

Be a good citizen

2016 CORPORATE SOCIAL RESPONSIBILITY REPORT



GEODIS

CORPORATE SOCIAL RESPONSIBILITY REPORT 2016

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SCOPE OF THE REPORT

GEODIS is an integral part of SNCF Logistics, a branch of SNCF Mobilités specializing in the transport of goods and logistics.

This document, published in July 2017, refers to GEODIS. The Group first started publishing an annual Sustainable Development Report in 2009, which became a Corporate Social Responsibility Report in 2013.

The achievements presented in this report concern concrete actions carried out in 2016 for the benefit of all stakeholders including customers, employees, suppliers, subcontractors and society in general.

Regarding the shareholder, as GEODIS belongs to the SNCF Group – its shareholder – the CSR approach of both are integrated. To know more about SNCF, connect to sncf.fr.

The figures published in this report are available on geodis.com as well as all 2016 CSR indicators.

ACKNOWLEDGEMENTS

The 2016 GEODIS CSR Report was produced by the GEODIS CSR Department, with the support of the Communication Department and with the input from the Group's functional departments and its five Lines of Business. We would like to thank all those who contributed to this report.

EDITORIAL BY MARIE-CHRISTINE LOMBARD

CEO OF GEODIS

2016 was a milestone year for our Group. We saw competition intensify and a drastic increase in the economic instability of the world in general. This resulted in considerable pressures on us. I am proud of what we have been able to accomplish in this challenging environment.

Our ambition is to become an increasingly responsible Leader in the Transport and Logistics industry and to position ourselves as the sustainable growth partner for our clients. The supply chain being the new frontier of environmental responsibility, we attached the CSR Department to General Management at the beginning of 2016, thus placing it at the heart of the Group's strategy and its concerns.

To achieve our goal, we are stepping up our investments in the implementation of more environmentally-friendly solutions and services. We recommend the use of modal shift and alternative energies, for instance. Moreover, in accordance with the principles of the circular economy, we manage the entire lifecycle of products and promote recycling and recovery.

We are also concentrating our efforts on social and societal matters: different professional integration projects were launched with our "Tremplin" program. We develop initiatives in favor of the well-being of our employees with the test of exoskeletons and many actions to ensure the health and safety of people.

We have also strongly decided to collaborate with our stakeholders with whom we share core CSR values and objectives. Moreover we participate in scientific studies in order to advance research. We recently joined a consortium of French companies to commission a study on electric highways from a firm of consultants, for instance. Finally, we strengthened our cooperation with the Smart Freight Centre within the GLEC Framework to help improve measurement of carbon efficiency.

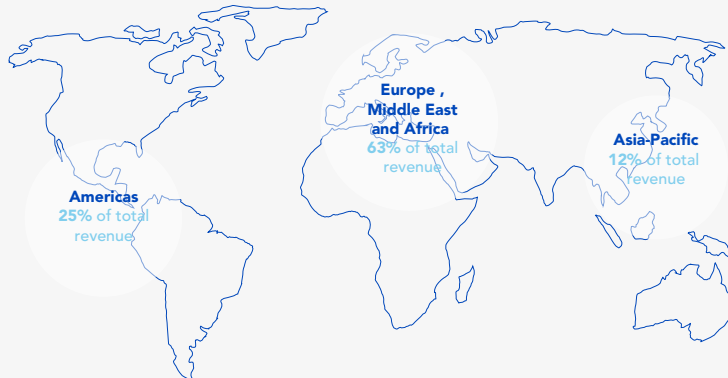
In conclusion, GEODIS brings innovative answers to environmental and societal challenges through the daily mobilization of its teams in favor of sustainable development, and the fact that it is firmly anchored in the Group's Lines of Business, process and organization.

This report is a great opportunity to thank all our employees and partners with whom we create value by providing relevant answers in terms of societal and environmental responsibility.

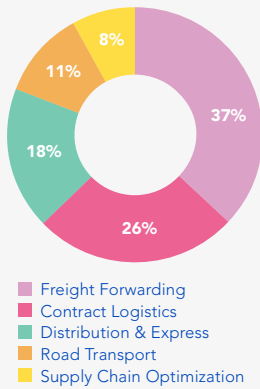


GEODIS IN 2016

2016 REVENUE BY REGION



2016 REVENUE BY LINE OF BUSINESS



67
countries
with a direct
presence

120
countries
covered by
our network

€8 billion
Revenue in 2016

165,000
clients

WORKFORCE BY LINE OF BUSINESS

22%
Freight
Forwarding

40%
Contract
Logistics

24%
Distribution
& Express

10%
Road
Transport

3%
Supply Chain
Optimization

1%
Head Office

39,500
employees

A UNIQUE BRAND FIVE LINES OF BUSINESS



FREIGHT FORWARDING

With a comprehensive global reach via its presence in 67 countries, GEODIS is one of the world's largest freight forwarders. It delivers goods through multimodal transportation (sea, air, road and rail), offers value-added services and effective customs brokerage facilities to ensure the fastest delivery to destination. Its Industrial Projects division develops tailored solutions for companies in the oil & gas, mining, petrochemicals, rail and energy sectors.



CONTRACT LOGISTICS

With over 300 facilities¹ and some 6.5 million sqm. of warehousing space around the world, GEODIS is one of the leading Contract Logistics providers. From warehousing and distribution center management to line-side deliveries, it provides a wide range of services, enriched by innovative solutions, targeted to cost-effectively manage its customers' flows, reduce inventory cost, increase inventory turns and make their supply chain more efficient.



DISTRIBUTION & EXPRESS

The Distribution & Express Line of Business of GEODIS is specialized in last-mile delivery. It brings its customers reliable and secure solutions adapted to the specific needs of their consignees and the frequency and characteristics of their shipments. Operating throughout Europe, where it ranks as the fourth largest operator, the Distribution & Express offering covers a wide range of services (including distribution, industrial express, express parcels, part and full loads, and local logistics). Its services are delivered via two networks: Distribution & Express and France Express. The offering is based on the core values of innovation, commitment and proximity, notably through the development of its Stakeholders' Total Satisfaction (STS) policy. As the last link in the customer value chain, the service quality of Distribution & Express is a differentiating factor and source of business loyalty for its customers' customers.



ROAD TRANSPORT

With its fleet of 3,900 semi-trailers (including tankers) and 2,300 tractor units, the GEODIS Road Transport Line of Business is a leader in the European distribution sector. GEODIS offers a comprehensive range of road transport services and specialized solutions for the chemical, industrial, automotive, consumer goods, press and retail industries.

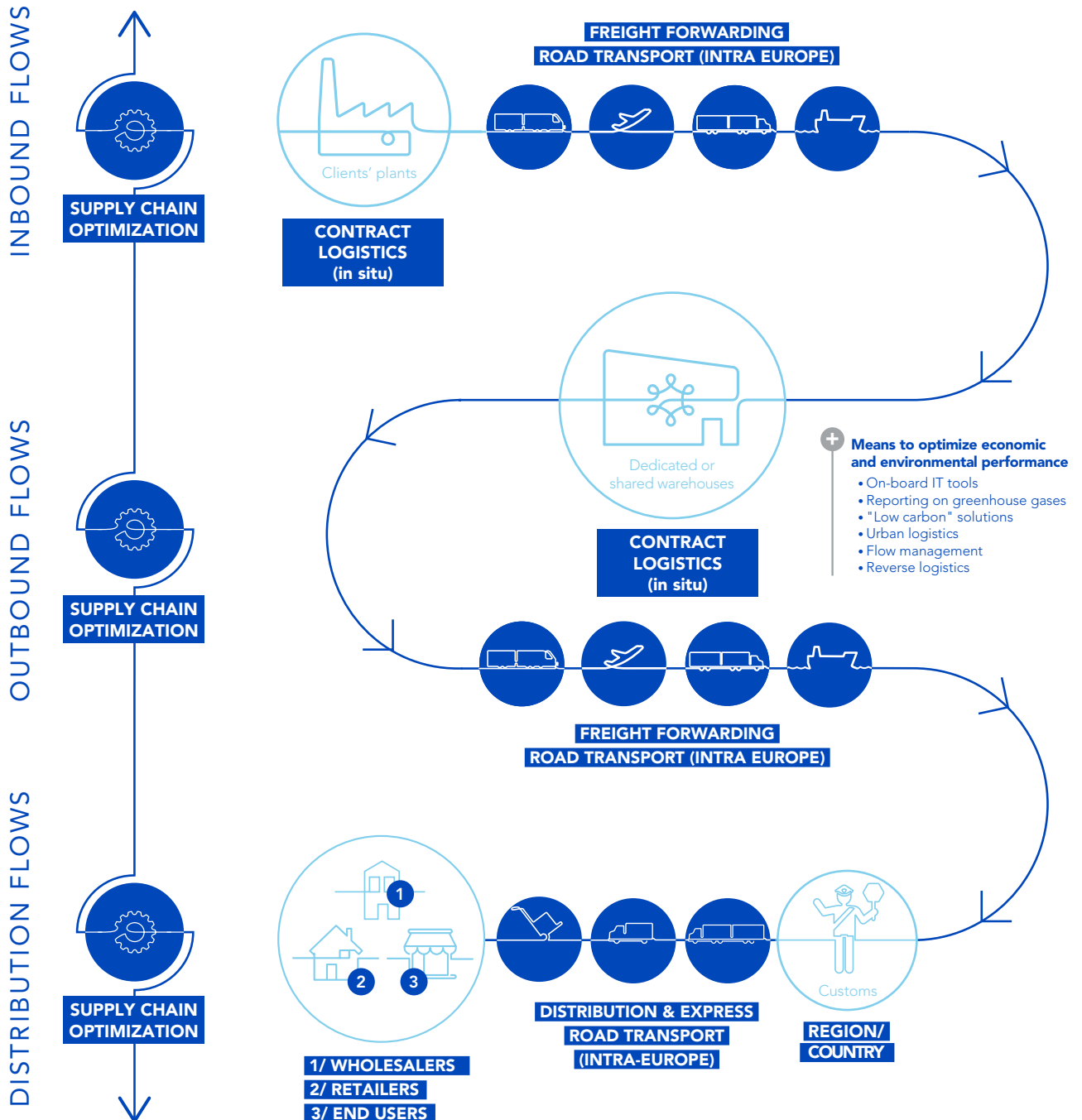


SUPPLY CHAIN OPTIMIZATION

In accordance with GEODIS' mission, the Supply Chain Optimization (SCO) Line of Business endeavors to help its clients succeed by overcoming their business constraints with a full range of services: Advisory (supply chain diagnosis, network design), Supply Management (RFQ process handling, procurement intelligence) and Flow Management (supply chain engineering and extended visibility). SCO's global network of professionals is dedicated to create, capture and manage value on behalf of its clients, according to their own needs and specificities. With consistent constant transparency, SCO uses proven methodologies and advanced IT systems to achieve one aim: be the growth partner for its clients. These assets have helped GEODIS to become a recognized leader in designing and operating various models of supply chain management.

