

# IMPECCABLE

transport **BY**  
**DELANCHY® III**

**CSR MAG and +**





**To Lili...**



# “Being behind the wheel was pure joy from morning till night!”

Louis Delanchy, known as “Lili”, one of the company’s co-founders, has passed away.

With his passing, we lose far more than just a man. He was a cornerstone, a living memory, a pillar of the DELANCHY Group.

Louis Delanchy’s career has been inextricably linked with the company’s history. Qualified as a locksmith with a CAP vocational certificate, after studies his father had pushed him to pursue against his wishes (he wanted him to become a mechanic) he worked in that trade until his military service.

On his return, Louis Delanchy revived his childhood dreams and was hired by a major haulage company as a lorry driver. Simply doing this job was enough to make him happy: *“Being behind the wheel was pure joy from morning till night!”* Louis Delanchy then gained experience, travelling several times a week to Paris, Bordeaux and Lyon before joining the family business.

In an interview he gave whilst a book about the company was being written, Louis confided: *“Ange, our father, loved the product; he was steeped in the sea. He was a towering figure, a role model who raised eight children despite very modest means. He was a man who stood out from the crowd.*

*He had great human qualities, but he was also tough and an outstanding worker.”*

He also passed on his passion: *“Even as a kid, I wanted to be a lorry driver,”* Louis explained. He also had great admiration for Joseph: *“Jo was very keen to set up a transport business. He put his idea to us, and we all went along with it. We wanted it so much, we were all passionate about it!”*

And so, in 1968, Jo, Louis and Ange Delanchy took the risk of going into debt to buy their first lorry and start a seafood transport business.

The company name is written in full on the lorry, as a tribute to his father: “Ange Delanchy and Sons”. It was both “to make him happy and as a token of gratitude”, explained Louis Delanchy.

Louis was involved in the whole venture; he went with Joseph to Concarneau to approach shippers, and a little later built the first garage *“made of wood, a tiny little thing”* before watching the business grow year after year.

Gradually, the business employed all family members willing to join: the father, five brothers, a sister and two brothers-in-law all worked together!

A rare human adventure.

As the business expanded, Louis’s role evolved. In the 1970s, he gradually moved away from the road to focus on organisation and management, notably at the port of Lorient, and later as manager of the Guidel branch.

Even after he retired, Louis never really distanced himself from the company.

Driven by a sense of loyalty and passion, he continued to visit regularly, keeping up with the company’s progress, sharing ideas and passing on his knowledge.

He will forever be remembered as a hands-on man, deeply attached to his roots, family, and the company he helped build:

*“We’ve experienced something extraordinary, even if it wasn’t always easy.”*

Thank you, Louis.

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#### Thank you!

Jordy ARIAS - Xavier BATEMAN - Antonio BARBAGIOVANNI - Justine BERTIN - Florence BLANCHET - Julio BORRELL - Simone BUSCONE - Mickael CADEAU - Brigitte DELANCHY - Frédéric DELANCHY - Joseph DELANCHY - Jimmy DENIEUL - Sébastien DEPAYRAS - Sébastien DOURDENT - Yann DURAND - Stéphane GALLIARD - Benoît GORGE - Éric GUILLERME - Nicolas GUINTRAND - Stéphane HESRY - Jordan KERBELLER - Stéphane LE BIHAN - Hubert LE BLON - Thierry LEMAIRE - Bruno LESAINT - Kévin LOISEL - Sylvain MALMOUCHE - Nicolas MUET - Sébastien PECQUEUX - Guillaume PERAUDEAU - Anthony POILVERT - Guillaume POULIN - Yannig RENAULT - Isabelle ROUSSEL - Rose-Marie TRAVERS - Alain TURMEAU - Emmanuel VIOLLE - Pascal XIMENES.

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*We have revamped the format of our report to make it more appealing, more accessible, and also more open to society.*

# Air, drive, flair!

A fresh produce transport company bears significant responsibility in the following areas:

- carbon footprint,
- air quality,
- conservation of natural resources, particularly water,
- road safety,
- food safety,
- human capital development.

These are the key issues addressed by our indicators, which are compiled in the CSR booklet published alongside this magazine and have been presented in a clear, consistent and comparable manner since the launch of our initiative in 2017.

But the vision of responsibility that we have been developing since the company was founded in 1968 is far broader and, if I may say so, far more comprehensive. It includes:

- the need to maintain our profitability to safeguard the independence and long-term viability of the business and the jobs that depend on it,
- commitment to our European and local ecosystems wherever we operate and across all sectors, particularly the maritime economy,
- the ability to anticipate and take the initiative to innovate and reinvent what we do, and to contribute to the environmental and social transitions that are reshaping the transport and logistics sector of the future,
- enthusiasm for presenting and championing our corporate culture,
- the pride of doing a job that is meaningful and whose essential nature was highlighted during the Covid pandemic!

To reflect this reality, we have redesigned our report to make it more appealing, more accessible, and more open to society, changes in which affect our environment and which, in turn, we influence in our own modest way. If I had to sum up our intention, I would say that what we are trying to convey here is: *"Air, drive, flair!"*.

A breath of fresh air, because we want the company to be open to the grand aspirations of our time.

A sense of drive, because beyond this open-mindedness, we want to be proactive and true to the pioneering spirit that has always driven us.

Finally, perhaps most surprisingly, there is the question of appearance, for 'looking good' has always been in our DNA; we are particularly mindful of the working environment, integrity, cleanliness and the presentation of our vehicles, as well as the uniforms our teams wear with pride.

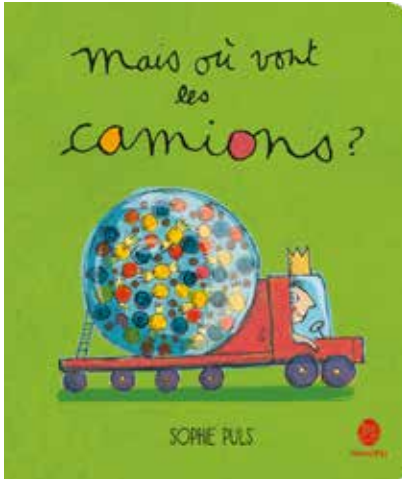
This attachment to our appearance comes as no surprise; the words of Victor Hugo, author of *Travailleurs de la mer* (The Workers of the Sea) apply perfectly here: *"Form is substance rising to the surface."*

**Brigitte DELANCHY - Chair**

## Toot toot!

In this sturdy cardboard book for little ones, we travel through the pages with lorries, their drivers, and their cargo. Honk honk, sluuuurp, wroom vroom vroom! They travel through a variety of landscapes, sometimes carrying eggs, chocolate, flour, milk and sometimes sweets. But where are all those lorries going? To the bakery! And what for? To bake a cake for... the fire engine's birthday. Toot toot!

Sophie Puls - But where are the lorries going?  
Publisher: HONGFEI CULTURES



## KOTRA's first electric lorry

Our Dutch partner KOTRA Logistics has just taken delivery of its first electric lorry. *"This is a modest first step for us towards the energy transition, which can only become widespread if reliable, readily available and affordable alternatives emerge"*, explains its Director, Erik de Koeijer. This first vehicle, a Volvo Bluekens Goes, features a body with a Lamberet refrigerated body and a Carrier refrigeration unit, and benefits from the charging infrastructure installed at the KOTRA site in Yerseke by the AERS Group.



## 2025 Fisheries and Seafood Conference (Boulogne)

Reaffirming its commitment to preserving and developing the sector, the DELANCHY Group attended the 2025 Fisheries and Seafood Conference, held in Boulogne in September 2025. Eddy Mouquet, Director of the COPROMER Transport agency, represented the DELANCHY Group to highlight our expertise in the transport and logistics of seafood products. Boulogne Capécure, Europe's leading seafood processing hub, plays a central role in the distribution of seafood across Europe.



## Michelin issues a certificate for CO<sub>2</sub> savings to the DELANCHY Group

Michelin highlights organisations committed to an eco-friendly and more environmentally responsible approach. Michelin rewards its customers for sharing common values aimed at a more sustainable and healthier future. The certificate assesses reductions in CO<sub>2</sub> emissions, as well as the savings in raw materials achieved by transport operators.



## ECO-score: 10/10

No, this isn't the DELANCHY teams' ECO-score yet... but it is a 10% improvement over 10 years!

The score rose from 7.57 in 2017 to 8.36 in 2025, a remarkable development considering the already high starting point – and, above all, a steady progression: every year has been better than the last.



## Let's travel safely... and stay healthy!

Sleep, nutrition, cardiovascular health, stress, movement and posture, addictions, etc.

These are all issues of vital importance to our staff.

All our branches regularly host CARCEPT's "Transportez-vous bien" stand: a free programme, open to all non-managerial staff, offering personalised coaching, self-assessments and training courses.



# The *Made in DELANCHY* Workshop!

If there is one place that perfectly embodies the group's ethos – and its famous motto, “Impeccable” – it is the workshop of a DELANCHY Group agency. As the very heart of CSR, this is where the key issues facing road transport have always been addressed: road safety, carbon footprint reduction, air quality, food safety and working conditions. Having our own maintenance workshops is not a recent decision, but a founding principle, articulated from the very beginning by Joseph Delanchy, who founded the company in 1968.

*“The secret is to be fully present and committed to your work; attention is key.”* When it comes to being present and attentive, Éric Guillerme, Workshop Manager in Guidel, is a leading figure within the company. He's there every day at 5 a.m. to keep an eye on the departing vehicles, which he talks about as if they were his own! *“We have 44-tonne vehicles that are about to set off; we need to ensure that the scheduled round trip goes smoothly.”* *If I spot a problem, such as an engine or fridge fault, I can quickly get in touch with the operations team and, sometimes, the vehicle is repaired by mid-morning, and ready to go by midday! I'd rather take preventive action than end up with a vehicle and its load breaking down on the motorway.* *“That's also the whole point of the feedback forms I've introduced to maintain the link with the drivers”,* explains Éric, who joined the workshop at the age of 20 (he is now 61!), on 1<sup>st</sup> October 1985.

At the time, the workshop manager was Gérard Jacob, and it was he who supervised his apprenticeship, under the watchful eye of Joseph Delanchy, for whom the excellence of the workshops and the preventive maintenance strategy were key to the company's success.

## It all began in Guidel

In 1973, when the company moved to Guidel, it acquired a large workshop and hired its first specialist employee to take care of maintaining and servicing the fleet. Engines had a relatively short lifespan then, lasting up to 300,000 km (compared to 950,000 km today). Mechanical tasks were numerous, and by 1975, mechanics had started dismantling engines to replace worn parts – sometimes fully rebuilding them – to extend the lorries' lifespan.

The workshop was practising preventive and predictive maintenance well before its time. *“Fix it before it breaks”,* that is our motto and our aim. It must be said that Joseph Delanchy prides himself on managing the supply chain from start to finish. This commitment is still as relevant as ever and it clearly

contributes to the company's overall financial performance, as well as helping to maintain its safety and fuel consumption figures.

*“It is this legacy that we must keep alive everywhere today, now that the company has expanded far beyond the borders of France”,* says Anthony Poilvert, the newly appointed Workshop Manager at the DELANCHY Group.

**“Our role is to provide a reliable and clean lorry, ready for use.”**

Anthony arrived in March 2025. *“I've just come from the civil engineering division of a major construction group, where I started as a work-study mechanic as part of a BTS course.”* *I worked on the Rennes–Le Mans high-speed rail project, where I gained a wealth of experience as a technician.* *“I then took on the role of workshop manager for seven years”,* says Anthony, who, with the help of Yannig Renault, the group's Technical Director, is getting to know the world and culture of DELANCHY. *“I needed to find a family-like environment where you're not just a number, where you're truly treated as a person within the company, regardless of its size.”* *Whenever we visit a site to see a new workshop, Yannig goes over the whole story with me again and provides me with valuable insights”.* Whilst getting to know the company, Anthony also met Joseph, the founder: *“He gently put me under pressure by pointing out that it was his name on the grille!”* A view shared by Anthony, who has fond memories of meeting the team in Guidel, Guillaume Poulin, who is specifically responsible for receiving and preparing new vehicles and handling vehicle dispatches, and, of course, Éric, the workshop manager, *“a true professional capable of detecting a compressor fault just by listening as a vehicle drives through the yard!”* Anthony quickly realised the full benefit the company derived from having control over its in-house workshops: *“Our role is to provide a reliable and clean lorry for the*

“The secret is to be fully present and committed to your work; attention is key.”



Éric Guillerme in the workshop  
of DELANCHY Bretagne  
Transports 56 in Guidel.



