

SUSTAINABLE DEVELOPMENT REPORT
2008





No.4

IN EUROPE

26,381

EMPLOYEES

A GLOBAL LOGISTICS
PROVIDER IN

120
COUNTRIES

5

ACTIVITIES

- FLOW MANAGEMENT
- GROUPAGE / EXPRESS
- FREIGHT FORWARDING
- LOGISTICS
- FULL TRUCK LOADS

REVENUE 2008

€ 5.1434

BILLION

POSITIONING GEODIS
AS THE MAIN ENTITY OF SNCF'S TRANSPORT
AND LOGISTICS DIVISION

AROUND

70,000

CUSTOMERS

CONTENTS

Message from Jean-Louis Demeulenaere	02
Sustainable Development: what are the challenges facing our activities?	04
Shared commitments and a structured organisation	06
Commitment to Customers: working with our customers in their sustainable development approach	08
Commitment to People: getting people involved and increasing their safety	12
Commitment to the Environment: taking care of the environment and controlling the risks	16
Commitment to Partners: involving partners in fulfilling commitments	22
Commitment to the Community: partnering with the community by being a responsible actor and a good citizen	24
Reporting methodology	27
SD reporting table 2008	28
Map of certified sites	30



This is the first sustainable development report published by Geodis. It was written by the Sustainable Development department in association with the Communications department, and with input from the support and operating departments of Geodis, Geodis BM, Geodis Calberson, Geodis Logistics and Geodis Wilson. We would like to thank all those who contributed to this report.



A RESPONSIBLE APPROACH

“**G**eodis reached a turning point in 2008 with two major events. The first was the friendly takeover bid by the SNCF, which positioned the SNCF group as a European player with global reach in transport and logistics. The second was the acquisition of the IBM Global Logistics’ activities in 58 countries. These two major events broadened our scope of responsibility and increased our duty to be exemplary in our approach to sustainable development. The energy crisis and subsequent financial crisis have highlighted the need to better address sustainable development issues. With a global offering covering the entire supply chain, Geodis can take action at several levels, from the supply point through to final delivery. As a European leader, Geodis must address these issues, starting with efforts to cut greenhouse gas emissions and combat climate change.

These conditions set the backdrop for the launch of Blue Attitude, our sustainable development programme. Set up in 2008, the programme aims to coordinate the initiatives conducted over many years at Group level. Our approach is first and foremost pragmatic. The programme sets a framework of five shared commitments for all Group entities, but each one is free to put in place initiatives that reflect its own specific characteristics. Each employee is encouraged to take these commitments on board at his or her level of responsibility, and staff in the field will also contribute to sharing good practices. At the same time, a reporting system will provide a standard for the approach. A gradual roll-out will enable us to fine-tune our medium-term objectives and assess the efficiency of the actions put in place.



Jean-Louis Demeulenaere
Deputy CEO, Geodis

We are increasingly integrating sustainable development in the day-to-day management of our activities and in our strategy. Although we have many strong points – starting with the involvement of our employees – we can still make progress. This will involve, for example, opting for solutions that incorporate sustainable development criteria, such as multimodal transport.

The main objective of this first report is to promote our initiatives to our staff, customers, external partners and civil society in general. In the current economic climate, I believe that a policy of strong corporate and environmental responsibility will create real opportunities. We are studying the impact of our activities

and looking at how best to adapt them to the present and future requirements of society. The involvement of each and every member of the workforce in this approach is essential. I would therefore encourage all our employees to be ambassadors for the Blue Attitude programme in their day-to-day activities.”

Jean-Louis Demeulenaere
Deputy CEO, Geodis

THE COMMITMENT OF TOP MANAGEMENT

SUSTAINABLE DEVELOPMENT: WHAT ARE THE CHALLENGES FACING OUR ACTIVITIES?



**PETER NEVHAGEN
AND PHILIPPE GILBERT**

**VICE PRESIDENTS
OF GEODIS WILSON
FREIGHT FORWARDING
DIVISION**

"It goes without saying that we put great efforts into delivering the best solutions to our customers - both from an economical and an environmental standpoint, and including the systematic measurement of CO₂ emissions.

As a freight management company, the direct environmental impact of our own activities is mainly limited to buildings and vehicle fleet. Nevertheless, we are working proactively to bring our customers services with lower environmental impacts, e.g. by evaluating and monitoring the environmental performance of our main carriers. But we also have taken simple and efficient internal measures, like encouraging the purchase of clean-running vehicles or by implementing greener practices in our offices.

We also want to heighten our employees' awareness, train them, and promote their involvement through tools that satisfy their needs and our customers' expectations.

Our priorities also include electronic billing, Approved Economic Operator (*Opérateur Economique Agréé - OEA*) certification for customs formalities, and quality and environmental certification for all our sites, with regular self-assessment of their sustainable performance.

Sustainable development is also an opportunity for differentiation with new products and services that are better for the environment."

GEODIS WILSON

- Air and sea freight
- Industrials projects
- 6,017 employees
- Revenue 2008: € 2,065.2 million



DENIS ZIMMER

**SENIOR VICE PRESIDENT,
GEODIS, AND VICE
PRESIDENT OF
GEODIS CALBERSON
GROUPAGE / EXPRESS DIVISION**

"Fuel consumption and CO₂ emissions are the main issues we are dealing with. One way we are trying to reduce them is through actions that increase our drivers' awareness. Using combined rail-road transport for long-haul international services also makes sense in our business.

Our key account customers are now requiring that we provide data on CO₂ emissions in our tender proposals, so we have to devise a specific tool for making such calculations that is adapted to our business.

We are also limiting the environmental impact of our activities by heightening employees' awareness in environmental certification programmes at our sites. However, steps to meet high environmental standards, whether they are imposed by regulations or expected by the market, often translate into higher costs for our customers. This happens, for example, when we invest in trucks that comply with the Euro 4 and 5 standards or in energy-saving buildings.

To meet these challenges, we are relying on initiatives started long ago at Geodis Calberson, and that are supported by the Group's management. The recent signature of the charter on the voluntary reduction of CO₂ emissions is one example."

GEODIS CALBERSON

- Groupage courier services from 24 to 48 hrs, average weight 76 kg
- Express delivery in under 24 hrs, average weight 24 kg
- 11,263 employees*
- Revenue 2008*: € 1,654.5 million

* Excluding Groupage in Spain



JEAN-PAUL VIGNAL

**VICE PRESIDENT OF
GEODIS LOGISTICS
CONTRACT LOGISTICS
DIVISION**

“The key challenge for Geodis Logistics is seeing that our teams have a solid base to work on every day. This includes outstanding service that responds to customers’ needs, a human resources policy that ensures the safety of employees and provides them with training, and compliance with environmental regulations at our sites. Our aim is to do even more by increasing the total satisfaction of our customers and employees and by improving our environmental performance.

The current economic situation is an opportunity to promote sustainable development, not an obstacle to it. We must work even more proactively and anticipate customers’ expectations. Providing excellent service and finding more environmentally friendly but profitable solutions are not constraints; they are real factors of differentiation. Obtaining the three-point Quality-Safety-Environment certification at Geodis Logistics will also contribute to sustainable development.

Our full range of supply chain services, our capacity to perform large-scale operations for key account customers, the close relations we maintain with them, which keep us aware of their needs and allow us to take a proactive approach, the expertise of our workforce – all of these are key assets.”

GEODIS LOGISTICS

- Warehousing and stock management
- Value-added services (packing/ co-packing, kitting...)
- Reverse logistics
- 5,176 employees
- Revenue 2008: € 883.4 million



OLIVIER MELOT

**VICE PRESIDENT OF
GEODIS BM
FULL TRUCK LOAD DIVISION**

“More and more, our customers are demanding transport solutions that produce less CO₂. Some companies, such as those in the mineral water sector, want flows divided between road and rail transport. Others – retailers, for example – insist on lower emission levels, which means setting up new transport plans. Economic criteria are still decisive for a majority of customers, but whether or not a solution is “clean” has also become very important.

So our main challenge is to reduce CO₂ emissions. Our longstanding commitment and our employees’ involvement are our primary assets in this area. Our objective is to reduce average consumption by 1.5 litres/100 km by buying fuel-efficient vehicles and training our drivers. Increased use of multimodal transport will also help to lower emission levels.

With the recent creation of a department of multimodal operations, in which Ermechem’s and BM Combi’s activities are combined with those of recently integrated Rouch Intermodal and Districhrono, Geodis BM is now the French leader in multimodal transport, with a 30% market share in France. This is a big plus for its customers and one more step for the environment.”

GEODIS BM

- Operational flow management
- Dedicated transport
- Full truck loads and half truck loads
- Multimodal (rail/road)
- 3,506 employees
- Revenue 2008: € 629.4 million

MANAGING SUSTAINABLE DEVELOPMENT AT GEODIS

SHARED COMMITMENTS AND A STRUCTURED ORGANISATION

THE 5 SUSTAINABLE DEVELOPMENT COMMITMENTS OF GEODIS



Working with CUSTOMERS in their sustainable development approach by the implementation of innovative, performance-oriented economic and environmental solutions.



