANCHY Group, especially due to the liability incurred. So how can we avoid this sort of tragedy from happening again in future? How can we ensure that our employees do not, either regularly or on a one-off basis, get behind the wheel of their lorry after drinking alcohol, or that their attention, behaviour and reflexes are not affected after taking drugs? *“Addiction is a major issue, very difficult for a company to properly apprehend, and often helpless when implementing the right solutions”*, states Aurélie Tual, Deputy Director of Human Resources.

Whilst awareness-raising initiatives are regularly led within the group and preventive testing sessions take place on a frequent basis, DELANCHY managers and the safety commission decided to launch a large-scale testing campaign in September 2023 over the course of several months and extending to all of our sites. From the start of the Autumn, a dedicated team began to visit all of our branches (transportation and logistics) to offer information and carry out testing.

Discuss, raise awareness and reassure

“The purpose of testing is above all educational”, explains Aurélie Tual. *“This is, first and foremost, a chance to chat with employees about the dangers of alcohol and drugs.”* The campaign was met with a largely positive response as the majority of employees believed it was important to deal with this subject with more seriousness. *“The aim was also to offer reassurance”*, states Pascal Grandin, Group Director of Safety Regulations.

The testing team spent time explaining how the tests would work, the rights and responsibilities of employees regarding testing, as well as the consequences in the event of a positive test.

“Fighting against addiction also involves proper communication”, continues Aurélie Tual.

A controlled campaign

In France, drug and alcohol testing is governed by certain legal obligations to protect employees. Consequently, it is essential for the company to clearly indicate in its rules and regulations the list of positions which may lead to a test - at DELANCHY, drivers of vehicles and lorries are, of course, concerned by testing.

So as everything can be done legally and with as much transparency as possible, employees and the Work's Council in each branch were notified in advance of the testing date and it was asked that safety officers ensure each individual read and signed the company rules and regulations.

“Employees appreciated being notified in advance”, indicated Sylvain Victorin Savin, Group Deputy Director of Safety Regulations and active member of the testing team, who indicated that for this initial session, those who wanted could refuse to be tested.

The team also used this opportunity to train directors so they could work independently in future. *“We felt that some of them really felt strongly about the subject and it was important”*, stated Pascal Grandin.

So what happens next?

In future, random testing across the group may be undertaken without any prior warning. For instance, the director may decide to test every employee who clocks on a 9am, or those whose surname begins with a letter in the first half of the alphabet - random criteria which help avoid any discrimination in testing.

Of course, if an employee should show any clear signs of having taken drugs or alcohol, the director can request an individual test, in the presence of an independent witness. If the test is positive, the individual will have to leave his/her post and return home; occupational health will then take over. In all instances, any person testing positive can ask for a second test payable by the employer.

In June 2024, all group branches were visited by the testing team. *“We want everyone to know that these are practices which we will not tolerate”*, continued Pascal Grandin. *“Lives are at stake, namely drivers, but also their colleagues and other road users.”*

“This testing is a chance to chat with employees about the risks of drugs and alcohol.”

“Fighting against addiction also involves proper communication.”



RESPONSIBLE DRIVING: IN-FIELD EXPERTS

In 2023, the group decided to outsource training in responsible driving to help expand the outreach.

Thanks to this new approach, the overall performance of the initiative is favoured over the performance of the indicator: training hours offered by new experts, uncertified operators, will not be included.

A perfect illustration of the “unique” progress made by our company.

Whilst two of the certified trainers at DELANCHY group, working at the head office site, are coming close to retirement age, the group has decided to ask questions about its methodology. The progress curve, after having shown some solid progress, has been stagnating a little for around three years. This is a rather troubling situation as responsible driving remains, due to the sheer volume of journeys made, an essential lever to help calculate the group's carbon footprint.

To once more make progress, the group has decided to “level up” on this subject in the field and pass on responsibility to site directors. In spring 2023, responsible driving was entered onto the driver skills descriptor forms and experts were appointed in branches. Depending on the level of performance recorded, directors set out targets and a remit for support which would allow drivers to have greater control over the amount of fuel they use and, automatically, reduce their environmental impact.

The new responsible driving experts, who may also be responsible for quality assurance and safety, are often drivers themselves meaning that the selection criterion is competent, credible and instructive. Whilst the new training experts do not dedicate themselves to this activity on a full-time basis, they each support between 20 to 80 employees, compared to 1,000 for the two “statutory experts” who worked full-time in this post under the old working method. The new training experts have been carefully trained by those who occupied this post full-time. In Guidel, for example, Olivier Delaunay, short-distance driver already responsible for safety, will take on this new role. Both the training content and training tool - the computer onboard lorries - remain unaltered. However, this proximity may lead to much better results, more quickly.

“The data registration system is both complete and precise, which allows for much easier access to areas for improvement”, explains Julien Pelleter, Director of Bretagne Transports 56. It is then on the basis of a detailed analysis that drivers can have one-on-one meetings with experts to get tailored instructions and tips. “The subject has actually become very popular and even led to some competition between drivers within the same branch whose scores are displayed each month. At Guidel, they've even taken it on themselves to go

and ask Olivier how they can improve”, confirms Julien Pelleter. It is worth noting that over short-distances, where particular operations are increased (stoppages, acceleration, braking, re-acceleration, etc.), improvements are more difficult to achieve than over long-distances where the majority of trips take place on motorways.

The new model has already begun to yield results. “It is no longer enough to adopt the right reflexes, you need to be consistent over the long-term. Regular supervision of drivers is the key to success. We carry out a lot more training than we actually report, but the progress is clear. That is what counts”, says Yannig Renault, Group Technical Director. Julien Pelleter has shown the effectiveness, backed up by figures, of this new “local-based” approach: the average score achieved by drivers in his branch (around sixty in total) increased from 8.6/10 to 8.9/10 between the first and second half of 2023, which corresponds to fuel savings of 0.7 l/100. And since October, they have even gone beyond 9/10. Enough for them to claim top spot in the traditional annual league table of group sites.

Responsible driving remains, due to the sheer volume of journeys made, an essential lever to help calculate the group's carbon footprint.”



PLANNED MECHANISATION PROJECT AT FRIGO TRANSPORTS 50

Helping fight against strenuous and difficult working conditions is a key challenge for all logistics operators, and DELANCHY Group is no exception to the rule. Amongst the considerable investment in this area, the pallet offloading tool which was launched in May 2023 at the Frigo Transports 50 warehouse shows the importance of involvement of our teams in the performance level of our infrastructure.



Getting ahead of difficult working conditions

The Frigo Transports 50 branch contacted occupational health in 2022 to resolve a difficulty regarding strenuous working conditions on the loading docks (the warehouse site where packages are handled). Operators were receiving packages of salmon and their handling forced them to have to lift weights in excess of 20 kilograms over 2 metres high. *“We calculated that over the course of a half-day, operators were moving 3 kilometres with 20 kilos in their arms!”* explains Frédéric Geay. *“It is proven that handling heavy loads at heights presents a clear risk of developing musculoskeletal disorders. As our shipper could not reduce the height of the boxes stored on the pallets, we decided to seek a solution at our level.”*

Still with a view to seeking a rapid solution to this situation which it considered to be abnormal, Frigo Transports 50 met with AB Process Ingénierie, a specialist in improving logistical processes. *“We were instantly on the same wavelength and found a solution in record time. Along with AB Process, we favoured a pragmatic approach and identified that the installation of a pallet removal platform would allow packages to be stored at waist height to then be offloaded by considerably reducing the physical effort required. However, we needed the support of docking staff, which was far from easy at the outset! Fortunately, we had the help of Alexis Lepage.”*

Nurturing dialogue

It may appear strange at first sight that operators did not immediately buy in to a solution aimed at reducing their strenuous and difficult working conditions. However, in addition to the fact that people are naturally hesitant to change, seeking improved performance is also a shared concern across all levels of the company. *“Employees feared that the new equipment would disturb their organisation and take up too much space”,* claims Alexis Lepage, Safety Director at the DELANCHY Quality Assurance Division.

“Given my initial training in ergonomics, I was certain that the solution proposed was the right fit, but we needed operators to accept otherwise it wouldn't have gotten off the ground. I found the challenge to be stimulating and even used it as a subject for my academic dissertation!”

Alexis Lepage, therefore, began by spending a week on the unloading dock alongside operators to properly understand the various facets of organisation and to analyse the flows of goods. An initial installation plan was then developed alongside the teams to benefit from employee expertise. Fifteen people, in groups of five, took place in workshops to share opinions and make their own proposals. A simulated installation was then carried out at real-life scale on the dock - using empty pallets - to be able to compare the design with reality. *“By getting everyone involved around the table, we managed to find the best solution”,* explains Alexis Lepage. *“In the end, we decided to launch the first day of use of the machine on a Friday which is the day of the week with the least amount of pressure as volumes are low, almost half that of a normal day. It was essential for teams to be able to work unhindered, and have time to get used to things, as well as making any last adjustments! And thanks to the work we had undertaken upstream, everything went really well.”*

“Today, the new tool allows for half an hour of time saving for an equivalent volume of packages handled”, continued Frédéric Geay. *“We have improved our performance whilst reducing strenuous and difficult working conditions, which was our primary goal; but, we have also increased the quality of dialogue between teams and that is a knock-on advantage!”*

“We have improved the quality of dialogue.”

“We have improved our performance whilst reducing strenuous and difficult working conditions.”



DAY OF CELEBRATION: OUR GENERATION OF PASSIONATE EXPERTS HAVE THEIR SAY!

Whilst for many years, the press, management coaches, human resource manuals and marketing experts have been talking about a generation of switchers created following the third industrial revolution, focused on digital tools, DELANCHY Group has decided to shed light on celebrating loyal service!



A day marked by conviviality

Once a year since 2019, the group organises a day of celebration for all employees who have 20, 30 or 40 years of service with the company, as well as those taking retirement. During a special day, marked by conviviality and good humour - celebrated on a boat in 2019, at Étioilles in the Paris region for an escape game and artistic activity day in 2023 -, we pay tribute to those who have helped forge the history of our group thanks to their unstinting commitment and loyalty.

Far from being an arrange exercise, these "Celebration" Days allow us to measure the enthusiasm and experience of the employees receiving awards.

Catching up on the "Covid years"

As a particularity of the 2023 event, we not only brought together employees of the year, but also those who would normally have been celebrated during the "Covid years", in 2020, 2021 and 2022. A further catch-up session will also be organised soon, with all those unable to attend being invited this time.

"The Celebration Day is a much-loved event", states Aurélie Tual, Deputy Director of Human Resources. "For all those employees who retired in 2020 and 2021 during the subsequent lockdown periods, who could not celebrate their retirement as is to be expected, who could not shake hands, returning and seeing former colleagues again is important."

Loyalty is a precious value

At a time when people's careers are increasingly split up between jobs, where the number of years spent in a single company can be counted on the fingers of one hand, DELANCHY Celebration Days pay tribute to a rare and precious value, more than ever topical: namely, loyalty. *"Experience is essential, and passing it on to others just as much":* this was the message so joyously passed on at Étioilles in November.

"We pay tribute to those who help forge the history of our group through their unstinting commitment and loyalty."

"Experience is essential, passing it on to others, just as much."

What we have learnt...
about technological innovation



AUTODOCK, A BRAND-NEW DOCK LEVELLER FOR BETTER PLATFORM INSULATION

The order preparation platform at Ladoix-Serrigny, close to Beaune, will begin operating in early 2025. One of the new features which it will implement is the Autodock system.

Located outside the building, this dock leveller not only offers improved safety conditions for operators and drivers, but also favours warehouse insulation with, to boot, energy savings.

DELANCHY Group is currently building a platform in the Côte d'Or region of France which will span 6,000 m² of order preparation zones and be served by 30 docks. In order to provide a response to the group's target of reducing its environmental impact, new solutions have been integrated from its design. Amongst these is the Autodock system, which is a dock leveller which will be used for the very first time within DELANCHY logistical platforms.

Until present, levellers - transition mechanisms placed between lorry and dock, to allow for handling of pallet trucks during loading and unloading operations - were built into buildings. Each leveller has its own pit which allows for height adjustments depending on the lorry height, as well as containing its overall footprint. However, these pits caused insulation problems within the warehouse: particularly in the summer when they allowed for massive heat transfers. The increase in heat had to be compensated by cooling units since the building temperature had to be kept at 0, 1 or 2 °C. "A warehouse with 30 doors, each with an integrated leveller, constitutes a total of 150 m² of surface area on the land in direct contact with the external air. By removing levellers from the building, we would end up with a perfectly air-tight unit", explains Bruno Lesaint, Group Real-Estate Director, before continuing: "power requirements for cooling units represent the largest energy expense for our buildings".

A further benefit of the system resides in its innovative nature compared to previous versions: it is now combined with sectional openings across the platform where it is used, which makes it possi-

ble to open and close lorry doors directly from the warehouse, once the lorries are docked "in a single movement". Previously, the driver had to park in front of the opening, get out and open the vehicle doors before reversing with the doors half-open in order to dock at the building. "This system saves time, as well as improving safety overall. Now nobody risks being caught between the lorry and the dock during the manoeuvre", states Bruno Lesaint.

This investment is quite significant as it represents a total increase of between 5% and 6% compared to the previous platform, which will be depreciated thanks to real energy-savings generated as a result. It will, however, appear in the building specifications for future constructions. "We cannot transform existing platforms to install Autodock as it would require too much large-scale construction work. However, from now on, this system will, if it achieves the expected results, be rolled out to all new-build platforms", explains Bruno Lesaint. The Director of Real-Estate also identified, for future projects, a new model of quick-opening and quick-closing sectional doors, so as to further reduce the heat exchange time between the external and internal refrigerated air. "The more we work, the more marginal improvements we will be able to make. However, our progress strategy is clearly rooted in our culture of continuous and unstinting progress. We actively hunt down all areas where we can make possible gains, and identify all means to increase our environmental performance", continues Bruno Lesaint.

"Our culture of continuous and unstinting progress."



"This system saves time, as well as improving safety overall."

TIME FOR SOLAR PANEL SOLUTIONS TO SHINE

Whilst our group's energy bill has sharply risen over the last two years, the company has started to see the result of its large-scale investment in renewable energy applied to its platforms. And above all, it now has feedback on which it can measure the concrete impact. The results are quite remarkable, as solar energy represents 25% of the overall electricity use across all sites fitted out with solar panels.

“The experience gained by DELANCHY Group today allows us to estimate that the production resulting from solar energy is around 25% of the overall electricity use across all of our sites fitted with solar panels.”



It is on the Frigo Transports 53 site that the group led its first experiments with solar shading.

“At the time, we hoped to cover between 5% and 15% of our energy requirements on site, but in truth, decision-makers were pioneers fuelled by an unshakeable faith as nobody wanted to commit to any particular figure”, underlines Bruno Lesaint, Director of Real-Estate.

The announcement was something of a tribute to his predecessor, Christophe Bernard, who had initially planned this approach back in 2017. Today, a total of three sites are fitted out with solar shading solutions: G n rac, La Gravelle and most recently, Gannat, the new platform first inaugurated in 2023.

The total surface area covered represents 2,000 m² of solar panels at ground level, and not on roofing, as the group refuses equipment with heavy metals to be installed above staff working areas, and also out of a fear of an increased fire risks. Whilst initial investments were made without much visibility regarding the rate of return, the experience gained by DELANCHY Group today allows us to estimate that the production resulting from solar energy to be around 25% of the overall electricity use across all of our sites fitted with solar panels (in 2022, the share of solar energy in global electricity production was 4.5%). A rate of return which it will perhaps be necessary to count over the coming years due to likely updates and renovations which must be anticipated, notably over inverters which are known as being fragile.

An unstable context

Nevertheless, the impact remains significant amidst a context of increasing and unstable energy prices which are further encouraging us to take efforts, all the more so since group employees largely appreciate the comfort of car parks now in the shade, whilst the number of sunny days is continuing to increase. Whilst in the years ahead the group will struggle to fit out all of its existing sites due to a lack of space, it is already anticipating the issues of land reserves for all new planned installations. And to go even further still, the group, which uses all of its energy produced, is planning to develop new indicators: *“Amidst such an unstable context. we must be more detailed in our analysis of electricity use overall. We have started to install intermediary meters to try and identify our various sources of electricity use, and better manage these by taking action at the right level”,* explains Bruno Lesaint. It must be noted that the overall group electricity bill increased by 30% in 2023, and the governing standards (tertiary decree) are a strong source of encouragement.

“The group is already anticipating the issues of land reserves across all new installations.”



“The group, which uses all of its energy produced, is planning to develop new indicators.”

WATER, A PRECIOUS RESOURCE

In Nantes, in order to reduce our water use and protect the environment, DELANCHY Group is experimenting with a water-decontamination formula. A highly-promising innovation which is moving faster than legislation and will allow us to reconcile the imperatives of health and safety by which the group is bound and also care for a precious resource.

“Recent progress in ecological engineering have allowed us to develop a highly-effective water-decontamination process.”



“Impeccable” is the watchword used by DELANCHY to illustrate its absolute commitment towards health and safety which is not without consequence on an increasingly precious resource, namely water. Interior and exterior washing of lorries is the main source of water usage within the group. The process is extremely heavy in its use of water and detergent, and also leads to questions as to discharge, heavy metals and hydrofuels. The drastic reduction in use and discharge has been on the agenda for a number of years, and was always the subject of many measures throughout history, notably from 2015 onwards thanks to the use of new formulas which required less detergents and an overall 20% reduction in water use. Continuing in the same vein, a training and recycling strategy has allowed us to increase the professionalism at all stages of washing to further optimise use. All staff who wash lorries follow health and safety training when recruited. There is also a manual dedicated to the post of employee who washes lorries, and is automatically issued to all new recruits to help them achieve the expected targets. However, these efforts are still not enough and the group is permanently focusing on this subject to improve its practices, and above all, its performance in this area. “Across an average platform, our daily water usage is somewhere between 8 and 10 m³”, explains Bruno Lesaint, Group Director of Real-Estate who is always keeping a keen eye on new innovations. Consequently, at the Nantes platform, recent progress in ecological engineering have enabled the development of an extremely effective water-decontamination process so as to

recycle all used water from washing vehicles. The innovative concept named SYLAEE” (Ecological and Economic Washing System) was developed by SVITEC, an SME in the Morbihan area of France.

One-step ahead of regulations

The principle consists of collecting used water from the area used to wash vehicles and then treating the water in a closed circuit before then returning it to be used to wash vehicles again. Now, on the Nantes site, 100% of water is recycled, and 50% is re-used for exterior vehicle washing. Clear progress one step ahead of regulations. An experimentation involving the connection of the station on site to a water-decontamination site has been underway since 15 December 2023 and has received financial aid from the French Water Agency so as to offset a portion of this considerable investment. The water-decontamination system, combining the use of a filter, now allows for elimination of a significant share - up to 97% - of particles suspended in the water. “We will have to wait until the summer to draw detailed results from this experience and see how it can be rolled out across the entire group. There are other steps to achieve, we now produce our own clean non-drinking water. We could potentially consider joining forces with the local authorities to provide water to people in our local area who need clean water, as we currently produce more than required”, continues Bruno Lesaint.

“The system allows us to eliminate a significant share - up to 97% - of particles in suspension.”



COOLING UNITS: A CONSIDERABLE LONG-TERM INVESTMENT PLAN

DELANCHY Group is continuing with its investment plan to renovate its fleet of cooling units. It is favouring the installation of new-generation units working on CO₂ and which significantly reduce the carbon footprint of our company and improve energy efficiency.

Site after site, for 6 year now, the cooling production and distribution units have been replaced by units working on CO₂, with each one replacing a cooling unit on a standard platform representing a considerable investment of around 1 million euros overall.

This project falls within the framework of the plan to develop the “ideal platform” which the company has imagined and implemented following the launch of its responsibility strategy in 2017, and which led the group, several years ago, to move ahead of regulations by voluntarily giving up on HFC (high fluoride fluids), which are heavy in carbon emissions. *“As our infrastructure depreciates and ages, the group is renovating its real-estate fleet. At this stage, we have now dealt with over 30% of our company platforms”,* indicates Bruno Lesaint, Group Director of Real-Estate. The CO₂-based technology was preferred to that based on ammonia which is better suited to platforms requiring negative temperatures and which increasingly present many technical restrictions.

Limiting leaks

In addition to the fact that the CO₂-based solution has interesting thermodynamic properties which allow for the reduction of volumes of fluid required by refrigeration circuits, as well as the overall energy use - and therefore, the group's carbon footprint -, the renovation of infrastructure actually allows us to limit leaks across refrigeration units which also emit greenhouse gases, primarily due to the ageing of piping and connections. *“The few sites which are not concerned are those which have been recently retrofitted, with a distribution system still in operation and using propane, because this allows us to retain the entire network of piping and evaporators, by only changing the cooling production unit. It was infrastructure where the cooling distribution system was recent, in good condition and had all guarantees regarding reliability”,* indicates Bruno Lesaint.

New investments...

DELANCHY Group is well in step with new European regulations which prohibit the use of HFC fluids by 2025. The next sites to receive investment in this area will be the large sites in the Paris region at Rungis and Chilly-Mazarin. *“These sites have recently undergone a complete diagnostic audit and feasibility study.*

We are ready! “states the Director of Real-Estate with much enthusiasm, clearly sure on the decision to continue this immense investment project across all group platforms.



“The project falls within the perspective of development of the “ideal platform.”

“The group is renovating its entire fleet of real-estate, at this stage we have already dealt with over 30% of the company's platforms.”



UPDATED QUALITY TRAINING MODULES

In 2023, DELANCHY Group updated its training modules for drivers and docking staff. These two new versions take into account feedback from quality assurance officers working in the field. The group's wish is to offer training which suits the health and safety requirements and the general requirements of specific branches.



“The quality assurance division is adding more site photos, videos, and specific case studies.”

Focusing on good practice

The update of training modules for drivers and docking staff was agreed upon during a seminar bringing together quality assurance officers in March 2022. On the basis of recommendations made by two working groups, an action plan was rolled-out throughout 2023 to develop new modules.

The idea is to make training modules more instructional and interactive than the previous versions, whilst remaining in step with business developments and company expectations. Sorting waste has also been integrated into the new modules. The updated modules take into account the need for illustrations as expressed in the field. The quality assurance division has based its work on recommendations by staff. It has integrated more site photos, videos and specific case studies from the group and particular branches. Clear examples are outlined to drivers and operators so as to choose the correct option regarding the principle of what to “do” and “not do”, which is a formula which people easily remember.

For Isabelle Roussel, Group Quality Director who coordinated the project, it is a question of constantly insisting on good practices and reminding people of procedures to follow: “properly separating categories of products and controlling their temperature”.

Responsibility towards society

“We constantly remind our employees of the importance of controlling the cold chain, the crucial role they play in guaranteeing the safety of food products and helping stop any consumers from falling unwell”, states Mafering Bangoura, Group Quality Director. “We put into perspective the daily initiatives of each individual and our responsibility towards consumers and our clients”, continues Isabelle Roussel.

The first training sessions have been offered to drivers and docking staff at the end of 2023. Feedback is positive and sessions are quickly being extended to all branches. Laurence Deniot, Quality Director at Frigo Transports 91 leads one session per week: “we do as many as necessary. Groups include between 3 and 8 people including new recruits and employees who last underwent training 5 years ago”.

Coordination of training modules is also an essential chance to discuss cohesion between branches. Whilst internal bespoke training requires more resources, it represents real added-value. “We want each and every employee to be fully aware of the impact of their work, and that they fully integrate the quality standards at DELANCHY”, continues Isabelle Roussel.



“Coordination of training modules is also an essential chance to discuss cohesion between branches.”

ELECTRICITY: FROM EXPERIMENTATION TO ROLL-OUT

For our group, 2023 was a watershed year in terms of the roll-out of our fleet of electric vehicles. 7 battery-powered carriers joined our fleet, which now has 9 units of this type. First launched in 2017 as an experiment, this alternative energy sector is now becoming the norm thanks to its energy and environmental efficiency.



Electric vehicles have been top of the agenda since the Solutrans Trade Show in Autumn 2023: each manufacturer presented a dedicated range, showing that the market is ready to commit on this track for good. *“Batteries are a technology which is both reliable and efficient from an energy perspective: gas is less pertinent for use, and hydrogen, admittedly a very promising solution, is still far from being viable from an operational perspective”*, explains Yannig Renault, Technical Director of DELANCHY Group.

In 2023, DELANCHY Group increased the number of electric vehicles it operates from 2 to 9, all for use in urban districts. Frigo Transports 69, Frigo Transports 17, Frigo Transports 86, Frigo Transports 31, Frigo Transports 33, Frigo Transports 91 and Transports Fargier have all been assigned new units of 16 and 19 tonnes. These have come to join the ranks of other vehicles of the same type, already used by Transports Fargier and Frigo Transports 69, which respectively undertake deliveries to Paris and Lyon, particularly sensitive to pollution due to the high population density.

A tried and tested technology

This roll-out which, along with the release of the first generation of electric carriers, *constitutes “year zero of the electrical mobility roll-out for messaging services”*, is taking place after an initial pilot phase in 2017. In 2017, the Frigo Transports 69 site was selected to test the prototype of the Renault Trucks electric lorry, a 13-tonne lorry with a 103 kW engine and two lithium-ion battery packs, which had a total autonomy of 140 km, enough to deliver to the Paul Bocuse Market in Lyon, right at the heart of the capital of gastronomy. This pilot test allowed us to confirm the primary assets of this engine type - absence of CO₂ emissions, absence of pollution (fine particles and NOx) and a significant reduction of noise pollution for local residents -, as well as testing the efficiency of the technology.

It should be reminded that the transportation sector for ultra-fresh produce requires a refrigerated compartment which uses a lot of energy, which is also fuelled by the vehicle batteries. The usage data collected by DELANCHY operators was precious in helping with development by the vehicle manufacturer.

On the strength of this partnership, in 2020 DELANCHY Group received the first serial production of an electric vehicle available on the market by Renault Trucks. This 16-tonne lorry, which was added to the fleet operated by Fargier, has a total power of 185 kW and 160 km of autonomy.

A sector for consolidation

The conditions required for this emerging technology were, on the one hand, the clear superiority of its performance levels compared to other technologies using alternative energy sources and, on the other hand, its affordability. Whilst the widescale roll-out of electric vehicles has led to a reduction in the cost of batteries, the price of electric lorries is still too high to envisage their mass use in the road haulage sector. Their roll-out still depends largely on financial assistance from the ADEME (Ecological Transition Agency). The change in attribution criteria used by the agency is, however, affecting the investment plans in this type of vehicle. Indexed since 2023 on the quantity of volumes of non-emitted CO₂ (whilst previously assistance was granted for any purchase), the subsidy now favours vehicles which are used for regional journeys rather than those which perform deliveries to the end clients. However, *“everyone agrees that this technology is not only the most pertinent, but also the most efficient in city centres. Because batteries recharge when braking”*, states Yannig Renault.

Whilst DELANCHY is awaiting approval of its application to purchase a trailer for deliveries in the greater Paris region, the technical director is unhappy with this change in policy, which is taking this new technology away from the area where it will actually have the most positive effects. He does, however, welcome the work undertaken by manufacturers and is happy to see this new era really taking shape: *“The more these vehicles are sold, the more the price will drop. There is still work to be done by the authorities to really get things moving!”*



“The test allowed us to confirm the main benefits of this engine type.”

“This technology is not only the most pertinent, but also the most efficient in city centres.”





AYOPA BY DELANCHY: CARGO BIKES, FULL-AHEAD

In Spring 2023, DELANCHY Group joined forces with a dynamic Parisian start-up specialising in carbon-neutral transportation free of fine particle emissions in the inner-city environment.

Through this acquisition, the group is now criss-crossing cities not with HGV vehicles but cargo bikes.

With AYOPA, DELANCHY is full-ahead with soft mobility methods.

Founded in 2019 by Mathieu Al Mousli and Simon Paramananda, AYOPA - which means "market-place" in ancient Greek -, is a multi-modal stakeholder providing deliveries of fresh produce to restaurants, traders, companies, institutions and private individuals. Won over by its CSR strategy, as well as the ethos and culture at DELANCHY, the young entrepreneurs from AYOPA chose to continue their development with the support of this 55-year old family firm.

In Paris, AYOPA by DELANCHY has 17 full-time employees, of which a majority are cyclists, riders who operate the 16 electrical-assisted cargo bikes. An HGV operated by DELANCHY Group brings the merchandise from Rungis to a platform in the Sentier district. "We have adopted a mini-containerization based system: our boxes are placed in the HGV before then being placed in the cargo box on our bikes", explains Mathieu Al Mousli.

Mathieu Al Mousli and Simon Paramananda worked with manufacturers to design this system inspired by shipping freight where containers are directly placed and towed on trailers.



■
"We have adopted a mini-containerization system: our boxes are placed in the HGV before then being placed in the cargo box on our bikes."



“The solution proposed by AYOPA by DELANCHY is four times faster than road transportation.”

A tried and tested process

Here, the bicycle, chassis and box are all separate. This helps avoid any breakdowns, lost time and also allows us to save on handling and also improves food safety. In the transportation of fresh produce, temperature control is essential. It goes without saying, just as much as consumer safety. AYOPA by DELANCHY cargo bikes guarantee protection of the cool chain. “Once loaded, the boxes are no longer open and the temperature can be maintained for 72 hours between 0 and 2 °C whilst carrying out deliveries. Electronic thermometers confirm this”, states Simon Paramananda.

Mathieu Al Mousli and Simon Paramananda work closely with Isabelle Roussel, DELANCHY Group Quality Assurance Director who helps them with their health and safety protocols.

“For cold distribution, we have opted for a passive cooling technology, without any motor or maintenance, based on units which are charged with cold overnight in a freezer before being placed in our cargo boxes”, the entrepreneur continues. First tested and approved by independent bodies on fresh produce, the technology will soon be applied to frozen goods with boxes that can be kept between - 24 and - 18 °C.



“AYOPA by DELANCHY makes 2,000 deliveries a month in Paris.”

Green delivery


AYOPA by DELANCHY makes 2,000 deliveries a month in Paris. This shift in the delivery method is all the more beneficial for the environment since the production of a cargo bike uses less energy than that of a vehicle. Moreover, this method of transport does not cause any sound pollution and helps with well-being in city centres.

No more expensive than delivery by lorry, the solution proposed by AYOPA by DELANCHY is, however, four times faster. “Without being able to use cycle lanes, driving around the centre of Paris has become a real obstacle for traders”, outlines Mathieu Al Mousli. The asset is significant, particularly during the upcoming Olympics. Benefiting from the ability to criss-cross the City of Lights without being hindered by works, obstacles and no-drive zones, AYOPA by DELANCHY also offers wages which are 15% to 20% higher than the average in the sector.

A benefit which helps with team loyalty. The start-up, which delivers between 8am and 9pm six days a week, also operates in Lyon and is striving to expand to large cities across Europe thanks to the support of DELANCHY Group.



CHALLENGES AND OVERALL VISION

OUR CHALLENGES	OUR PERIMETER OF RESPONSIBILITY	OUR INITIATIVES	PERFORMANCE LEVELS AND AREAS FOR IMPROVEMENT
<p>Carbon footprint</p> 	<p>The carbon footprint of our company is measured by our greenhouse gas emissions, namely the total volume of carbon dioxide (CO₂) and other sources of pollution: NO_x (nitrogen oxide emissions) and fine particles.</p>	<p>Since the official CSR strategy outlined in July 2017, DELANCHY Group takes action across several key areas to reduce its carbon footprint:</p> <ul style="list-style-type: none"> > the composition of its fleet of vehicles, > the average consumption of trailers, > research and experimentation of alternative energy sources, > continuous training of drivers in responsible driving, > energy performance of its logistical platforms. <p>Our initiatives led in the field cf. pages 16-17, 22-23, 24-25, 26-27, 32-33, 34-35-36-37 in this report</p>	<p>The composition of the fleet of vehicles As at 31st December 2023, Euro 6 vehicles represented 99.99% compared with 65.79% in 2017.</p> <p>Our ECO-score in 2023: 8.16 / 10 in 2017: 7.78 / 10</p> <p>Average consumption of trailers (source Optifleet) End of 2023: 27.91 l / 100 km End of 2017: 28.10 l / 100 km</p>
<p>Road safety</p> 	<p>Road safety is a major public health challenge. Due to its overall commercial volumes, the number of vehicles it operates and leadership in the sector, the company is a key player in road safety.</p>	<p>DELANCHY Group uses every possible resource to help reduce and prevent accidents by taking action:</p> <ul style="list-style-type: none"> > directly with drivers (charter, training, risk prevention unit, tutoring, network of safety officers); > directly on vehicles (maintenance, immediate take-up of new technologies, regulatory and technical oversight); > with risk analysis (checklist, feedback). <p>Our initiatives led in the field cf. pages 12-13, 14-15 in this report</p>	<p>Road safety 443,888 kilometres driven with 1 accident incurring our liability in 2023</p> <p>469,800 kilometres driven with 1 accident incurring our liability in 2017</p>
<p>Food safety</p> 	<p>The company guarantees the food safety of the products delivered to end clients and consumers. Perishable food products must be stored in a healthy environment and kept at controlled temperatures for the entire period of transportation.</p>	<p>Food safety is a concern shared by all of our employees. In order to further bolster our vigilance on this aspect, DELANCHY Group has a network of 40 quality assurance officers. Their role notably includes staff training, communication, inspection and coordination of initiatives.</p> <ul style="list-style-type: none"> > Real-time supervision of the cool chain: temperature registration sensors onboard all vehicles. > Centralised supervision: 100% of sites fitted with alarm systems. > FCO by DELANCHY: at DELANCHY, "FCO" integrates a module dedicated to food safety > Quality assurance coordination system based on the HACCP method (Hazard Analysis Critical Control Point) <p>Our initiatives led in the field cf. pages 28-29, 30-31 in this report</p>	<p>Compliance, food safety Rate of food safety compliance: in 2023: 92% in 2017: 95% Rate of compliant deliveries (Group average): in 2023: 99.49% in 2017: 99.27%</p>
<p>Human development</p> 	<p>Human development within the company is a major challenge covering several dimensions: meaning of work, health and safety at work, skills, personal and collective future career development prospects.</p>	<p>DELANCHY Group constantly develops its core professions and teams, whilst ensuring that the health and safety at work of its employees lies at the core of its initiatives at all times.</p> <ul style="list-style-type: none"> > Well-being: working environment (ergonomics and design). > Integration, promotion and internal mobility policy. > Equal opportunities: access to training for everyone, notably older employees. > Increased safety on all logistical docks and platforms. <p>Our initiatives led in the field cf. pages 8-9-10-11, 18-19, 20-21 in this report</p>	<p>Employment of older employees 2023: rate of access to training for older employees: 36% 2017: rate of access to training for older employees: 24%</p>

METHODOLOGY, STRATEGY AND INDICATORS

Social, societal and environmental reporting over the financial year ending 31st December 2023.

This was carried out in several phases:

- > an investigative phase to identify and collate data;
- > a consultation phase with the Management Board to identify challenges,
- > a phase aimed at designating people, resources and experts on subject areas,
- > a phase aimed at setting out challenges and corresponding initiatives which led to updating the cartography (cf. page 2),
- > a phase involving the development of indicators,
- > a phase involving indicator data collection.

The cartography identifies environmental, social and societal challenges of which the impact is deemed as significant over the company's ability to achieve its responsible performance targets.

It structures and guides the following:

- > the strategy itself (over time),
- > the key subject areas (initiatives),
- > the choice of indicators (reporting).

The GRI (Global Reporting Initiative) reporting principles inspired this work and were used as a basis for our reporting strategy.

The particular situation in which we find ourselves, according to the GRI standards, is *"the organisation publishes information from its guidelines, but does not meet all requirements"*.

This is notably the case regarding the involvement of stakeholders, an area in which the GRI recommends:

- > carrying out identification work (in line with pertinent challenges),
- > setting out a framework for dialogue,
- > bringing together stakeholders in the strategy and in reporting.

This work is notably undertaken with clients, staff and public partners (notably the law enforcement agencies) in the majority of sites where we operate, but still needs to be extended, formally adopted and made sustainable in a recurring framework. One principle in particular - that of pertinence -, was the subject of a great deal of focus by the Management Board to ensure that the report properly highlights those aspects which best reflect the substantial economic, environmental and social impacts affecting the organisation.

The conclusions of this work were used as a basis for the contents of this report, and notably the choice to grant a large focus to those aspects deemed to be pertinent and priorities for stakeholders and the company alike including our carbon footprint, food safety, road safety and human development.

About the investigative phase to identify and collate data

This phase involved:

- > detailed meetings and interviews regarding the CSR (social, societal and environmental aspects),
- > a comparative study of professional reporting practices,
- > a survey of major requirements by large clients (CSR questionnaire).

About the phase aimed at designating people, resources and experts on subject areas

Each specific subject was placed under the responsibility of an individual responsible for proposing and defining indicators in light of their pertinence and the availability of information.

Each individual is then called upon to integrate into the existing process the data collected and ensure the availability of all data.

About the formulation of pertinent challenges

The arguments used to determine pertinent challenges were as follows:

- > the subject is essential for our clients,
- > the subject is widely discussed in public,
- > the company is often contacted about the subject.

About the development of indicators

The vast majority of indicators used are present in the GRI reference system, as well as standards of the future CSRD (Corporate Sustainability Reporting Directive). Several specific indicators to the professional sector in which the company operates have been created or adopted to guarantee the pertinence of information provided:

> With regard to road safety:

- The number of accidents incurring our liability (reported in relation to the total number of kilometres driven)

> With regard to our carbon footprint (on top of the greenhouse gas emission figures):

- Beneficiaries of responsible driving training
- Our average ECO-score
- The average consumption of trailers
- The composition of the fleet of vehicles

> With regard to food safety:

- Rate of food safety compliance
- Rate of compliant deliveries

Several indicators were deemed not to be relevant as, in these areas, the company complies with regulations in force.

Reference to the Sustainable Development Goals

The company took inspiration from the Sustainable Development Goals to enhance its CSR strategy.

It has undertaken serious work in the following areas:

- > to identify those goals to which it directly contributes,
- > to clarify, for each, the targets concerned.

Areas for improvement

This report has some areas for improvement.

Whilst some aspects have been developed in greater detail, such as work regarding the pertinence of challenges with regard to business activities, others constitute *work in progress*.

SOCIAL INDICATORS IN 2023

Even though the performance of some indicators may not be as strong, the group has chosen to integrate all entities within DELANCHY Group following external growth operations. This is the new reporting perimeter of the group.

WORKFORCE

2023
3,574
o/w 344 temporary employees


2022
3416

Comment:
in 2023: Fixed-term employment contracts + Open-ended employment contracts + Temporary employees as at 31/12/2023
in 2022: Fixed-term employment contracts + Open-ended employment contracts + Temporary employees as at 31/12/2022

Distribution by gender

2023
418

2022
489



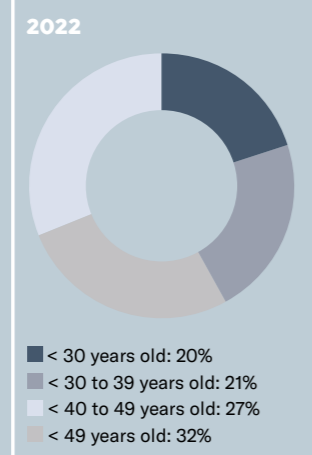
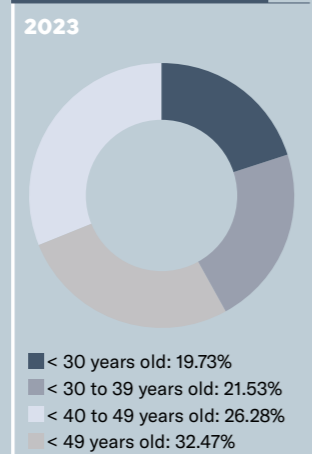
2023
2,643

2022
2,647

Comment:
Fixed-term employment contracts + Open-ended employment contracts as at 31/12/2023 (excluding temporary employees)



DISTRIBUTION BY AGE



EMPLOYMENT

2023

Recruitments
717

Dismissals
112

2022

Recruitments
1002

Dismissals
140

Comment:
Recruitments: Fixed-term employment contracts + Open-ended employment contracts
Dismissals: disciplinary procedure + unsuitable skills

Absenteeism

2023
10.29%

2022
8.60%

Comment:
Number of days absence (work-related absence and unjustified absence)/total number of days worked

2023

Total service
10 years 1 month
All employees

7 years 2 months
Blue-collar workers

14 years 7 months
Control Officers

14 years 4 months
Executives

2022

9 years 5 months
All employees

8 years 4 months
Blue-collar workers

15 years
Control Officers

12 years 7 months
Executives

HEALTH AND SAFETY

Work-related accidents

2023
223

2022
222

Comment:
Number of work-related accidents leading to time off work.

TRAINING

Our ECO-score

End of 2023
8.16/10

End of 2022
8.18/10


Qualitative details
The company adopted the ECO-score mechanism* (Optifleet software) to improve the average consumption of its vehicles
* Good: ≥ 8 / Room for improvement: 6 <-> 7.9 / Poor: < 6
1st: Bretagne Transports 56 with 8.83/10 (3 months at 9/10).

FINANCING FOR TRAINING




2023
1,816,000

2022
1,493,184

Qualitative information
Budget integrating the mandatory contribution and group investment to training after deduction of expenses.



TRAINING PLAN

2023	2022
Number of hours 23,604	28773 
Number of trainees 1,135	1263 
Number of sessions 490	517 

SOCIAL INDICATORS IN 2023

EMPLOYMENT

ASSISTANCE IN EMPLOYMENT, BLOCK-RELEASE Professional insertion contract and apprenticeships



Comment: Corresponds to the number of block-release contracts signed over the year

Employment and insertion of disabled persons



Gender equality



In 2023, 22 companies in DELANCHY Group were required to calculate and publish results of their general equality index. Amongst these companies, one obtained a score of 88 points out of 100. As for the other group entities, the index could not be calculated due to one or more indicators which were not available for calculation. DELANCHY Group remains firmly committed to gender issues at the core of its business. Consequently, gender equality in pay and career progression are essential parts of the group's human resource policy.

EMPLOYMENT OF OLDER EMPLOYEES



Rate of access to training for older employees



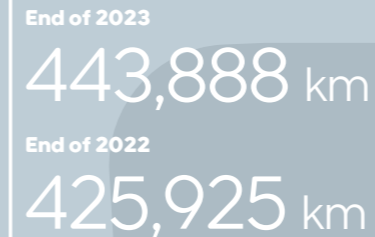
Comment: Employees over 50 years old.

ROAD SAFETY

Repeat offending drivers



km driven for 1 accident incurring liability



HEALTH AND SAFETY OF CONSUMERS

Rate of compliance, food safety



Qualitative information
The rate of food safety compliance is calculated in relation to evaluations undertaken by the French Regional Directorate for Safety of the Population (DDPP) across various sites. Depending on the evaluation, the weighting of scores is distributed as follows:
Very good: 100%
Good: 66%
Room for improvement: 33% Unsatisfactory: 0%

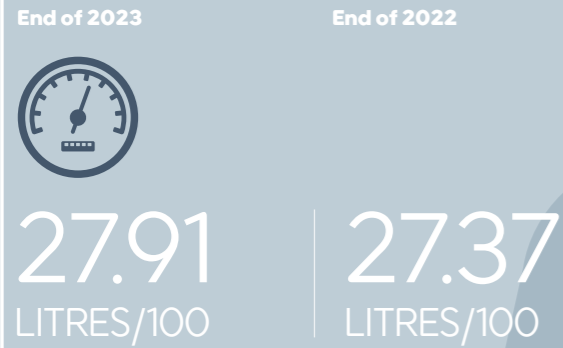
Rate of compliant deliveries (Group average)



Even though the performance of some indicators may not be as strong, the group has chosen to integrate all entities within DELANCHY Group following external growth operations. This is the new reporting perimeter of the group.

ENVIRONMENTAL INDICATORS IN 2023

Average consumption of trailers source Optifleet



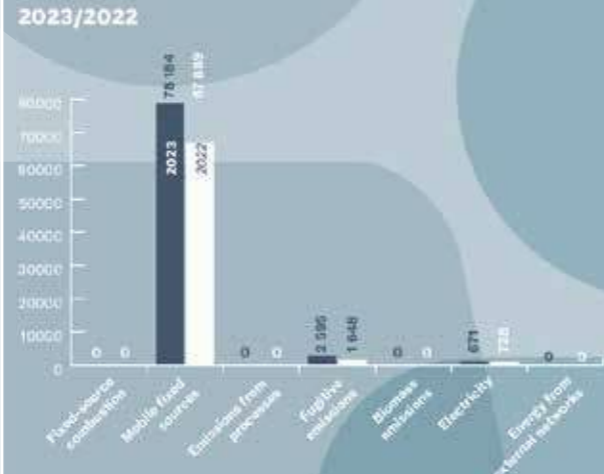
Our ECO-score



Comment:
The company adopted the ECO-score mechanism* (Optifleet software) to improve the average consumption of its vehicles

* Good: ≥ 8 / Room for improvement: 6 <-> 7.9 / Poor: < 6
1st: Bretagne Transports 56 with 8.83/10 (3 months at 9/10).

Emissions per area (eq. tonnes CO₂)



Comment: Due to external growth (5 additional sites), which led to a 17% increase in diesel consumption, and an overall increase in the emission of refrigerant gases, the change in 2023 emissions was up by 14% compared to 2022.
Overall, greenhouse gas emissions are down by around 13% compared to the recalculated reference year (notably when taking into account the new sites), due primarily to a reduction in the use of fuel by vehicles, and to a lesser extent a reduction in leakage of refrigerant gases.

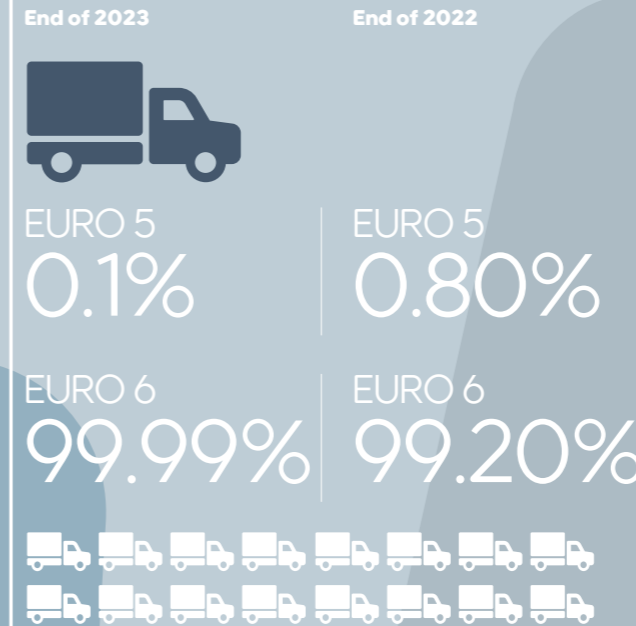
CO₂ emissions per km driven



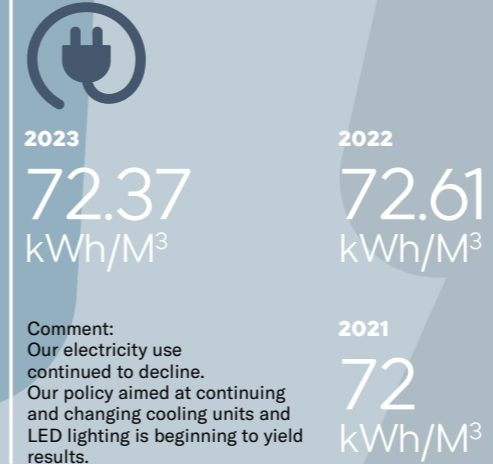
Source:
Entire fleet of diesel powered HGV vehicles owned and under long-term lease.

Even though the performance of some indicators may not be as strong, the group has chosen to integrate all entities within DELANCHY Group following external growth operations. This is the new reporting perimeter of the group.

The composition of the fleet of vehicles



Electricity use of refrigerated surfaces



Provision and guarantees for environmental risks



2023

D for dank je wel

D for DELANCHY,
D for Dream Team but also
D for **dank je wel** in Dutch.

This photo was taken during a meeting with Kotra teams. It shows the human dimension of the alliance between these two family groups who both share a strong commitment to CSR.

We would like to extend our thanks to all of those involved in publication of this report.

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Their participation - regardless of the language spoken (French, Italian, Spanish, German, Dutch or English), is a testimony to their commitment to help make progress as part of a European team!

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