*Guillaume Poulin and Éric  
Guillerme in the DELANCHY  
Bretagne Transports  
56 workshop in Guidel.*

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## OUR VALUES PUT TO THE TEST

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operation, and this is the minimum requirement for delivering on our promises of punctuality and quality to our customers". A view echoed by Yannig Renault: "The manufacturer recommends a service every 80,000 km, or roughly every five months. Personally, I ask for a monthly check-up; Éric wants one every week and won't hear of any compromise. At the slightest sign of doubt, he immobilises the vehicle, whilst trying to find a replacement driver so as not to disrupt operations. "This level of commitment commands the respect of his colleagues in operations. They would never dare to question his decisions," concludes Yannig.

### Roadmap

Anthony's plan is to take charge of managing the workshops – 18 in total – and to ensure that excellence remains the priority, whilst modernising their practices. This will soon be the case with the introduction of new workshop management software (Fleet Management Service), which will, in particular, improve the monitoring of key performance indicators: "so that we can understand and improve our practices by taking advantage of the benefits of continuous analysis of technical data, which can help reduce the need for repairs and optimise maintenance".

Anthony has also set himself the goal of strengthening communication and discussions between the sites, using Guidel, the pilot site, as a model, and keeping pace with technological developments, particularly the introduction of electric vehicles. "We are starting to look into training workshop managers at sites where electric vehicles are used. It's demanding, because we're working with high voltage and there are procedures to follow; it's a new challenge for the company", says Anthony enthusiastically. He is working on a new maintenance plan that incorporates new technologies, including connected lorries, and, more broadly, the advent of AI. "We are in constant dialogue with manufacturers. We have a relationship that surprised me when I arrived. I didn't realise we had such open channels of communication. We receive a lot of feedback, and that helps us anticipate trends".

### "The new maintenance plan incorporates new technologies."

Now thoroughly immersed in the workshops and the *Made In DELANCHY* identity, Anthony can no longer see a lorry go by without casting a professional eye over its appearance, its appeal and even the behaviour of its driver, and when it is a "sparkling" DELANCHY, he feels immense and justified pride.

### 1975: introduction of preventive maintenance

The DELANCHY Group set up a preventive maintenance workshop. The aim was twofold: to improve vehicle safety and to prevent breakdowns (which were common at the time). But another benefit of this in-house workshop is that it extended the service life of the vehicles.



# On the necessity for beauty!

The tension between the “beautiful” and the “useful” permeates an ancient tradition of craftsmanship which, sadly, has faded over the course of the 20<sup>th</sup> century, turning workplaces into environments that are certainly functional, but... ugly! Returning to this approach, the workspaces within the DELANCHY Group embody the perfect blend of beauty and utility. Guided tour.

## A culture of hospitality

You only need to step inside a branch of DELANCHY to feel that you're in a place unlike any other. Gone are the days of the open-plan transport business, where partitions as thin as cigarette paper formed tiny offices on a rough concrete floor in a remote corner of the warehouse for administrative staff! Here, there's no need to brighten up grey walls with flimsy postcards of exotic landscapes, struggling to create a breath of fresh air amidst dull calendars and tattered fire safety posters. At the DELANCHY Group, it is an understatement to say that we foster a culture of hospitality. The lobbies feature comfortable seating where visitors are invited to wait in an environment that impresses with its attention to comfort and cosiness. Pictures adorn the walls, plants add a touch of freshness and delicacy, and elegant floor lamps alongside carefully chosen decorative items complete the harmonious atmosphere. The care and attention these places have received reflect the concern of the people who frequent them. In fact, you only need to walk a little further to realise that this is a serious matter. Offices, changing rooms, meeting rooms and, above all, break and dining areas reinforce the impression one gets upon stepping through the door. They are immersed in an environment that has been thoughtfully designed as a cohesive whole to create a pleasant place to be. The design of the premises features a high standard of finish worthy of interior architecture: set against or opposite colour-coordinated wall panels, the beautifully crafted sinks, splashbacks and joinery could easily be found in high-end homes. Once again, we are a world away from a last-minute facelift designed to cheer up a functional space that is focused primarily on the business at hand and neglectful of the people who work there.

## An expression of a managerial approach

At DELANCHY, the furniture also stands in stark contrast to the standardised, sterile... and charmless furniture usually found in offices and canteens. Chairs and tables crafted from fine materials draw inspiration from the dining rooms of city-centre hotels – establishments dedicated to comfort and relaxation – to create a soft, comfortable contemporary aesthetic. When dining areas are furnished with large tables that encourage sharing, they evoke the cosy interiors of family homes. Generally speaking, this is the ethos that characterises DELANCHY's branches: they are designed not only to house and facilitate transport operations, but also to “welcome” all those involved in organising them, in the sense that they should be given the warmest of receptions. What's more, relocations are major events: they involve not only the branch manager but also senior executives from the group, including the Head of Property and the Technical Director. Everyone gets stuck in straight away, unpacking the boxes, setting out the furniture, hammering in hooks and nails, checking that a picture is level, and so on. It's not uncommon for Brigitte Delanchy to lend a hand herself: *“That's our way of team building!”*, she says. Sharing this time is intended to be a tangible expression of the most fundamental managerial quality: ensuring that the teams one is responsible for feel valued.

**“When dining areas are furnished with large tables that encourage sharing, they evoke the warm, cosy interiors of family homes.”**













### A wide variety of settings

There is an abundance of wood and velvet, warm, stylish materials that, once again, are more typically associated with a domestic or perhaps formal settings than with an industrial context.

The concept goes even further, as each facility not only has its own distinct identity, but also sometimes features different moods depending on the rooms and their purpose. There is an English-style lounge where the *Union Jack* takes pride of place above club armchairs, creating a rock-and-roll vibe; here, glistening, oversized cherries add a vibrant pop touch; elsewhere, Chinese-inspired vases stand out against an intense blue-grey background, flanked by orchids and bamboo stalks, immersing the space in a more meditative Far Eastern decor. Another agency exudes a cosy atmosphere, dominated by shades of beige, white, black and terracotta, where illustrations featuring floral and botanical motifs provide a few soothing respites for overworked minds. More generally, the corridors and meeting rooms are decorated with series of themed photographs, such as portraits of legendary film actresses or iconic car models, as well as seascapes and more abstract original paintings. As a recurring motif, the clock is the subject of all manner of imaginative interpretations.

**“Illustrations featuring floral and botanical motifs provide a few soothing moments of respite.”**

its presence underscores the fact that, at DELANCHY, punctuality is a priority that lies at the very heart of our concept of service. Its design, meanwhile, complements the overall style of the room, featuring pear-shaped hands or Roman numerals, or, for a more understated look, a digital display. In the changing

rooms, the doors of the individual lockers may be painted in a bright, vibrant blue, creating a modern, cheerful and welcoming atmosphere for staff passing through the area on their way to or from the warehouses. At DELANCHY, hospitality goes hand in hand with uniqueness. Here, beneath its roof, we find everything in stark contrast to the rows of anonymous, endlessly replicated office cubicles that Jacques Tati so brilliantly satirised in his film *Playtime* (1967).

**“In the changing rooms, the doors of the individual lockers can be finished in a bright, vibrant blue, creating a modern, cheerful and welcoming atmosphere for staff.”**

### A hallmark of the company's identity

This creativity and diversity are a hallmark of the company's identity. Furnishing the premises with high-quality furniture, arranging decorative items and potted plants, and hanging ornamental artwork on the walls all help to enhance spaces which, left in their bare state, would have been sufficient to ensure the smooth running of operations. But this extra touch of soul can be read as a manifesto in favour of conviviality. This bold yet sensitive approach also helps to create a sense of unity across the locations in the DELANCHY Group. An undeniable strength of the employer brand, it reflects the high standards of cleanliness and neatness that apply to lorries, uniforms, storage areas and workshops. As such, it is a key differentiating factor. At DELANCHY, style is key.













*The project is being undertaken by carpenters trained at the guild school.*

# In La Gravelle, the spirit of the craft apprenticeship is shaping the new headquarters

On 24 July 2024, a fire completely destroyed the DELANCHY Group's headquarters. Faced with this challenge, the group resolved to rebuild ambitiously. The future headquarters, based on stringent energy standards, would combine a timber frame with bio-based materials. Work began in January 2025. A 3,000 m<sup>2</sup> low-carbon commercial building capable of accommodating nearly 200 employees is due to be completed in the summer of 2026. Led by the property division and carried out by carpenters trained through the Compagnonnage system, this project forms part of the group's environmental and social responsibility initiative.

## From operational urgency to responsible boldness

January 2025, La Gravelle. The rubble was cleared away and the surveys completed. The first glulam beam, which had been machined in the workshop a few weeks earlier, rose slowly above the future headquarters site.

All around, the technical teams monitored the positioning down to the millimetre. The resumption of work took shape. The extension project, under consideration for several years, had now evolved into a complete rebuild.

Under the leadership of Brigitte Delanchy, the idea of an exemplary, energy-efficient headquarters had gained traction.

Bruno Lesaint is spearheading this transformation. *"In the pursuit of sustainability, timber has emerged as a solution that makes sense from a technical, environmental and strategic perspective"*, says the Head of Property. He manages a network of fifty sites spread across the country. He takes into account environmental standards and the operational constraints of the premises. His remit encompasses land acquisition, the management of new development projects, and the maintenance and modernisation of existing assets. Listening to him, it becomes clear that within the group, real estate is seen as much as a driver of operational performance as it is a means of enhancing the company's image.

## Wood as a low-carbon solution

The group's logistics buildings have traditionally been constructed using steel frames designed for long spans and industrial use. For the office building, the management has opted for a timber frame and bio-based materials.

Whilst bold, this choice is nonetheless part of the growing eco-design trend. The wood comes from sustainably managed forests in France or Northern Europe. It stores carbon throughout its lifespan, meaning that several hundred tonnes of CO<sub>2</sub> are sequestered within the material for the future headquarters of the DELANCHY Group. Its use also meets the stricter requirements of the RE2020.

**“For the office building, the management has opted for a timber frame and bio-based materials.”**

Another factor influenced the choice of wood: in the event of a fire, it burns gradually on the surface, forming a charred layer that protects the load-bearing core. The experience of the 2024 disaster has led to greater focus on these mechanisms. Environmental performance goes hand in hand with technical expertise.

The main structure combines structural timber with glulam elements. Concrete floors provide thermal mass and ensure a comfortable working environment. Blown-in wood fibre insulation, produced from recycled sawmill waste, optimises energy efficiency by trapping air within the material. The building is designed to achieve near-net-zero energy status.

## The carpenter's craft

For this project, DELANCHY commissioned Lutellier Charpente, which had completed the La Gravelle staff restaurant in 2022. Alain Turmeau, a graduate of the École des Arts et Métiers who had worked for major organisations, took over this family-run business in the Mayenne region, founded in the 1960s, in 2011. *“Building on a long tradition of craftsmanship, our small business now employs around thirty carpenters, roofers and joiners.”* *“We specialise in heritage restoration, public and private commercial buildings, agricultural buildings and individual houses,”* explains Alain.

Work begins in the workshop with the structural framework. The design is drawn to scale to plan each assembly in advance. The mortise and tenon joints fit together with millimetre precision. The grain of the wood, the orientation of the pieces and an understanding of the wood's hygrometric behaviour are key to the structure's longevity. CNC machines work in tandem with manual skills. The carpentry trade is renowned for its ability to combine tradition and innovation. Eco-friendly treatments protect the material whilst preserving its natural integrity.

## The spirit of the craft apprentices

Lutellier Charpente regularly welcomes travelling apprentices from the Compagnons' Tour of France. In partnership with the Compagnons du Devoir et du Tour de France and the Union Compagnonnique, these craftspeople undertake a training programme lasting around 8 years. *“They perfect their craft in different towns, produce a masterpiece demonstrating their skill, and then spend several years passing on their knowledge. Their culture of high standards and collaboration is the lifeblood of the workshop”*, enthuses Alain Turmeau.

The compagnons' expertise in complex timber structures also plays a part in the preservation of many historic monuments. The carpenters, who were called upon to help rebuild Notre-Dame Cathedral in Paris following the fire in 2019, have reconstructed a medieval roof structure made of solid oak, drawing on historical records and digital modelling.

**“The expertise of the compagnons helps to preserve many historic monuments, including the restoration of Notre-Dame de Paris.”**

The future headquarters of the DELANCHY Group is a statement. For the teams, the building will be a source of pride. The project enhances the group's appeal to talent with an environmental conscience. It reflects the alignment between economic activity and social responsibility. At La Gravelle, the property strategy is designed as a long-term investment, in line with future regulatory and climate requirements.





*Alain Turmeau,  
of Lutellier Charpente,  
and Bruno Lesaint, the  
group's property director.*

*Kévin Loisel,  
lorry washer at  
Frigo Transports 53.*



# Kévin's keen eye for detail!

As the public face of the DELANCHY Group, its spotless lorries are the subject of special care within the branches. While their mechanical inspection is essential for road safety, the lorries also undergo thorough cleaning daily, as much for hygiene as for the sake of their image. Hired as a lorry cleaner at DELANCHY Frigo Transports 53 in September 2025, 28-year-old Kévin Loisel brings his energy, meticulous approach (and keen eye!) to bear on this essential task.