Getting PEOPLE involved and increasing their safety by means of awareness and training programmes to encourage new ideas and heighten personal accountability.



Taking care of the ENVIRONMENT and controlling the risks by the improvement of vehicle and facility environmental quality and the marketing of alternative modes of transport.



Involving PARTNERS in fulfilling commitments through sustainable development supplier selection criteria and sub-contractor coaching, awareness and training programmes.



Partnering with the COMMUNITY by being a responsible actor and a good citizen playing a key role in local development initiatives designed to involve all members of the community.

EVERYONE NEEDS TO BE INVOLVED

The implementation of the Group's sustainable development policy throughout the company calls for the involvement of everyone, at every level, from corporate management to operations.

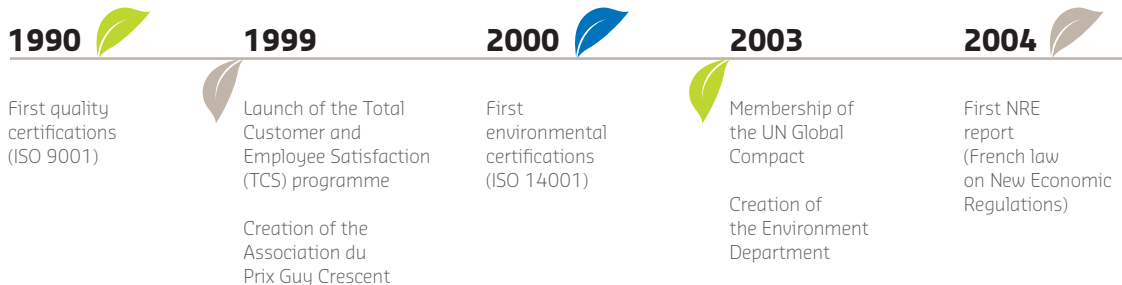
- The **Sustainable Development department**, created in 2007, reports to corporate management. It establishes Group policy and leads its implementation in cooperation with support from departments and business divisions.
- At **division level**, the **sustainable development correspondents** set specific objectives for their business within their own scope of operation and manage action plans using data from 20-odd indicators.
- Also crucial to the success of initiatives are the personal involvement of the **teams in the field** and the regular efforts made to heighten sustainable development awareness at the Group and division levels.

The Sustainable Development Department also participates actively in the sustainable development programmes of governmental and institutional agencies.



The "Blue Attitude" visual identity was created in 2008 to tie all our sustainable development initiatives together with a single graphic image and to make our sustainable development policy more visible both inside and outside the Group. **Blue** refers to the planet Earth and the corporate colour of Geodis. **Attitude** expresses the idea that there can be no sustainable development policy unless everyone is involved.

MILESTONES IN THE PROGRAMME



UNITED NATIONS GLOBAL COMPACT

In 2003, Geodis made a commitment to promote, within its sphere of influence, the principles of the UN Global Compact. It communicates regularly on the action taken as part of this commitment.

> For more details on these programmes, go to:
<http://www.unglobalcompact.org/>

AN EFFICIENT AND TRANSPARENT SYSTEM OF GOVERNANCE

Good governance procedures are the foundation of healthy and transparent management. A solid system of corporate governance also makes it easier to successfully implement a sustainable development policy, and Geodis has such a system.

Since Geodis became part of **SNCF's Transport and Logistics Division** (made up of Asset Management, Geodis, Rail Freight Management and STVA), **Sustainable Development Committees** have also been set up between SNCF and its subsidiaries to ensure that all initiatives are coherent.

ECOMOBILITY, A KEY ISSUE FOR SNCF

"Sustainable development and our impact on the environment is a topical issue that is gaining more attention with every month. SNCF, with Geodis, is at the heart of this issue. Through our door-to-door transport activities and logistics services, we provide customers, shippers and the community with solutions that are compatible with the proposals of the French roundtable on the environment.

In order to share the best practices in ecomobility between SNCF and its subsidiaries, a network of sustainable development managers has been set up. It maintains a regulatory watch, and promotes benchmarking, method sharing and new initiatives. It is deployed in the field by operational correspondents who are directly involved in the production processes. In this way, ecomobility is gradually becoming a force for concrete innovation, giving meaning to the green economy of the future and encouraging local initiatives."

Jean-Louis Jourdan,
SNCF Sustainable Development Director



2006



Signing of the Charter of Transport and Delivery Best Practices in Paris

2007



Creation of the Sustainable Development Department

Creation of the Geodis Foundation

2008



Launch of the Group's "Blue Attitude" policy

Signing of the Environment Ministry's CO₂ Charter

Signing of the Group Sustainable Development Policy by the Executive Committee

2009



First Sustainable Development report





Close relations with customers are also reflected in the way Group staff work with them day by day, as illustrated here with a delivery by a Geodis Calberson driver.

Ambitions

- **Guarantee the quality of services and customer satisfaction**
- **Meet customer requirements through a consistently proactive approach**
- **Develop and showcase expertise in pursuing optimised solutions**



WORKING WITH CUSTOMERS IN THEIR SUSTAINABLE DEVELOPMENT APPROACH

Since supply chain optimisation is one means of improving customers' performance, they expect Geodis to provide concrete solutions that are both economically and environmentally efficient.

STAYING CLOSE TO CUSTOMERS

- The **Total Customer Satisfaction (TCS) programme** began in 1999 at Geodis Calberson, which worked with customers to establish standards. Today, it is the foundation for a relationship of trust with customers. In view of the results obtained, Geodis Logistics adopted a TCS policy in 2008, and Geodis Wilson has started a similar programme.
- Our objective of maintaining **close relations with customers** is also reflected in the way the Group's staff (salespeople, operating departments) works with them **day by day**.

OPTIMISING CUSTOMER SUPPLY CHAINS

- The Group's capacity to provide **flow management** across a customer's entire supply chain ensures quality, optimal efficiency and cost control while also reducing environmental impacts in most cases.
- Several software programmes are used to **optimise transport plans** and thus cut environmental impact. Geolocation and onboard data systems also help to ensure reliable services.
- Geodis Wilson reviewed flows from Asia to Europe for some of its customers in 2008 by shifting part of its air freight to **combined air-sea transport**. This solution offers a double advantage, in an economic and environmental standpoint (CO₂ emissions are reduced for these customers).
- Similarly, the Group encourages greater reliance on **multimodal transport**, when geographic, technical and economic conditions permit it. For example, Geodis BM has adopted combined rail-road transport on three routes, and also uses the Alpine and Swiss rail motorways (see pages 18-19).

97%

OF GEODIS CALBERSON
CUSTOMERS,

91%

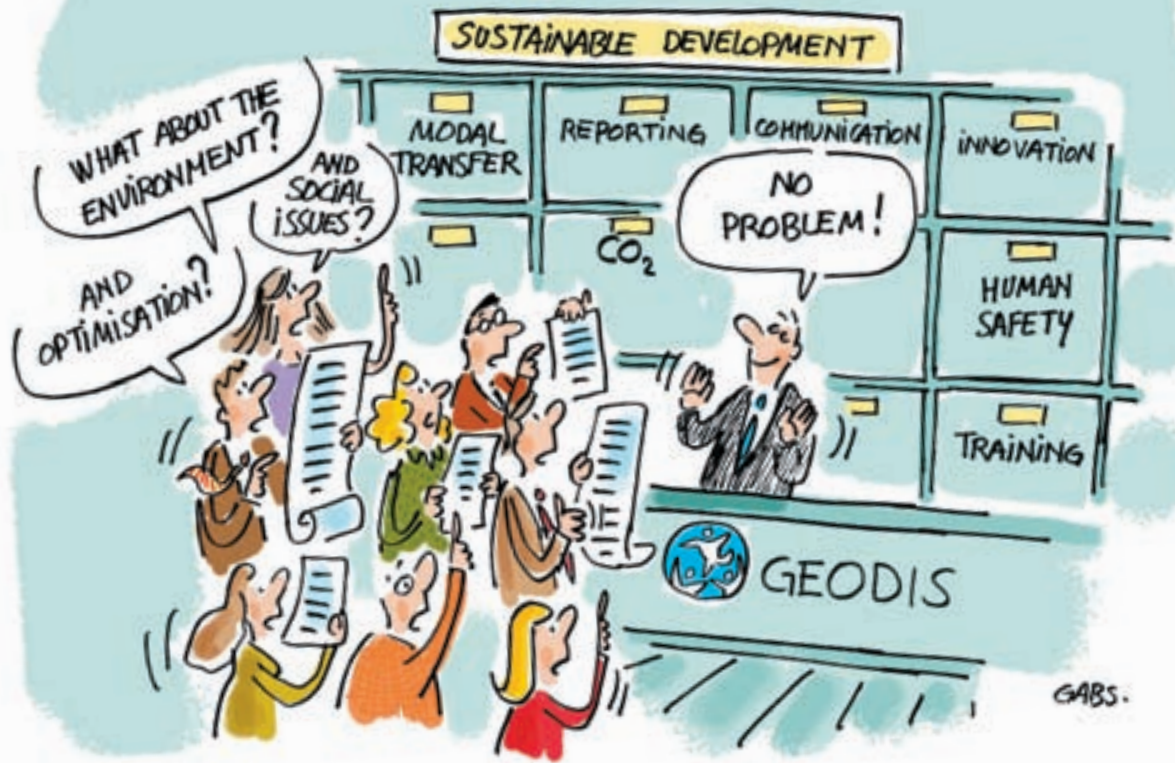
OF GEODIS LOGISTICS
CUSTOMERS,

82%

OF GEODIS WILSON
CUSTOMERS

WERE SATISFIED
IN 2008.