¹Contract Logistics and Contract Logistics USA included

FIVE LINES OF BUSINESS DEDICATED TO THE CREATION OF SHARED VALUE



A WORD FROM THE CSR VICE PRESIDENT OF GEODIS

Compliance with the specific requirements of Corporate Social Responsibility in the context of increasing regulations and greater competition in the Transport and Logistics sector at worldwide level is a challenge that GEODIS has faced for more than ten years.

This is what we demonstrate in this report through our successes in achieving ever more responsible management of our activities. They are built around the three main objectives of our CSR policy. The first goal consists of mitigating and lowering our impact on the environment and contributing to the fight against climate change. We also seek to enhance our social and societal impact by encouraging well-being and through the development of our people and of local communities. Finally, we act responsibly in everything we do.

This significant progress was made possible through the commitment of all GEODIS employees.

"Be a good citizen", our CSR policy, corresponds to one of the 7 Golden Rules of our continuous improvement program STS (Stakeholders' Total Satisfaction). In this way, we address our CSR requirements and contribute to attaining the Group's financial performance objectives.

GEODIS has thus proved that it is possible to operate in a manner that is respectful for the environment and committed to people while achieving excellent performance.

Our ambition is to create long-term value for our clients, our employees, our shareholder and for society at large, through our CSR policy. We are committed to systematically leveraging on technological and methodological advances as well as on the rise of the collaborative economy by developing new services together with our partners.

We will thus address the long-term challenges of urban growth, mobility and energy transition and progress towards operational excellence with the involvement of all our employees.



RÉGIS LESIEUX,
BUSINESS EXCELLENCE
AND CSR VICE PRESIDENT

THE BUSINESS EXCELLENCE MODEL OF GEODIS

Ambition 2018, GEODIS' company plan, was launched in 2013 in order to achieve excellence in financial performance. For that purpose, a Business Excellence model has been put in place, built on the following foundations:

MISSION, VISION, VALUES

MISSION: we help our clients succeed by overcoming logistical constraints.

VISION: we are the growth partner for our clients.

VALUES: Commitment, Innovation, Trust, Solidarity and Passion.

7 GOLDEN RULES AND A CONTINUOUS IMPROVEMENT PROGRAM

To meet its objectives, GEODIS aims for Stakeholder Total Satisfaction (STS). Its stakeholders are its customers, its employees, its shareholder and society at large. Therefore, GEODIS deploys a continuous improvement program built on common guiding principles called the 7 Golden Rules:

1. Make it easy for the client to do business with us.
2. Win, retain and develop profitable clients.
3. Always deliver a perfect service.
4. Get paid for what we do.
5. Recruit, develop and retain quality people.
6. Ensure the safety of our people everywhere and at anytime.
7. Be a good citizen.

7 LEADERSHIP PRINCIPLES

To be chosen by the clients to be their growth partner, GEODIS needs to be positioned as an Industry Leader. To achieve this in a sustainable manner requires a special community of Leaders that will guide GEODIS to the highest industry ranking. These 7 Leadership Principles detail what the Group expects from Leaders.

1. Be a Strategy Ambassador.
2. Debate. Decide. Align.
3. Drive Results.
4. Duty to Communicate.
5. Engage and Empower People.
6. Own the All.
7. Walk the Talk.



CSR AT THE HEART OF GEODIS' BUSINESS EXCELLENCE MODEL

Our Corporate Social Responsibility (CSR) approach relates to the Golden Rule "Be a good citizen". It impacts GEODIS' clients, employees, society, suppliers, subcontractors and shareholder in three areas.

SPECIFIC AREAS OF FOCUS

- **The environmental focus** aims at the reduction of any adverse impact on the environment, notably by optimizing the consumption of natural resources, improving carbon efficiency and reducing local pollution.
- **The social and societal focus** aims at ensuring health and safety, gender equality, integration of people with disabilities, solidarity with commitment to the local communities.
- **The ethics and compliance focus** covers internal actions put in place to ensure GEODIS acts responsibly in everything it does.

THREE MAIN OBJECTIVES

1. **To mitigate and lower the impact on the environment and to contribute to the fight against climate change.**
2. **To enhance the social and societal impact** through the care for, and development of our people and local communities.
3. **To act responsibly** in everything we do.

CONCRETE COMMITMENTS

- To train and educate employees on the social, societal and environmental impact of GEODIS' activities.
- To encourage suppliers and subcontractors to implement initiatives that enable GEODIS to meet its own CSR objectives.
- To encourage employees to take part in internal initiatives to foster the sharing of good practices throughout the Group.
- To continuously innovate and work on designing and implementing new solutions, in close collaboration with customers, suppliers and subcontractors, or any other third-party partners.
- To assess GEODIS' policies and initiatives using both internal and external benchmark standards.
- To measure and communicate progress regularly and with full transparency through various means and especially through the annual CSR report.

The CSR approach "Be a good citizen" is one of GEODIS' 7 Golden Rules



ORGANIZING AND MONITORING THE CSR APPROACH

The Corporate Social Responsibility Department reports to the General Management of the Group. A steering committee composed of representatives of the five Lines of Business and support functions meets each month and strives, on a daily basis, to implement the CSR strategy in their part of the organization.

EXTERNAL REFERENCE DOCUMENTS

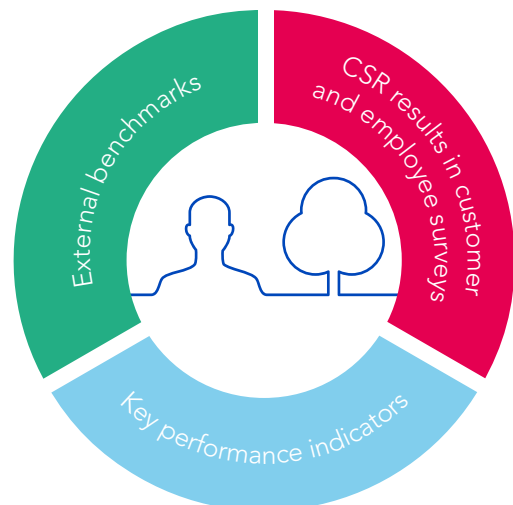
To support the Group's CSR ambitions, the CSR Department measures itself against a number of reference documents, international standards and good practices, both at Group and Lines of Business level, which include:

- The United Nations Global Compact of which GEODIS has been a signatory since 2003;
- The ISO 9001 standard on quality management;
- The ISO 14001 standard on the management of the environment;
- The OHSAS 18001 standard on safety management and the future ISO 45001 standard;
- The Investors In People standard for people management;
- The ISO 26000 CSR guidelines;
- The EFQM Business Excellence model (EFQM is a not for profit membership foundation headquartered in Brussels, Belgium and is the custodian of the EFQM Excellence Model, a non-prescriptive framework that can be used to gain an holistic view of any organization regardless of size, sector or maturity).

MONITORING OUR CSR PERFORMANCE

The GEODIS CSR dashboard is a framework enabling the Group to measure progress and design improvement action plans. The monitoring of CSR performance is viewed through a triple perspective:






- Annual, quarterly and monthly KPIs. Performance on gender equality, the integration of people with disabilities, and CO₂ emissions are evaluated monthly in the internal STS dashboard. Annual CSR reporting, carried out since 2008, enables onsite indicators to be monitored worldwide (certifications, energy and water usage, waste management) on the vehicle fleet and other social data;
- Each year, a customer satisfaction survey and an employee satisfaction survey are undertaken. Several questions concern our CSR strategy, with particular emphasis on the way it is perceived by these two groups;
- CSR performance is also assessed against external benchmarks: the CSR scores achieved in non-financial ratings assessments, particularly EcoVadis and CDP, the ISO certifications granted to its sites and the evaluations relating to the GEEIS label.



THE MAIN CSR CHALLENGES PER LINE OF BUSINESS

OUR CHALLENGES

OUR RESPONSES

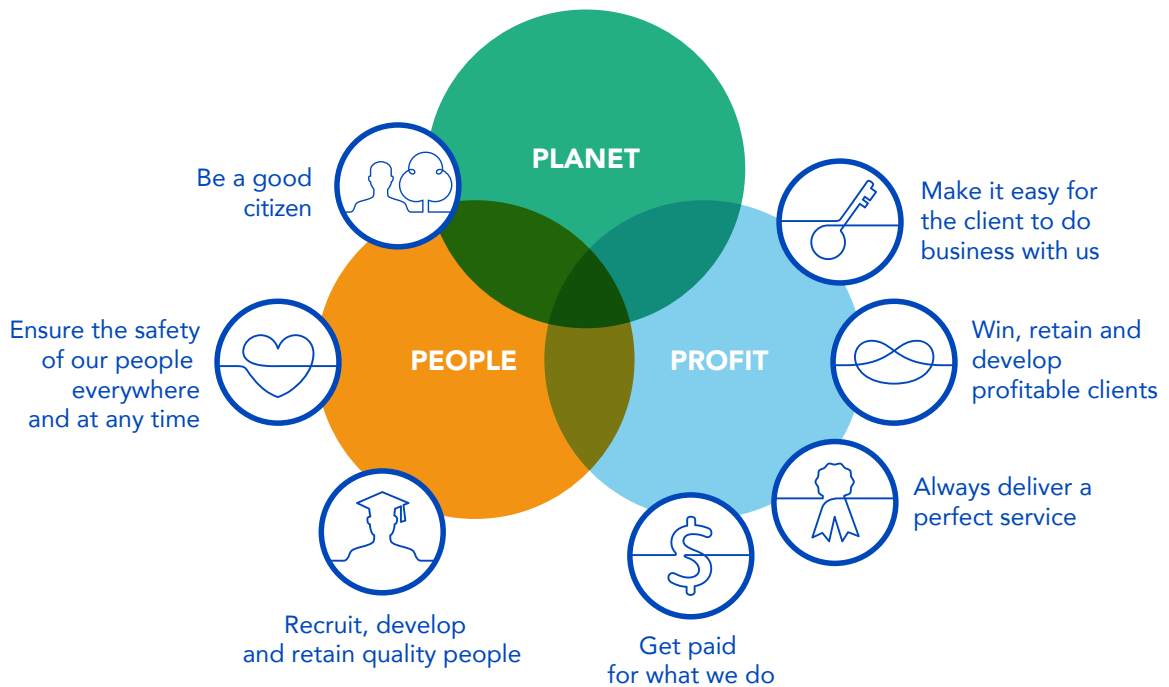
<p>Energy efficiency and lower emissions (sites / vehicles)</p> <p>Health and safety of employees Diversity and equal opportunity Community engagement</p> <p>Ethics and Compliance (QSE and CSR Regulatory Compliance)</p>	Urban logistics	 Distribution & Express	<p>Modernization of the fleet, "low carbon" vehicles</p> <p>Route planning optimization</p> <p>Training</p> <p>Last-mile logistics solutions</p> <p>Energy performance</p>
		 Road Transport	<p>Transport partners selection process</p> <p>Modernization of the fleet, "low carbon" vehicles</p> <p>Route planning optimization</p> <p>Training</p> <p>Multimodal transport</p>
		 Freight Forwarding	<p>Subcontractors selection process</p> <p>Multimodal transport</p> <p>e-AWB (e-Air Waybill)</p> <p>Emission reporting & modeling</p>
	Waste management	 Contract Logistics	<p>Waste treatment and recovery</p> <p>Industrialization of repetitive tasks</p> <p>Awareness and training of the teams</p> <p>Energy performance</p>
		 Supply Chain Optimization	<p>Diagnosis and recommendations for improvement</p> <p>Selection and assessment of partners</p> <p>Compliance with customs regulations</p> <p>Flow management and orchestration</p>

N.B.: The above list of CSR challenges is not comprehensive.

CONTRIBUTING TO A SUSTAINABLE FUTURE A MAJOR PRIORITY FOR GEODIS

Beyond the Golden Rule "Be a good citizen" which represents its CSR approach, GEODIS seeks to reconcile the economic, environmental and social priorities through the 7 Golden Rules of its STS continuous improvement program, according to the "People, Planet, Profit" principle described by EFQM.

GEODIS therefore aims to implement one of the fundamental concepts of the EFQM's excellence model designed for companies, which is "Contribute to a sustainable future".



This report will predominantly focus on GEODIS' CSR responses to its stakeholders within the framework of the Golden Rule "Be a good citizen".

CLIENTS

BEING THE
SUSTAINABLE GROWTH
PARTNER FOR CLIENTS



GEODIS' CSR STRATEGY RELATING TO ITS CUSTOMERS

TO MITIGATE AND LOWER THE IMPACT ON THE ENVIRONMENT AND TO FIGHT AGAINST CLIMATE CHANGE

Carbon efficiency of the proposed solutions

- GEODIS' solution is for improved, detailed and more precise CO₂ reporting and modeling.
- Collaborative approach between GEODIS and its customers to reduce the carbon footprint through sharing of experiences and co-creation.

Optimal use of natural resources

- Recycling and repackaging solutions.
- Improved waste management.
- Solution to reduce the energy consumption.

Decrease in pollutants and harmful emissions

- Urban logistics solution.

TO ENHANCE THE SOCIAL AND SOCIETAL IMPACT

Occupational health and safety

- Collaborative approach to safety between GEODIS and its customers, either by involving them in its own strategy or by direct intervention at customers' sites.

86%

of customers are satisfied with GEODIS CSR performance in 2016.

Source: GEODIS 2016 Customer satisfaction survey.



PROMOTING AN EXPERTISE IN CO₂ DEDICATED TO CUSTOMERS

GEODIS is involved in an ongoing process of measuring and reducing its customers' carbon footprints. The Group can provide a report based on actual flows or model emissions on hypothetical flows.

GEODIS has integrated the reporting of CO₂ emissions for its customers into its information systems since 2013. This reporting is based either on operational business data or is interfaced with EcoTransIT World. This tool is designed to measure the greenhouse gas emissions (GHG) and atmospheric pollutants generated worldwide by all modes of transport. In compliance with European standard EN 16258, this reporting tool makes it possible to produce the chief environmental performance indicators.

As far as modeling is concerned, The Group's internal engineering teams integrate the carbon data (costs, delivery times, CO₂ emissions) in their transport plan optimization for customers.

GEODIS is thus able to help its customers optimize the carbon footprint of their supply chain using its own measuring and monitoring tools.

85%

of customers are satisfied with the capacity of GEODIS to report CO₂ emissions in a transparent and robust way.

Source: GEODIS 2016 Customer satisfaction survey.

87%

of customers are satisfied with the actions taken by GEODIS to reduce the carbon impact of its activities.

Source: GEODIS 2016 Customer satisfaction survey.

2016 achievements

HEADQUARTERS - CSR

FOR A MORE DETAILED AND MORE ACCURATE CO₂ MODELING AND REPORTING



As part of its continuous improvement program, GEODIS has enhanced the calculation methodology for its emission reporting and modeling solution. Called Blue₂, it became operational in December 2016. Blue₂ is based on default values from EcoTransIT (ecotransit.org) and GEODIS' experience and complies with the European standard EN 16258 "Methodology for calculation and declaration of energy consumption and GHG emissions of transport services".

These improvements were implemented with the assistance of, and input from EcoTransIT and the scientific institutes INFRAS Bern and IFEU Heidelberg. Blue₂ integrates new parameters and updated default values and the following main enhancements:

- The Geographic Information System (GIS) provides an enhanced database of postal codes of more than 6.2 million;
- The Clean Cargo Working Group (CCWG) data integrates the carrier specific data of the shipping lines which have authorized their use;
- For air transport, the calculation now takes into account the routing and stopovers of each flight and the most frequently used aircraft on the route;
- The electricity emission factors of rail transport were revised taking into account the latest data on electricity generation of each country;
- The entire methodology of inland waterway transport was reviewed.

DEVELOPING SMART AND ENVIRONMENTALLY-FRIENDLY SOLUTIONS

GEODIS is committed to developing alternative "low carbon" transport solutions and mainly focuses on multimodal alternatives which combine different transport modes.

As it belongs to the SNCF Group, GEODIS is a major player in multimodal transport in France and in Europe, especially combined rail-road transport. This solution allows CO₂ emissions to be reduced by a factor of 20 compared to air transport.

The Road Transport Line of Business offers different rail expertises (piggyback and combined rail-road), which is a competitive advantage enabling it to cover the main strategic axes in Western Europe. This brings considerable environmental benefits, since multimodal transport can generate up to 11 times less CO₂ than an equivalent road journey.

In the case of intercontinental shipments, when deadlines are not tight, sea transport may be preferable due to its reduced environmental impact, or an alternative such as rail transport between China and Europe may be used. The Freight Forwarding Line of Business can also provide a combined air and sea transport solution which brings on average a 30% reduction in CO₂.

2016 achievements

FREIGHT FORWARDING



GEODIS COMPLETES KAPORAL'S FIRST RAIL MOVEMENT BETWEEN CHINA AND FRANCE

GEODIS manages the rail transport between Wuhan in Central China and the city of Lyon in France for Kaporal, the Marseille based designer jeans manufacturer. The first shipment left Wuhan by train in June 2016 and arrived at Venissieux-Saint-Priest near Lyon, having traveled 11,300 kilometers in 18 days, following the legendary silk road.

With this rail service, GEODIS can now optimize its door-to-door solution for Kaporal and manages three trains per week between China and France.

This new service enables Kaporal to reduce its transport time, costs and its environmental footprint.

Rail transport from Shanghai (China) to Grans (France) generates 12 times lower emissions than air transport.

2016 achievements



ROAD TRANSPORT

MINIMIZING ENVIRONMENTAL IMPACT THROUGH A MODAL TRANSFER BETWEEN ITALY AND FRANCE

For their goods to reach France, Italian customers now have 20 train cars per week on conventional freight trains at their disposal.

Since the beginning of 2016, the Road Transport Line of Business offers a new option for combined transport from Italy to France. Under an agreement with Captrain, the rail freight subsidiary of SNCF, the GEODIS facility in Cormano, Italy ships pallets of tiles on conventional freight trains from Modena (Italy) to Vénissieux-Saint-Priest (France) twice a week.

This solution is now fully up and running and makes Road Transport the first carrier to deploy such a service between the two countries. This type of transportation generates significant reductions in environmental impact by avoiding or shortening heavy trucks journeys and utilizes 100% electric traction. For example, on the Modena-Vénissieux-Saint Priest route, 113kg of CO₂ emissions are released by multimodal rail-road transport against 479kg by road transport alone.

« This solution, which has been set up for a large chain of DIY stores, offers an alternative that is more competitive and eco-responsible than swap bodies. »



Daniele Bernardi,
Director Road Transport Italy



DEVELOPING HIGH CSR VALUE PARTNERSHIPS WITH CUSTOMERS

GEODIS fosters the development of partnerships with customers in order to cooperate in furthering progress.

The Group maintains close relationships with its customers to ensure know-how and experience is shared, especially on environmental aspects relating to carbon efficiency. This helps promote synergies built on augmented CSR expertise and leads to the design of tailored solutions.

2016 achievements FREIGHT FORWARDING



PUTTING SUSTAINABILITY ON THE CUSTOMER AGENDA

Reducing the Transport & Logistics industry's carbon footprint and use of natural resources was on the agenda of an afternoon event for customers and prospects of the Freight Forwarding Line of Business that was held in April 2016 in Copenhagen, Denmark. Entitled "Towards 2050 – the Sustainable Future of Transportation", the event mostly focused on sharing knowledge, giving inspiration and raising customers's awareness of environmental activities. It featured presentations by Maersk Line and SAS Cargo on their work to decrease emissions and promote industry standards.

Two GEODIS experts also gave an insight into the Group's own achievements and provided an illustrated presentation outlining a potential scenario for the future of transportation and logistics. The 27 guests from 19 leading companies who attended the event received emission reports.

« The more we engage and share ideas in this area, the more innovative both we and our customers become. »



Lotte Ring Holk,
Sustainability Manager for Freight
Forwarding in the Nordics

2016 achievements

CONTRACT LOGISTICS



SHARED VALUES FOR SUSTAINABLE MANAGEMENT OF LOGISTICS AND TRANSPORT SERVICES

For the choice of its logistics partner, Carlsberg Italy wanted to work with a capable provider with solid expertise relating to environmental sustainability.

For this reason, it has renewed and extended its partnership with the Contract Logistics Line of Business for the management of logistics and transport services in Italy. This includes managing the company's innovative PET kegs. Working with a partner that shares the same concern for sustainability allows for a continuous improvement approach.

« One of the main reasons behind this collaboration is the excellent approach of GEODIS to CSR. GEODIS is just as attentive as Carlsberg Italy to CO₂ emissions and to the Green Strategy, maintaining a high level of attention to environmental sustainability. »



Riccardo Montanucci,
Customer Supply Chain Director
at Carlsberg Italy



DESIGNING INNOVATIVE SOLUTIONS TO PROMOTE THE CIRCULAR ECONOMY

GEODIS designs, develops and implements new operational and competitive solutions based on the circular economy principles.

The Group has gained a high level of know-how in reverse logistics, leveraging many years of expertise serving the High Tech industry gained at its flagship reverse logistics sites at Nieder-Olm in Germany and in Endicott in the United States.

2016 achievements

SUPPLY CHAIN OPTIMIZATION



GEODIS expert voices



Maria Balchikonis,
Corporate Environmental Engineer,
Supply Chain Optimization



Gary Spencer,
Reverse Logistics - WW Data Security Lead,
Supply Chain Optimization

AN EVEN MORE SUSTAINABLE MANAGEMENT OF END-OF-LIFE ELECTRONIC PRODUCTS

Landfills globally are major emitters of greenhouse gases. Though there are efficient technologies to capture and prevent the release of these gases, many landfills, especially in the developing world, have no controls. Both landfills and incineration are bad options. However, when incinerating, you save one tonne of greenhouse gases for every tonne of landfill you process (source: SCO).

<1%

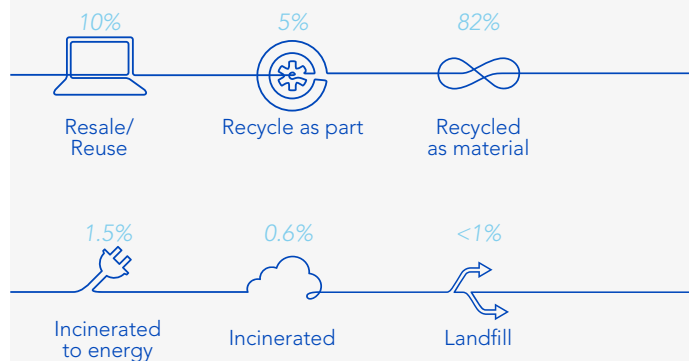
of waste goes to landfill.
Using the best environmental solution
results in 99% of materials being recycled.

The Product End-of-Life Management (PELM) services provided by Supply Chain Optimization's (SCO) reverse logistics operations and those of its suppliers aim at creating value for its customers. By reusing or reselling machines or parts and by recycling materials, dependence on the use of landfill and incineration for the disposal of end-of-life information technology products and waste is minimized.

Where the equipment cannot be reused, resold or recycled, Supply Chain Optimization or its supplier make all reasonable commercial efforts to retain a closed loop recycling process where the materials can be used for the manufacture of other products. Recently such a process was developed for leaded CRT glass by one of Supply Chain Optimization's suppliers.

The landfill percentage target of SCO is based on the previous year's fourth quarter results. There is currently a three tier approach for obtaining the landfill targets for each locations. This three tier approach is based upon previous performance, the maturity of the recycling efforts, and the local recycling infrastructures of individual PELM operations. Achieving the applicable targets for each of them will help to ensure that their landfill metric target of products and waste sent to landfill or for incineration does not exceed a combined 1.14% of the total amount processed.

SCO responsible recycling



SAFETY: A COMMON CHALLENGE FOR GEODIS AND ITS CUSTOMERS

GEODIS fosters the development of partnerships with its customers in order to further progress in terms of health and safety. Such close relationships ensures the sharing of know-how and experience in this field.

This work, whether at GEODIS sites or those of its customers is aimed at reducing if not eliminating accidents, near-misses and unsafe situations. Awareness raising initiatives and training programs are thus co-designed and co-coordinated.

Safety of people in the workplace includes all those entering the perimeter of GEODIS premises and surrounding yards, i.e. as full-time and part-time employees, temporary workers, delivery personnel, subcontractors and any visitor. It also comprises all the people operating outside the premises on behalf of GEODIS such as drivers, employees traveling on business trips or any personnel operating on third-party premises.

At GEODIS, a person is designated for each site or set of sites to deal with any issue relating to the health and safety of people. For each site, this person establishes, implements and maintains a documented hazard identification and risk assessment, a documented list of all the requirements and gaps in terms of conformity to the regulatory and other requirements applicable to the site and a list of control measures.

He or she also ensures that hazards and/or risks are addressed in a proper way, regulatory requirements are abided by and control measures are implemented effectively.

2016 achievements

ROAD TRANSPORT



AMBASSADOR FOR THE SAFETY OF PEOPLE ON THE CUSTOMER'S PREMISES

During a Safety Day organized by an industrial customer in the steel sector in April 2016, 15 GEODIS' employees – trainers and QSE managers – manned stands at ten of the customers' sites. Preview of a video made by the training teams highlighting recruitment, training and the professionalism of Road Transport drivers was also shown.

In total, 49 screenings were organized, followed by a quiz, to increase understanding of what it is like to be a truck driver and the pressures of the job.

This initiative is a responsible approach to discussions about the sharing of safety information between GEODIS and one of its customers.

« 750 of the customer's employees saw the film and many of them told us they had learned much. We have also been asked if we could screen the video at the customer's other sites. »



Philippe Dru,
QSE Leader of the Specialties/Steel
Cluster at Road Transport





EMPLOYEES

ACTING AS
A RESPONSIBLE
EMPLOYER



GEODIS' CSR STRATEGY RELATING TO ITS EMPLOYEES

TO ENHANCE THE SOCIAL AND SOCIETAL IMPACT

Occupational health and safety

- Actions to reduce accidents through:
 - Training;
 - Events;
 - Awards through safety challenges;
 - Communication to target the teams;
- Research and design of ergonomic solutions to reduce heavy work.

Diversity and equal opportunity

- Gender equality:
 - Recognition by an accredited agency of our approach to gender equality through international certification;
 - Organization of a women's network (GEODIS Women's Network) to promote professional progress in management positions.

Integration of people with disabilities

Community engagement

- Initiatives to fight against all forms of exclusion.
- Initiatives for protecting and preserving natural resources.

85%

of employees are satisfied with the way
GEODIS takes into account environmental
and social issues.

Source: GEODIS 2016 Employee satisfaction
survey.



ENSURING THE SAFETY OF EMPLOYEES EVERYWHERE AND AT ALL TIMES

The health and safety of people is such an important part of GEODIS' CSR approach that it has become one of our 7 Golden Rules "Ensure the safety of our people everywhere and at anytime".

Health and safety risks are specific to an individual activity. Each Line of Business has developed a strong culture for occupational health and safety, both on site and on the road, and has developed its own health and safety policy.

86% of employees are satisfied on Health and Safety issues.
 Source: GEODIS 2016 Employee satisfaction survey.

Protecting employees' physical well-being entails setting up prevention plans, including a regular evaluation of health and safety risks; the development of certifications - notably OHSAS 18001; the continuous improvement of hardware and personal protective equipment, and the raising of awareness through training and communication campaigns. Regular challenges are organized, both within the company and in conjunction with customers, to reward the best performances.

Safety policy is based on the OHSAS 18001 standard which provides support for the evaluation and certification of the occupational health and safety management system. The OHSAS 18001 standard underpins the policies of the Freight Forwarding, Distribution & Express, Contract Logistics and Road Transport Lines of Business, all of which are currently in the process of achieving certification for their sites.

34% of GEODIS sites worldwide were OHSAS 18001 certified by the end of 2016 (a total of 221 sites).

When it comes to occupational health and safety, GEODIS always seeks to improve its employee's comfort. It works closely with specialized bodies and institutions to identify and test ergonomic solutions to reduce physical strains due to repetitive tasks.

2016 achievements

CONTRACT LOGISTICS



REAL TIME SAFETY MONITORING ON EACH SITE

Since the start of 2016, all Contract Logistics sites in France have been equipped with a LED display showing three key figures for safety:

- The number of days without any accident;
- The site's record number of days without any accident;
- The date of the last accident.

The electronic panel comes with a communication kit which explains the approach and recommends different places where it can be displayed. It is easy to install and is automatically updated. It also supports measures implemented by sites to promote transparency and accident prevention.

« Everything was up and running in just a few months. The success of this solution has encouraged some of our customers to adopt the same approach. »



Christelle Thomas,
 Quality, Safety, Environment, STS and
 PMO Director at the Contract Logistics
 Mediterranean Business Unit



2016 achievements



ROAD TRANSPORT

A NEW FUN WAY OF KEEPING SAFETY AT THE FOREFRONT OF OUR MINDS

Health and safety is a major concern for the Road Transport Line of Business of GEODIS, which has put in place a safety challenge in France in order to reward the sites that have made special efforts to reduce work accidents.

This semi-annual challenge is open to all Road Transport sites and aims at improving employees' health and safety through a reduction in stoppages and work accidents.

When the challenge starts, a number of points are allocated depending on the number of employees of the site. Whenever an employee has a work accident, the site gets penalty points according to the number of accidents and work stoppages. The sites with points above zero at the end of the given period win the contest.

This challenge breaks down as follows:

- A challenge from 1 July until 31 December 2015;
- A challenge from 1 January until 30 June 2016;
- A challenge from 1 July until 31 December 2016;
- A super challenge for the sites with a reduction of more than 50% of their work accidents for the year as a whole compared to the previous year.

Eleven sites won the challenge for the first period, twelve for the second period and twelve also for the third period. Employees from the winning sites received a voucher. Two sites won the super challenge. Employees from both sites received an additional bonus.

2016 achievements



DISTRIBUTION & EXPRESS

"SAFETY, OUR TOP PRIORITY", A REGIONAL CHALLENGE

The North of France region of the Distribution & Express Line of Business put in place the challenge "Safety, our top priority" to face the daily issues of health and safety.

This is a collaborative approach where personal involvement and team cohesion are key. It aims at promoting occupational health and accident prevention, reducing health risks at work and the number of work accidents, with an emphasis on continuous improvement.

The region's nine agencies took part in the challenge "Safety, our top priority". It included drivers and dock workers, divided into 55 teams, of which 11 reached the final. To win the challenge, teams were judged on three criteria:

1. No work accident in the team during the challenge.
Any occupational accident in the team during the challenge disqualifies the team.
2. Transmit at least four near-accident forms per team during the challenge.
3. Present two ideas per team to improve working conditions.

The trophies were presented during the Safety Day in February 2016. The top three teams were paid a bonus. Among the best ideas suggested were tailgate signage, caps for drivers with built-in protective shells and regular dockside briefings on cleanliness.



2016 achievements
CONTRACT LOGISTICS



GEODIS INTRODUCES EXOSKELETONS

GEODIS has launched the test of exoskeletons to support and protect employees' backs during their work in its warehouse in Venlo, the Netherlands. Staff wear the exoskeletons – a type of external brace – for lower back support as they lift and carry objects during their pick and pack activities.

The exoskeleton gives support via a spring system that acts as a type of counterweight. When the employee bends over, the spring pushes back so that the load on the back is reduced.

« It takes just 10-15 seconds to put on, and it reduces the load on people's lower back by 40%. People are working for longer before retirement, and we wanted to ease the physical stress of working in Contract Logistics. »



Sjors van Enkevort,
Site manager

GEODIS is testing passive exoskeletons for other activities and on other locations and is working closely with the supplier to monitor their development. To gain further advantages from these new devices, GEODIS is also participating in workshops organized by the Dutch technology institute TNO and the University of Twente, which has started a program to develop human wearable robotics suitable for logistics activities.



2016 achievements
ROAD TRANSPORT



SAFETY ON BOTH SIDES OF THE CAMERA

The Road Transport training teams have created a series of short films dedicated to safety. Each one to two minutes long film explains and illustrates an individual element of best practice:

- How to climb into and descend from a truck cabin following "the three support points" rule;
- How to hook and unhook a trailer;
- How to attach snow chains;
- How to open a tarpaulin of a curtain-sider...

These videos, used to train new drivers, also serve to raise awareness and to facilitate safety meetings. A video has also been shot for use during a Safety Day organized by a customer in order to highlight step-by-step induction course given to GEODIS drivers. They will be shown in agencies and drivers' reception areas.

Scripts on environmental topics have also been prepared. Topics such as "filling vehicle up with fuel" (about the risk of spilling fuel or overfilling the tank) or "fuel consumption". All these films have been conceived, scripted, shot and edited by GEODIS employees.



DIVERSITY AND EQUAL OPPORTUNITY THE WINNING FORMULA FOR EMPLOYEES

As a major player in the economy and a large-scale employer, GEODIS is very aware that it must show leadership in promoting diversity and equal opportunities.

GEODIS has committed to gender diversity in all its Lines of Business, in what is traditionally a male sector.

Since 2013, the Group has undertaken a continuous improvement process based on the GEEIS label, Gender Equality European & International Standard.

10 | countries in which GEODIS operates have been awarded the GEEIS label as of end 2016.



Also in 2013, the Group launched the GEODIS Women's Network, aimed at promoting women's access to management positions by fostering the potential of female employees within the company and supporting their career development. The GEODIS Women's Network organized its annual seminar in December 2016. As part of its remit, a mentoring program is being provided by the members of the General Management for the third year.

>20 | executive women mentored in France in 2016.



As far as disability is concerned, GEODIS' ambition is to have concrete actions in the six following areas:

- Encouraging employees to make their disability status recognized;
- Recruiting people with disabilities;
- Integrating and keeping people with disabilities in the workforce;
- Training key players (recruiters, HR, procurement) and raising awareness among the whole workforce;
- Communicating internally and externally;
- Subcontracting to sheltered workshops in France, whenever possible.

The choice of partner and respective actions to fulfill our social commitment is based on diligently applying the following criteria:

- **Compliance** with local legal regulations as a prerequisite of any action;
- **Involvement** of employees, when possible, by giving time, skill-based sponsorship or any other means;
- **Innovation:** carry out pilot actions that can be duplicated in other Lines of Business or in other countries.

The Lines of Business and corporate CSR work closely to ensure that our social commitment actions are duly implemented.

32% | of the Group's workforce were women at end 2016* (full time equivalent).
*Excluding Contract Logistics USA



2016 achievements

HEADQUARTERS - HUMAN RESOURCES

PROACTIVE COMMITMENT TO GENDER EQUALITY



Four questions

for Cristina Lunghi,
 General Delegate of the Arborus
 endowment fund

« Diversity makes for a good working
 environment and calmer social dialogue. »

What are the challenges of equal opportunities for women and men in working life? Especially in the Transport and Logistics sector?

Equality between women and men is a key factor in overall performance. It contributes to economic and social development and helps to foster harmony. The challenges stem from a need for systemic change in the workplace, and from the demands of the new generations.

In the Transport and Logistics sector, there are challenges relating to increased diversity on one hand and to the proportion of women in management positions on the other hand.

According to the French Observatory of Future Trends, women represented only 20% of the 650,000 jobs in the Transport and Logistics in 2013 and 10% of driving professions, except for urban transport, where women account for 42%.

What is the GEEIS label?

The GEEIS label - Gender Equality European & International Standard – is a methodological tool allowing for the practical implementation of a gender equality policy.

This labeling is audited by the external auditing firm BVC (Bureau Veritas Certification), the world leader in the field.

The GEEIS was designed as a continuous improvement program and acts as an incentive for positive commitment from each individual. The GEEIS allows each entity and each country to have its own recognition and its own actions. The strength of the GEEIS label is to be a certification both globally for the Group and individually for each audited entity.

How do you measure the progress made by GEODIS in the past years with respect to gender equality?

GEODIS has been committed to the GEEIS label since 2012. Within a few years, areas for improvement have been identified as a result of the labeling process raising awareness of the gender equality issues. The arrival of a committed female Chief Executive helps promote this approach. GEODIS was the first company to enlarge the scope of the label at international level with labeling being achieved in Canada, Mexico, Australia and Hong Kong in 2014.

Progress is seen in the statistics which show a stronger presence of women. GEODIS' Equalis approach has created a common culture of equality across the whole workforce.

How do you work with GEODIS? What are the strengths and areas of improvements of GEODIS regarding professional equality?

Working alongside GEODIS means working closely with the HR and CSR Departments and also with the countries that have been awarded the label, where the Arborus fund has created clubs.

Companies holding the GEEIS label meet periodically at these clubs to share best practices and experiences.

GEODIS' gender equality policy





SOCIETY

PROTECTING
THE ENVIRONMENT
AND ENGAGING
WITH SOCIETY



GEODIS' CSR STRATEGY RELATING TO SOCIETY

TO MITIGATE AND LOWER THE IMPACT ON THE ENVIRONMENT AND TO FIGHT AGAINST CLIMATE CHANGE

Carbon efficiency

- Trendsetter program to be the leader in carbon efficiency.
- Engaging the harmonization of the CO₂ calculation methodologies.
- Search and implementation of technical innovations for freight transport.

Optimized use of natural resources

- Contribution to scientific research related to the circular economy.
- Optimization of the operational processes to consume less resources.

Decrease of polluting and harmful emissions

- Contribution to scientific research in order to develop medium and long-term innovative solutions for the transport of goods.

TO ENHANCE THE SOCIAL AND SOCIETAL IMPACT

Diversity and equal opportunity

- Program to integrate long-term unemployed people with permanent contracts.

Community engagement

- Financial and skill-based sponsorship by GEODIS employees and management teams towards non-profit associations.
- Specific Aid & Relief offer to meet the needs of NGO's.
- Awareness program focused on target populations.

80/100

score achieved by GEODIS in the category
"Environment", EcoVadis 2016 evaluation.



HELPING TO MEET THE CHALLENGE OF CLIMATE CHANGE

GEODIS has been committed to improving its carbon efficiency and helping to meet the challenge of climate change since 2008. GEODIS participates in numerous sectoral initiatives around the world. Reducing greenhouse gases (GHG) requires a joint effort by all players including carriers and customers, and the Group is contributing to the improvement of the environmental performance of the whole industry.

In 2016, GEODIS has continued its involvement in the following initiatives:

- The *Global Logistics Emissions Council* (GLEC) which aims to develop a globally recognized method of calculating supply chain greenhouse gas emissions. GEODIS committed to adopt the GLEC Framework in 2016;
- The *Club Déméter Environnement et Logistique*. Created in 2002 in France, the Club Déméter has brought together supply chain players to develop sustainable logistics practices through experimentation and collaboration;
- The *Clean Cargo Working Group* (CCWG), an initiative hosted by BSR (Business for Social Responsibility), which over the last ten years has contributed to improving the performance of the maritime transport sector by developing tools for the measurement, evaluation and reporting of its environmental impacts;
- *EcoTransIT World Initiative*, the purpose of which is to improve transparency of the environmental impacts of freight transport and to provide a globally recognized multimodal tool for calculating freight transport emissions;
- *SmartWay USA and Canada*, a program set up by the EPA (Environmental Protection Agency) in the US to help the freight industry improve supply chain efficiency;
- *Transporte Limpio* (Mexico), a Mexican government certification project for carriers taking positive action to reduce their CO₂ emissions.

Finally, GEODIS believes that innovation is a good driver of CSR. To minimize the environmental impact of its activities, the Group is experimenting with alternative vehicles, such as "megatrucks" which significantly reduce the impact of carbon emissions.

B | score achieved by GEODIS, CDP 2016 evaluation.

2016 achievements

HEADQUARTERS - CSR



BEING THE TRENDSETTER IN TERMS OF CARBON EFFICIENCY WITH "OXYGEN"

Within an evolving regulatory context, GEODIS aims at becoming the reference point among the Transport and Logistics companies in terms of carbon efficiency through its Oxygen program. Launched in 2010, Oxygen focuses on implementing global GHG reduction targets for all GEODIS' Lines of Business.

Oxygen confirmed in 2016 the following four areas of progress:

- 1. The measurement** through the implementation of an annual carbon inventory across all GEODIS operations.
- 2. The reduction actions** and the measurement of their impact in order to improve carbon efficiency (scopes 1 and 2).
- 3. The development of partnerships** with GEODIS' main subcontractors (scope 3).
- 4. The offering of low carbon solutions** for its customers.

Definitions

Scope 1: direct emissions caused by fixed or mobile sources.

Scope 2: indirect emissions related to the production of energy.

Scope 3: other indirect emissions.

2016 achievements



HEADQUARTERS - CSR

CONTRIBUTE TO DEVELOPMENT OF THE GLEC FRAMEWORK ON THE HARMONIZATION OF EMISSION CALCULATION



Four questions

for Alan Lewis,
Director Global Logistics
Emissions Council,
Smart Freight Centre

What is the Smart Freight Centre?

Smart Freight Centre is a non-profit organization with a specific focus on improving the efficiency of the freight sector at global level. We do this through a number of activities, one of which has been to set up and coordinate the GLEC, or Global Logistics Emission Council.

What is the GLEC Framework?

The GLEC is a voluntary partnership of companies – i.e. leading businesses and associations from the freight sector - which are committed to the overall mission of improving the efficiency of the sector. Its main focus is on working to harmonize the way in which emission calculations are performed.

In the period from 2006 to 2013, a large number of different calculation methods and tools were produced but it was difficult to compare the results for logistics companies and their customers. The GLEC has come up with a collection of methodologies that work on the same basis and make it possible to combine the results within a multimodal international supply chain.

The first significant milestone was reached in summer 2016, when the first global framework was published with the mark "Built on the GHG protocol".

SFC is also a partner of the Science Based Targets Initiative, which provides a mechanism by which GLEC members will have the opportunity to comment on draft and final findings of the work. The GLEC acts as a link between the organizations working on the survey and our industry partners.

What are the next steps for the GLEC Framework?

SFC is involved in different projects focused on implementing the GLEC Framework in a real supply chain. This implies working with the initial adopters of the GLEC Framework, such as GEODIS.

The objective is to conduct a proper implementation of the calculation methodology for a chosen supply chain agreed with carriers and logistics providers. The aim is to understand whether the results, in terms of the output numbers are different to what has been reported before. We also need to understand the differences in process, scale and challenges in terms of the availability of the data requirements from shippers, logistics providers and carriers.

Could you tell us more about your collaboration with EcoTransIT?

What is important for us is to work with as many organizations as possible committing to the concept of harmonizing emission calculations. We have partnerships with green freight programs and more recently we've developed an ongoing relationship with other calculation tools. EcoTransIT is a very important part of that because it has a long-standing reputation for providing such a tool in the logistics sector.

We are delighted to count GEODIS as a member of the GLEC and look forward to further collaboration with the Group.



2016 achievements

ROAD TRANSPORT



"MEGATRUCK": WHEN INNOVATION RHYMES WITH OPTIMIZATION

The Road Transport Line of Business has tested "megatrucks" since Autumn 2016 in Spain, where they have been approved for road circulation since December 2015.

The Zaragoza site has equipped itself with a trailer compatible with a classic tautliner. They combine to form an assembly 25.25 meters long, capable of supporting a rolling load of 60 tonnes – against 18.75 meters and 40 tonnes for a standard truck.

The solution allows for a 50% increase in flow capacity. For the time being, it is being tested for the domestic transport of papers.

Working together with the customer has led to the design of the optimal technical solution and the optimal itinerary. Operational costs and fuel consumption have been reduced by 24% and carbon emissions by 20% per tonne transported compared to a standard transport solution.

These significant benefits show that "megatrucks" make it possible to reduce the impact of freight transport on the environment, to improve road safety and to relieve road traffic.



2016 achievements

CONTRACT LOGISTICS



THE DOUBLE-DECK: A LOW CARBON SOLUTION

The Euromatic offer of GEODIS is specializing in the delivery and installation of bulky, heavy or sensitive products. It ensures a high added value level of quality and offers both innovative and environmentally friendly solutions.

The network of the Euromatic offer comprises 21 agencies in France and around 400 vehicles compliant with the applicable standards (71% of the trucks were Euro 5 and Euro 6 in 2016). GEODIS continues with its efforts to reduce its impact of the environment: in addition to educating its drivers in eco-driving techniques, the implementation of a transport planning optimization tool, and a transport plan reorganization, investments have been made to optimize transport between the agencies and the operational hub utilizing the double-deck.

This is a second deck which is adjustable in height and installed in the trailer in order to load more goods while protecting them. The trucks are thus optimized and carbon emissions are effectively reduced. In 2016, 165 truck journeys were saved through the use of the double-deck which represents 79 tonnes less emission of CO₂. This solution not only helps achieve savings but also meets the key challenge of protecting our planet against pollution.

2017 appears to be even more promising in terms of carbon reduction through the widespread use of double-deck across all transport lines.



REDUCING THE ENVIRONMENTAL IMPACT OF THE SITES AND THE FLEET

At the end of 2016 GEODIS had 657 sites worldwide (excluding Contract Logistics USA) including head offices, sales offices, logistics warehouses and distribution platforms. The Group has designed its management system to reduce environmental impact in line with the ISO 14001 standard. This system consists of a range of measures aimed at reducing electricity, gas and water usage.

45% | of the Group's 657 sites were ISO 14001 certified at end 2016.

By the end of 2015, GEODIS had completed all the four-yearly energy audits required under 2015 French law.

The premises at ten Contract Logistics sites were involved. The analysis of all relevant factors gave rise to a number of recommendations concerning the lighting (by improving adjustment of the lighting, onsite organization and equipment, etc.), heating, ventilation and air-conditioning in offices and logistics premises (by installing regulators, renovating, and controlling heat loss through doors, etc.) as well as contributing to the optimization process of handling equipment loading. Throughout 2016, GEODIS continued the implementation of these recommendations in order to improve the energy performance of its sites.

Audits were also carried out for the transport activities (flows and vehicle fleet). An extensive study on transport practices and mileage encompassed around forty sites operated by the Distribution & Express and Contract Logistics Lines of Business. These audits identified a number of influencing factors and precise recommendations concerning the selection and maintenance policy for vehicles (hired or purchased), accessories and equipment (aerodynamic accessories, tires, tire pressure controls, gearboxes and engine governors), as well as requirements concerning driving practices, such as switching the engine off when stopped and onboard telematics. Recommendations also concerned journey planning, promoting good practices and educating drivers about the fuel purchasing strategy.

The audits showed that the Group already had a strong fuel-saving culture but there was still room for improved optimization. All through 2016, GEODIS continued to follow-up these recommendations in order to improve the fuel consumption of its vehicles.

At GEODIS, managing the environment also involves the processing of hazardous and non-hazardous waste. Hazardous waste such as filter sludge, used oil, batteries, etc. is stored and then transported to specialized facilities. Non-hazardous waste is sorted and stored before being recycled or recovered.

97% | of non-hazardous waste generated by the Group's activities was recovered or recycled in 2016.

GEODIS continuously designs, develops and implements new operational and competitive solutions based on the circular economy principles. The objective is to go beyond the reduction of the Group's environmental impact towards value creation in terms of improving performance on the environmental, social and economic sides. One of the emblematic services in contract logistics has been reverse logistics for which GEODIS has proven expertise.



2016 achievements

CONTRACT LOGISTICS



MANAGEMENT SYSTEM TO REDUCE ENERGY CONSUMPTION IN WAREHOUSES

The Contract Logistics Line of Business has implemented the Vickers Energy Management System to control the heating of three warehouses in the Netherlands (Venlo, Almere and Rotterdam).

This system monitors and regulates temperature throughout a building without the need for manual intervention. It offers the ultimate in efficient energy management through a centralized control unit that regulates the heating across multiple temperature zones at the same time without the need for different systems, clock settings or equipment.

The system also uses predictive programming combined with the latest, highly accurate, digital temperature sensing equipment to monitor and regulate heating in all areas at all times. This ensures that every area of the operation is always at the right temperature. The inclusion of an external sensor provides further efficiencies by varying the internal target temperatures in response to prevailing weather conditions.

In 2016, the reduction of gas consumption on the three sites meant that the emission of 134 tonnes of CO₂ has been avoided.



2016 achievements

SUPPLY CHAIN OPTIMIZATION



PROMOTING RESEARCH INTO SUSTAINABLE ELECTRONICS AND FOSTERING CIRCULAR ECONOMY

The Supply Chain Optimization Line of Business of GEODIS participated in 2016 in an industry-led study on "Value Recovery from Used Hard Disk Drives" to research new methods to extend the life and reuse of hard drives. This study was organized by the International Electronic Manufacturers Initiative (iNEMI), a not-for-profit R&D consortium whose 90+ members cross the industry spectrum from electronic manufacturers to suppliers, educators, end users, recyclers and government groups.

Looking at all the possible reuse options open to the industry to reduce the amount of hard drives sent for scrap, the study found the following sustainable paths:

- **Extend hard drive life** through reformatting and firmware updates that allow otherwise unuseable drives to have extended life spans;
- **Create automated equipment** to separate hard drives into component parts for recycling and reuse. This path would allow the retention and reuse of rare earth metals used in construction of magnets in the hard drives;
- **Simplify the design of the hard drives** to allow more cost effective disassembly techniques.

The key findings of the survey underline the key role of iNEMI and its members to play in increasing metals recovery.



2016 achievements
CONTRACT LOGISTICS



GEODIS IN ITALY AWARDED "2016 LOGISTICS COMPANY OF THE YEAR" FOR AN ENVIRONMENTAL SUSTAINABILITY PROJECT

In November 2016, GEODIS received "The Logistics Company of the Year" award in the CSR category for the project "Save the paper and save the planet". The prize was presented to Giuseppe Graffagnini, site manager of GEODIS' warehouse in Aprilia and Pamela Calderoli, Head of Marketing Communication & Projects for the Contract Logistics Line of Business in Italy.

Created and organized by Assologistica, in collaboration with its magazine Euromerci and the Assologistica Cultura & Formazione association, the contest, that is in its twelfth year, is the primary independent award in the Transport and Logistics sector in Italy.

The operations implemented by the GEODIS' local lean management and IT teams were carried out to improve the performance of the whole operating process and to completely reengineer it, in order to eliminate all printed materials. 100% of hard copies has thus been abolished for a customer at the Aprilia site, being able to manage the operating activities through a purely digital and totally radio-frequency based approach.

Given the remarkable results achieved, GEODIS went further, extending the project even to the outbound processes, making its activities for this customer totally green. The tools implemented for the project have led to an efficiency increase of 11% in only two weeks, for a total saving of 250,865 sheets per year.



Giuseppe Graffagnini
and Pamela Calderoli



INNOVATING TO PROVIDE TRANSPORT SOLUTIONS WITH A GREATER CARE FOR THE ENVIRONMENT

The majority of GEODIS' vehicles are equipped with combustion engines generating both greenhouse gases, which contribute to climate change, and local pollutants, impacting air quality and health. The Group makes use of a range of equipment to reduce fuel consumption, including cruise control, fuel-efficient tires, automatic gearboxes, side and roof deflectors and side fairings.

These efforts also involve working on the optimization of delivery rounds, notably through the use of the Geodriver-Copilote by the Distribution & Express Line of Business. This onboard IT tool is designed to increase the efficiency of delivery round scheduling and to reduce mileage by an average of 5%.

The Road Transport Line of Business has equipped all its vehicles with the Eliot onboard tool to manage fuel consumption at driver and vehicle level and monitor safety on board.

GEODIS is progressively upgrading its fleet so that an increasing number of its vehicles are compliant with the Euro 5 and Euro 6 emissions standards. 87% of them were compliant by the end of 2016. Also, 2.03% of vehicles are EEV (Enhanced Environmentally-friendly Vehicles) i.e. "low carbon" vehicles, such as those running on electricity or natural gas.



GEODIS believes that innovation is a good driver of CSR. To minimize the environmental impact of its activities, the Group is experimenting with alternative vehicles, such as those running on compressed or liquid natural gas or electricity.

Urban logistics raises challenges that combine commercial, economic, social and environmental aspects, such as pollution, noise and traffic congestion. Late in 2015, to meet these challenges, GEODIS set up an urban logistics offer, providing a tailored distribution and logistics service for the downtown areas of the world's largest cities.

The GEODIS offer includes:

- **Urban mobility consulting** for specifiers, institutions and authorities;
- **Creation and management of urban consolidation centers** which provide a local platform to pool last-mile delivery flows to shopping malls, hospitals, airports and railroad stations;
- **Tailored technical solutions** (natural gas and electric vehicles, etc.).

The Group aims to increase the scale of these innovative solutions for urban environments. In view of this, GEODIS is seeking partners to support investment in vehicles and depots. Through identifying common interests these partnerships have the potential to give rise to unprecedented innovations in terms of mobility.

Finally, GEODIS contributes to scientific research on developing medium-term innovative solutions by partnering with specialized firms.



2016 achievements

HEADQUARTERS - INNOVATION

GEODIS EXPLORES OPPORTUNITIES IN ELECTRIC HIGHWAYS

GEODIS joined a consortium of French companies to commission in 2016 a study on electric highways from the low carbon consultancy firm Carbone 4. The study, published on 27 February 2017, confirms the interesting possibilities of developing this technology to reduce the CO₂ emissions resulting from freight transport.

The study focuses on the possibility of implementing a fleet of hybrid heavy trucks powered by a continuous supply of electricity made available over the entire length of the highway. The electricity distribution system would be installed along the outside lane of the highway, which would remain open to other vehicles, notably conventional heavy trucks. The hybrid truck design would allow for the use of an electric motor on the highway and a traditional internal combustion engine for maneuvering (overtaking, entering and exiting highways) and non-highway travel.

Innovation is in our DNA. The search for alternatives to diesel and the reduction of environmental impacts is one of our main research aims at GEODIS. This is why we sought to initiate this study. Our role as a leader in our sector and an enabler of our customers' growth is to prepare for the technological advances that lie ahead in our constantly changing environment.



Philippe de Carné,
Vice-President Innovation at GEODIS

The study shows that this type of project is an effective way of reducing the environmental impact of goods transport by road while optimizing the use of the existing transport infrastructure. Implementation would require only a slight operational adjustment on the part of road transport professionals, with no transshipments and minimal training to adapt the driving style of their drivers.

The study confirms that on some roads with heavy traffic and for transport companies using a single route the electric highway is a profitable option given current market conditions. Public financial support of €3 billion would serve to achieve profitability faster while generating positive environmental bonuses (with a significant 30 Mt CO₂ reduction in transport-generated emissions) and a beneficial macroeconomic effect.

Today, road transport (of people and goods) is highly dependent on oil products and accounts for 30% of energy consumption and greenhouse gas emissions in France. Nearly half of these emissions result from passenger transport which has seen the emergence of low carbon solutions (i.e. the development of hybrid or electric vehicles). The other half results from freight transport, the majority (85%) traveling by road. Long-distance freight transport on roads is a major concern: the greenhouse gas emissions of heavy trucks account for approximately 5% of national emissions and 3% to 4% of national energy consumption.



PROVIDING OPPORTUNITIES FOR ALL

Integration of all in society into the world of work is a major CSR issue for GEODIS' management and its employees. Therefore GEODIS develops programs with specialized partners enabling people who have been unemployed for a long period of time to return to work with stable and permanent employment.

The Group's Human Resources Department and the operational departments of each Line of Business are directly involved in the implementation of such integration programs.

GEODIS is well aware of the potential impact of its activities on the environment and of the role it plays when contributing to society. The Group therefore rigorously implements these programs in order to meet the challenges to society's economic development.

2016 achievements



HEADQUARTERS – AID & RELIEF

COMMITTED TO THE INTEGRATION OF LONG-TERM UNEMPLOYED PEOPLE INTO THE WORLD OF WORK

In 2016, GEODIS launched its "Tremplin" program to promote reintegration through employment. It has been set up mainly for people who have been out of the world of work for a long time (long-term unemployed, unemployed people under 26 with no qualifications, unemployed people undergoing a career change). It aims at integrating them into the world of work on a permanent basis. The jobs offered are warehouse workers, forklift drivers, dock workers and order pickers.

An initial cohort of ten trainees took part in the program from January to July 2016 as a trial run in the Paris area in France. All ten candidates obtained licences to drive forklifts and eight completed their 6-month theoretical and practical training and earned their vocational training certificate. These eight people were offered permanent contracts in the GEODIS workforce or with its partner GEL.

A second cohort of "Tremplin" recruits began the process in September 2016 in the Rhone-Alps region of south-eastern France. For this new session, the program added a strand concerning social integration in daily life outside the company. The aim is to support trainees in addressing difficulties that could impact or harm their new professional activity.

THE EIGHT MAIN STRANDS OF THE "TREMLIN" PROGRAM

1. Selection based on aptitude.
2. Specific training.
3. A qualification and a recognized diploma.
4. A practical training program.
5. Reinforced integration.
6. Monitoring and an individual coaching.
7. Dedicated social assistance.
8. A long term employment contract.



ENCOURAGING EMPLOYEES TO COMMIT TO THE LOCAL COMMUNITY

With regard to social commitment, GEODIS' ambition is to support actions based on the two main following issues:

1. **Fight against exclusion:** solidarity and aid for people in need (food assistance, homelessness, poverty, etc.), child welfare, integration, health, support in the event of natural disaster, disability and mobility (emergency response or development).
2. **Preservation of natural resources:** protection of the habitats, protection of forests and natural environments, actions to conserve the natural resources – water, energy, waste reduction, etc.

The choice of partner and respective actions to fulfill our social commitment is based on diligently applying the following criteria:

- **Usefulness:** ideally respond to the most essential needs in the defined areas of intervention;
- **Transparency:** ensure that both actions and the use of funds are transparent. Be accountable for the donated funds;
- **Involvement:** whenever possible, promote employees' involvement through volunteer activity, skills-based sponsorship or other mechanisms ;
- **Innovation:** carry out pilot actions that could be implemented in other Lines of Business or countries.

The Lines of Business and corporate CSR work closely to ensure that GEODIS' social commitment actions are duly implemented.



2016 achievements

CONTRACT LOGISTICS USA



GEODIS ENGAGED WITH LOCAL COMMUNITIES ACROSS THE USA

Through its non-profit foundation created in 2010, Contract Logistics USA donated \$235,000 (roughly €222,000) and 2,500 hours of volunteer time (in the form of labor, management, consulting) in 2016 to 15 non-profit organizations, with a focus on youth and education. The biggest fundraiser was for the United Way of Metropolitan Nashville, to which Contract Logistics USA donated about \$185,000 (almost \$175,000) of the total amount raised. Two members of the Contract Logistics USA Executive Committee were the co-chairs of the 2016 campaign.

In addition, Contract Logistics USA held a charity golf tournament, which suppliers of its Material Handling Resources subsidiary supported. The event raised over €42,510 (\$45,000).

While volunteering and fundraising are mostly centered on Nashville, Tennessee, other locations also participate in the activities. Recent projects include building homes, packaging up food parcels and cleaning and repainting a local school.



Mike Honious,
Chief Operating Officer,
Contract Logistics USA

« People here not only want to work for a great company like GEODIS, they also want to support the community and see the people in it be successful, too. »

From left to right:

Dewayne McCroskey,
Campaign Chair, Contract Logistics USA

Jennilyn Simmons,
Co-Chair, Contract Logistics USA

Mary Jo Wiggins,
CEO United Way

Scott McWilliams,
EVP Strategic Development, Contract Logistics USA

2016 achievements



HEADQUARTERS - AID & RELIEF

WORKING WITH "ACTION CONTRE LA FAIM"

The Aid & Relief sector is evolving, with an increased need for humanitarian assistance due to the higher frequency of natural disasters, global climate changes, armed conflicts and migrations.

Even though GEODIS has been working for a long time with humanitarian organizations, its dedicated Aid & Relief Logistics service has been operational since 2016 in order to meet the growing demand for professionalization and a high level of specialized know-how in the sector.

GEODIS has been chosen by the NGO within the framework of the tender launched by Action Contre la Faim to manage its emergency response air freight flows of essential products from Paris, Lyon and Dubai. The key differentiators of the offer were the coverage afforded by GEODIS' worldwide network, its track & trace system and the strength of its social commitment.

This success is the result of a team work made up of complementary skills: the 24/7 humanitarian control tower located in Denmark, the Freight Forwarding tender desk in Amsterdam, the Dubai site, the air freight office in Paris and a sales contact at the headquarters of GEODIS all contributed to designing the offer that convinced Action contre la Faim.

Leveraging the multiple skills and expertise of its five Lines of Business, GEODIS meets the need of NGOs for a single point of contact, whatever the activity.

Humanitarian needs are historically located in Africa and in the Middle East. As a result of recent events, countries closer to Europe or within Europe itself are now also concerned. NGO's needs are diverse, from immediate emergency response to more fundamental long-term projects. GEODIS and its worldwide network of agencies make it possible to act wherever the need occurs.

2016 achievements



FREIGHT FORWARDING

GEODIS SUPPORTS "CRUISING FOR CHILDREN" IN SPAIN

"Cruising for Children" helps children and teenagers who are at risk of social exclusion in qualifying for future jobs.

As part of the "Cruising for Children" initiative, GEODIS' Freight Forwarding Line of Business brought a group of 30 teenagers to tour the cruiseship *Celebrity Silhouette*, in the port of Barcelona. The youngsters are participating in a program called PTT Viladecans (Pla de Transició al Treball: Work Transition Plan).

The program represents an educational and professional alternative for teenagers aged between 16 to 21 who did not complete their high school education. It provides basic education to facilitate the development of personal and professional skills required for employment enabling them to continue their studies or find a job.

During the port visit Jordi Millan, Marine Logistics Manager for the Freight Forwarding Line of Business of GEODIS in Spain and Niko Frzop, Air Planning & Product Supervisor for Royal Caribbean Cruise Ltd. Spain & France, explained to the participants the professional activities that take place at a port and onboard a cruise ship. The aim of this visit was to motivate and encourage the young people to continue to pursue and complete their education.



SU
SUBCO



SUPPLIERS CONTRACTORS

INVOLVING SUPPLIERS
AND SUBCONTRACTORS
IN THE CSR APPROACH



GEODIS' CSR STRATEGY RELATING TO ITS SUPPLIERS AND SUBCONTRACTORS

TO MITIGATE AND LOWER THE IMPACT ON THE ENVIRONMENT
AND TO FIGHT AGAINST CLIMATE CHANGE

Carbon efficiency

Optimal use of natural resources

Decrease of polluting and harmful emissions

- Eco-friendly purchasing solution for the newly branded truck fleet.

TO ENHANCE THE SOCIAL AND SOCIETAL IMPACT

Occupational health and safety

Diversity and equal opportunity

60/100

score achieved by GEODIS in the category "Responsible purchasing",
EcoVadis 2016 evaluation.



ACTING WITH SUPPLIERS AND SUBCONTRACTORS TO CONSOLIDATE THE CSR APPROACH

Totaling more than €4.7 billion in 2016, GEODIS' purchasing spend, including transport subcontracting, is a strategic source of leverage for improving the Group's CSR performance. For example, almost 87% of the Group's greenhouse gas emissions are accounted for by subcontractors (most recent calculation of GEODIS' worldwide carbon footprint, 2010).

The assessment of suppliers and subcontractors is therefore a key issue, not only on an economic and operational level, but also on an environmental and social one. This involves teaming up with our commercial partners, explaining on the Group's commitments and engaging them in a collective move towards progress.

Since 2011, environmental, social and ethical criteria have been included in calls for tender, analysis grids and standard contracts for different categories of purchasing (real estate, hiring of temporary workers, fuel, packaging, operational consumables, IT, vehicles, etc.) and constitute a differentiating factor in the selection of a new supplier.

In addition to this, since 2011 GEODIS has used EcoVadis evaluations to measure the CSR performances of its suppliers and subcontractors. EcoVadis is an independent body that evaluates the commitment of thousands of suppliers according to CSR criteria (environment, working conditions and ethics) and using a reference system based on the ISO 26000 guidelines and on the Global Reporting Initiative.

The Road Transport Line of Business has implemented an assessment program for its transport partners since 2015 with audits in the field and CSR self-assessments deployed in 2016.

GEODIS also selects its suppliers depending on how their CSR approach will affect its industrial performance. In France, GEODIS chose a partner to rebrand its trucks offering more effective guarantees on reducing environmental impact.

Finally, the Procurement Department of GEODIS is a powerful lever for improving the Group's social and environmental footprint and for contributing to its CSR goals. GEODIS' priorities are as follows:

- Reinforce the importance of the CSR criteria when choosing suppliers or subcontractors;
- Rely on specialized external partners in order to assess the suppliers and the subcontractors (EcoVadis for instance);
- Promote sustainable purchasing initiatives: solidarity purchasing, "green" purchasing;
- Commit to a shared continuous improvement process through the setting-up of partnerships.

2016 achievements

HEADQUARTERS - CSR

GEODIS ASSESSES THE CSR PERFORMANCE OF ITS SUPPLIERS

GEODIS has engaged in the overall assessment of its partners' Corporate Social Responsibility performance and decided to rely on the expertise of EcoVadis, which it believes will ensure the independence required to produce a useful assessment.

The evaluation is carried out through an independent collaborative supplier platform concerned with sustainability issues. Already used by more than 150 large multinationals to evaluate their suppliers in 150 industries and 100 countries, this solution allows businesses to manage sustainable development risks, by contributing to developing better long term relationships with their suppliers.

Being involved in this process will allow GEODIS' partners to raise the profile of their CSR performance, to improve it, where necessary, and to promote it among their stakeholders.

In 2016, 94 suppliers representing 32% of GEODIS' total spend were assessed through the EcoVadis platform. This allowed an optimized assessment for the suppliers and for GEODIS' Procurement and CSR Departments.

2016 achievements

HEADQUARTERS - PROCUREMENT

AN ECO-FRIENDLY BRANDING SOLUTION

To rebrand its trucks in the colors of its unique brand, GEODIS opted for the solution developed by Megamark. In 2016, in France, more than 600 new vehicles were branded in an innovative way. The coating film chosen, 3M's Envision 480C, is made without PVC or halogens and is phthalate-free. It contains 60% less solvents than comparable products and is partly made of bio-based materials. The film is printed with eco-solvent inks.

Thanks to its limited environmental impact, this film won the "Best Environmental Substrate" award from the European Digital Press Association, an independent group that recognizes the best innovative technology in the graphics industry each year.

« This partnership with Megamark is another example that illustrates GEODIS' commitment to protecting the environment. By choosing environmentally friendly products and branding methods to cover its trucks, GEODIS is once again showing its ability to integrate sustainable development at every level, in line with its Corporate Social Responsibility policy. »



Karen Heys,
Purchasing Director at GEODIS

The branding of the trucks will continue on a larger scale as GEODIS is gradually dressing its fleet of around 10,000 vehicles in the colors of the Group.



2016 achievements

ROAD TRANSPORT



A WIDESPREAD AND REINFORCED ASSESSMENT OF GEODIS' TRANSPORT PARTNERS' ENVIRONMENTAL PERFORMANCE

For several years now, the Road Transport Line of Business of GEODIS has implemented an inspection process before contracting. This is as detailed as that applied to its own fleet and covers the human and material resources (drivers and vehicles) that are made available by its transport partners.

This inspection process is based on the definition of the purchasing specifications that provides the technical, material, QSE and documentary requirements of Road Transport on its transport partners.

Moreover, prior to contracting a schedule of inspection ensures that these requirements are properly in place before a vehicle is used for the first time; the inspection includes 75 check points when the transportation of hazardous goods is involved.

In parallel, a questionnaire on the driver's authorizations ensures that the driver has mastered the main regulatory and operational issues involved in managing the Road Transport flows.

Finally, an annual evaluation of the partner allows Road Transport operational teams to highlight to its transport partner the key strengths of its organization as well as the weak points that need to be improved.

« With more than hundred inspections already carried out in 2016, this process continues to develop each year, both with regard to the number of inspections carried out and to the audited level of requirement. »



Coralie Guglielmetti,
QSE Director at Road Transport

ETHICS COMPLIANCE

RESPECT THE
ETHICS AND
COMPLIANCE PRINCIPLES



GEODIS' CSR STRATEGY IN TERMS OF ETHICS AND COMPLIANCE

GEODIS is a company that places high demands on itself and on its stakeholders, and puts Ethics and Compliance at the heart of its strategy and among fundamental principles. It affirms strong accountability supporting its Mission, its Vision and its Values on a daily basis.

Deployed throughout the Group's five Lines of Business to ensure that all the employees are committed to its culture, the Ethics and Compliance strategy is subject to a continuous improvement process in response to evolving legislation and regulations but also to the abide by the Group's evolving environmental and social commitments.

GEODIS' Ethics and Compliance Department ensures the Group fully abides by compliance standards and that the appropriate programs are deployed. It is supported by an ambitious global policy in order to operate with integrity and to grow in trust with all its stakeholders.

The CSR strategy relating to Ethics and Compliance allows GEODIS to act responsibly in everything it does, which means:

- Respect for CSR and health, safety, environmental legislations and standards;
- Respect for all rules relating to ethics and compliance.

GEODIS has developed a specific program to ensure Ethics and Compliance at all levels and develop trust with its stakeholders.

A PROGRAM BASED ON THREE PILLARS

- A top-level commitment and a dedicated organization.
- An Ethics Policy in place since 2009.
- The U.N. Global Compact. GEODIS has been a member since 2003.

THE MAIN OBJECTIVES

- Responsibility and respect for all our stakeholders.
- Integrity and compliance with the legislation in every jurisdiction in which GEODIS operates.
- Fight against corruption.
- Maintenance of human rights.

THE MAIN MISSIONS OF THE GEODIS RISK AND ETHICS COMMITTEE

- Risk mapping and monitoring.
- Defining the Ethics and Compliance program.
- Monitoring its deployment and its application.
- Giving advice on issues raised.

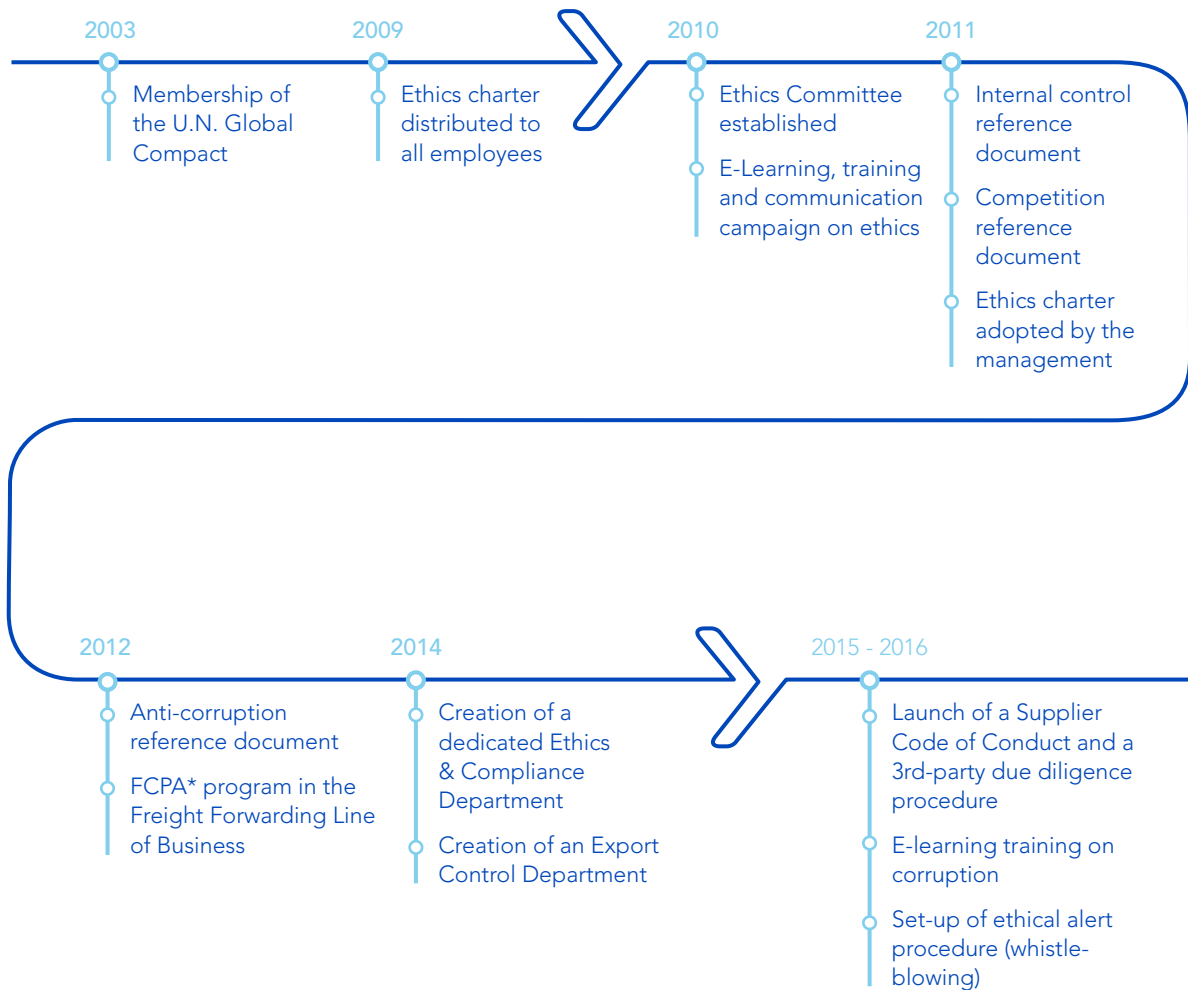
90%

of customers are satisfied of GEODIS in terms of Ethics and Compliance.

Source: GEODIS 2016 Customer satisfaction survey.



A CONTINUOUS IMPROVEMENT PROCESS TO DEVELOP TRUST AND INTEGRITY



*Foreign Corrupt Practices Act, American federal law of 1977 aimed at fighting corruption of public officials in the U.S.

ETHICS AND COMPLIANCE 2016 ACHIEVEMENTS

GEODIS sets itself a consistent rule to pursue and develop its activities in compliance with the applicable legislation and regulations of the countries in which it operates.

GEODIS is particularly committed to fighting against corruption and to respect measures introduced by national legislators to combat it:

- The "Sapin 2" legislation in France;
- The FCPA (Foreign Corrupt Practices Act) in the US, where GEODIS strengthened its presence through the acquisition of OHL;
- The UK Bribery Act in the United Kingdom.

In terms of customer relations, GEODIS expects its employees and partners to refrain from offering or agreeing to take part in any form of corruption. GEODIS ensures that its organization, its processes and its partners are compliant with anti-corruption laws, through awareness-raising actions and training. All these measures enable GEODIS to meet customers' expectations, as corruption is a major concern for them.

>10,000

employees have access to the e-learning module.

The confidence of customers, employees, suppliers and subcontractors in GEODIS is paramount. This confidence is based on the Group's ability to make only those commitments that can be fulfilled. It is essential that each employee meets the commitments taken by GEODIS and does everything possible to protect the Group's and its employees' interests.

This is why the corruption training campaign was relaunched in 2016. Awareness-raising measures were also carried out during 2016 within each of GEODIS' Lines of Business in continuance of those implemented in 2015.

Moreover, Ethics and Compliance issues have now been included in the new employee induction program. The topic is also discussed during each employee's annual performance appraisal.

The Ethics policy is regularly updated in order to adapt it to the Group's business environment and to regulatory changes as well as to situations encountered in the field. To facilitate its application to the daily activities of employees, information on good practices (unfair competition, corruption, ethics alert/whistle-blowing, etc.) has been distributed to all employees.

To ensure that partners and subcontractors comply with the Group's Ethics Policy and with all legislation especially that concerning anti-corruption, GEODIS has implemented a Supplier Code of Conduct drawn up by both the Ethics and Compliance and Procurement Departments. GEODIS has strengthened its requirements regarding human rights, particularly with regard to forced labor, slavery and child labor, as well as those relating to corruption.

A procedure to select suppliers on the basis of ethical and compliance criteria has been communicated in order to better understand the suppliers and better assess their ability to operate in accordance with GEODIS' ethics and in compliance with all legislation. Efforts have focused on customs clearance activities and high-risk countries.

All these measures will allow GEODIS to meet the new obligations for companies in terms of ethics and human rights (UK Modern Slavery Act in the United Kingdom, due diligence in France, etc.).

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