## A job that keeps your body active

It was literally a 6.5-metre fall that landed Kévin Loisel at DELANCHY. Trained as a carpenter and roofer, the young man swapped his roofing pliers and nail apron for a pressure washer following a serious accident that left him hospitalised and in rehabilitation for several months. Changing careers is never easy. Giving up one vocation and finding another requires a period of reflection and a certain degree of maturity. In France, this shift affects a quarter of those under 30. This early change of direction often involves personal and financial sacrifices. Kévin Loisel lives in Mayenne, where he grew up. This dynamic region, long been spared from crisis, is now being hit by declining consumption and a deteriorating job market. Unemployment has jumped by 13%, rising as high as 20% among young people.

Working close to home is a sought-after factor in achieving a good work-life balance. For Kévin Loisel, attached to the many advantages of his local area, this was an important criterion. Living just 10 minutes from La Gravelle, he came knocking on Mickael Cadeau's door as a neighbour and former temporary worker. The manager of DELANCHY Frigo Transports 53 had hired him years earlier as an order picker and had been pleased with his work. The positive memory was mutual.

Kévin Loisel, hard-working and determined, had come to appreciate the values of the DELANCHY Group. Through this brief experience, he had also gained an understanding of the world of transport and logistics, which is now his field.

His knowledge of the sector, combined with the hands-on work ethic he developed whilst working in the construction industry, has helped him settle in quickly at Frigo Transports 53.

### “Recognition is key to finding meaning in work, especially in physically demanding jobs.”

*“In September 2025, I signed a permanent contract as a lorry washer. My working week starts on Tuesday at 11:00, and I work until Saturday afternoon. In the meantime, I can clean up to 25 lorries a day”,* he says. You bend down, pull yourself up, and finally contort yourself. It’s a tough challenge and it’s put off more than a few people before him. The movements he repeats require precision and dexterity. Semi-trailers carry fresh produce, the safety of which depends on maintaining constant control over the physical conditions. The cleanliness of the bodywork, underbody and equipment contributes to the overall consistency of the quality system.

Kévin works in a *“job where the body is constantly active”*, as sociologist Stéphane Le Lay describes it. There he finds respect and a sense of purpose. His role lies at the intersection of health and safety, preventive maintenance and the image of the brand. Kévin carries out his duties consistently and with commitment. His contribution to the Group’s reputation, and therefore to its growth, is crucial. Unlike the *bullshit jobs* criticised by David Graeber, his work can be measured in very concrete terms: if the fleet of Frigo Transports 53 is clean, it is thanks to his meticulousness and vigilance. *“At the end of the day, you only need a quick glance to see that we’ve done a good job”*, he says happily.

Recognition is key to finding meaning in work, especially in physically demanding jobs. Well-established and well-regarded locally, the group has a positive image among the young man’s friends and family. He regularly receives compliments: *“My family and friends see the lorries on the road and know that if they’re spotless, I’ve had a hand in it”*. By contributing to the Group’s positive image and its “employer brand”, Kévin further strengthens the commitment of his colleagues to their work. One might say that the young man is at the heart of a virtuous circle.

### The washer, a key role in the workshop

The cleaning of heavy goods vehicles follows a procedure that the Group has perfected over many years. This process meets health and safety standards while also being environmentally friendly. Refrigerated transport is subject to a specific regulatory framework. Companies in the sector comply with the provisions of the European Hygiene Package and Regulation (EC) No 852/2004 on the hygiene of foodstuffs. These guidelines

provide a framework for risk management throughout the supply chain, from product preparation through to delivery.

A professional-grade detergent designed for organic residues is applied in precise quantities. *“I spray with Défi V, a product that removes stubborn food odours, then I rinse with high-pressure water collected in large tanks and heated”*, Kévin Loisel explains.

### “Every return from a trip begins with a thorough inspection of the surfaces exposed to road spray.”

Every return from a trip begins with a thorough inspection of the surfaces exposed to road spray. For Fabrice Génin, the workshop manager, the dedication shown by the young lorry washer is particularly valuable. *“Kévin can tell straight away when a lorry has had a problem”*, notes Mickael Cadeau with satisfaction.

A misalignment in a body panel, a fault with the lights, a dent in a side skirt, signs of wear on an airbag, scratches, a loose number plate: these are the issues that Kévin spots during the cleaning process and which then prompt Fabrice Génin to take action. In fact, Kévin Loisel, who is keen on mechanics, sometimes takes care of a few minor repairs on semi-trailers himself.

Vehicle availability is a key issue in the transport sector. Detecting faults early helps to ensure business continuity.

Popular with drivers, who are the first to benefit from his work and entrust their vehicles to him between deliveries, Kévin Loisel immediately found his place among them: *“I’ve been supported right from the start in the team; I know I can count on my colleagues”*. The respect shown to him reflects the group’s values: respect for people, for a job well done, and for the environment.

“My family and friends see the lorries on the road and know that if they’re in tip-top condition, I’ve had a hand in it.”



Every year, the Isaac l'Etoile school in Poitiers organises a careers day for its pupils, which includes a visit to the Delanchy Frigo Transports 86 depot.



# 40 years of shared success between the “Porteau” and the DELANCHY Group

For over 40 years, the Lycée du Porteau in Poitiers — now part of the Isaac de l'Étoile school — and the DELANCHY Group have been a real breeding ground for professionals in the transport and logistics sectors. Work placements, exam panels, and field placements: this collaboration has brought to the fore a number of talented individuals, several of whom now hold key positions within the group.

Le Porteau, founded in 1957, quickly established itself as one of the leading transport-focused institutions, guided by one simple principle: to provide training that meets the real-world needs of the industry. A vision championed by Mr Pascal Ximenes, Deputy Director of the vocational sixth-form centre: *“We have never launched a training course simply because the Department for Education asked us to, but because local businesses needed it.”*

## **A pioneering training programme for the Transport-Logistics sector**

This unique approach explains the close relationship we have built with the DELANCHY Group, a long-standing partner and regular recruiter. One of the most notable career paths is that of Yannig Renault, who is now the group's Technical Director. Having arrived at Le Porteau in 1979 at the age of just 16 from

his native Brittany, Yannig found himself on a demanding training course focused on the fundamentals of road transport and its practical aspects. There he met another Breton: Frédéric Delanchy, who would later become Managing Director and whom he met again a few years later at the company. In 1987, Yannig Renault took over as manager of the DELANCHY branch in Poitiers, located just a few hundred metres from his old school. Forty years later, he came across the work placement report he'd written back then at DELANCHY, which he'd kept as a record of his early days on the job.

Another remarkable journey is that of Guillaume Peraudeau. He arrived in Le Porteau in 1988 to become a driver, but had to give up driving professionally due to a visual impairment. The school then steered him towards the transport sector, where his potential became apparent. A turning point. His work placement at DELANCHY in Poitiers, under the supervision of

Yannig Renault, marked the start of a career that would take him successively to Lyon, Nantes and then to the management of the Mortagne-sur-Sèvre branch. A career path that illustrates Le Porteau's ability to identify versatile individuals and support them as they take on strategic responsibilities.

In the 2000s, a new generation of enthusiasts for road transport and logistics emerged, including Benoît Gorge, now Director of the Frigo Transports 86 branch, and Jimmy Denieul, Operations Manager. Both were trained by instructors with practical experience, in an environment where learning takes place outdoors, in the manoeuvring areas and on the loading bays. There, they develop the rigour that is essential in a sector subject to constantly changing regulations, the hazards of the road and adverse weather conditions: *"the road is the only tool of the trade that we cannot control. You need to be disciplined and resilient,"* says Benoît Gorge, highlighting the skills and personal qualities honed at Le Porteau.

**"We have never launched a training course simply because the Department for Education asked us to, but because local businesses needed it."**

Jimmy Denieul shares the same passion for lorries, a passion he inherited from his father, who was a lorry driver and later managed a motorway service station. After studying sociology, he switched to the transport sector and completed a one-year BTS course at Le Porteau, which enabled him to obtain a qualification equivalent to that of a freight forwarder. The school offered him an Erasmus placement in the Netherlands, but, being attached to his home region, he chose to stay in Poitou and joined the DELANCHY Group in 2001. He and Benoît Gorge are a close-knit duo committed to passing on their knowledge. Every year, as part of a career exploration week, they welcome ten or so secondary school pupils to introduce them to careers in the transport sector.

### **A practice-oriented approach to meet the sector's growing needs**

In 2010, Le Porteau became Isaac de l'Étoile, a school with over 2,000 pupils offering a continuous educational pathway from the CAP vocational certificate to a Bachelor's degree. The school is reinforcing its core values – responsibility, respect and self-discipline – whilst updating its curriculum. *"Our aim is to train future leaders who possess solid technical skills... and, above all, excellent interpersonal skills,"* emphasises Mr Pascal Ximenes.

From September 2026, a module combining electric mobility, courier services and preparation for Euro 7 standards will be

added to the Road Transport programme, the institution's flagship course. The school employs an immersive teaching approach: a fleet modelled on DELANCHY's 44-tonne articulated rigid lorries, extensive manoeuvring areas, four loading bays, and long-distance training runs of up to 1,000 km on challenging routes like Le Puy–Millau. This practical approach explains the 98% employment rate. For Yann Durand, a driving instructor, this personalised support is essential: *"a student is never alone. We support them, advise them and empower them. And that is how they gain confidence and become an accomplished professional driver"*.

The course attracts new profiles: mechanics wishing to move to the cab, general-bac graduates, and adults retraining and seeking hands-on work. The number of women in the industry is also growing, driven by inspiring stories such as that of Héloïse, who was crowned France's best female driver in 2024.

The educational programme is supported by experienced teachers like Mr Dieudonné Ranarison, who has been there since 1991 and is one of the key figures in the Transport and Logistics Management course. He has taught generations of students, including Benoît Gorge, and has continually developed teaching methods by focusing on an inductive approach based on the principle that learners acquire knowledge through experience rather than simply through exposure to theoretical content. His approach involves acquiring a "control tower" perspective, which is essential for managing flows and dealing with the unexpected. Versatile skills are highly sought after, particularly at DELANCHY. The school has also invested in individual tablets to make research easier and encourage learners to work independently. Furthermore, in line with the new curricula, foreign language teaching has been strengthened.

**"A student is never alone. We support them, advise them and empower them. And that is how they gain confidence and become an accomplished professional driver."**

This collaboration between schools and businesses is becoming increasingly important in a sector under pressure. And the shortage is getting worse: for every 10 drivers who retire, only 3 young recruits are stepping in to take their place. According to the French Federation of Transport and Logistics Companies, the shortfall could reach 70,000 drivers within ten years if nothing changes. The situation is exacerbated by a worrying age structure: 45% of drivers are now over 50. Against this backdrop of an ageing workforce, and with nearly 500,000 transport and logistics roles to be filled by 2030, the role of schools like Le Porteau and Isaac de l'Étoile, and partners like DELANCHY, is becoming more strategic than ever.





*Benoît Gorge opens the doors of the Frigo Transports 86 depot to the students and gives them a behind-the-scenes tour of the loading bays where orders are prepared.*

Faced with this structural pressure, the school is expanding its range of initiatives: a campus for post-secondary students offering initial and work-study training, and an integrated training centre – the Academy (CAP, vocational baccalaureate, vocational qualifications, CQP) – which, notably, provides a certificate of competence in handling refrigerant fluids. At the same time, the teaching staff maintain close links with Frigo Transports 86: work placements, hosting work-study students, practical training on the loading bays, invitations to sit on examination panels, career discovery weeks, etc. *“At present, we are not training enough young people to meet the sector’s demands”*, emphasises Mr Pascal Ximenes, who believes that the school’s transport and logistics programme could increase its intake to meet the needs of the industry.

Whilst the historical ties with Le Porteau remain strong, the DELANCHY Group is now extending its training strategy to all schools in the sector. As the company’s HR Director, Emmanuel Violle, points out: *“Le Porteau is a long-established training centre, but it is at the branch level that the most effective partnerships are forged. Some are particularly active and take on as many as six work-study students”*, as part of a strategy to strengthen local roots and ensure a sustainable pipeline of future talent.



Since 2010, the Lycée du Porteau, a pioneer in the fields of driving, transport, logistics and road vehicle maintenance, has been an integral part of the Isaac de l'Étoile school in Poitiers.

### The transport talent factory

Today, Isaac de l'Étoile offers a coherent continuum. A programme designed to support regulatory, technological and energy-related changes in the transport sector, whilst meeting the recruitment needs of companies like the DELANCHY Group.

- CAP Certificate in Road Driving
- CAP Certificate in Logistics and Courier Services
- Vocational Baccalaureate in Transport and Logistics
- Vocational Baccalaureate in Goods Transport Driving,
- CQP and vocational baccalaureate in Road Transport Vehicle Maintenance
- BTS in Transport Management and Related Logistics
- BTS in International Business
- Bachelor's degree in Business Development and Marketing
- Professional qualification: Road Vehicle Refrigeration Technician



Pupils learn about operational activities and careers in logistics.