ECOWAY, AN ORIGINAL COMBINED RAIL-ROAD TRANSPORT SERVICE

Geodis BM has been offering rail-road transport between France and Italy since September 2008. The service is being operated with 20 new semi-trailers that are 40 cm lower than conventional models. This allows them to travel on the Alpine rail motorway, which previously was accessible only to tankers. The Ecoway service thus opens the Alpine rail motorway to the transport of heavy goods (metal, mechanical parts, paper, packaged liquids, large bulk recipients, etc.).

INTEGRATING SUSTAINABLE DEVELOPMENT IN PRODUCTS AND SERVICES; CAPITALISING ON EXPERTISE

Sustainable development subjects are communicated on a regular-basis and **best practices are systematically shared**. Common tools are developed and progressively put in the hands of our employees: a brochure on sustainable development, a presentation of the main initiatives at Group level and in the four divisions, an overview of the legal and regulatory watch, and benchmarking of companies in the sector. The sales staff and engineering offices are thus trained and educated in sustainable development and can bring the subject into discussions with their customers.



Onboard IT devices: the driver exchanges information with the depot in real time for increased reliability.

INITIATIVES

GEODIS BM TESTS AN ONBOARD DATA DEVICE

Geodis BM has been testing an onboard data device in Eastern France since autumn 2008, with the objective of introducing it across France by the end of 2010. The device features a tactile screen that is used to transfer written instructions from operations staff to the driver. The driver receives transport orders, confirms his deliveries and sends back information in real time to the operations centre, thus making service more reliable.

FIRST CUSTOMER SATISFACTION SURVEY AT GEODIS LOGISTICS

Geodis Logistics conducted its first customer satisfaction survey in 2008. All operating entities of 216 customers were asked, in their own language, to rate the services provided by Geodis Logistics. Looking beyond the results obtained, this survey rallied employees around a shared key value: customer satisfaction.

EDUCATING AND AUDITING THE SUBCONTRACTORS SERVING IKEA

When it became IWAY-certified (IKEA's sustainable development standard) in 2008, Geodis BM agreed to educate and audit the subcontractors supplying transport services between warehouses and IKEA stores.

DANONE EAUX FRANCE AND GEODIS BM, A MODEL OF FLOW MANAGEMENT

In 2008, Danone Eaux France turned over the management of its operational flows (goods flows, information flows and even financial flows) to Geodis BM. To provide these services, Geodis BM set up a dedicated team of ten people to manage a group of 40 transport companies. By using a variety of methods to optimise transport plans, Geodis BM is helping to optimise flows and achieve productivity gains. Danone Eaux France also saw in Geodis BM a company that was responsive to challenges and on the cutting edge in dealing with sustainable development issues.

GEODRIVER, A TOOL TO GAIN PRODUCTIVITY

Geodis Calberson uses Geodriver, a database of recipient addresses which are continuously corrected, checked and coded. Geodriver makes it easy to prepare delivery rounds and load parcels in the right order, depending on the address and type of service. A GPS location system guides drivers from one delivery point to the next. This boosts driver productivity and also improves overall quality for the customer.





Involving employees across the supply chain, as shown here at the Geodis Logistics site in Duisburg, Germany.

Ambitions

- Instil responsibility and awareness regarding sustainable development
- Develop skills and maintain employability
- Improve employee safety by reducing work accidents
- Measure and increase employee satisfaction



GETTING PEOPLE INVOLVED AND INCREASING THEIR SAFETY

INSTIL RESPONSIBILITY

- Geodis comprises four business divisions and operates in 120 countries of diverse social and regulatory characteristics. For this reason, human resources management is decentralised according to activities and geographic areas, though some practices defined at Group level are applied everywhere. Underlying this organisation is **the sense of responsibility felt by employees at every level.**

- All Geodis employees contribute to the respect of the environmental, social and economic commitments. To encourage their involvement, there is **regular communication** on sustainable development issues through the Group's internal media (Geodis Mag – the bimonthly magazine, Connect – the Group Intranet, Geodis News – the newsletter) and those of the divisions. The aim is to make sustainable development more familiar and more real to all employees.

Key figures

- 26,381 employees in 120 countries.
- A 5.3% increase in the workforce, compared with 2007, following the acquisition of Rohde & Liesenfeld and O&H.
- 71% men, 29% women.
- 70% of employees in France, 19% in Europe (excluding France), 11% outside of Europe.
- Breakdown of employees by occupational category:
 - White collars (managers, senior supervisors, supervisors, employees): 65.5%.
 - Blue collars (production workers and drivers): 34.5%.

INITIATIVES

EDUCATING EMPLOYEES ON GREEN PRACTICES IN THE OFFICE

A programme was put in place to educate employees on green practices in the office. The aim was to reduce energy consumption and the use of consumables (ink cartridges, etc.) and to encourage waste sorting and recycling of paper and batteries. At headquarters for instance, the results of this initiative after six months are promising: by sorting waste and reducing paper consumption, the 350 employees there saved the equivalent of 122 trees, thus keeping 10 tonnes of CO₂ out of the atmosphere.

ENABLING DRIVERS AND SALES PERSONNEL TO LEARN ABOUT EACH OTHER'S WORK

Geodis Calberson has held a "Sales Day" in its Northern France region every year since 2003. On this day, sales personnel and members of customer services ride along with the drivers-deliverymen as they make their rounds. This gives them an opportunity to learn about each other's job and helps them to better communicate with each other.





Respecting the balance between communities, a clearly stated objective .

INITIATIVES

ENCOURAGING DIVERSITY

Geodis Calberson wants to encourage diversity and make the most of its advantages:

- An agreement was signed in 2008 to formalise and structure the diversity policy at the platforms and depots. The policy's aims include combating discrimination in hiring and managing employees, and maintaining a balance between communities.
- A training course in intercultural relations for regional and platform directors has been offered since late 2007.

TRAINING DRIVERS FOR CAREER ADVANCEMENT

Geodis Calberson offers drivers a special training programme that helps them to improve their daily performance or advance professionally. The training covers driving know-how (basic skills, technical aspects), personal skills (communicating with customers, selling), prevention (safety and stress management) and advancement (office electronics, information about moving from one job to another).

RECOGNITION THROUGH INTERNAL PROMOTION

There were some changes in Geodis Calberson's management teams in 2008. Five regional directors in France (out of a total of nine) retired during the year and were replaced through internal promotions. These appointments reflect the Group's policy of encouraging internal mobility.

DEVELOP SKILLS AND MAINTAIN EMPLOYABILITY

- **Employees are supported during their career** in the Group whatever their level of responsibility through programmes to integrate, train, and help them advance. Geodis' objectives in human resources are to foster the professional development of its teams, ensure the loyalty of talented individuals and, despite the economic slowdown since autumn 2008, maintain jobs whenever possible and ensure the employability of its personnel.

- The budget for **training** was more than €8 million in 2008. The diverse range of training programmes includes technical and business subjects, quality, safety, environment and languages. For example, e-learning courses were developed in the Connecting Products & People programme at Geodis Wilson. To train tomorrow's key managers, Geodis Calberson instituted the Geodis Evolution programme, and Geodis Logistics set up a partnership with the Institute of Management and Logistics in France.

- The **Job Centre** (BDE – *Bourse de l'Emploi*) on the Group Intranet gives employees the chance to find out about openings at headquarters and in the divisions before they are advertised outside the Group.

ENSURE EMPLOYEE SAFETY

Geodis strives to provide working conditions that will guarantee its employees' safety. To deal with the potential risks inherent in their activities, the divisions have an established safety policy and include monitoring of work-accident frequency and severity indicators in the management of their operations.

Protecting the physical well-being of employees on the sites and on the roads also involves instilling a sense of responsibility and increasing safety awareness through **preventive actions**. These include:

- Regular **evaluation** of health and safety risks.
- **Continuous improvement** of safety materials and personal safety equipment.



In support and operating departments, the Group promotes employee involvement and satisfaction.



