

# 2025 INDICATORS BOOKLET

# CSR: enthusiasm above all else

By postponing the implementation of the CSRD, the European Union has acknowledged legitimate concerns about regulatory inflation.

Let us look on the bright side, continue our efforts in the areas of the environment, road safety, food safety and human capital, which are our main challenges, and return to a sensible approach by prioritising the quality of indicators over their quantity, whilst preserving the essence of CSR, where the most significant progress has always been based on companies' voluntary commitment.

CSR is, above all, about a passion for progress.

# CSR, a whole story

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Everyone talks about CSR, but not everyone knows its history; that is the subject of this short account.

Did you know that the English word *sustainable*, which gave rise to the French term “développement durable”, derives from the Latin *sustineo*? Its Old French equivalent, with precisely this meaning, can be found in the first forestry code, the Ordonnance de Brunoy, which applied this valuable principle to the management of the Forest of Sénard: “*The masters of the waters and forest shall inquire into and inspect all forests and woods and shall make sales only in such a way that the forests may be perpetually sustained in good condition.*”

“Historically, CSR has primarily been a matter of responsible management.”

The lesson to be learnt from this story is that CSR is, above all, a matter of responsible management.

Whether you're a fisherman, fish wholesaler, fish transporter, fishmonger, oyster lover or fan of sea bass fillets, do your bit to protect the resource — your resource.

And if you're transporting tonnes of oil, make sure you don't pollute the coastline! It was indeed an environmental disaster that led to the creation of the first CSR framework, known as the Valdez Principle, named after the Exxon Valdez oil spill off the coast of Alaska in 1989. Convinced that fate had nothing to do with the event, Joan Bavaria, a pioneering banker in responsible investment, seized on this tragedy to persuade a group of investors to create the first framework dedicated to responsibility. She named it the Valdez Principle.

Under her leadership, the GRI (*Global Reporting Initiative*) was established in 1997. Many regard it as the driving force behind all the standards and labels that emerged in its wake: the VPI (*Voluntary Principles Initiative*), the Global Compact, the Sustainable

Development Goals (SDGs), ISO certifications, the B Corp label and all sector-specific frameworks, including the CSRD, which concerns us today.

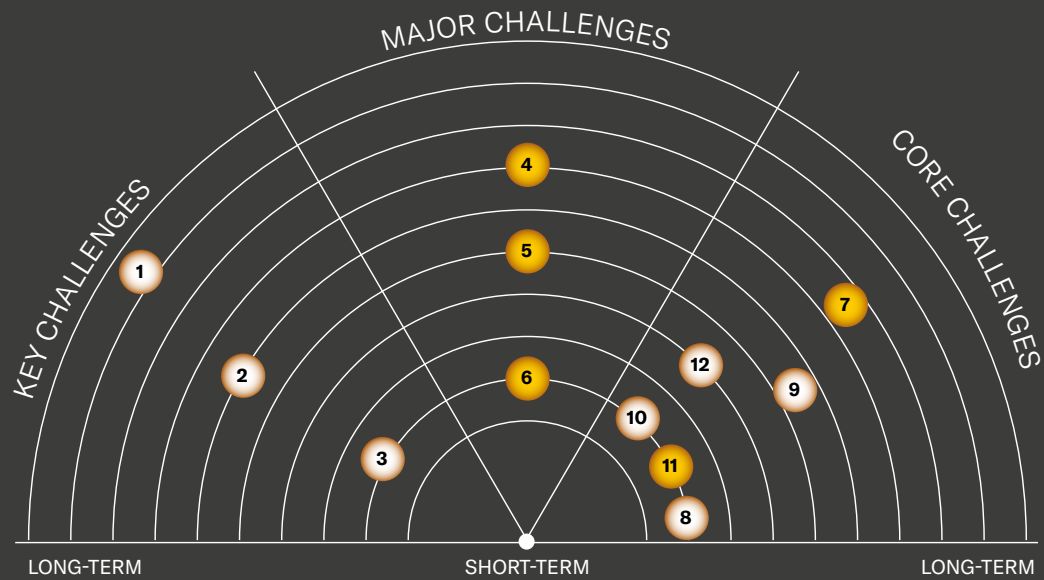
“It is indeed through voluntary commitment that the most significant progress can be achieved.”

Joan Bavaria's motivation stemmed from strong social and environmental convictions, shaped by her reading the works of the great American environmentalists. In her view, it was indeed through voluntary commitment that the most significant progress could be achieved.

A concept overlooked by the European Commission, which initially defined corporate social responsibility (CSR) as “*a concept that refers to the voluntary integration by companies of social and environmental*

*concerns into their business activities and their relationships with their stakeholders*”, but which proposed revising this definition in 2011.