Jimmy Denieul, a former pupil of Le Porteau, knows how to capture the students' attention. Aim: to spark their curiosity and help them discover their future career paths.

Mathieu Langlais,  
driver at Bretagne  
Transports 56, in Guidel.



# We want your photo!

Photographed as a group or individually, DELANCHY's staff feature prominently in the company's imagery, whether they are behind the wheel of a lorry, on the loading bays or in the offices, headsets over their ears.

This appetite for reflective imagery serves as both a tribute and a sign of pride. Collected and preserved, these images form a collection that amounts to a veritable cultural heritage.

As we examine it, we can identify some of the company's key characteristics.

## A visual account

At the DELANCHY Group, photo albums could fill metres of shelving. Photography is part of our culture. At every event the company organises, a photographer is on hand to capture the lives of the people who bring it to life and make it happen. But the flash is not going off indiscriminately. Rather than just churning out images, we want to bring people's faces to light.

Corporate photography now has a long history, and this technique of "capturing reality" is itself a product of the industrial age. It involves issues relating to knowledge, memory and the creation of a shared heritage; and, when it needs to capture images of its client's premises, workshops or staff, it also involves promotion and communication.

From Robert Doisneau to Stéphane Couturier, it has been championed by big names, including Renault. Whilst this approach is now widespread across all sectors, it has its own distinctive language. As a visual record of a social or professional reality, corporate photography is still all about framing, posing and sensitivity to the subject: it offers a particular perspective. It is highly subjective, underpinning a narrative, illustrating it, or even taking its place.

Christophe Chilaud,  
Fruit and vegetable order picker  
at Delanchy Prestations de  
Services 21, in Ladoix-Serrigny.





### Putting people first

Sylvain Malmouche, who has been working for the DELANCHY Group for 10 years, is no stranger to partnership celebrations, executive committee meetings, seminars, staff and retirees' parties, branch openings, the installation of new equipment, and the arrival of new employees at the group. *"Even when I come to photograph new assembly racks, new machines or new desks, at DELANCHY there's always someone in the frame"*, he comments. The emphasis on the human element, already evident in Joseph Delanchy's time, has been carried forward by Brigitte Delanchy, to whom we owe both this interest in documentary photos and penchant for portraiture. Because, apart from the sheer number of photos, what is striking is that there are always people in them. This editorial stance certainly illustrates the fact that the group operates in the service sector, which relies above all on human intelligence. It also expresses an intention that goes beyond this simple correlation. The desire to keep track of members connected to the group in various ways suggests a family-like atmosphere, and that is enthusiastically fostered.

**"It is to Brigitte Delanchy that we owe both this interest in documentary photos and penchant for portraiture."**

When Sylvain Malmouche captures the start of the Transat Café L'Or in Le Havre, in which Défi Voile is taking part, it's not so much the race as the invited guests and staff that he captures. *"My main aim here was to ensure that staff members, accompanied by their children or grandchildren, would have a memento of this special occasion"*, he explains. *"The human touch is what sets this company apart"*, adds this veteran of corporate reporting. Sent regularly to various branches, he witnesses this cultural harmony: *"All the directors are in constant contact with the Delanchy family; you can really tell. You find the same mindset everywhere, regardless of the geographical area"*. And, wherever he goes, Sylvain Malmouche applies the same approach to

portraiture: he seeks "an image that reflects the person". He also takes conventional photos "just to be on the safe side", in which the staff look serious, but it is usually the ones where the men and women flash a natural, spontaneous smile that the company selects and publishes. Delanchy wants to convey and project an impression of dynamism and joyful authenticity.

**"It is the photos in which men and women flash a natural, spontaneous smile that are selected."**

### Highlighting collective success

For the photographer, group photos are always exciting; they make it easy to capture the team spirit. *"It works all the better because the DELANCHY Group is a family business; there is just as much consideration shown to managers as to the workers on the loading bays. Everyone counts"*. His photographs often feature in the company's annual reviews, symbolising collective success, the ability to pull together around a shared project, and solidarity in action. When warehouse operators and staff are working at a fast pace and under heavy workloads, it is not uncommon for managers to put on their PPE to lend a hand or make manoeuvres easier. This spirit of mutual support, which is particularly strong in maritime professions, is evident in the picture. Photography is both an art form and an essential medium of communication. The fact that they use it so frequently reflects a desire to preserve memories that have a family dimension. The employees, as the main subjects featured, express an intention to embody the company through themselves. This seems to be telling us that every individual is important, that all its members are its greatest asset, but also that "working together", as promoted through these campaigns, is the cornerstone of it all. Smiles, after all, are a sign of a warm atmosphere. They promote the idea that creating a working environment that prioritises staff well-being is at the very heart of the business.



### Sylvain Malmouche, humanist photographer

Having completed a BTS in "Sales", Sylvain Malmouche turned his hand to photography nearly three decades ago. Abandoning his previous course of study, he enrolled at a photography school in Paris. After leaving, he continued his training on the job. Whether on the ski slopes or in the Caribbean, he sharpened his eye as the seasons changed. In 1997, he moved to Laval, where he took over the Regards Photographe studio. Having worked for DELANCHY for over 10 years, he was awarded the title of France's leading portrait artist in 2017. For him, every image he produces is the result of an encounter.

Elise Busnel,  
Frigo Transports 50,  
in Guilberville.







*Célia Fiant and Damien  
Letourneur, drivers at  
Frigo Transports 50,  
in Guilberville.*



David Le Fort,  
Order picker at Bretagne  
Transport 56, in Guidel.



*Stéphane Demeulle,  
Mechanic at Frigo Transports 50,  
in Guilberville.*



*Michèle Forestier,  
Senior Accountant  
at Défitrans, in Guidel.*



CARIBBEAN  
BOUNCES  
WIPER





*Loïc Paris, Order Picker  
at Frigo Transports 50,  
in Guilberville.*



**ZE 100% ÉLECTRIQUE**



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# Unwavering determination to stay the course on electrification

For more than 20 years now, road hauliers have been faced with conflicting requirements. Reports come one after another, the regulatory framework is in flux, manufacturers innovate and move forward, but faced with the legislature's procrastination, they stall, backtrack or veer off towards new alternatives. The DELANCHY Group is pursuing its strategy of pragmatic experimentation despite this foggy uncertainty, without compromising its principles or losing sight of what really matters: excellence and operational profitability.

## What was being written 20 years ago about the energy transition in road transport?

At that time, the energy transition did not yet primarily mean electrification or "zero emissions", but rather the use of biofuels (biodiesel, ethanol, vegetable oils) as an alternative to fossil fuels. Take, for example, the issue of alternative fuels and energy efficiency in a sector dominated by diesel.

Reports such as *Biofuels for Transport* (OECD, 2004) examined how ethanol, biodiesel and other liquid fuels could replace a significant proportion of oil in the transport sector, and assessed the economic and technical impacts of these fuels.

In Europe, Directive 2003/30/EC (2003) was already aimed at incorporating biofuels into road transport fuels, with quantified targets (progressive goals up to 2010): this was one of the first European policy frameworks designed to promote these alternatives. Several years on, the picture is clear: the most significant progress has been made in improving the efficiency of diesel engines and introducing hybrid technologies, more efficient engines and cleaner fuel blends. Strategically speaking, the fog has not lifted. Whilst China and the United States have opted for radically different energy strategies — all-electric for the former, a focus on fossil fuels for the latter — Europe finds itself in a middle ground that does not make things clear for transport operators. The analyses put forward by major influencers, whilst useful, often seem out of touch with reality,

not to mention the deadlines that appear to be a long way off. The scenarios suggest that a mix of electricity, biodiesel, biomethane and hydrogen will gradually replace diesel, and it is predicted that battery-powered heavy goods vehicles will become the dominant form of transport, confirming the ambition to achieve carbon neutrality within 25 years. A path set out in the strategic plans of Europe's heavy goods vehicle manufacturers.

Some observers regret that the electrification of heavy goods vehicles is still marginal, accounting for around 2% of sales, even though "*the technological and logistical barriers have reportedly been overcome*". Practically speaking, this point is highly debatable, given that constraints relating to cost, range and recharging remain a challenge. It is perhaps this observation that has given rise to numerous projects, which the DELANCHY Group is naturally watching closely.

One example is the "electric motorway" project led by VINCI Construction, the first of its kind in the world to be trialled on a section of the A10 motorway open to traffic. A dynamic induction charging system allows electric vehicles to recharge whilst driving "*We are very much in favour of their development*", says Yannig Renault, the group's Technical Director, enthusiastically. Charging whilst driving will make it possible to

reduce the size and weight of batteries whilst maintaining range (see also our article on this topic on page 93).

Another example is the ECTN project (European Clean Transport Network Alliance), which aims to transform the organisation of long-distance transport. The concept draws directly on the model of the post houses (established in 1477 during Louis XI's reign), with the creation, on or near the motorway network, of service stations equipped with charging points for heavy goods vehicles. The principle is simple: when the driver arrives at the transfer station, they unhitch their trailer, which is then reattached to the lorry covering the next leg of the journey, having been reloaded in the meantime.

*"To achieve this, the system will require a minimum range of around 450 km to align with statutory rest periods",* Yannig points out, adding that it remains heavily dependent on significant public funding to build these charging stations and on the large-scale electrification of transport fleets!

### **"Cost, range and charging constraints remain a challenge."**

*"The road is straight, but the slope is steep",* one might be tempted to say, even though at DELANCHY, the trial of electric lorries will soon mark its 10th anniversary and we are continuing our development this year with new deliveries of Renault Trucks E-Tech and the first integration of a semi-trailer fitted with an E-Axle Power generator developed by BPW and Thermo King. A technology that enables electricity to be generated during deceleration, slowing down or going downhill (see also our article on this subject on page 95).

The DELANCHY Group is thus demonstrating its commitment to electrification, a technology that is becoming increasingly reliable and whose energy efficiency is now well established. The group now has a fleet of 15 vehicles designed to serve urban centres.

### **"Over the past 10 years, the group has been experimenting more and more."**

A significant effort, even though the economic conditions are not favourable. *"Whilst the wide-scale 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 on public funding (ADEME in France)",* explains Yannig. Until 2025, the allocation criteria were fluid, and it took nothing less than *"blind faith"* to stay the course on electrification. *"It is important to understand that we need certainty and clarity in order to maintain a coherent investment plan. We have a fleet of nearly 1,000 engines, 15% of which we replace each year (once the vehicle has been fully depreciated). These are significant investments, the success of which is crucial to operational excellence, on which we never compromise, as well as to profitability, which is essential to our long-term viability",* concludes Yannig, who, despite these uncertainties, has no doubt that the future of road transport is electric.



#### **Back to the Future**

Post houses first appeared at the end of the 15<sup>th</sup> century, during the reign of Louis XI, with the establishment of the King's Cavalry. Numbering 623 in 1632, the number of coaching inns in France had risen to 1,426 on the eve of the Revolution and was approaching 2,000 by 1850.

#### **Peripheral consumption**

Our business requires the use of refrigeration units and tail-lifts, which also need to be powered. This results in a reduction in range of around 10 to 15 per cent.

“The most significant progress has been made in improving the efficiency of diesel engines and introducing hybrid technologies.”



# Logistics: a sustainable competitive advantage

Long recognised as a specialist in the transport of fresh produce, the DELANCHY Group has gradually transformed its business model to become a fully integrated player in the *controlled-temperature supply chain*. Organised through dedicated facilities operating under the DPS (Delanchy Prestations de Service) brand, the logistics business now accounts for 15% of turnover and is showing sustained growth. With this development, DELANCHY has established itself as a logistics provider capable of managing complex supply chains, from receipt to final delivery.

## Structuring logistics operations: a sensible move

Whilst logistics was already an integral part of daily operations at the DELANCHY Group's Frigo Transports branches, a decision was taken in 2006 to formalise this activity by establishing dedicated DPS branches.

This development is part of what management theorists refer to as "organisational ambidexterity". This concept, which emerged in the 1970s, refers to a company's ability to manage two distinct approaches simultaneously: building on its established expertise whilst exploring new business areas. In the *supply chain* sector, this duality naturally arises between the management of upstream flows and the performance of downstream flows. For a long time, the fresh produce sector resisted this dual structure, unlike other sectors such as cosmetics. But economic, social and technological changes have made this development inevitable.

Today, the DELANCHY Group has seven DPS branches in France. Four are located at the Rungis site. The other three are located in Ladoix-Serrigny (21), G n rac (30) and Mortagne-sur-S vre (85). With the exception of the Chilly-Mazarin site in Rungis, all DPS facilities are "single-client", which allows for a bespoke organisation and fine-tuning of resources. Each site operates, in fact, as a profit centre.

## METRO, a long-standing partner

The long-standing partnership with METRO France is a cornerstone of the DELANCHY Group's logistics operations. The Group acts as METRO's logistics provider for temperature-controlled fresh produce and handles daily deliveries to its 100 wholesale outlets across France.