- **Training and safety campaigns:** for example, the Driver's Manual at Geodis BM contains safety information. Vigeopass, a document given to depot directors, infrastructure managers and safety managers at Geodis Calberson and Geodis Logistics lists the points requiring vigilance and compliance with safety regulations. In addition, these divisions use the self-assessment tool Vigeod'it to check the level of regulatory compliance on site. And Geodis Wilson, introduced a safety manual for drivers in 2008 as part of its certification as an Approved Economic Operator for customs services.
- **Safety competitions** to reward the best safety performers.
- Programmes to obtain **OHSAS 18001 safety certification**. This standard provides a benchmark for the assessment and certification of workplace health and safety management systems. At the end of 2008, 51 sites in the Group were certified to OHSAS 18001 standards worldwide (Australia, Finland, France, Norway, Singapore, UK). Another noteworthy point: 14 Geodis BM chemical and gas sites are evaluated by the **SQAS** (Safety and Quality Assessment System), a standard developed by the CEFIC – the European Chemical Industry Council – and two by the **MASE** (*Manuel d'Amélioration Sécurité des Entreprises* - Standards to improve safety in industry).

These efforts have all helped to significantly reduce the number of accidents (see occupational accident frequency and gravity rates pages 28-29).

FOSTER EMPLOYEE SATISFACTION

Aware that its employees' satisfaction depends on recognition, confidence and respect, Geodis conducts **employee satisfaction surveys** every year or every two years, and follows them up with action plans.

Begun at Geodis Calberson 1999 as part of the Total Employee Satisfaction programme, these surveys have been conducted since 2008 at Geodis Logistics, while Geodis Wilson uses the Investors in People standard. The most recent surveys reveal that **81% of Geodis Calberson employees** (2007 survey) and **80% of Geodis Wilson employees** (2008 survey) are satisfied. A similar programme has been announced at Geodis BM in 2009.

INITIATIVES

COMPETITION BETWEEN SITES TO BOOST SAFETY VIGILANCE

The objective of the Safety Competition organised every year by the management of Geodis Logistics and the CHSCT (*Comité d'hygiène, de sécurité et des conditions de travail* - Health, safety and working conditions committee) is to reduce accident frequency and severity rates. The 12 sites in the Rhône-Alpes region in France take part. Since 2006, this initiative has helped to reduce accidents noticeably.

AN ATTRACTIVE EMPLOYEE SAVINGS PLAN

Geodis offers employees working under French contracts a comprehensive employee savings programme, including a five-year Group savings plan (PEG) and a long-term, collective retirement plan (PERCO). Each time an employee pays into these plans, the Group makes a contribution as well. In 2008, an agreement was signed with the trade unions on these plans, which are proving to be a real success. At year-end 2008, 8,157 employees (46% of French personnel) were participating.



ONE ACCIDENT WITH
RESPONSIBILITY EVERY

228,415 km FOR GEODIS BM





The Group's multimodal offering contributes to reducing CO₂ emissions. Here, an Ecoway trailer is placed on a railcar.

Ambitions

- Reduce pollutant emissions from transport
- Improve environmental management at sites



TAKING CARE OF THE ENVIRONMENT AND CONTROLLING THE RISKS

REDUCING POLLUTANT EMISSIONS FROM TRANSPORT

The main challenge for a global transport and logistics operator is to **reduce emissions of greenhouse gases, including CO₂**. The transport of freight by road accounts for 8.7% of worldwide CO₂ emissions (source: ADEME, 2008). To lower that percentage and also cut emissions of local pollutants, Geodis is pursuing an **active policy** backed up by significant investment to achieve a reduction in environmental impact.

TRAINED DRIVERS

To encourage the use of more flexible driving techniques and thereby reduce fuel consumption, drivers are receiving training in **“ecological driving”**, also known as rational driving. This training is given regularly to all drivers. At end-2008, 85% of drivers at Geodis BM had been trained. Since 2007, all drivers have been given individual objectives for cutting fuel consumption after training.

CLEANER VEHICLES

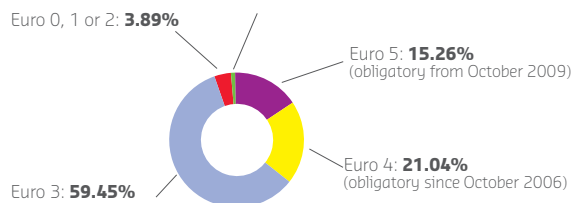
• Since 1990, increasingly stringent emission standards for local pollutants (carbon monoxide, nitrogen oxide, particulates, etc.) from semi-trailer trucks have been imposed in Europe, reducing levels by about 70%. The Euro 4 and Euro 5 standards are expected to achieve a further reduction of 80% in particulate emissions and 30% in other pollutants. **Geodis has been proactively replacing its vehicles** in anticipation of the new standards. For example, since 2006, all vehicles purchased by Geodis BM meet the Euro 5 standard, which will be obligatory from October 2009.

- The Group is operating in every way it can to reduce fuel consumption and, as a consequence, pollutant emissions. By **limiting the speed of its trucks to 82 km/h** instead of 90 km/h since 2006, Geodis BM has saved almost 3.5 million litres of diesel fuel a year. The speed limiter technology is now included in the specifications for trucks supplied to Geodis BM. This demands a real financial investment but the economic and environmental benefits are clear.
- In parallel, Geodis BM’s contract with Michelin makes **“energy” tyres**, which cut fuel consumption by 3%, the preferred choice.
- Last, **vehicle maintenance has been improved**, notably through the use of the MasterParc system, installed since end-2007 across the Geodis BM network. This tool tracks vehicle maintenance costs, analyses the consumption of replacement parts, and detects any anomalies. Vehicles are thus better tuned, for higher standards of performance and better fuel management.

Breakdown of Group-owned vehicle fleet
at end-2008

Total fleet: 4,392 vehicles

EEV* (includes CNG vehicles): **0.36%**
* Environmentally Enhanced Vehicles



At the end of 2008, 36% of Group-owned vehicles complied with the Euro 4 or Euro 5 standard, compared with 18% at the end of 2007.





Since early-2008, Geodis BM has had 16 trucks running on CNG for the retailer Monoprix in Paris.

ALTERNATIVE FUELS

- Geodis BM tested **diester** back in 1993, the first transporter to do so. Today, diester is mixed with diesel fuel in proportions ranging from 1% to 5%. Geodis has adopted a wait-and-see attitude and is doing further analysis in view of the controversial impact of this type of fuel on food crop prices.
- Geodis BM set up a three-month test programme in collaboration with Total for the **diesel additive** DieselEco. Using this additive, which reduces friction and improves fuel fluidity, is expected to lower diesel consumption by up to 3%.
- Following positive tests, Geodis BM has been using sixteen 19-tonne trucks running on **compressed natural gas (CNG)** to make deliveries to 72 Monoprix stores in Paris since February 2008. The City of Paris and GNVert (a unit of the GDF-Suez group) are cooperating in this programme. Emissions are significantly lower with this fuel than with diesel oil, with reductions in local pollutants affecting air quality

(nitrogen oxide NOx and carbon monoxide CO, particulates), and in noise and smell nuisances. This fuel may be used for other customers on a case-by-case basis.

- Geodis BM and Renault Trucks will conduct tests on a **hybrid** truck in Lyon in 2009. The diesel-electric hybrid combines the energy efficiency of the two types of engines, with the power delivered jointly or separately by the two energy sources. The electric engine is used mainly for starting and accelerating up to 15-20 km/hour, with braking energy then recovered to charge the electric engine's batteries. This type of engine, which automotive manufacturers are currently developing, would be used mainly in urban areas.

OPTIMIZED TRANSPORT

In 2008, rail transport accounted for 11,166 intermodal transport units (containers, swap bodies or semi-trailers) for Geodis BM, or 224 million tonne-kilometres transported. This resulted in the emission of 7,031 fewer tonnes of CO₂ than were released by trucks on identical routes.

- Geodis BM relies on **combined rail-road transport** on three routes (eastbound traffic from Basel in Switzerland, to Domodossola in Italy; French traffic from Valentigney or Rungis, in the Paris region, to Perpignan or Avignon; and traffic from France or Luxembourg to Italy) and on the Alpine and Swiss **rail motorways**. Depending on the type of freight, these modes of transport are used as soon as conditions (geographic, technical, and economic) permit.

ONBOARD DATA SYSTEMS TO REDUCE FUEL CONSUMPTION

Geodis BM was testing an onboard data system on 170 vehicles in eastern France at the end of 2008. The objective is to install this system across the entire Geodis BM fleet by 2010. This tool assesses how well a vehicle is being used by analysing driving methods. It also compares the consumption of several types of vehicles or on several types of routes to improve driving performance. In addition, it can spot driving errors so that corrective action to be taken, and it also identifies the best drivers.