CSR is now defined as “*the responsibility of enterprises for the impact they have on society*”. One might well wonder whether, by dropping the word voluntary, and thus its voluntary nature, CSR is losing some of its purpose, for under the influence of this new definition, an era of compliance has dawned, not only in Europe but worldwide.



- 1 Local 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 Fair practices

● Level of excellence to be maintained

● Significant progress to be confirmed

● Significant progress to be initiated

The roadmap sets out the framework for implementing the company's CSR strategy: it clearly identifies the key issues over the short- and long-term.

This roadmap identifies the environmental, social and societal issues whose impact is deemed significant to the company's ability to achieve its responsible performance objectives. 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 relevance, was the focus of thorough consideration by the Management Board to ensure that the report

highlights those aspects that reflect the organisation's significant economic, environmental and social impacts.

This work shaped the structure of this magazine's contents and enabled us to prioritise the development of specific indicators relating to four key issues: ecological footprint, food security, road safety and human development.

Finally, this booklet refers to the Sustainable Development Goals, which are represented by corresponding icons in the summary presentation of the issues on the following page.

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

# Challenges and overall vision

## OUR CHALLENGES

### Carbon footprint



## OUR SCOPE OF RESPONSIBILITY

The company's environmental footprint is reflected in its greenhouse gas emissions, specifically, the volume of carbon dioxide (CO<sub>2</sub>), and its sources of pollution: NOx (nitrogen oxide emissions) and fine particulates.

## OUR INITIATIVES

Since the official CSR strategy outlined in July 2017, DELANCHY Group has acted in several key areas to reduce its carbon footprint:

- > the composition of its vehicle fleet,
- > the average consumption of trucks,
- > research and experimentation of alternative energy sources,
- > continuous training of drivers in eco-driving,
- > energy performance of its logistics facilities.

## PERFORMANCE AND AREAS FOR IMPROVEMENT

### The composition of the fleet of vehicles

As at 31 December 2025, Euro 6 vehicles accounted for 100%, compared with 65.79% in 2017.

### Our ECO-score

2025: 8.36 / 10

2017: 7.78 / 10

### Average consumption of trucks

(source Optifleet)

End of 2025: 26.10 l/100 km

End of 2017: 28.10 l / 100 km

### Road safety



Road safety is a major public health issue. Given its volume of business, the number of vehicles it operates and its leadership within the sector, the company plays a vital role in road safety.

The DELANCHY Group is doing everything in its power to reduce and prevent accidents by taking the following actions:

- > 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 (job checklist, feedback).

### Road safety

510,557 kilometres driven, with 1 accident incurring our liability in 2025

469,800 kilometres driven, with 1 accident incurring our liability in 2017

### Food safety



The company guarantees the food safety of the products transported to customers and end consumers. Perishable foodstuffs must be stored in a hygienic environment and kept at the correct storage temperatures throughout the entire journey.

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.

- > Real-time supervision of the cool chain: temperature recording sensors on-board all vehicles.
- > Centralised supervision: 100% of sites fitted with alarm systems.
- > FCO by DELANCHY: at DELANCHY, "FCO" incorporates a module dedicated to food safety
- > Quality control system based on the HACCP method (*Hazard Analysis Critical Control Point*).

### Compliance, food safety

Rate of food safety compliance:

2025: 95.14%

2017: 95%

Rate of compliant deliveries

(group average):

2025: 99.50%

2017: 99.27%

### Human development



Personnel development within the workplace is an issue that encompasses several aspects: a sense of purpose at work, health and safety at work, skills, and personal and collective career prospects.

The DELANCHY Group constantly develops its jobs and teams, whilst ensuring that the health and safety at work of its employees always lies at the core of all it does.

- > Well-being: layout (ergonomics and design).
- > Integration, promotion and internal mobility policy.
- > Equal opportunities: access to training for everyone, notably older employees.
- > Safety on the loading bays and logistics areas.

### Employment of older employees

2025: rate of access to training for older employees: 29%

2017: rate of access to training for older employees: 24%

# Methodology, strategy and indicators

Social, societal and environmental reporting over the financial year ending 31 December 2025.

This was carried out in several phases:

- an investigative phase to identify and collate content,
- a consultation phase with the Management Board to identify challenges,
- a phase aimed at designating people and resources for each subject,
- a phase aimed at setting out challenges and the corresponding initiatives which led to an update of the roadmap,
- a phase involving the development of indicators,
- a phase involving indicator data collection.

The roadmap identifies the environmental, social and societal issues deemed to have a significant impact on the company's ability to achieve its responsible performance objectives.