The operational schedule is particularly demanding: goods are collected on day 1, received and put into stock between midnight and 7 am, prepared according to orders sent by METRO, then delivered just-in-time by 5 am at the latest on day 2. The DELANCHY Group thus acts as the central link between producers and the distributor, ensuring consistency, traceability and reliability. Order pickers receive full pallets, check that they are correct, and then distribute the goods according to the orders for each store. *"This model delivers high value-added service to the customer, who benefits from consolidated upstream flows and downstream delivery that is perfectly tailored to their needs"*, says Xavier Bateman, who manages the METRO portfolio at group level. *"Computer engineering plays a pivotal role in this system. The group's IT department, comprising around twenty specialist experts, develops and maintains an in-house ERP system capable of managing order fulfilment across multiple sites, providing real-time tracking via continuous barcode scanning, and exchanging data with manufacturers and distributors. This digital integration makes it possible to optimise mileage, pool certain investments and improve environmental performance"*, he adds.

“The long-standing partnership with METRO France is a cornerstone of the DELANCHY Group’s logistics operations. ”

*DPS 21 supplies 22 METRO wholesale outlets in France, covering an area stretching from Strasbourg to Lyon.*





DPS 21 covers an area of nearly 50,000 m<sup>2</sup>.  
The facility comprises a loading bay with 28 doors,  
a 6,000 m<sup>2</sup> temperature-controlled warehouse  
and 2,500 m<sup>2</sup> of solar panels.



*More than 60 order pickers were recruited when DPS 21 opened. The working conditions are ideal: the brand-new site is set in idyllic countryside.*



## **A glimpse of a model facility in Ladoix-Serrigny**

The new DPS 21 facility, which is due to open at the end of 2025, is a clear illustration of the growth of the DELANCHY Group's logistics operations. This ambitious project was given the go-ahead when DELANCHY won a tender launched by METRO.

### **“Logistics goes beyond operational performance, and drives economic stability.”**

Located less than 10 km north-west of Beaune, in an enchanting setting at the heart of the vineyards of Burgundy's finest growing areas, DPS 21 covers nearly 50,000 m<sup>2</sup> of land. Its 6,000 m<sup>2</sup> cold storage area is divided into two sections: one at 1 °C for chilled goods (perishable items such as dairy products, meat, poultry and cold meats) and the other at 7–8 °C for fruit and vegetables. Designed as a single open-plan without internal load-bearing columns, the building offers a sense of depth and a smooth flow of movement that optimises preparation operations. Twenty-eight loading bays fitted with auto-docks facilitate loading and unloading operations. The site also features 2,500 m<sup>2</sup> of solar panels installed on the staff car park, generating electricity that is used directly to meet day-to-day needs.

### **“The new DPS 21 facility, due to be launched at the end of 2025, is a clear example of the growth in the DELANCHY Group's logistics operations.”**

Operations begin as early as 3 am in Ladoix-Serrigny with the receipt of pallets delivered by companies such as Herta and Lactalis, along with local suppliers. *“Two METRO departments operate on a permanent basis: logistics and quality. METRO quality inspectors check the quality of fruit and vegetables before they are put into stock. The order pickers then prepare the orders, strictly adhering to the temperature and product category requirements. Twenty-two METRO wholesale outlets are supplied from our site”*, explains its manager, Jordy Arias. DPS 21 currently employs more than 80 staff on permanent contracts. The particularly pleasant working environment provided by the new, spacious facilities helps to strengthen team cohesion and loyalty, which in turn helps to boost productivity.

In terms of transport, synergies are being realised with Frigo Transports 21, Frigo Transports 69, Frigo Transports 54 and TFA. Dual-temperature vehicles with removable partitions allow routes to be optimised and different types of goods to be transported on the same journey. *“Our partnership with METRO is based on mutual trust and a desire to grow together”*, adds Jordy Arias.

Logistics goes beyond operational performance, and drives economic stability. The group's nationwide network ensures business continuity in the face of adverse weather conditions, social unrest or road blockages. This reliability enhances DELANCHY's credibility among its partners. The prospects for growth are significant. Europe remains a market to be conquered.

### **“The DELANCHY Group, which acts as a link between producers and distributors, has created a sustainable competitive advantage by integrating logistics into its business model.”**

Developments in the commercial and institutional catering sector, the rise of online food retail and the increasing integration of supply chains are also opening up new opportunities. Technological innovations, whether digital tools or energy-efficient infrastructures, play a key role in enhancing competitiveness while supporting the energy transition.

Over the course of three decades, the *supply chain* has become a crucial driver of economic and social change. By evolving its business model towards integrated logistics, DELANCHY has successfully anticipated these changes and created a sustainable competitive advantage. Logistics, which used to be a complementary activity to transport, is now a strategic component of it.



# Flowers: a living and delicate product

Transporting flowers involves highly demanding cold-chain logistics, comparable to that of pharmaceutical products in terms of stability requirements. This is an area in which the BJJ Team 24 team, which joined the group in 2022, has extensive expertise.

## Specialised expertise

BJJ Team 24, a company whose name reflects its 24-hour availability, was founded in 1999 by Peter Jacobs, Antonio Barbagiovanni and Urs Gander in Chiasso, in the canton of Ticino, Switzerland.

Located about 50 kilometres from Milan, Chiasso is very close to the Italian border and Lake Como. The company delivers temperature-controlled food products throughout Switzerland.

BJJ Team 24 opened a second branch in Milan in 2007, followed by a third in Geneva in 2016, before joining the DELANCHY Group in 2022.

One of the distinctive features of the company run by Simone Buscone is that it has become a specialist in the transport of fresh-cut flowers. Transporting flowers requires speed, precision,

constant monitoring and a high degree of responsibility, as the quality of the product depends directly on how well each stage of the process is managed.

*“This is not a commodity like any other: cut flowers are a living and highly perishable product. This means that transit times must be kept to a minimum and that every stage of the transport process must be handled with the utmost care”,* explains Antonio Barbagiovanni, Head of the Flowers Department and co-founder of BJJ Team24, which, for this specific activity, transports fresh-cut flowers mainly from Italy to Switzerland, but also from France (Nice and Hyères).

One of the key aspects is, of course, temperature control: the vehicles are refrigerated and the cold chain must be maintained

at a constant temperature from departure through to final delivery. *"It only takes a few hours of temperature fluctuations to compromise the quality of the product. Upstream, we need to carefully monitor loading, unloading and distribution to avoid thermal shocks"*, Antonio continues.

**"Transporting flowers requires speed, precision, constant monitoring and a sense of responsibility."**

Another very important characteristic of fresh cut flowers is their fragility. Flowers must be stored with care to prevent them from being crushed or subjected to sudden jolts during transport. It requires experience and attention to detail as the visual and aesthetic quality of the product is crucial for end customers. Finally, the floristry sector is highly seasonal. Around events such as Valentine's Day, International Women's Day, Easter or All Saints' Day, volumes increase significantly, and the organisation needs to be even more flexible and efficient.

**"The visual and aesthetic quality of the product is a key factor for end customers."**

From a logistical point of view, the service is particularly complex due to the extremely extensive network of distribution points. *"We don't just deliver to large recipients, but also to numerous customers across the country, often florists with specific requirements and very tight deadlines. This requires detailed route planning and seamless coordination between the arrival of goods, sorting and deliveries"*, he explains, before adding: *"What's more, we work in the evenings and at night, as the flowers need to be ready early in the morning, ready for sale. This requires seamless coordination between transport, customs clearance and final distribution."*



Antonio Barbagiovanni



Simone Buscone

Transporting flowers thus represents a further area of expertise for the group, much to the satisfaction of Stéphane Galliard, who heads up DELANCHY's operations in Southern Europe (3 sites in Italy, 2 in Spain and 2 in Switzerland).

*"It's a specialised skill and a welcome form of diversification in what can sometimes be a demanding environment"*, explains Stéphane. It should be noted that in Southern Europe, the group operates primarily as a freight forwarder, building long-term relationships with small carriers. An organisation built on proximity, trust and loyalty, *"and the presence of seasoned professionals, such as Antonio Barbagiovanni, who knows this business like the back of his hand!"*

**"The flowers must be available early in the morning, ready for sale. This requires seamless coordination between transport, customs clearance and final distribution."**

Antonio's experience dates back more than 10 years before the company was founded in 1999. *"I worked at Danzas for many years, where I gained in-depth knowledge of the transport and customs clearance industry, acquiring key skills in managing international shipments, handling customs formalities and coordinating with clients and exporters"*.

Building on this experience, the company has forged strong relationships with exporters in Sanremo and southern Italy, based not only on *"professionalism, but also on trust and friendship. These are connections I have always regarded as a fundamental value"*, concludes Antonio, who is passionate about his work and undoubtedly a true lover of flowers!

**Oh yes, let's dare to be poetic!**

That angel floating o'er the meadows,  
Pale and leaning like its lilies,  
Is but of my daydreams  
That lingers among the flowers I picked.  
  
And on its upturned wings  
The one who delights in expiring,  
Is but one of my thoughts  
That your lips are about to breathe,

**Alphonse de Lamartine**

*BJG Team 24 SA*



IVECO

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*The first MOVE IT convention was held at the Etiolles site, in the Paris region.*

# I Like to Move It, Move It!

*"I Like to Move It, Move It"*, the theme song from the hit film Madagascar and its sequels, has been stuck in everyone's brains at DELANCHY for two years now, and it's not over yet!

Reel 2 Real's track, which won an award at the Global Music Awards, is, it must be said, perfectly suited to the pace at which the project known as *MOVE IT* is being rolled out across the company. There is no doubt that Thierry Lemaire, Project Director for the DELANCHY Group, and Julio Borrell, his counterpart at AndSoft, the project partner, will break into a song and dance when the go-ahead is finally given for *MOVE IT*, DELANCHY's new business software package. *"The project lies at the heart of how the company operates; it involves the participation of all staff and points us towards a new vision of our business"*, explains Thierry Lemaire. And indeed, it is the

company's entire range of core functions that will take a leap forward, starting with transport planning, customer relations, all monitoring processes, the handling of incidents and, of course, after-sales service.

The project involves the entire head office team, as well as four branch managers who are involved in managing the project: Mickael Cadeau, Martine Coquil, Stéphane Galliard and Benoît Renaud. A unifying initiative that led to several events bringing together all branch managers, project managers from head office and the branches, brand ambassadors and teams on the ground.



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## BUSINESS PROJECT

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An example of this minor revolution is the customer portal, which, through its user-friendly design and features, brings these advances to life. *“Our aim is to provide customers with a transparent overview of our relationship with them”*, says Thierry, who highlights traceability, as well as real-time data sharing and the resulting smoother customer interactions.

*“MOVE IT is a software package developed specifically for DELANCHY, which takes into account not only its needs but also its corporate culture”*, explains Julio Borrell, Technical Director at AndSoft, an Andorran company that develops and markets transport and logistics management software.

*“We needed the support of a partner who understands DELANCHY and who, almost 60 years after we started out, helps us to continue revolutionising the world of transport and to set ourselves apart”*, says Brigitte Delanchy in a series of short films produced on the subject under the guidance of the communications department. Proof, if any were needed, that the project has the whole company on board. The software will be a valuable aid at every stage of the group’s service offering and will, in a sense, act as a “super assistant” to coordinate and manage a wide range of tasks, for example, by facilitating consolidated shipments, which generate savings and help reduce the group’s carbon footprint. The key to ensuring that MOVE IT can be rolled out smoothly anywhere (in France and across Europe) is configuration! *“That’s the crux of the matter: MOVE IT requires a standardised configuration across the entire network. This is a challenge that requires the involvement of all staff”*, adds Thierry, who is delighted with the positive response to the extensive training programme, which is now well under way! It must be said that everyone is gradually discovering all the benefits of the new software

package: clarity has improved significantly, data entry is easier, and the user interface is intuitive.

*“MOVE IT will help us serve our customers better through the portal, which provides reliable information and enables us to plan our human and material resources in advance”*, says Sébastien Pecqueur, Sales Director, who also praises the project’s “made-to-measure” approach.

**“The project lies at the heart of how the company operates; it involves the participation of all staff and points the way towards a new vision for our business.”**

This is the result of extensive preparatory work, which included conducting impact assessments to review practices, establishing a support network within the agencies through ambassadors and trainers, and providing personalised support where the specific characteristics and specialisms of certain agencies required it.

The final step involves organising duplicate tests to put the software package through its paces in a real-world environment, under conditions of absolute security.

As far as users are concerned, satisfaction is guaranteed, *“it does the job!”*, *“intuitive!”*, *“amazing!”* is the sentiment heard across the departments, which are preparing for its implementation in 2026!



Benoît Renaud (Director of Frigo Transports 17), a member of the project team, answers questions from the audience.