River transport on the Rhine: the Geodis Wilson depot in Strasbourg transports 30% of its freight by river to the ports of Antwerp and Rotterdam. This means of transport provides an alternative to the road during peak periods, while also delivering environmental benefits



- A recent addition to Geodis BM's **rail-road** services is Ecoway, a solution that allows all types of freight to travel on the Alpine rail motorway (see page 10).
- Geodis Wilson moved some of its air freight flows over to **combined air and sea freight transport** in 2008. This solution brings both economic and environmental benefits. The cost/time ratio is optimised, since the journey takes less time than by sea alone, and CO₂ emissions are lower than with air transport alone.
- When conditions permit, the divisions are also trying out **inland waterway transport** solutions. In 2008, Geodis Calberson began a feasibility study of waterway transport in collaboration with the City of Paris and the Paris Port Authority.
- Meanwhile, Geodis is focusing on **optimising of flows and loading**. Vehicles carry maximum loads in order to keep down the number of trucks on the road. Several software programs are optimising transport plans to cut the number of kilometres travelled empty and also to reduce fuel consumption and thus pollutant emissions.

IMPROVING ENVIRONMENTAL MANAGEMENT AT THE SITES

Geodis operates over 500 sites (logistics buildings, groupage depots, commercial offices). The Group leases most of this property, and this makes controlling environmental impacts more complicated. Environmental management at the sites is based on **progressively obtaining certifications and enlisting the involvement of personnel**.

Environmental policy is thus coordinated at the level of each division by the Quality, Safety and Environment departments, which work through their correspondents in the regions.

ORGANISATION OF THE GROUP'S MULTIMODAL SERVICES

In early 2009, Rouch Intermodal and Districhrono, specialised, respectively, in combined and multimodal transport, became part of Geodis BM, rounding out the services already offered by BM Combi and Ermechem. With sales of more than €100 million, the enlarged Geodis BM is the French leader in multimodal transport, with a 30% share of the French market.

A **Multimodal Operations Department** has been created at Geodis BM to coordinate the operations of this ensemble, which is aiming to expand at the European level.

The merger of these companies points to the desire to structure and enhance the multimodal offer of the Group and SNCF's Transport and Logistics Division.



7,031

TONNES OF CO₂ AVOIDED THROUGH THE USE OF RAIL TRANSPORT IN 2008





Some drivers are trained in ecological driving.

GEODIS SIGNS THE CHARTER OF VOLUNTARY COMMITMENTS FOR THE REDUCTION OF CO₂ EMISSIONS IN ROAD FREIGHT TRANSPORT

Initiated by the Environment Ministry, with support from the ADEME (*Agence de l'environnement et de la maîtrise de l'énergie*, French environment and energy management agency), the Charter was signed in December 2008 by Geodis BM and Geodis Calberson, along with nine other companies in the sector.

For Geodis, the areas included are all those served by Geodis BM in France and three areas where Geodis Calberson operates (the West region, the Touraine-Anjou region and the Poitiers depot). In each of these areas, a detailed action plan calls for the introduction or expansion of driver training, optimisation of delivery routes, the use of onboard data systems, and reliance on "cleaner" transport modes and fuels, whenever possible. Altogether, these actions will result in a **13,000-tonne reduction in CO₂ emissions for the scope covered by the charter by end-2010.**

MEASURING CO₂ EMISSIONS

Geodis is developing **methods to calculate the CO₂ emissions** of its services in order to satisfy customer requirements and future regulatory obligations. As of 2011, transport companies in France will be required to inform customers of the CO₂ emissions produced in the performance of their contracts.

Several working groups are focused on this issue, in consultation with the French government. The calculation methods will be defined to allow for factors specific to each of the Group's activities and to show the efforts of staff and subcontractors.

SITE CERTIFICATION

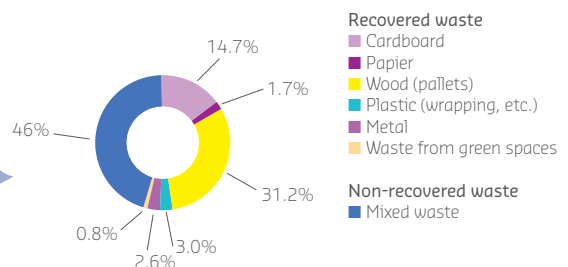
A growing number of programmes have been set up to obtain ISO 14001 certification which is gradually being rolled out at Geodis and its divisions. In 2008, Geodis Logistics obtained ISO 14001 certification for all its 14 sites in Germany. At year-end 2008, **154 sites** were certified at Geodis (26% of the total number of sites).

Geodis is also aiming to obtain the **triple certification Quality-Safety-Environment** for its sites (ISO 9001 for quality, OHSAS 18001 for safety, and ISO 14001 for the environment). After obtaining this certification for two pilot sites in 2008 (Poitiers and Le Mans), Geodis Calberson is continuing to roll out the QSE certification approach across France in 2009. Geodis Logistics and Geodis Wilson are also working on these triple QSE certifications. At end-2008, 48 Group sites already had this triple certification (Australia, Finland, France, UK, Sweden).

INVOLVING PERSONNEL

By implementing programmes to teach green practices at its sites, Geodis is able to **raise personnel awareness** and reduce the consumption of electricity, gas, consumables and paper and promote waste recycling through sorting (see box page 13).

54% of non-hazardous waste recovered in 2008 in France (tonnes)



At the Chaponnay warehouse, offices are supplied with electricity from photovoltaic panels installed on sprinkler tanks



INITIATIVES

ENERGY RESOURCES MANAGERS

In the South France region of Geodis Logistics, Energy Resources Managers (GREs) have been designated at each site. Besides doing their usual job, these GREs have the task of seeing that energy is used rationally, educating employees on environmental practices, and putting in place new resources to reduce waste and ensure more effective recycling. This programme has proven very successful and is currently being deployed at other Geodis Logistics sites.

A “GREEN WAREHOUSE” AT CHAPONNAY

In April 2008, Geodis Logistics inaugurated this 28,000-sq.-m warehouse located near Lyon. It was constructed according to HQE® (*Haute Qualité Environnementale* or high environmental quality) guidelines and includes photovoltaic panels, a rainwater recovery system, low-energy lighting and a centralised energy management system, among other features. Taking environmental impacts into account in the site’s design is expected to lower CO₂ emissions by 21 tonnes a year and yield annual savings of about €11,000.



154

SITES CERTIFIED TO ISO 14001
WORLDWIDE





Geodis Wilson's main sea carriers are assessed on their environmental policy.

Ambitions

- **Assess suppliers and subcontractors in terms of sustainable development and give preference to those showing the best performance**
- **Work proactively with suppliers and subcontractors and involve them in the Group's policies and programmes**



INVOLVING PARTNERS IN FULFILLING COMMITMENTS

MAKING SUSTAINABLE PROCUREMENT A PRIORITY AND ASSESSING TRANSPORT SUBCONTRACTORS

- Geodis subcontracts a significant proportion of its transport services, depending on the activity. **Subcontracted transport** accounts for the Group's largest purchasing item with 65% of total expenditure in France and 90% at the international level. This large proportion of subcontracting exposes the Group to more social and environmental risks. To reduce these risks, **assessment grids on sustainable development** listing general criteria and criteria specific to each subcontracted activity are gradually being brought into use.

- The Group Purchasing Department and Sustainable Development Department are gradually preparing sustainable development questionnaires for each category of products and services in order to **assess suppliers on their environmental and social performance**. After getting under way with the suppliers of consumables and packaging products in 2008, this programme will focus in 2009 on other purchasing categories (temporary personnel, cleaning services, etc.).

WORKING PROACTIVELY WITH SUPPLIERS AND SUBCONTRACTORS

Through **training and audits**, the Group is doing more to encourage its suppliers and subcontractors to become involved in sustainable development. This is true for Geodis Valenda: a provider of waste collection and treatment services within Geodis Logistics, Geodis Valenda works with 350 suppliers in six European countries. These suppliers are assessed in four areas (legal and technical; quality, safety, environment; economics; quality of service), with a 450-point checklist. In this way, 91 audits of "critical" suppliers were conducted in 2008, and 240 are planned for 2009.

GEODIS WILSON ASSESSES ITS MAIN AIR AND SEA TRANSPORT CONTRACTORS

Geodis Wilson has given its main air and sea transport subcontractors a questionnaire with some 20 items concerning their environmental policy.

Based on their results, these subcontractors are rated green (high scores), orange (average scores) or red (low scores). The initial results are encouraging:

- main air carriers: six out of 13 were rated green; they account for 63% of the total air freight volume carried by preferred Geodis Wilson subcontractors and 41% of total air freight in 2008;
- main sea carriers: nine out of 15 were rated green; they account for 58% of the total sea freight volume carried by preferred Geodis Wilson subcontractors and 44% of total sea freight in 2008.





Geodis Wilson organises the distribution of food and building materials after a cyclone in Bangladesh.

Ambitions

- Continue the dialogue with the Group's stakeholders
- Act for the community by encouraging local initiatives and local partnerships



PARTNERING WITH THE COMMUNITY BY BEING A RESPONSIBLE ACTOR AND A GOOD CITIZEN

WORKING WITH INSTITUTIONS

- Geodis participates in the consultations conducted by the OEET (Observatoire Energie et Environnement des Transports – Energy and Environment for Transport Monitoring) to develop methods for calculating CO₂ emissions from transport in France. As the leader in its sector, Geodis Calberson is the pilot company in the development of a method to calculate CO₂ emissions specifically from groupage and express transport. It is working with the ADEME in this project (see box page 20).

- Geodis is active in the economic, political, regulatory and professional spheres in order to anticipate and contribute to the discussion of future issues in transport and logistics, and to promote best practices.

Geodis representatives take part in the programmes of the transport and logistics **industry associations and federations**: TLF (Transport and Logistics companies Federation in France), FNTR (Road Transport French National Federation); AFILOG (associations to build tomorrow's logistics) and IATA (International Air Transport Association). Geodis BM is an active member of the ATMD (Association of Carriers of Hazardous Materials), the CIFMD (Interprofessional Committee for the Development of Training in the Transport of Hazardous Materials) and APLICA (Professional Association of Approved Tank Interior Washers).

- Each year, 30,000 soldiers, averaging 33 years of age, leave the military at the end of their contract and look for work. In 2008, Geodis concluded an agreement with the **French Defence Ministry** that will create employment opportunities for these job seekers.



INITIATIVE

PAPER RECYCLING AND INCREASING THE AWARENESS OF PERSONNEL AT GEODIS WILSON ARGENTINA

In Argentina, Geodis Wilson is participating in the paper-recycling programme of the Garrahan Hospital Foundation by picking up waste paper. The objective is twofold: to make the personnel more aware of environmental protection issues and to buy equipment, contribute to the running of a children's home and buy medicines using money from the sale of the paper. In two years, Geodis Wilson employees have collected and sorted more than one tonne of paper.



APGC Awards 2008

Gilles Lanssens, age 35, is the founder and chairman of the society Sud Evasion located in Toulouse (south-west France). His company, which has a workforce of 16, supplies transport services for disabled people. On the left: Bruno Gescent ; Pierre Blayau, deputy CEO of the SNCF Transport and Logistics division and CEO of Geodis; François Branche, former deputy CEO of Geodis.



WORKING WITH LOCAL COMMUNITIES

Geodis works alongside **local communities** in the areas of employment and environmental protection.

For example, Geodis Valenda manages the recycling of waste electrical and electronic equipment (WEEE) in six European countries on behalf of ERP (European Recycling Platform). On a day-to-day basis, it works closely with 2,450 municipalities to organise collection and treatment from centres and distributors.

Geodis Valenda thus manages around 28% of WEEE in Ireland, 30% in Portugal, 100% in Northern Ireland, 12% in Spain, 14% in Italy, 15% in the UK and 11% in France.

SUPPORTING AND AIDING PEOPLE

- The **Association du Prix Guy Crescent (APGC)** was created in 1999 in homage to this former chairman of Calberson (1963–1985). A victim of polio, he overcame his handicap and committed his energy and skills to many humanitarian actions. Each year, the association awards a prize of €7,700 to someone who has defeated his or her handicap and then helped others through professional or charitable activities.
- To enable the APGC to continue, the **Geodis Foundation** was created in 2007, with the backing of the Fondation de France. The role of the Geodis Foundation is to encourage a spirit of entrepreneurship and initiative among the disabled.
- Geodis employees lead many **local initiatives** and conduct **partnerships**. In Bangladesh and elsewhere, Geodis Wilson assists local communities after cyclones or floods by providing human and material aid to disaster victims.

INITIATIVES

ON BOARD FOR A JOB

In April 2008, Geodis Calberson took part in “The Employment and Equal Opportunity Train”, a programme designed to give people looking for work the opportunity to meet individually with companies interested in hiring. A train specially outfitted for job interviews crisscrossed France, and Geodis came on board at five stops. This programme gave people who have trouble getting past the first steps of the hiring process a better chance of finding a job. It was conducted in collaboration with the National Employment Agency (ANPE), the national unemployment insurance organisation (ASSEDIC) and ten or so major French companies.

100 OPPORTUNITIES, 100 JOBS

On the initiative of Schneider Electric, Geodis BM has set up its “100 opportunities, 100 jobs” scheme alongside the local employment programme and those of other companies in the Savoy region of France. Geodis BM is aiming to help people enter the workforce by showing how its business works and welcoming job seekers for one year before offering them an employment contract.

REPORTING METHODOLOGY

REPORTING SCOPE, DATA COLLECTION AND CONSOLIDATION PROCESS

Since there is no recognised reporting system relevant to its activities, the Group has created its own procedures based on a methodology for collecting, analysing and consolidating environmental and social data. Reporting forms include the indicators, the rules for making the calculations and the areas concerned. At present, the Group does not have a common system for collecting data. Information has been consolidated through each division's human resources, quality, safety, environment and purchasing structures. The figures shown for

2008 are therefore calculated or estimated using data from three sources: the operational sites, the information systems of the divisions and/or the Group, and suppliers.

Data are presented by geographic area and by division. The following table gives the countries included in each area and the percentages of data reported for them. Only Geodis Wilson reports data for Africa, Asia and the Americas, since it is the only division working in these areas.

Depending on the data, the scope of consolidation can vary and include only some of the sites or countries in the area.

Area		Geodis BM Full Truck Load Division	Geodis Calberson Groupage Division	Geodis Logistics Logistics Division	Geodis Wilson Freight Forwarding Division
France	Data reported	100%	89%	93%	96%
Europe (excl. France)	Countries	Germany, Italy	UK, Italy	Germany, Spain, Ireland, Italy, Benelux, Eastern Europe	Belgium, Denmark, Finland, Germany, Ireland, Italy, The Netherlands, Norway Spain, Sweden, UK
	Data reported	63%	33%	48%	93%
Asia	Countries	-	-	-	Australia, Bangladesh, China, Hong Kong, India, Indonesia, Japan, Kuwait, Malaysia, New Zealand, Qatar, Saudi Arabia, Singapore, South Korea, Taiwan, United Arab Emirates, Vietnam
	Data reported	-	-	-	93%
Africa	Countries	-	-	-	Burkina Faso, Cameroon, Chad, Ivory Coast, Madagascar, Mali, Morocco, Senegal, Tunisia, South Africa
	Data reported	-	-	-	87%
Americas	Countries	-	-	-	Argentina, Brazil, Canada, Chile, Colombia, United States, Mexico, Peru
	Data reported	-	-	-	91%

CHOICE OF INDICATORS

The reported data are divided into three categories – environment, social, and customers – to match them to the Group's commitments and to measure the effectiveness of the actions taken in the divisions.

The Group has thus selected its own indicators on the basis of relevance and with reference to international benchmarks and the guidelines of the Global Reporting Initiative version 3*.

Each indicator has a documented definition to ensure that the same method of calculation is used for all geographic areas and activities.

LIMITATIONS OF THE METHODOLOGY

Certain factors limit the reliability of the data:

- Collection and reporting methods vary from one division to another.
- The availability of certain data needed to calculate the indicators varies.

This is the first year some of these indicators are published. It will be necessary to clarify and permanently define them.

REVIEWING AND VERIFYING THE INDICATORS

Environmental data are consolidated and verified by each division's Quality, Safety and Environment Departments and the Group's Sustainable Development Department. Social data are consolidated and verified by the divisions and the Group's Human Resources Department.

The consistency of the data is verified by the divisions and the Group's Sustainable Development Department. This verification includes a comparison with the data from previous years and systematic analysis of any differences deemed significant.

At present, the Group does not have the data verified by any outside organisations.

SOME DEFINITIONS

Waste

- **Production of non-hazardous waste:** the total tonnage of wood (including pallets), cardboard, paper, plastic (including wrapping and polystyrene), metals, and mixed waste (non-recycled)
- **Recycling rate for non-hazardous waste:** the total tonnage of non-hazardous waste recycled divided by the total tonnage of non-hazardous waste produced (recycled + non-recycled)
- **Production of hazardous waste:** the total tonnage for 10 categories – absorbents (including soiled rags, sand), filtration sludge (from sludge traps/oil separators for rainwater or from the treatment of tank cleaning water), damaged packaging for hazardous materials, vehicle oil filters and used oils (axles, transmissions, engines), computer equipment / office electronics (WEEE), including ink cartridges, paints and varnishes, batteries from road vehicles and handling equipment, batteries & accumulators, neon tubes.

Employees

- **Full-time equivalent workforce:** total number of hours worked / average hours worked annually in a full-time job.
- **Absenteeism rate:** number of absentee hours x 100 / total number of hours worked. Long leaves of absence (individual training leaves, parental leaves, etc.) are excluded from the calculation.

Safety

- **Occupational accident frequency rate:** number of accidents with at least one day lost x 1,000,000 / total number of hours worked.
- **Occupational accident gravity rate:** number of days lost x 1,000 / number of hours worked.

* Guidelines established in 1997 by the Coalition of Environmentally Responsible Economies (CERES) and the United Nations Environment Programme (UNEP) for reporting on the economic, environmental and social performance of corporations, governments and non-governmental organisations. Version 3 was published in 2006.

SUSTAINABLE DEVELOPMENT REPORTING 2008

All the KPIs presented here are estimates, since implementation of the sustainable development reporting system is not yet complete.

For more information on KPI definition and the scope of reporting, see page 27.

			FRANCE				
			Geodis Headquarter	Geodis BM Full Truck Load Division	Geodis Calberson Groupage Division	Geodis Logistics Contract Logistics Division	Geodis Wilson Freight Forwarding Division
Profile		Unit					
Profile	Annual Revenue	millions €	-	550.7	1,474.1	404.0	435.7
	Regional Business Division Revenue breakdown	%	-	90%	90%	44%	14%
	Number of sites	number	2	51	123	105	26
	Subcontractor Turnover	%	-	51.3%	22.5%	na	na
Environment		Unit					
TRANSPORT	Fuel - Total Consumption	liters	171,000	41,839,921	35,357,799	2,668,000	183,622
	Fuel - Average Consumption	liters/100 km	na	31.05	24.33	na	17.00
	Vehicles - Total road vehicles fleet	number	-	1,694	2,414	97	1
	Vehicles - Payload breakdown - vans, trucks < 7.5 tons	number	-	24	917	8	1
	Vehicles - Payload breakdown - vans, trucks > 7.5 tons	number	-	1,670	1,497	89	0
	Vehicles - Euro 0 compliant vehicles	number	-	10	0	0	0
	Vehicles - Euro 1 compliant vehicles	number	-	21	0	0	0
	Vehicles - Euro 2 compliant vehicles	number	-	113	0	6	0
	Vehicles - Euro 3 compliant vehicles	number	-	867	1,557	76	0
	Vehicles - Euro 4 compliant vehicles	number	-	125	796	3	0
	Vehicles - Euro 5 compliant vehicles	number	-	542	61	12	0
	Vehicles - EEV vehicles (Environmentally Enhanced Vehicles)	number	-	16	-	-	0
	Vehicles - Euro 3 as % of total fleet	%	-	51%	64%	78%	0
	Vehicles - Euro 4 as % of total fleet	%	-	7%	33%	3%	0
	Vehicles - Euro 5 as % of total fleet	%	-	32%	3%	12%	0
Safe and economic driving - Drivers trained during the year	number	-	343	na	na	0	
FACILITIES	Electricity - Facilities electricity consumption	KWh	1,378,087	3,826,680	23,871,272	27,388,941	1,535,968
	Electricity - Electricity purchased from sustainable resources	KWh	0	0	0	0	0
	Gas - Facilities gas consumption	KWh	0	2,246,093	5,879,712	32,454,512	613
	Water - Facilities water consumption	hl	360	847,961	105,634	2,103	na
	Wastes - Production of non-hazardous waste	tons	na	1,052	8,373	6,411	112
	Wastes - Recycling rate of non-hazardous waste	%	na	33%	51%	62%	49%
	Wastes - Production of hazardous waste	tons	na	192	167	454	6
	ISO 14001 - Number of facilities	number	0	1	18	4	0
ISO 14001 - Number of audits	number	0	1	18	10	0	
CO ₂ **	CO ₂ - Emissions from fuel consumption	tons	455	111,378	94,122	7,102	489
	CO ₂ - Emissions from electricity consumption	tons	731	2,030	12,663	14,529	815
	CO ₂ - Emissions from electricity consumption from sustainable resources	tons	0	0	0	0	0
	CO ₂ - Emissions avoided by production of electricity from sustainable resources	tons	0	0	0	0	0
	CO ₂ - Emissions from gas consumption	tons	0	773	2,023	11,164	0.211
Social		Unit					
PEOPLE	Workforce - Global headcount	number	426	3,199	10,869	2,622	726
	Workforce - Full Time Equivalent	number	na	3,190	10,787	2,613	700
	Gender Profile - Male ratio with respect to global FTE workforce	%	63.0%	86.2%	74.0%	65.9%	44.0%
	Gender Profile - Female ratio with respect to global FTE workforce	%	37.0%	13.8%	26.0%	34.1%	56.0%
	Employees by category - white collars (managers, supervisors, employees)	%	86%	21.0%	33.0%	49.0%	98.0%
	Employees by category - blue collars (workers and drivers)	%	14%	79.0%	67.0%	51.0%	2.0%
	Absenteeism rate	%	na	5.27%	na	9.90%	na
	Training expenditures (% of payroll)	%	1.72%	2.20%	1.80%	1.60%	0.90%
SECURITY	Occupational accident frequency rate	number	na	43.2	na	30.7	9.0
	Occupational accident gravity rate	number	na	2.23	na	1.71	0.19
	Road Traffic Accident - Accidents involving full or partial responsibility per 100 km	number	na	0.00044	na	na	0.00629
	OHSAS 18001 - Number of facilities	number	0	1	2	2	0
	OHSAS 18001 - Number of audits	number	0	1	2	5	0
Customers		Unit					
QUALITY	ISO 9001 - Number of facilities	number	0	50	123	55	26
	ISO 9001 - Number of audits	number	0	29	123	80	21
	ISO TS - Number of facilities (3)	number	0	0	0	5	-
	ISO TS - Number of audits	number	0	0	0	5	-

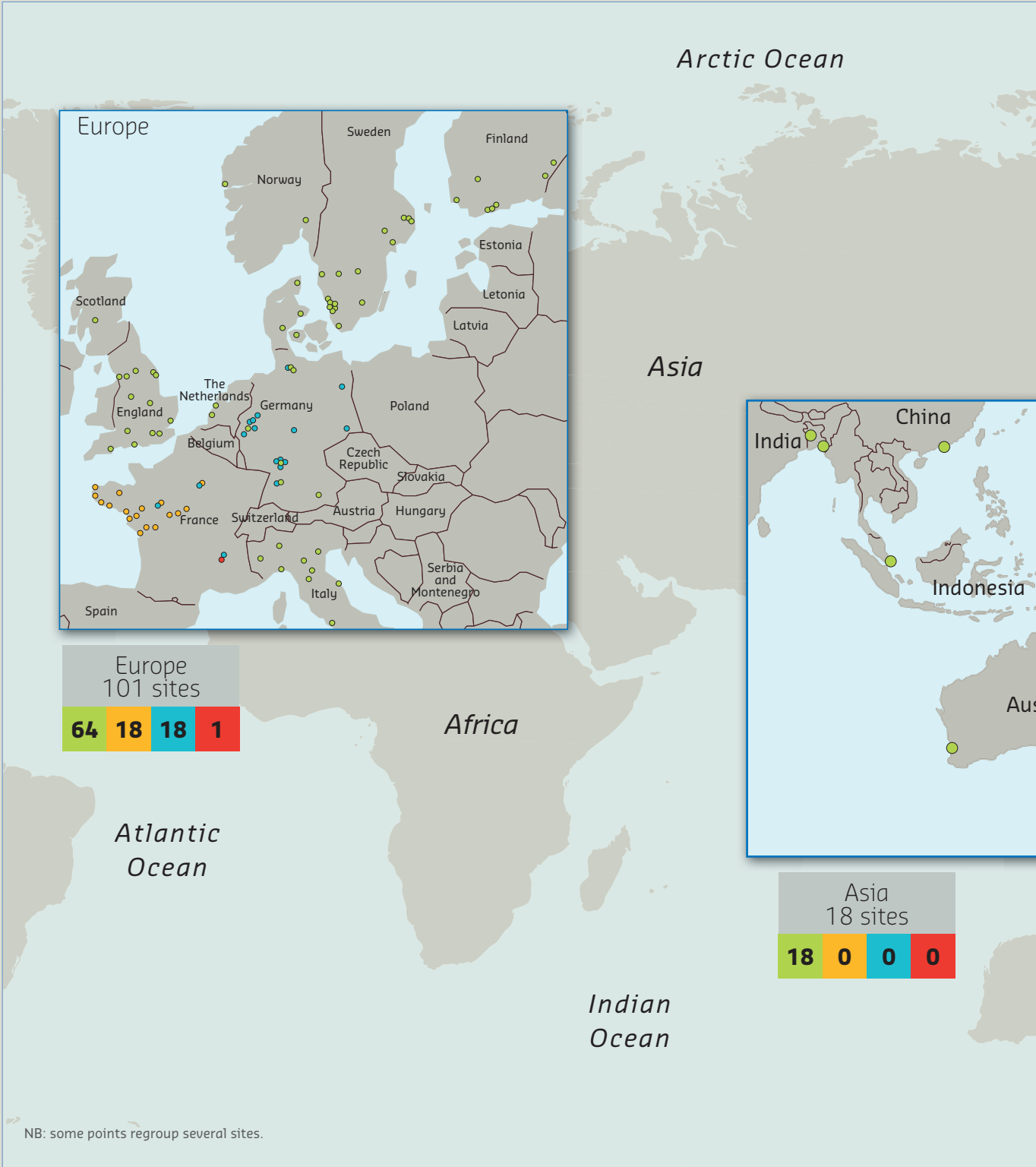
(1) Indicators of the GRI: *Global Reporting Initiative 3*, www.globalreporting.org • (2) Principles of the *UN Global Compact*: www.unglobalcompact.org • (3) ISO TS certification is an ISO 9001 certification • (4) Includes the 5 Geodis Logistics sites in Africa

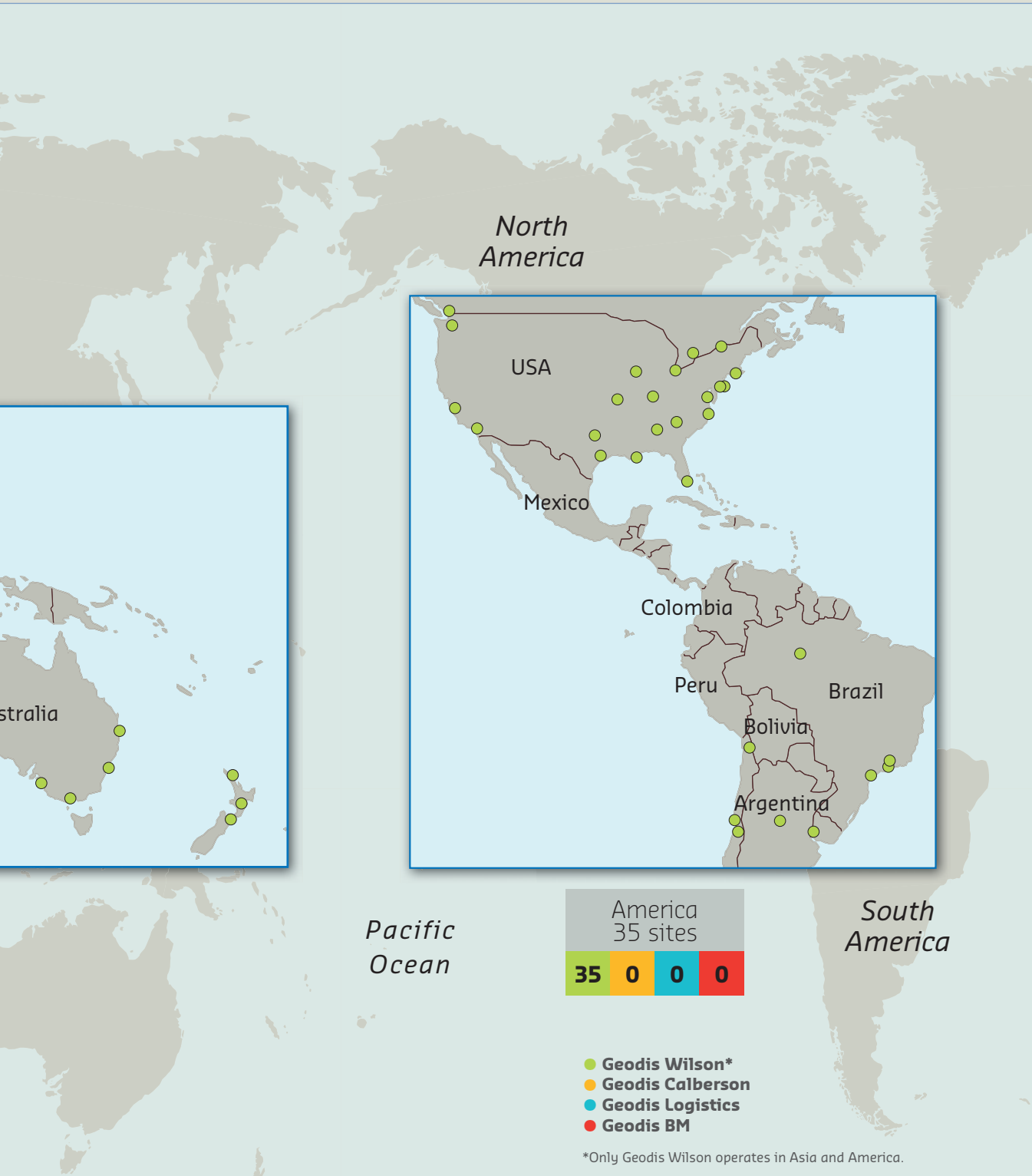
• * Included in French workforce • ** Emission Factors are based on the GHG Protocol • na: data not available as non-consolidated at present in the division • - Non-relevant for the activity

EUROPE (without France)				ASIA	AFRICA	AMERICA		
Geodis BM Full Truck Load Division	Geodis Calberson Groupage Division	Geodis Logistics Contract Logistics Division	Geodis Wilson Freight Forwarding Division	Geodis Wilson Freight Forwarding Division	Geodis Wilson Freight Forwarding Division	Geodis Wilson Freight Forwarding Division		
58.8	160.0	449.5	961.7			645.7		
10%	10%	56%	48%	21%	6%	11%		
7	17	55 (4)	74	68	21	43		
na	na	na	na	na	na	na		
							GRI (1)	GC (2)
6,184,380	na	na	466,669	3,008,110	183,615	13,348	EN 3	8
31.54	na	na	14.00	3.00	24.00	9.00	EN 3	8
187	na	na	40	68	11	1	LT 2	8
-	na	na	34	34	8	1	LT 2	8
187	na	na	6	34	3	0	LT 2	8
-	na	na	-	-	-	-	LT 2	8
3	na	na	-	-	-	-	LT 2	8
18	na	na	-	-	-	-	LT 2	8
111	na	na	-	-	-	-	LT 2	8
-	na	na	-	-	-	-	LT 2	8
55	na	na	-	-	-	-	LT 2	8
-	na	na	-	-	-	-	LT 2	8
59%	na	na	-	-	-	-	LT 2	
-	na	na	-	-	-	-	LT 2	
29%	na	na	-	-	-	-	LT 2	8
na	na	-	-	-	-	-	LA 9	
na	na	na	6,276,900	5,005,074	123,892	1,756,108	EN 3	8
0	0	0	1,534,637	521,020	0	190,540	EN 4	8
na	na	na	69	0	0	51	EN 3	8
na	na	na	21,176	12,408	98	2,287	EN 8	8
na	na	na	199	25	na	17	EN 22	8
na	na	na	na	na	na	na	EN 22	8
na	na	na	2	18	na	2	EN 22	8
0	0	14	64	18	0	35		
0	0	20	26	8	0	32		
16,463	na	na	1,242	8,008	489	36	EN 16	8
na	na	na	2,669	3,924	100	1,323	EN 16	8
na	0	0	65	41	0	15	EN 16	8
na	0	0	587	368	0	131	EN 18	8
na	na	na	0.024	0	0	0.030	EN 16	8
							GRI (1)	GC (2)
331	1,069	1,649	na	na	na	na	LA 1	
na	na	1,462	1,753	1,868	426	687	LA 1	
*	70.0%	67.6%	53.0%	53.0%	77.0%	55.0%	LA 1	
*	30.0%	32.4%	47.0%	47.0%	23.0%	45.0%	LA 1	
na	na	49.1%	52.0%	32.0%	10.0%	43.0%	LA 1	
na	na	50.9%	48.0%	68.0%	90.0%	57.0%	LA 1	
na	na	na	na	na	na	na	LA 7	
na	na	0.60%	0.21%	0.53%	0.23%	0.89%	LA 9	
na	na	15.6	2.4	3.2	4.2	23.70	LA 7	
na	na	0.26	0.07	0.01	0.19	0.09	LA 7	
na	na	na	0.00122	0.00097	0.00045	0	LA 7	
0	0	0	35	11	0	0		
0	0	0	21	6	0	0		
7	17	33	38	17	3	17		
7	17	20	55	13	5	30		
0	0	0	-	-	-	-		
0	0	0	-	-	-	-		

ISO Technical Specification which aligns existing US, German, French and Italian automotive quality system standards within the global automotive industry.

ENVIRONMENT: 154 ISO 14001 CERTIFIED SITES IN 2008





North America

USA

Mexico

Colombia

Peru

Brazil

Bolivia

Argentina

Australia

Pacific Ocean

South America

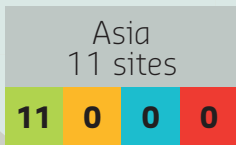


- Geodis Wilson*
- Geodis Calberson
- Geodis Logistics
- Geodis BM

*Only Geodis Wilson operates in Asia and America.

SECURITY: 51 OHSAS 18001 CERTIFIED SITES IN 2008





North
America

Pacific
Ocean

South
America

- Geodis Wilson*
- Geodis Calberson
- Geodis Logistics
- Geodis BM

*Only Geodis Wilson operates in Asia and America.

Sustainable Development department
Cap West – 7/9, allées de l'Europe
92615 Clichy cedex – France
blue.attitude@geodis.com