It structures and guides:  
→ the process itself (timing),  
→ the key themes (initiatives),  
→ the choice of indicators (reporting).  
This work was inspired by the GRI (*Global Reporting Initiative*) reporting principles, with a view to establishing a reporting process that involves stakeholders.

This work was carried out in particular with customers, staff and public sector partners (notably law enforcement agencies) at most of our sites. The findings of this study have shaped the structure of this report, particularly the decision to give prominence to the issues deemed relevant and a priority for both stakeholders and the company: the ecological footprint, food safety, road safety and people development.

## About the investigative phase to identify and collate content

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 clients' requirements (CSR questionnaire).

## About the phase aimed at designating people, resources and experts by subject

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

Everyone was asked to incorporate the data gathering into existing processes, thereby ensuring that the data is available.

## About the formulation of pertinent challenges

The arguments used to determine pertinent challenges were as follows:

- this is a key issue for our clients,
- the subject is widely discussed in public,
- this is a key issue for our clients,

## 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*). Various indicators specific to the company's business environment have been created or adopted to ensure the relevance of the information provided:

- With regard to road safety: Number of accidents incurring our liability (per kilometre travelled)
- With regard to our carbon footprint (on top of the greenhouse gas emission figures):
  - Beneficiaries of eco-driving training
  - Our average ECO-score
  - The average consumption of trucks
  - The composition of the fleet of vehicles
- With regard to food safety:
  - Rate of food safety compliance
  - Rate of compliant deliveries

## 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 relevance of challenges with regard to business activities, others constitute a *work in progress*.

# Social indicators 2025

Even though the performance of some indicators may not be as strong, the group has chosen to integrate all entities within DELANCHY Group (within France) following external growth operations.

## WORKFORCE

2025  
**3579**  
inc. 416 temp. employees

2024  
**3548**  
inc. 401 temp. employees

Comment:  
2025: Fixed-term contracts + Open-ended contracts + temp employees as at 31/12/2025  
2024: Fixed-term contracts + Open-ended contracts + temp employees as at 31/12/2024

## DISTRIBUTION BY GENDER

2025  
**474**

2024  
**453**



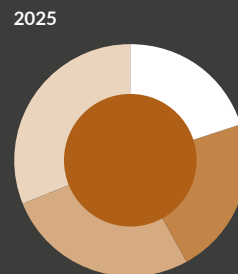
2025  
**2704**

2024  
**2699**

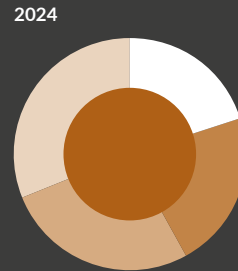


Comment:  
Fixed-term contracts + Open-ended contracts as at 31/12/2025 (excl. temp. employees)

## BREAKDOWN BY AGE



Legend:  
■ < 30 years old: 19.70%  
■ < 30 to 39 years: 21.83%  
■ < 40 to 49 years: 24.97%  
■ < 49 years old: 33.50%



Legend:  
■ < 30 years old: 19.75%  
■ < 30 to 39 years: 21.77%  
■ < 40 to 49 years: 25.61%  
■ < 49 years old: 32.94%

## EMPLOYMENT

### Recruitment & Dismissals

2025  
Recruitments

**814**

Dismissals  
**171**

2024  
Recruitments

**862**

Dismissals  
**395**

Comment:  
Recruitments: Fixed-term contracts + Open-ended contracts  
Dismissals: disciplinary procedure + unsuitability

### Absenteeism

2025  
**8.78%**

2024  
**9.62%**

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

### Total service

2025  
9 years 11 months  
All employees  
8 years 5 months  
Blue-collar workers  
16 years 7 months  
Supervisors  
16 years 2 months  
Executives

2024  
9 years 9 months  
All employees  
8 years 5 months  
Blue-collar workers  
16 years 3 months  
Supervisors  
15 years 3 months  
Executives

## HEALTH AND SAFETY

### Work-related accidents

2025  
**304**

2024  
**271**

Comment:  
Number of work-related accidents resulting in time off work.

## TRAINING

### Our ECO-score

End of 2025  
**8.36/10**

End of 2024  
**8.31/10**

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

### Drivers trained in eco-driving

2025  
**83**

2023  
**47**

Comment:  
The lack of comparable data for 2024 is due to the fact that, in that financial year, the group chose to focus exclusively on training and a support/management strategy delivered by local branch managers. A strategy that has paid off, as the ECO-score saw a record increase in 2024, a trend that is continuing this year. In 2025, the group will combine training courses led by accredited trainers with the continuation of its support and management strategy delivered by local representatives.