“MOVE IT requires network-wide configuration.  
This is a challenge that requires the involvement of all staff members.”



# Combining experience and expertise: the art of overlapping handover, according to the DELANCHY Group...

Far from the clichés about their inability to adapt or their resistance to change, older employees are the company's "living memory". Through the practice of shadowing, Delanchy is committed to knowledge transfer and stability. Discovering this approach through a prime example: the HR Manager, who at DELANCHY can help another colleague shine!

## Watch out for generational gaps!

Competence is characterised by the ability to act by drawing on one's knowledge, qualities and skills. Experience, for its part, is based on professional background, projects undertaken, situations encountered and results achieved. Because they have confused these two concepts, many companies and projects are facing major difficulties. In this context of failures resulting from a lack of knowledge transfer, one must mention the flagship Flamanville EPR project (12 years behind schedule, with cost overruns of €16 billion!). There are many explanations for this delay, and they are the subject of debates that are sometimes highly technical (yet nonetheless fascinating, as demonstrated by the Senate committees on the subject). But there is one point on which everyone agrees: the Flamanville project has, more

than any other, highlighted concerns about the industry's ability to renew itself – that is, to bridge the generation gap between the major nuclear projects of the 1980s and 1990s and the Flamanville project. In practical terms, the retirement of the most experienced staff coincided with their replacement by people who had never been involved in the design and construction of projects of this nature, duration and scale! In other words, they simply never crossed paths!

## Intergenerational links

Convinced that an intergenerational bond is essential, Brigitte and Frédéric Delanchy, who themselves continue to benefit from the invaluable support of Joseph Delanchy, introduced the



*Emmanuel Violle and Sébastien Dourdent.  
Human Resources Managers.*



concept of overlapping handover into the company. *“The idea isn’t to spend a few days or weeks together, but, as far as possible, several months, and to really work on a daily basis to ensure that our culture is passed on”*, explains Brigitte Delanchy.

A view shared by Emmanuel Violle, Director of Human Resources for many years (24 years this year!), who believes that this *“recovery period”* is beneficial across all areas of the business, to such an extent that he is applying it to himself by welcoming and mentoring Sébastien Dourdent, his successor. Sébastien joined the company on 1<sup>st</sup> April 2025 and began his onboarding with a tour of all the agencies in France and abroad. *“We really started working together from 1<sup>st</sup> September”*, says Emmanuel, who highlights the qualities and expertise of his partner, with whom he shares an office at La Gravelle, the group’s headquarters. *“My role is to act as a facilitator or interpreter within the company to convey DELANCHY’s culture. Being able to provide clear explanations about a particular type of practice, even if it is sometimes a little unconventional”*, he emphasises.

*“Emmanuel has that track record, and I don’t. I also need to talk to him about how the business works: it saves me time”*, adds Sébastien, who took over as head of the department on 1<sup>st</sup> January 2026, assisted by two colleagues: Lucie Tertrais, who is in charge of transport, and Santène Moussu, who manages logistics. Emmanuel, for his part, has retained some of the agencies – including some fairly large ones, such as Copromer and Trans Froid Auvergne – and will continue to support them for the foreseeable future.

*“The department needs this expertise and also for us to share the management of the sites during the transition”*. However, the benefit of shift rotation is not limited to this intelligent distribution of the workload; it is also about making the most of this period to free up time and work on cross-functional initiatives, such as monitoring and reducing the number of breaches of transport social regulations. *“Emmanuel’s much better at that than I am.” This gave him the opportunity to explore the subject in much greater depth”*.

**“Every effort is made to ensure that employees feel as comfortable as possible, and this is evident from the smiles on the staff’s faces.”**

### **A host of benefits**

Another positive aspect of this overlapping handover period is the opportunity to discuss—often over a coffee—how the department and its organisation are evolving. Sébastien is quite naturally developing a new organisational structure to address the department’s new challenges and the company’s ongoing growth. He is glad that he can refine this project with Emmanuel to ensure its success, whilst maintaining the flexibility and

autonomy of the branch managers that characterise the DELANCHY Group, which is recognised for its positive working environment. *“My aim is for Sébastien to succeed.” I didn’t want him to run away!”,* recalls Emmanuel with a smile. *“Sébastien brings a breath of fresh air, and that’s great: he gets us out of our rut. “He allows us to compare our analyses and sometimes to rethink preconceived ideas that might have worked well in another company but which, at DELANCHY, are a bit different!”*, echoes Sébastien, who also praises the company’s obvious strengths.

*“Several things surprised me. The first, which is visual, is the cleanliness. The attention paid to staff facilities in a transport company is remarkable. Having visited several such places before, including a large transport and logistics company, I assure you they don’t always take such care. The premises are clean and well-appointed; every effort is made to ensure that staff feel as comfortable as possible, and this is evident in the smiles on the staff’s faces”*.

A journey of discovery, both physical and personal: *“There are some exceptional people, people who are really endearing”*, says Sébastien happily. One of his challenges will be to preserve this culture and mindset despite the generational changes on the horizon. *“People need to find meaning in what they do, to understand why they do it. We need to adapt to this new way of working and ensure that every employee feels a sense of purpose, whatever their role”*, says Sébastien, who also advocates for greater recognition of the profession itself. *“The DELANCHY Group transports food products. So that makes sense! We need to explain where these products come from, how they’re transported, how far they travel, and how they’re consumed”*, Sébastien concludes, as Emmanuel looks on in agreement.

### **You couldn't make it up.**

Overlapping handover is something to sing about... especially in Brittany!

Whilst overlapping is a well-established technique in human resources, it is also recognised in a different field as *tuilage*, a type of singing!

This is also known as call-and-response singing, where several singers take turns performing a song, with each singer repeating the last syllables of the previous singer’s line. Thus, there is never a break in the delivery or the rhythm. This is a particularly important point for dancers, especially when it comes to dance songs.

This technique is traditionally used in various parts of the world, particularly in Brittany with the *Kan Ha Diskan*, which relies heavily on call-and-response singing, also known as *chant et contre-chant*.

An original idea for entertainment at a leaving party?

“Coming from a gendarmerie background, there’s no doubt we’re moulded and conditioned; we remain policemen for life. ”



*Stéphane Le Bihan and Sébastien Depayras make up the “regulation and safety” team.*

## Once a policeman...

Within the DELANCHY Group, since 1996, the “regulation and safety” team has consistently been made up of former police officers, for whom this represents a new career path. Meet Stéphane Le Bihan and Sébastien Depayras, who have recently taken up their posts and are driving forward the group’s policy in this area, where the challenges are human, technical, financial and reputational!

The carriage of goods and passengers by road is a regulated activity. On the one hand, the State monitors employees’ working conditions, safety and compliance with competition rules (within an open European context); on the other hand, it ensures that sanctions are enforced. The DELANCHY Group has a range of measures and initiatives in place in this area that underscore the priority given to this issue: centralised recording of offences, a driver’s charter, regular training, the establishment of a unit dedicated to preventing psychosocial risks and new forms of addiction, mentoring, and the creation of a Group Safety Committee comprising representatives from all departments. This comprehensive and effective system is complemented by the “DELANCHY touch”, devised by Joseph Delanchy, who in 1996 decided to overhaul and strengthen the “regulation and safety” teams by recruiting his first former police officer. A well-established tradition that has proven its worth time and again, and which also offers a great opportunity for a career change and a new chapter in someone’s

professional life. *“I’ve been with the group for a year and a half now. I’m taking over from Pascal Grandin. I have 32 years of service in the police behind me and I ended my career as Deputy Company Commander in Lorient”,* explains Stéphane, Director of the Group’s Regulatory and Safety Department. As Pascal Grandin was unwell, the overlapping handover (see also the article on page 72) was carried out with Sylvain Victorin-Savarin, his deputy, whom Sébastien succeeded in January 2026. The main discovery for Stéphane turned out to be a cultural one: *“coming from a gendarmerie background, there’s no doubt we’re moulded and conditioned; we remain policemen for life. When you ask for something at the police station, you get it straight away. But in a business setting, everyone has their own constraints. You often have to be patient, and sometimes make compromises, to get the information you need. Agency managers are true business leaders, focused on day-to-day operations, although ultimately many of them are keen to progress”.*

Welcome to the civilian world, where priorities are indeed weighed up on a daily basis and where the most effective operational activities are carried out on a voluntary basis and driven by a desire to improve safety standards.

*“It’s motivating to know that people are waiting for you. Next week, at the request of a manager, we’re heading down south to carry out a comprehensive safety audit, including training on Solid (the software that manages drivers’ activities). We’ll take this opportunity to carry out breathalyser and drug tests. Managers are keen on this, as it is easier for them to rely on the involvement of a third party”.*

The checks are generally well-received. *“It’s been part of the company culture for a long time, and all the agencies are equipped with breathalysers, which enables everyone to take responsibility”*, continues Stéphane. The department’s work is structured around these training sessions, which are organised on a rotational basis, as well as the individual handling of all offences, claims and accidents, which the group has chosen to centralise in Guidel, as a clear indication of the seriousness with which they are treated.

### “Working closely with senior management is rewarding and motivating.”

Sébastien, who joined the department in early January as an assistant, is also discovering the corporate world after spending 25 years in the gendarmerie — first as a mobile, then as a departmental officer — before ending his career as a judicial police officer. He has developed expertise in the management of human intelligence sources and, more broadly, in the field of safety.

Stéphane intends to build on this valuable experience by developing this area within the company: *“I jumped at the chance, thinking it would be a good idea to set up a formal safety module”.*

*“Safety, which is to be distinguished from security<sup>1</sup>, is a fairly broad field. This is the technical prevention of malicious acts committed by humans. The aim is to prevent theft and damage, and also fraud, whether physical or cyber, and this extends to managing reputational risk on social media”*, explains Sébastien, whose previous remit included Guidel, which had enabled him to get to know the company well before considering a second career there, even though he is not yet 50.

For the time being, the two of them are focusing on social offences, the reduction of which has always been a priority for the group. The main aim is to ensure that drivers’ rest periods are observed, as there are significant financial and human implications. *“The idea is to reduce costs and minimise risks”*, says Stéphane, who takes a keen interest in issues relating to sleep and addiction, at a time of generational change that calls for greater vigilance.

More broadly, and *“without giving in to paranoia”*, what Stéphane wishes to foster is a mindset, an attentive attitude, in keeping with the group’s values, where it is a matter of *“simply looking out for one another”*.

A kindness that Sébastien himself felt from the management: *“we’re made to feel very welcome, they really listen to how we feel, and they also give us time to learn so we can do our job properly”.*

A feeling that Stéphane shares: *“The close relationship with senior management and the importance they attach to the areas we are responsible for is rewarding and motivating”.*

### HGV drivers: road professionals

HGV drivers are deemed to be at fault in 38% of fatal accidents in which they are involved, compared with 70% for motorcyclists and 68% for drivers of passenger cars or vans. Heavy goods vehicles (HGVs) account for 3% of vehicles involved in accidents resulting in personal injury, whilst accounting for 6% of the total distance travelled in France in 2024. Accidents involving HGVs, however, are more serious: they are fatal in 16% of cases, compared with 5% for accidents not involving HGVs. (source: French national interministerial road safety observatory – 2024).



<sup>1</sup> Safety concerns the risk of accidents or failure. The aim of safety is to protect people, property and information from deliberate threats.



DELANCHY

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# When the seafood industry rethinks its packaging

For over 50 years, seafood has mainly been transported in polystyrene containers. These compact white polystyrene trays offer numerous benefits, particularly in terms of hygiene and food safety. However, polystyrene is now under scrutiny and is set to be banned in Europe.

Finding alternatives is no easy task for those involved in the sector. The DELANCHY Group is involved at every stage of the seafood supply chain, and is witnessing the emergence of poplar wood solutions, in particular.

## Ensuring product freshness

As a transport and logistics provider for the seafood industry, the DELANCHY Group is closely involved in its day-to-day operations. From the early hours of the morning, refrigerated lorries line up along the fish markets, and the fishermen unload their catch. A few metres further on, shoppers wander between the stalls, looking at and examining the goods before making up their minds. The fish wholesalers then collect and pack the batches they have purchased. Following them, the warehouse staff assemble the pallets to supply the loading bays. For at least five decades, the transition from fishing to marketing has mainly taken place using a container that has become a familiar sight: the white expanded polystyrene (EPS) box. It has to be said that this material, which has revolutionised the packaging and transport of fresh seafood, offers numerous advantages. It is lightweight, waterproof and inexpensive; it is easily palletised for transport; its insulating properties mean it can hold ice; and it preserves the organoleptic qualities of the fish (appearance, flavour, smell and texture).

## One imperative takes precedence over another

However, whilst polystyrene meets hygiene standards effectively and ensures the cold chain remains intact, it is a significant source of pollution. Like all plastics, it is derived from petrochemicals and has a high carbon footprint. Polystyrene is designed to last, and never really disappears. It breaks down into tiny particles and disperses. Its proliferation is overwhelming natural habitats, polluting the seas and oceans, and endangering species. Polystyrene is harmful to wildlife and is also thought to affect our health. Its main component, styrene, is classified

as a probable carcinogen by the WHO.

Warnings about plastic and its derivatives are nothing new, however. Studies carried out in the 1970s were already highlighting the relatively unfavourable view held by the public of plastic packaging, including polystyrene. Whilst awareness is growing, the regulatory framework is changing more slowly. The authorities have long focused their efforts on pesticide use. Legislation initially focused on ensuring “food safety” before extending to environmental issues.

## “Stakeholders in the fishing industry are taking action to rethink the materials and uses of packaging.”

Adopted in 2021 and despite the postponement of its entry into force, Article 23 of the Climate and Resilience Act provides for a ban on extruded and expanded polystyrene packaging. Decree 3 R of the Anti-Waste and Circular Economy Act (AGEC) aims to achieve zero single-use plastic by 2030. Manufacturers will be required to meet targets for recycled, recyclable and reusable packaging. In light of the environmental crisis and to meet regulatory requirements, stakeholders in the fishing industry are coming together to rethink the materials and uses of packaging and to work together to identify sustainable and responsible alternatives. Fishermen, fish wholesalers, fishmongers, supermarkets and transport companies are actively seeking solutions that are both resource-conscious and compatible with consumer safety.

“Sustainable packaging must address a twofold challenge: effectively protecting products whilst minimising the environmental impact of the entire supply chain.”





Once manufactured, the packaging is dried and stabilised in a drying oven, then stored in the company's logistics warehouses. Blanchet has an integrated logistics department, supported by extensive storage facilities. Printing on the wood is carried out using two complementary technologies: screen printing and digital printing. Our R&D and Methods department supports the development of bespoke packaging, from design through to production.

### **Rethinking packaging: a professional challenge**

Although the DELANCHY Group does not produce packaging itself, the company is fully committed to helping its customers diversify their packaging options. How can we ensure freshness? How can we maintain good hygiene? How can we keep costs under control? How can we keep things running smoothly without disrupting the whole process? In practice, each new option (reusable plastic crates, cardboard, wood, cork) must be tested, refined and assessed against various constraints (cold, humidity, weight, and production rates). *“We keep a close eye on regulatory developments and industry trends to support changes in our clients’ practices. Professionals are gradually trialling alternatives to polystyrene, like reusable plastic containers”,* says Isabelle Roussel, the Group’s Quality Director. Sustainable packaging must, in fact, address a twofold challenge: protecting products effectively whilst minimising the environmental impact of the entire supply chain.

Against this backdrop of growing scrutiny of traditional packaging, hauliers and logistics providers are assessing alternatives in terms of their strength, durability and suitability for temperature-controlled transport. Through its close ties with producers and distributors, from small ports to major logistics hubs, the DELANCHY Group has a thorough understanding of the sector in all its diversity. Every day, its teams handle thousands of parcels, monitor procedures and assess the practical implications of decisions made at an earlier stage. As a transport and logistics provider, the DELANCHY Group is keen to assess the logistical performance of alternatives to polystyrene, including wood, when these are adopted by packaging companies.

**“With its *Made in France* production, Blanchet which exports worldwide, also helps to support local employment.”**

### **Poplar: a sustainable, lightweight, flexible and robust solution**

Founded in Granville in 1955, the family-run company Blanchet has been one of the Group’s partners for around fifteen years. An integral part of the seafood industry, it has risen to the top of the wooden packaging market, producing over 11 million units annually, 70% of which are oyster crates. Having traditionally specialised in working with exotic woods, in 1965, Blanchet shifted its focus to hardwoods and the manufacture of wooden fish crates. In 1974, they mastered the technique of peeling poplar bark, which they used to create scallop baskets featuring

a clasp mechanism. Now based in Avranches in the Manche department, the company, which currently employs 48 people, has a highly specialised expertise akin to precision craftsmanship. The poplar, a recyclable, renewable tree species specifically cultivated for industrial use, offers numerous benefits within the circular economy. It provides a lightweight, flexible and durable material that meets transport requirements as well as health and environmental standards. It is suitable for use with shellfish products that do not have shells, provided that the packaging is approved for food contact, as is the case with certain solutions developed by Blanchet, including the BBC PACK sealed tray.

**“What happens on the shop shelves and in consumers’ habits ultimately has an impact further upstream, in workshops, on loading bays and in lorries.”**

In Europe, France is the leading producer of poplar wood. The forests that supply Blanchet are mainly located in Brittany, Normandy and the Pays de la Loire region. *“Our material, poplar wood, is a natural resource sourced from sustainably managed forests. As it is recyclable and conveys a positive image, it is a major asset in showcasing our clients’ products”,* explains Florence Blanchet, who has been at the helm of the family-run SME since 2002. For her, the packaging is the first point of contact with the product.

The business owner has been driving innovation for over 20 years. In her workshops, the drying process is carefully controlled to ensure hygiene and durability. The inks used in screen printing are water-based. Every new design aims to reduce the use of plastic without compromising on functionality. Wooden fastening systems are gradually replacing traditional strapping. Waterproof crates are now available, capable of holding fresh or cooked products. One of these solutions, the BBC PACK, has won the Packaging Oscar twice! *“This recognition is our reward”,* says Florence Blanchet, aware that the cause she champions requires the commitment and energy of an entire sector.

Above all, this award demonstrates that it is possible to reconcile health standards, logistical efficiency and environmental responsibility, provided one is willing to challenge certain established practices. With its *Made in France* products, Blanchet, which exports worldwide, also helps to support local employment.

### The impact of consumption patterns: a shared challenge

Alongside regulatory pressure and environmental concerns, another trend is sweeping through the seafood industry: changing consumer habits. What happens on the shop displays and in consumers' habits ultimately has an impact further upstream, in workshops, on the loading bays and in the lorries. For several years now, demand has been shifting towards pre-portioned, ready-to-use products. However, unlike whole fish, fish that has been filleted and packaged in trays has a shorter shelf life.

These changes are affecting the logistics flow patterns. The lorries carry less ice, fewer products, but have more empty space. Transport companies need to rethink how they can optimise their loads. In this context, wooden packaging, particularly when it is laminated and meets hygiene standards, appears to be a suitable solution in several respects. Sturdy, stable and capable of showing off some product categories, they enable a satisfactory loading density to be maintained whilst meeting growing expectations regarding bio-based and sustainable materials. They also offer added marketing value by giving the product meaning and telling a story that aligns with consumers' expectations.

For packaging manufacturers like Blanchet, these developments are both a challenge and an opportunity. Consumer choices

influence packaging decisions, which, in turn, reshape logistics and manufacturing practices. In this chain of interdependencies, every decision counts. Packaging is becoming a focal point where society's expectations, regulatory requirements, economic performance and environmental responsibility converge.

**“Our material, poplar wood, is a natural resource sourced from sustainably managed forests. As it is recyclable and conveys a positive image, it is a major asset in promoting our clients' products.”**

DELANCHY and its partners work together within this complex context. By supporting industry stakeholders as practices evolve, whilst maintaining high operational standards, the group is helping to develop practical solutions tailored to a rapidly changing sector. The transition is not solely playing out in legislation or R&D laboratories, but in our collective ability to change everyday practices whilst maintaining the balance of the seafood industry.



*Florence Blanchet has been running the family business her grandfather founded since 2002.*

*Blanchet specialises in the manufacture of poplar wood crates for seafood products.*



*Seamen position the ropes used to pre-grow the spat by eye before they are placed on the stakes.*



# The sea as the terroir

The bouchot farming method is unique to France. It meets a precise and demanding set of specifications. This traditional method of cultivation exposes the mussels, which grow on bouchots, wooden stakes, to both the air and seawater rich in phytoplankton. A passionate advocate for the sector shares his views.

## **The bouchot mussel: a unique French culinary tradition**

Stéphane Hesry first got involved in mussel farming at the age of 13. It was summer, and he was on a short-term contract at his grandfather's company to earn a bit of pocket money. This outdoor activity – mussel harvesting takes place from May to September – suited him down to the ground: from then on, he signed up for this seasonal job until he finished school. But let's not get ahead of ourselves. His grandfather, for his part, had, no doubt, been watching him closely for quite some time, as he offered to make him his successor when he retired. Stéphane Hesry was 18 years old, had just gained his Baccalaureate and hadn't yet decided on his career plans. He agreed. The company, founded in 1957, was officially taken over by Stéphane Hesry on 1 July 1996, following two years as an employee. In the meantime, the young man had earned his seaman's ticket – seaman status is required to carry out these

duties – and trained in accounting and the biology of fish and shellfish. He is also officially authorised to hold marine concessions – it is solely under this system that fishing and shellfish farming may be carried out in natural waters within the territory. The bouchot mussel is a unique French speciality. Of the three harvesting methods practised worldwide, namely, dredging the seabed, rope or line cultivation, and cultivation on wooden stakes (known as bouchot), this is the only one in which the mussels grow in contact with both air and water, in step with the tides, which gives their flesh a particularly tender texture. As they are completely submerged throughout their entire growth cycle, other mussels are often larger and have a stronger sea flavour, but are also less meaty and less creamy. They contain more sand and have a more brittle shell.

### Starting a mussel farming business

When he took over the business, which is entirely dedicated to farming bouchot mussels, Stéphane Hesry relied on a long-standing colleague, Jean-Pierre Monnier, who joined the company in 1985 and had a thorough understanding of the entire production process.

From the attachment of spat to the moment of sale, the process requires great care and attention to detail. The larvae, collected from ropes deployed at sea and purchased by the kilometre, are then sown on the stakes, where they will mature through a completely natural process, without any additional feed or inputs, in clean water rich in phytoplankton.

**“Following the development of a living product right through to its sale is really fascinating. You have to get it right at every stage.”**

They are then lifted, held in storage, sold and packed for transport to various markets throughout France. Ever since, at an early age, he put on his first sailor's jacket, Stéphane Hesry has been passionate about the trade: *“following the development of a living product right through to its sale is really fascinating. You have to get it right at every stage”*, he says. He also discovered he had an entrepreneurial streak.

Protecting his shellfish, finding markets that recognise their quality, improving working conditions and growing the business are all issues he has tackled head-on.

### Becoming the leading national producer

In 1996, the small company, based in Le Vivier-sur-Mer, not far from Mont-Saint-Michel, employed three people. Stéphane Hesry's grandfather had been one of the pioneers of bouchot mussel farming in the region. Although it had long been cultivated in Charente, where the technique originated, it was not until 1954 that it became established in the bay, thanks to the adoption of a vertical wooden trunk as a support, replacing stone or planks, attempts at which had previously proved unsuccessful.

With an annual production of 2,000 tonnes of stake-grown mussels, compared with 90 tonnes in 1996, Stéphane Hesry's company has risen to the top of the national rankings, with the Bay of Mont-Saint-Michel itself having far surpassed, with its 10,000 tonnes annually, the birthplace of this coastal industry, which now stretches from Cap Gris-Nez in Pas-de-Calais to the Île d'Oléron. The growth strategy spearheaded by Stéphane Hesry was based on acquisitions. Alongside the Vivier-sur-Mer site,

now renamed Maison Morisseau, the company operates two other sites: one in La Plaine-sur-Mer, L'équipage by Maison Morisseau, and the other in Agon-Coutainville, L'Ambre Marine.

Operating in Normandy and the Pays-de-la-Loire region, he champions the concept of terroir – even coining the neologism “meroir” –, shaped by the nature of the fresh waters flowing in from the foreshore and mixing with those from the open sea.

### Supporting the sector, ensuring quality

The mussel farm, specialising in a single product, employs 60 staff. Of the 80 businesses that operated in Le Vivier-sur-Mer in 1996, only 40 remain, the smallest of which contributes 200 tonnes a year. In light of these figures, achieving a critical mass has, in hindsight, proved to be beneficial.

Having become a major player in the industry, with a fierce commitment to the entirely natural process of harvesting this seafood, Stéphane Hesry is also championing the sector. He campaigns against proposals put forward by professional bodies to move towards hatcheries, facilities for the artificial reproduction, hatching and rearing of fish and shellfish, which then complete their maturation in fish farms.

*“Mussel farmers are united in their opposition to this kind of change, which we have been asked to adopt on several occasions already. We are determined to carry on working in the traditional way, even though that comes with its share of uncertainties”*, he says. The quality of the taste is another of his priorities.

**“We are determined to continue working in the traditional way, even though that comes with its share of uncertainties.”**

Focusing on the specialist food trade, which accounts for 30% of the national market (compared with 70% for supermarkets), including France's most renowned fishmongers, as well as markets and a number of wholesalers, Stéphane Hesry has sought to differentiate his product. His bouchot mussels are now known as Morisseau, a registered trademark.

Since 2023, he has also been selling them directly to the public and has opened Atelier Morisseau in Dinard, which houses a restaurant and a stall. *“I wanted to reach out to end consumers to get feedback on my products or packaging. It allows me to carry out tests and come up with new recipes”*, he says happily. The results so far are encouraging: the venue is constantly packed.

A seaman attaches a rope of spat (mussel larvae) to a stake. It will take them a year to become ready-to-eat bouchot mussels.



*Tractors transport the yoles, the small boats used to carry equipment and mussel spat to the production areas, as well as to harvest the mussels, which are collected at high tide.*



### From the concept of service to a CSR approach: a consistent commitment

Stéphane Hesry applies the same high standards to his approach to service: he supplies between 200 and 250 outlets frequented by the most discerning palates. *"We are stocked on the finest shelves and consider the quality of our service to be just as important as the quality of our products. We get calls from fishmongers every day, and we do our utmost to satisfy them"*, says the company director. The company has been working with the DELANCHY Group *"for as long as anyone can remember"* – that is, for three decades. *"Our carrier needs to understand our business and our product"*, he says.

He commends DELANCHY's ability to understand his constraints and to take care of the fragile merchandise. *"We know their drivers very well, having built a relationship with them over the years. We're happy to make our break room available to anyone who drops by at lunchtime!"*, he says. The DELANCHY Group's commitment to corporate social responsibility is also a factor the mussel farmer takes into account – a value he believes is also very much embodied by the group's management. He himself has fully embraced these societal expectations. *"The industry is very environmentally conscious, and is extremely dependent on the environment"*, he emphasises.

Nevertheless, the younger generations are introducing new ideas. This is certainly true of Stéphane Hesry. Small mussels that fall below the size required by distribution networks, which used to be discarded, are now incorporated into circular economy schemes and repurposed in the food and drink industries and *pet food*. As a testament to the sincerity of its

approach, Maison Morisseau was awarded its second star by the Positive Company certification body at the end of 2025.

**"Our carrier must understand our business and our product."**

### Tackling climate change

Whilst the business itself must remain true to the tradition of open-sea farming so as not to compromise the quality of the product – a cause championed by Stéphane Hesry – the conditions under which it is practised have undergone changes. Stéphane Hesry has broken new ground by investing, in particular, in equipment designed to make operations less arduous and more appealing, at a time when recruitment from maritime colleges remains a challenge.

With global warming, mussel farmers are also facing an increase in predator populations, comprising seven species, chief among which are spider crabs. Over the past five years, volumes have fallen by around 20%. *"This trend should prompt caution. Being purely a producer is no longer enough. You need to be able to understand risk in its entirety, and to do that, you also need to be an entrepreneur, in the sense of being driven to take the initiative"*, Stéphane Hesry says. He remains nonetheless convinced of the value and future of this trade, which is underpinned by an enduring enthusiasm for this delicious dish *"which is inexpensive and much loved by people from all walks of life"*.



Rope installation at low tide.



Stéphane Hesry, director of Maison Morisseau.

## Frigo Transports 91 has been awarded its BioCNG certification

In 2025, the agency used 85,302.72 kg of BioGNC at Endesa's network of filling stations, produced at our French biogas plants. It should be noted that obtaining the certificate is subject to strict criteria. BioCNG refers to the volumes covered by guarantees of origin (GO) for biomethane, whether subsidised or not, injected into the gas network and supplied to GNC stations connected to the network. Certificates provide an opportunity to communicate the agency's concrete commitments to clients and all stakeholders.



## The DELANCHY Group, partner of the 1<sup>st</sup> edition of the Course des Caps

The Course des Caps – Boulogne-sur-Mer – Banque Populaire du Nord 2025 is the inaugural edition of a crewed offshore race covering some 1,780 nautical miles, open exclusively to IMOCA-class yachts. It consists of a tour of the Anglo-Celtic islands. Eleven boats were at the start. It took place on 29 June 2025 at 2 pm in Boulogne-sur-Mer. The finish was at the same port. The race was won on 5 July by Macif Santé Prévoyance, skippered by Sam Goodchild, in 6 days, 1 hour, 10 minutes and 45 seconds. Well done to everyone who took part! And our heartfelt congratulations to the entire organising team for this event. We are proud to have been able to provide our support, alongside our local agencies BMR by DELANCHY and COPROMER, in our capacity as a logistics partner.



## We young people love you too!

The French are unanimous: road transport plays an indispensable role in the supply chain for their products. 88% of French people consider lorries to be essential to the smooth running of the economy. This is the finding of an OpinionWay survey conducted for Solutrans, which provides a comprehensive overview of the French public's perception of road transport. Lorries are particularly popular with young people: 76% of 18–24-year-olds have a positive view of the sector.



## Ocean Perfect transports live fish and shellfish

The DELANCHY Group and its partner KOTRA Logistics are supporting the expansion of Ocean Perfect, a Canadian company, in Europe. It offers specially designed containers filled with seawater for the transport and storage of live seafood. Live animals are thus transported in a natural environment, from the moment they are caught until they reach their final destination.

This advanced container technology, developed for long-haul transport by land or sea, offers a reduced carbon footprint and provides a more environmentally friendly alternative to air freight.



## The first “electric motorway” is soon to be tested on a section of the A10

In spring 2025, a pilot project for an inductive road system, led by Vinci Autoroutes, will be tested under real-world traffic conditions on the A10 motorway between Paris and Orléans. A 1.5 km electrified section is set to enable electric vehicles to recharge whilst driving, a first known as “Charge as you drive”. Four prototype vehicles — an HGV, a van, a car and a coach — will be tested in live charging scenarios. An electromagnetic field is required for the road to transfer electricity to a vehicle. Since last January, copper transmitter coils have been installed 10 cm below the road surface. Receiver coils are fitted underneath the vehicles, converting the electromagnetic field they pick up into electricity. The system is powered by an electrical substation located near the section of motorway.



## The DELANCHY Group is committed to supporting older people

The group has always been committed to the issue of employment for older people. In fact, it is one of the few companies — or perhaps the only one? — to publish an indicator on the training rate for older workers (see indicators booklet). Building on this approach, Frigo Transports 31 was invited to take part in France Travail’s round-table discussion on the recruitment of older workers.



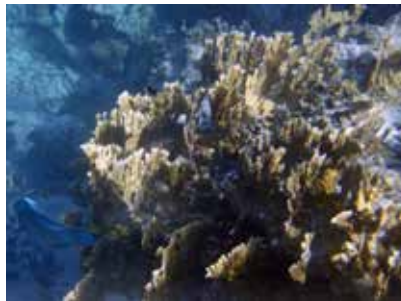
## Come on, the Blue and Whites!

Rugby Club Vannes is proud to announce the renewal of its partnership with the DELANCHY Group, which is supporting the club for the second consecutive year. *“Our support for Rugby Club Vannes is much more than just a sporting partnership. This is a way for DELANCHY to reaffirm its Breton roots, its attachment to the region, and its commitment to supporting ambitious projects driven by strong values: dedication, team spirit and perseverance”*, stresses Brigitte Delanchy.



## Partner of the Nausicaá Endowment Fund

The Copromer agency in Boulogne has been managing this partnership for several years. The Nausicaá Endowment Fund raises donations to help fund cultural and educational initiatives and projects that contribute to the protection of the natural environment, as part of its public interest mission. It is worth noting that Nausicaá is a marine discovery centre, opened in 1991 in Boulogne-sur-Mer, which is home to the largest aquarium in Europe. It is also home to Europe's largest coral breeding centre.



## The DELANCHY Group is supporting the Energy Observer logistics operation

The partnership that the DELANCHY Group has maintained with Energy Observer since 2017 takes many forms, including support for the project's logistics.

Having supported the first Energy Observer expedition on its stops in France and across Europe, the DELANCHY Group is once again supporting the Energy Observer teams for the new expedition set to launch in 2025.



## The 7<sup>th</sup> art and lorry drivers

Many observers — academics, journalists and bloggers — have examined the portrayal of lorries and lorry drivers in films.

From Henri-Georges Clouzot's legendary "The Wages of Fear" (1953) to the more recent "37, The Shadow and The Prey", released in 2024, film buffs have noted (and rightly so) a marked evolution in the psychological profile of the lorry driver. Traditionally portrayed as a somewhat rough-and-ready, grumpy but courageous man, he has evolved over time into a character who remains solitary, yet is more adventurous and creative, with a passion for discovery, travel and meeting new people. Just like our teams!



## Innovation: DELANCHY is trialling a new semi-trailer

First installation of a semi-trailer fitted with an E-Axle Power generator developed by BPW and Thermo King. This technology enables electricity to be generated during deceleration, when slowing down or when going downhill, using a generator fitted to the axle. The charge is stored in the battery pack, which then powers the trailer's refrigeration unit. With this first model, the DELANCHY Group is trialling this solution before deciding whether to roll out the technology across its semi-trailers (see also the article on page 50).



## Delivery of two Volvo FH Aero trucks to Guiffant

The Pendreff site in Plomeur, Finistère, has taken delivery of two new Volvo FH Aero trucks.

These vehicles feature a unique design, with significant advances in aerodynamics, which give them outstanding fuel efficiency.

A significant milestone for the Transports GUIFFANT fleet, which joined the DELANCHY Group in 2022.

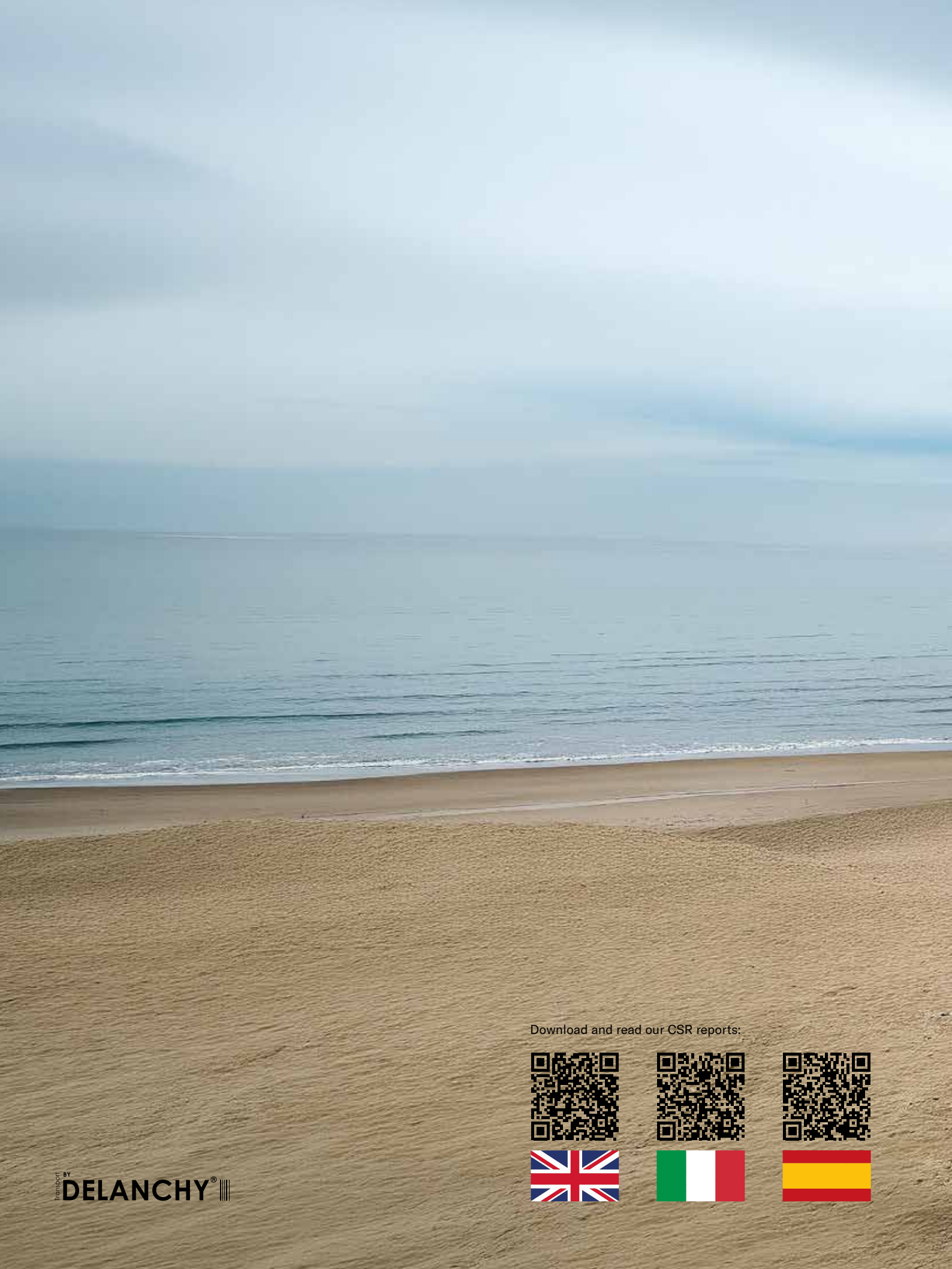






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