## FINANCING FOR TRAINING

2025  
**€1,447,378**

2024  
**€1,728,407**



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

## TRAINING PLAN

| 2025                             | 2024         |
|----------------------------------|--------------|
| Number of hours<br><b>20,399</b> | <b>28620</b> |

| 2025                               | 2024         |
|------------------------------------|--------------|
| Number of trainees<br><b>1,599</b> | <b>1,943</b> |



# Social indicators 2025

Even though the performance of some indicators may not be as strong, the group has chosen to integrate all entities within DELANCHY Group (within France) following external growth operations.

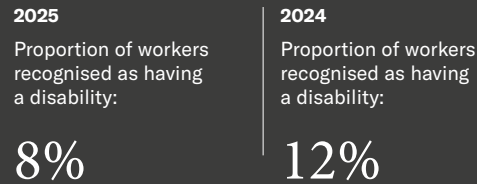
## WORKFORCE

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

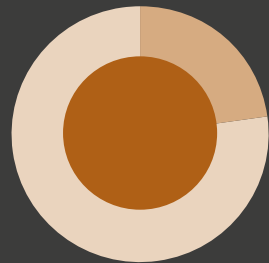


Comment: Corresponds to the number of block-release contracts signed over the year

### Employment and integration of people with disabilities



### EMPLOYMENT OF OLDER EMPLOYEES



#### Rate of access to training for older employees



Comment: Employees over 50 years old.

### Gender equality



In 2025, 24 companies in DELANCHY Group were required to calculate and publish results of their general equality index.

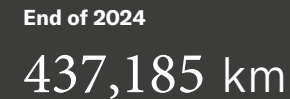
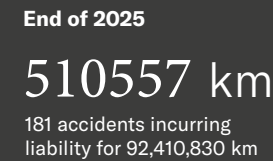
Amongst these companies, one obtained a score of 99 points out of 100. As for the other group entities, the index could not be calculated due to one or more indicators which were not available for calculation. The DELANCHY Group remains committed to addressing gender diversity issues at the heart of its business. Consequently, gender equality in pay and career progression are essential elements in the group's human resource policy.

## ROAD SAFETY

### Repeat offending drivers



### km driven for 1 accident incurring liability



## CONSUMER HEALTH AND SAFETY

### 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)



# Environmental indicators 2025

Even though the performance of some indicators may not be as strong, the group has chosen to integrate all entities within DELANCHY Group (within France) following external growth operations.

## Average consumption of trucks (source Optifleet)

End of 2025



26.10  
LITRES/100

End of 2024

26.55  
LITRES/100

## Our ECO-score

End of 2025

8.36

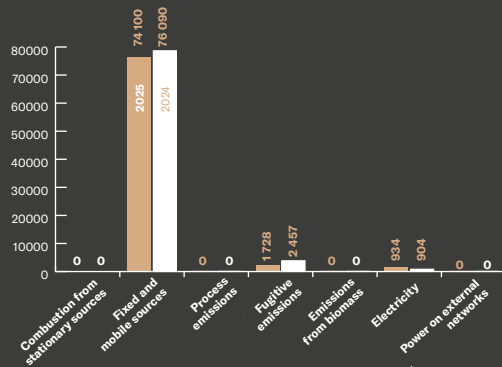
End of 2024

8.31

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

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

2025/2024



GHG emissions are showing a slight downward trend (-3%) compared with 2024, mainly due to a drop in diesel consumption (-3%) and a reduction in fugitive emissions (-30%). GHG emissions are 20% below the baseline year.

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

2025

0.678  
KG/KM

2024

0.690  
KG/KM

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

## The composition of the fleet of vehicles

End of 2025



EURO: 5  
0.0%

EURO: 6  
100%

of which 65% are Euro 6 E (the final stage of the Euro 6 standard)



End of 2024

EURO: 5  
0.1%

EURO: 6  
99.99%

## Electricity use of refrigerated spaces



2025

70.65  
kWh/M<sup>3</sup>

2024

74.13  
kWh/M<sup>3</sup>

Comment:  
Our electricity use continued to fall. Our policy of maintaining continuity while changing refrigeration units and LED lighting is starting to yield results.

2023

72.37  
kWh/M<sup>3</sup>

## Provisions and guarantees for environmental risks

PUBLIC LIABILITY COVER for consequential damages covered by insurers.

€1,112,000

INCIDENT for consequential damages covered by insurers.

€100,000,000



Transport BY DELANCHY®

Transport BY DELANCHY®

GC-314-TW

GK-853-YJ

Download and read our CSR reports:

