



# 2022 ACTIVITY AND SUSTAINABILITY REPORT



GEODIS



209949

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Commande: N° 43100



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# MESSAGE FROM MARIE-CHRISTINE LOMBARD

Chief Executive Officer



2022 was the year of such major events as the outbreak of war in Ukraine, escalating inflation, and the continued impact of the Covid-19 pandemic. Factors such as these have created a climate of global uncertainty.

One thing this context has highlighted is the central, not to say critical, importance of the logistics industry for world trade. In 2022, GEODIS enabled its customers to continue their businesses by ensuring all stages of their supply chains, from product manufacturing to final delivery. The engagement of all its employees has meant that the Group has been able to support the development of its customers by offering them ever more innovative solutions adapted to their needs.

This success is borne out by our strong results. With record revenues of €13.7 billion and a margin of 8.5%, GEODIS achieved the objectives set out in its strategic plan, Ambition 2023, by 2022.

Not only did we manage to take full advantage of favorable market conditions, but above all we were able to strengthen our presence in key parts of the world thanks to the strategic acquisitions of Keppel Logistics, a major player in contract logistics and e-commerce services in the Asia-Pacific region, and Need It Now Delivers, a specialist in last-mile delivery in the United States. The construction of an integrated global transport and logistics network took a further step forward in 2023 with the acquisition of trans-o-flex, a leading German network for temperature-controlled transport of pharmaceutical goods and express premium delivery services.

GEODIS boasts a robust yet agile organization built around its four lines of business – International Freight Forwarding and Supply Chain Optimization, Global Contract Logistics, European Road Network, and Last Mile and Express Delivery – and four key regions. The Group is now present in some 70 countries, operating a network that practically covers the entire planet.

We have been encouraged by this success to focus on the future, and our strong ambition is to be a global operator, able to offer innovative, tailor-made, end-to-end logistics solutions to each of our customers, from large groups to small companies. This desire to continue our expansion through acknowledged expertise and know-how is reflected in our new strategic plan, Ambition 2027.

Our growth strategy is built around our commitment to sustainability.

The transport and logistics sector bears responsibility for 11% of the world's CO<sub>2</sub> emissions, so it must be decisive in its approach to its transition towards protection of the environment and the climate. In 2023, GEODIS is setting new, more ambitious targets to further accelerate its 2030 decarbonization trajectory, in compliance with the Paris Agreement. We are activating all possible levers: converting fleets of vehicles to low-carbon technologies, ensuring city-center deliveries in 40 French cities using 420 clean vehicles by 2024, and forming a partnership with an industrial vehicle manufacturer to develop a 16-tonne electric vehicle dedicated to urban logistics. Many other initiatives, involving the modal shift from road to rail, digitalizing our industry and optimizing our services, will be undertaken with all our partners to keep us on this virtuous path.

However, we are aware that the vast majority of our greenhouse gas emissions stem from the activities of our subcontractors. Our drive for decarbonization therefore also involves carefully supporting each of them in their efforts to achieve more responsible performance. The ecological imperative is coupled with a duty to set an example: GEODIS must ensure that its own and its partners' value chains and processes respect the environment, as well as human rights, health and safety, and the best international standards.

Social progress is an essential part of our sustainability model. We are very committed to equal opportunity and believe that diversity and inclusion are key to performance. Today, 40% of our employees are women – in traditionally masculine professions – and we are comfortably on the way to achieving our target of having 25% women in Top Executive management positions by the end of 2023. We must continue and expand this effort at all levels of responsibility, in particular through the GEODIS Women's Network, which this year celebrates its tenth anniversary.

More generally, we want to make it possible for every individual working for us, men and women alike, to have the means to achieve the career they want.

Turning finally to Health and Safety, the resources that we have applied have enabled us to reduce the rate of work-related accidents by almost one-third in three years. We are confident that this positive trend will continue thanks to our training and operational excellence programs, essential to ensuring that every employee can work in the best possible conditions.

As we embark on a new stage in the Group's development, we have defined a purpose for GEODIS, intended to express loud and clear the identity, values and ambition that drive us:

Serving people  
by delivering their goods all around the world  
with innovative, sustainable and ethical logistics.

This short phrase conveys the desire to look to the future that unites us. Although there is still much work to be done to develop fully sustainable logistics, we know we can count on the unstinting commitment of GEODIS teams to carry out their various missions.

We can all work together to fulfill this collective promise and move forward in the right direction.

I would like to warmly thank all those who, day after day, through their persistence and their professionalism, have helped make our Group become more efficient, more responsible, and therefore closer to the aspirations of its customers.





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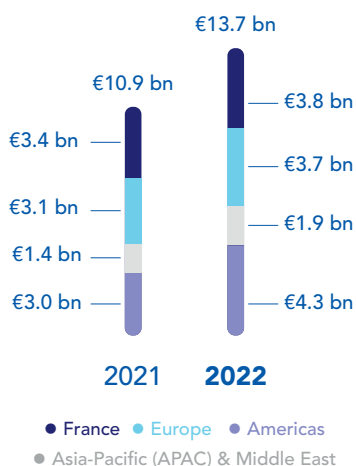
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# 01. Profile and ambition

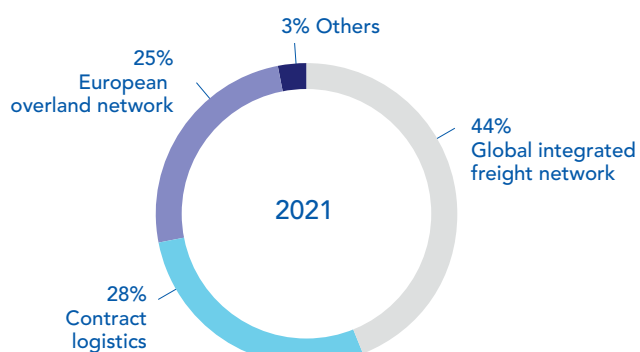
In a constantly changing world, logistics has become a key factor in the competitiveness of companies. GEODIS ranks among the world leaders in its sector and supports its customers on a daily basis, helping them to overcome their logistical constraints.

## KEY FIGURES 2022<sup>(1)</sup>

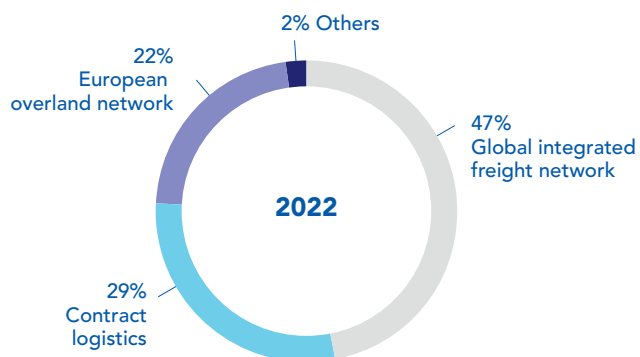
Revenues 2022



Breakdown of revenues by activity



EBITDA 2022



Number of employees:  
**49,476**

Number of customers:  
**165,000**

Number of countries served:  
**167**

Total number of sites:  
**936**

(1) Financial data is expressed according to the financial scope of the Group at 31/12/2022. All logistics, industrial, commercial and service activities are included in the scope of reporting. Any organizations sold, closed, purchased or created during the course of the year of reporting are not included in the scope: this concerns the acquisitions made in 2022 (Keppel Logistics and Need It Now Delivers).

## 1.1 Presentation of the Group

As a growth partner to more than 165,000 companies, ranging from local SMEs to multinationals, the Group is recognized for its expertise and mastery of all aspects of the supply chain. The Group's ambition is to support its customers by offering them an end-to-end service, in any part of the world.

With a global network covering almost 170 countries and more than 49,000 employees, GEODIS is ranked world number six in its sector. GEODIS recorded revenues of €13.7 billion in 2022.

The Group draws its strength from more than a hundred years of experience, an attentive and structured approach to its customers and constant innovation. On this basis, it is GEODIS's goal to offer its customers all over the world innovative, fully integrated and tailored logistics solutions that optimize the economic, operational and environmental performance of their supply chains.

To succeed in a world that is rapidly evolving, GEODIS has to constantly reinvent itself by adapting its business model, processes, tools and organization to address fast-changing markets, customer needs and stakeholder expectations.

### Changes in the Group's scope

GEODIS carried out acquisitions in 2022 in line with its ambition of supporting its customers in all parts of the world by meeting all their needs in logistics:

- acquisition of Keppel Logistics, which has warehousing capacity in Singapore. This operation strengthens the Group's Contract Logistics and e-Commerce services in Asia-Pacific;
- acquisition of Need It Now Delivers in the United States, which operates an excellent domestic freight network. Thanks to this acquisition, GEODIS has extended its presence in this strategic area, increased its capabilities in contract logistics and in urban logistics.

## 1.2 Activities



### A specific offer for each business sector

At the core of the Group's approach to earning the trust of its customers is understanding their needs, designing the best solutions, implementing them consistently, measuring operational performance and identifying areas for improvement.

To help its customers access its offer, it is structured around two main areas:

- freight management for air transport, sea transport and land transport (road and rail);
- inventory and order management.

With 165,000 customers around the world, GEODIS has a thorough understanding of the specific logistics needs of each business sector and it possesses the agility required to meet them. To help customers overcome the logistics constraints of their markets and gain a competitive edge, the Group's experts design customized transport and logistics solutions specific to each sector of industry.

GEODIS offers a complete range of services based on a highly structured customer segmentation strategy. This approach enables the Group to provide more effective support for each of the markets in which it operates. Whether on a global or a local scale, GEODIS's tailor-made solutions address specific challenges at each link in the logistics chain and create value for its customers.



GEODIS provides expertise to its customers in seven key vertical markets:

**Industrial:** GEODIS offers a full range of multimodal and more environmentally friendly transportation solutions to meet the challenges of its customers at all stages of their logistics chains. These solutions are adapted to each project, including the most unusual and challenging ones, calling for a high level of technical expertise, solid logistics and great precision. They aim to optimize supply, distribution and after-sales flows.

**Retail:** GEODIS supports the retail market by implementing its customers' omni-channel strategies and providing them with the keys to take full advantage of the dramatic growth of e-commerce through specific integrated solutions. The Group helps its customers optimize their logistics chains in real time through complete visibility of their inventories, strategic allocation of orders through a decentralized management system, and greater visibility of distribution to ensure that no sale is missed.

**Fast-Moving Consumer Goods:** GEODIS provides its FMCG customers with an agile and robust logistics chain to cope with significant volume fluctuations due to micro- and macro-seasonality, the impact of marketing campaigns and new product launches. The Group's logistics solutions are both global and local, and are designed to adapt to all scales, regardless of the supplier's location.

**Automotive & Mobility:** GEODIS draws on decades of logistics expertise to help its customers navigate the challenges of an ever-changing industry. The Group's experts help their customers redesign their supply chains in the face of new advances such as autonomous driving, shared mobility, connectivity and the electrification of vehicles. Customers can benefit from GEODIS's resources and expertise in dealing with the complexities of automotive logistics and the challenges of the new era of mobility.

**High Tech:** GEODIS offers agile and secure solutions for all of the logistics operations of its High Tech customers. The Group provides support throughout the product value chain, from supplying components through VMI (Vendor-Managed Inventory) to final recycling. GEODIS also ensures order management across all sales channels and direct deliveries to resellers or end consumers.

**Healthcare:** As a flexible solutions provider for many leading pharmaceutical companies, GEODIS excels in meeting the demands of the strictest legislation across the entire healthcare logistics chain. The Group provides logistics solutions that are innovative at a global level and compliant with regulations, no matter where the suppliers are located. From inventory planning to climate-controlled storage and specialized transport, GEODIS's added-value solutions will adapt to its customers' every need for true operational excellence.

**Aerospace & Defense:** GEODIS's activities for the aviation, space and defense sectors tackle the specific challenges of each stakeholder, from manufacturer to after-sales service. The Group uses its thorough knowledge of aerospace and defense logistics to create new methods and tools to optimize the logistics chains.

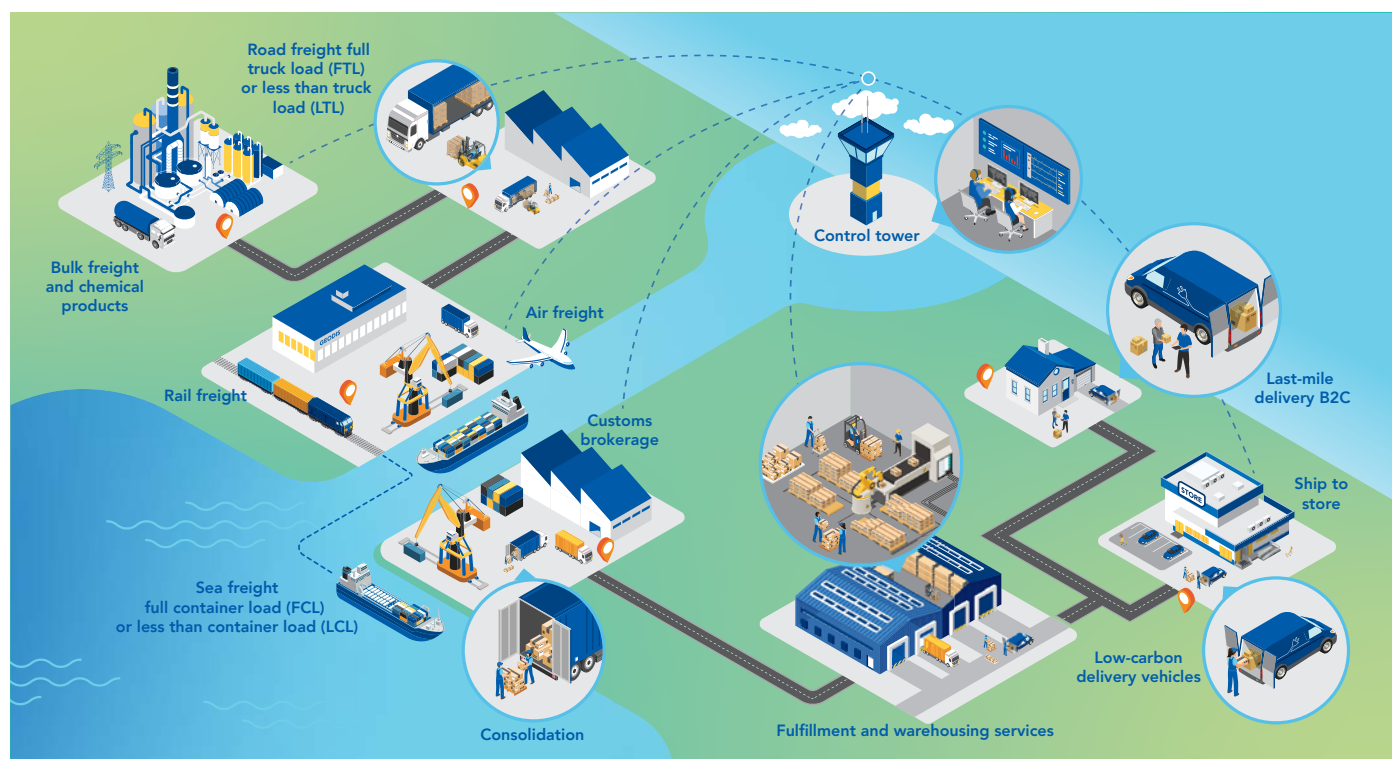
## Four complementary lines of business dedicated to creating shared value

GEODIS operates in four complementary lines of business:

- Global Freight Forwarding;
- Global Contract Logistics;
- Distribution & Express;
- European Road Network.

GEODIS can offer its customers unique know-how at every stage of the supply chain, adapted to the needs of each market and geography, with a focus on end-to-end optimization.

To provide its customers with this comprehensive service, GEODIS employs its own resources as well as working with a network of partners and subcontractors.





**Distribution & Express:** with a network of more than 100 agencies in France, GEODIS ranks as the leading French operator of express solutions for next-day delivery and courier solutions for deliveries in 24 to 48 hours. Offering customers of all sizes and in all sectors innovative solutions designed for their shipments and their recipients, this line of business covers 35 European countries. It specializes in low-carbon deliveries in dense urban areas.

- ▶ Over **100 million** parcels delivered annually
- ▶ Over **6,000** rounds daily
- ▶ Over **120,000** recipients delivered daily



**Global Contract Logistics:** with more than 300 sites and 7,900,000 sqm of warehousing throughout the world, GEODIS is one of the market leaders in contract logistics. From the management of warehouses (automated or not) and distribution centers to deliveries to production lines, the Group offers a wide range of services enriched with innovative solutions, targeted to manage flows in a cost-effective way, reduce storage costs, increase stock rotation and thus improve the efficiency of the supply chain. GEODIS is also a major player in the e-commerce sector through its fulfillment, e-fulfillment offers and, through its value propositions, GEODIS eLogistics and GEODIS Online Marketplaces.

- ▶ Over **300** warehouses in **34** countries worldwide
- ▶ Over **7.9** million sqm of warehousing



**Global Freight Forwarding:** GEODIS offers multimodal transport solutions (sea, air, road and rail) throughout the world, with high added-value services including customs operations to guarantee its customers the optimal routing of their goods in terms of lead time, cost and environmental impact, regardless of the place of departure or of arrival. In the context of its project logistics activity, GEODIS designs specific tailor-made offers, primarily for large-scale projects in the oil & gas, mining, petrochemical, rail and energy sectors.

- ▶ **308,000** tonnes of air freight
- ▶ **961,000** TEUs (twenty-foot equivalent units) of sea freight

Integrated into Global Freight Forwarding, the **Supply Chain Optimization** activity supports and advises customers seeking to optimize their logistics chains. In addition to consultancy on supply chain management, the selection and management of service providers and strategic outsourcing, other specific optimization solutions are also offered, such as the implementation of same-day solutions and reverse logistics.

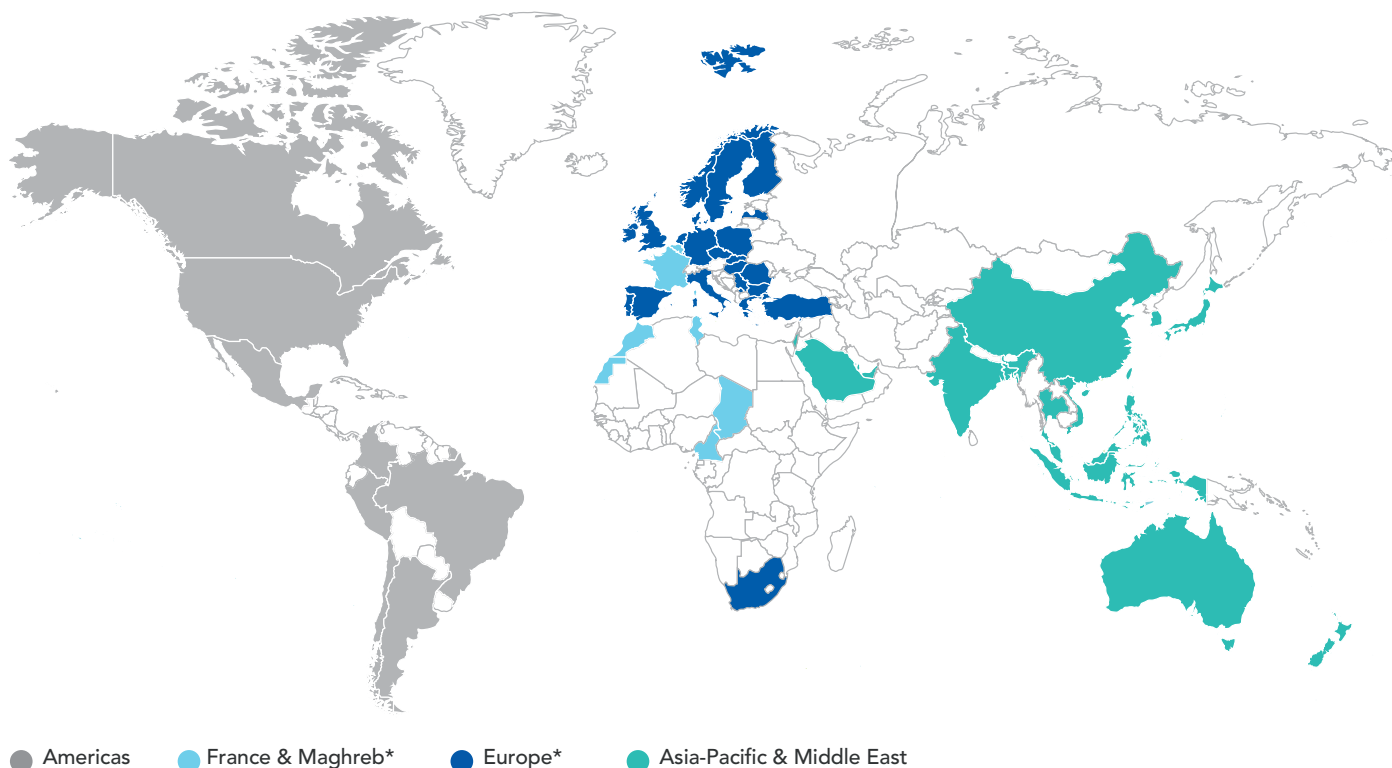


**European Road Network:** with over 6,200 self-owned semi-trailers and more than 2,000 tractors, as well as a network of partners, GEODIS is one of the leading European players in the transportation of full and partial loads. It offers a wide range of specialized solutions for chemical, industrial and automotive products as well as for retail and consumer goods. The Group develops, sets up and implements added-value solutions for multi-modal transport flow management and logistics in Europe, for both packaged and bulk goods.

- ▶ **70** logistics platforms in **15** European countries
- ▶ Over **6,200** self-owned semi-trailers

## A customer-oriented regional organization

With its four complementary lines of business, GEODIS operates through a customer-focused regional organization. The Group is organized into four major geographical areas under a single management team responsible for the entire GEODIS logistics offering: France, Europe (excluding France), Asia-Pacific and Middle East, and the Americas.



\* The freight road transport activities in France, Poland, Hungary, Romania, Finland, Slovakia, Czech Republic are reporting to our European Road Network line of business.

## 1.3 Business model and value creation

GEODIS, a world leader in logistics, is committed to creating long-term value for its customers, employees, partners, shareholders and society more broadly through its supply chain optimization business.

In its pursuit of performance, GEODIS applies a model of business excellence that gives an operational definition of the organization,

each person's mission, priority measures, expected results and performance indicators. To reflect this model in the day-to-day work of its teams, GEODIS has defined 7 Golden Rules and 7 Leadership Principles founded on the "Investors In People" framework. The 7 Golden Rules summarize the important actions required to deliver excellent results. The 7 Leadership Principles address the behavior of our managers needed to support, empower and engage our employees. Along with its purpose, vision and values, these foundational elements are the cornerstones of the company mindset and culture.

## OUR BUSINESS MODEL AND VALUE CREATION

### OUR RESOURCES

#### Human

**49,476** employees  
of which **40%** women  
of which **74%** outside France

#### Commercial

**165,000** customers worldwide  
**100,000** suppliers and subcontractors

#### Financial

Stable ownership 100% SNCF  
(rated AA- by S&P and AA3  
by Moody's)

#### Operational

**936** sites  
Network covering **167** countries  
**10** million sqm of warehouses and  
operating premises  
Fleet of **3,607** self-owned trucks  
Advanced IT systems

#### Environmental

Fuel consumption  
**94 M liters**  
Electricity consumption  
**244 GWh**  
Natural gas consumption  
**211 GWh**

### OUR PURPOSE

*Serving people by delivering their goods all around the world*

#### The strengths of a world leader

**A GLOBAL OFFER TO PROVIDE  
OUR CUSTOMERS WITH END-TO-END SUPPORT  
FOR THEIR LOGISTICS NEEDS**



**Freight management**



**Warehousing and high  
added-value logistics services**

#### Common principles of excellence



##### VISION

We want to be our customers' preferred growth partner



##### 7 GOLDEN RULES

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

with innovative, sustainable and ethical logistics

## A structured organization aiming for excellence



### LINES OF BUSINESS

- Global Freight Forwarding & Supply Chain Optimization
- Global Contract Logistics
- European Road Network
- Distribution & Express



### VERTICAL EXPERTISE

- Industrial
- Retail
- Fast-moving consumer goods
- Automotive & Mobility
- High Tech
- Healthcare
- Aerospace & Defense



### CLOSE TO OUR CUSTOMERS

- Europe
- France & Maghreb
- Americas
- Asia-Pacific & Middle East

## Drivers of transformation



### INNOVATION & DIGITAL

- Data management
- Cybersecurity
- Robotics
- Low-carbon mobility



### SUSTAINABILITY

- Climate & environment
- Responsible employer
- Ethics & compliance



### VALUES

Commitment | Innovation | Trust | Solidarity | Passion



### 7 LEADERSHIP PRINCIPLES

- Be a strategy ambassador
- Debate. Decide. Align.
- Drive results
- Engage and empower people
- Duty to communicate
- Walk the talk
- Own the all

## OUR IMPACTS

### On employees

Overall satisfaction rate for employees **81%**

**22%** of women in senior management positions

**10** hours of training annually per Full Time Equivalent

Frequency rate of lost-time accidents **10.5**

Severity rate **0.55**

### On customers

Overall satisfaction rate for customers **89%**

Net Promoter Score **+24**

**26%** of sites triply certified Quality-Safety-Environment

### On our shareholder

Revenues €**13.7** billion

EBITDA €**1.16** billion

Operating cash flow transformation rate **44%**

### On society

EcoVadis evaluation: **68/100** (Gold)

Commitments to the community

Taxes paid in 2022: €**261** M

### On the planet

**92%** of vehicles rated Euro 6 or alternative

CO<sub>2</sub> emissions scopes 1+2+3: **4.2** MTCO<sub>2</sub>e

CDP Climate score: **B**

## 1.4 Trends and challenges

The last three years have been marked by a succession and accumulation of global crises. No one could anticipate them but everyone has had to adapt to them: public health crises, economic crises, geopolitical crises. The uncertainty and extreme volatility inherent in this “world in crisis”, accentuated by the inevitable challenges linked to climate change, now constitute the new framework for action and development for businesses, individuals and for society at large.

These crises have also highlighted the vital importance of global transport and logistics in sustaining economies in all circumstances: the complex interconnections of production centers, assembly, distribution and consumption between different areas of the globe require the specialized expertise of logistics providers such as GEODIS, which can supply optimized, innovative and resilient end-to-end transport solutions for its customers, ranging from small businesses to large multinational groups.

In this context, several significant factors for the transport and logistics sector characterized 2021 and 2022 and could continue in the short or medium term.



The first of these is the sustained growth of e-commerce. In spite of the economic slowdown observed in 2022, this channel has reached a very significant level, particularly for retail activities. This has generated an increase in the volume of small and medium-sized parcels to be delivered within short timeframes as close as possible to consumers in urban and suburban areas, entailing complete rethinks of flow and inventory management, optimizing them without compromising on service quality. To meet this demand, GEODIS constantly adapts and innovates, taking account of its customers’ omni-channel strategies and providing them with its know-how in real-time optimization of their logistics chains through complete visibility of their inventories and flows.

The second relates to the pressure on energy supplies, particularly in Europe, which has led to an increase in prices and the adoption of a low-consumption approach in view of the economic risk generated and the threat of shortages. Even though the impact has been very limited for GEODIS, given its contractual arrangements, this volatility in the price and availability of energy – which could continue for a variety of reasons, particularly geopolitical ones – creates uncertainty in the planning of energy transformation schemes, which are essential to the decarbonization of the economy.

Thirdly, the strengthening of regulations with regard to social and environmental impact, in particular linked to the European Green Pact, has imposed a sustained pace of transformation of fleets and the organization of certain logistics chains. As far as the climate and emissions in general are concerned, regulatory changes are particularly strong with the Fit for 55 European legislative package and the introduction of Low-Emission Zones (LEZs) for downtown deliveries. GEODIS is constantly monitoring and trying to anticipate these changes for each of its lines of business and geographical areas. However, the lack of visibility on the availability of technologies, infrastructures and access to decarbonized energies at a competitive cost is an obstacle to the anticipation that GEODIS wishes to initiate, in line with its commitment to a path to decarbonization in compliance with the Paris Agreement.

The fourth factor is the fluidity of the employment market, which has affected many sectors of the economy, combined with the lack of attractiveness of the logistics industry, which has put a strain on the sector, particularly in the United States. GEODIS is addressing this situation proactively, raising awareness of the logistics industry and strengthening its employer brand, “GEODIS, join the talent pool”, which highlights its values and incorporates its vision of sustainable logistics.

As it enters a new phase of its development with the launch of its new strategic plan, Ambition 2027, inspired by the successes and progress achieved by the company during its previous plan, Ambition 2023, the Group is aware of its responsibilities and the difficulties of a world that has become more uncertain and unpredictable. In such a challenging context of crisis, GEODIS’s teams have clearly shown to what extent the values that drive them (commitment, innovation, passion, trust and solidarity) constitute a solid foundation for the Group to contribute to a better future for its clients and, indeed, for all its stakeholders. Thanks to the underlying financial performance, it has been able to generate significant room for maneuver to innovate and to invest, whether organically or through targeted acquisitions. The new Ambition 2027 strategic plan is therefore a natural continuation of the previous plan, enhancing its ambition in terms of operational, financial, social and environmental performance.

## The main challenges of sustainability

In this changing world, and in order to generate value over both the short and the long term for customers, employees and partners, its shareholder and society at large, GEODIS has identified the main sustainability challenges to enable it to reduce risks and continue its growth.

GEODIS has identified six major challenges which the Group is addressing and which are discussed in various sections of the present document.

### **Climate** (see section 3.1)

Faced with the global climate challenge, GEODIS is determined to act responsibly by following a path to decarbonization in compliance with the Paris Agreement. The Group has been taking concrete action for many years to reduce the intensity of its greenhouse gas emissions and is working on updating its commitments according to a Science-Based Targets (SBT) approach covering scope 1, 2 and 3 emissions.

Alongside the actions being taken to reduce greenhouse gas emissions, GEODIS has launched a strategy to adapt to the effects of climate change.

### **Innovation & digitalization** (see section 1.6)

GEODIS's capacity for innovation is a key differentiator compared to its competitors, a means of creating value for its customers and a major lever for growth and performance.

Data management and digital technologies are two fundamental dimensions of digital transformation. This transformation will assist the support functions in their drive for business excellence, management and internal control processes, and the lines of business in their operational processes and new offerings.

### **Security & cybersecurity** (see section 5.4)

In view of the increasing digitalization of processes and the sharing of sensitive information with its customers, GEODIS is constantly adapting its prevention, detection and protection capabilities for its IT systems.

### **Talent acquisition & retention** (see section 4.3)

In the context of a talent war caused by the fluidity of the job market and a growing desire for professional fulfillment, GEODIS is making changes to its practices. As it focuses on attracting, developing and retaining talent, the Group is addressing the challenge of satisfying the new needs expressed by candidates and existing employees alike.

### **Environmental impact** (see sections 3.2 and 3.3)

Fully aware of the environmental impact of logistics and transport activities and the growth in demand, GEODIS is committed not only to lowering its greenhouse gas emissions but also to reducing its environmental footprint.

The Group is concerned about the decline in biodiversity, especially due to the pressure that the construction and management of its infrastructures can create on the environment. GEODIS is already carrying out actions in favor of biodiversity at its existing sites and integrating this dimension into its new projects.

GEODIS is also striving to limit the impact of its activities on air quality and public health. In particular, the Group is developing a competitive low-emission delivery service adapted to the environmental issues facing city centers.

### **Circular economy** (see section 3.4)

Responsible resource management is a major challenge for society and the economy. The development of the circular economy is creating new flows to enable the recovery, processing, repair and recycling of products. This transition offers new business opportunities for the Group which, at the same time, is endeavoring to limit the use of non-renewable resources and to minimize its waste production.

## 1.5 Strategy

By 2022, GEODIS had achieved the objectives it had set in 2018 in its Ambition 2023 strategic plan. As part of this plan, which is based on three key areas (business excellence, innovation, and acquisitions), GEODIS had set a target for 2023 of around 20% organic growth in revenues and multiplying its operating margin by a factor of 1.7.

GEODIS's financial performance has given it considerable room for maneuver for innovation and investment, both organic and through targeted acquisitions. The Group has been able to seize acquisition opportunities in the logistics market (Keppel and Need It Now Delivers in 2022), expanding its range of services in Asia and the Americas.

The new Ambition 2027 strategic plan should therefore be seen as a natural continuation of the previous plan, further developing its ambition in terms of operational, financial, social and environmental performance.

GEODIS's strategy is designed to strengthen its position as a leader in sustainable and innovative end-to-end logistics solutions to help its customers succeed and grow around the world. This strategy is based on three pillars, each imbued with the Group's innovative spirit and its capacity for investment: expertise in its core businesses, digital transformation and external growth.

## Expertise in core businesses

The first pillar for GEODIS consists of capitalizing on the know-how and value creation of its four lines of business, whose diversity, complementarity and policy of business excellence should ensure constant commercial development that exceeds that of its market. The Group intends to ensure the growth of its core businesses by bringing more value to its customers and by taking account of the specific nature of each market.



Each of these lines of business is organized according to its specific characteristics in order to optimize the level of service to customers. Accordingly, the Group made changes to its organization early in 2023, with the creation of a new Europe region combining the two previous European regions and a Global Contract Logistics line of business. In addition, a France Region was created, incorporating the Distribution & Express, Global Contract Logistics and Global Freight Forwarding lines of business. The Supply Chain Optimization activity is now an integral part of the Global Freight Forwarding line of business, in order to encourage synergies.

This development enables GEODIS to combine expertise in its lines of business with detailed knowledge of regional conditions to achieve ever greater commercial and operational efficiency. Each core business also has its own capabilities for investment, combining different modes of holding and using assets to suit the situation (the “asset right” notion) and the spirit of innovation that drives the Group.

## Digital transformation

Innovation and investment are central to the second pillar of GEODIS's strategy, digital transformation. The Group focuses particularly on innovation in the areas of e-commerce and urban logistics.

On the one hand, this transformation relates to the support functions in their drive for business excellence, management and internal control (grouped together in a dedicated transformation program called Odyssey). The pooling of data enables a more detailed performance analysis of the company's activities and the development of new opportunities for cross-selling.

On the other hand, digital transformation affects the lines of business at the heart of their operational processes: its purpose is to enrich their ranges of services with innovative digital solutions in order to create more value for the Group's clients.

For example, Upply, a digital marketplace that compares freight rates in real time, combines business expertise and data science to meet the demands of a changing logistics market. The start-up has continued to grow since its launch in 2018 with the addition of new features on the matchmaking platform for transporters and shippers.

## External growth

The third pillar of the strategic plan is the Group's external growth policy. GEODIS uses targeted investments to ensure sustainable growth. The desire for expansion is intended to provide a better response to the demands of the Group's customers by supporting them in the development of their activities with an end-to-end service, whatever the configuration of their supply chain. It is reflected in an enhanced service offering and a stronger geographical presence in strategic markets (North America, Europe and South-East Asia).

In a sector that is still largely fragmented, GEODIS seeks to consolidate its positions by targeting companies whose activities are complementary to those already developed.

The acquisition in 2022 of Need It Now Delivers in the United States, a domestic transportation company, allows GEODIS to offer an end-to-end freight network from Europe and Asia to the United States.

## 1.6 Innovation

GEODIS's capacity for innovation is a key differentiator compared to its competitors, a means of creating value for its customers and a major lever for growth and performance.

The Group focuses on three main areas of innovation:

- digital technology at all stages of the Group's processes, from customer relations to delivery;
- robotics, a powerful lever for operational performance and making tasks less arduous;
- decarbonization to address the climate issue (discussed in section 3.1, dedicated to the climate).

### Innovating to meet the challenges of the Group's customers

Innovation is one of the basic values of GEODIS. It is at one and the same time a major vector of operational excellence, a source of value creation and a key differentiator in markets where the Group is present. With sophisticated processes, GEODIS offers solutions to the new challenges of a rapidly changing world. In response to the dramatic growth in e-commerce, GEODIS provides end-to-end logistics support to B2C brands, with the goal of offering customers the same personalized experience online and in-store. The GEODIS eLogistics solution draws on the Group's global network of warehouses and transport facilities to direct the customer to the nearest available product, thanks to real-time visibility of inventory worldwide. GEODIS is committed to putting its innovative capabilities to work for its customers, whether it involves just-in-time delivery, visibility of the logistics chain or social responsibility.

### Faster implementation of robotics

Recent years have seen the rapid and widespread development of robotics applied to logistics. The automation of logistics activities in warehouses is a considerable performance driver, enabling more flows to be processed in record time. Faced with a massive increase in consumer demand, particularly when it comes to online shopping, smart robots are becoming ever more mobile and autonomous and are carrying out order picking tasks, improving the quality and speed of operations. Data management solutions combined with artificial intelligence (AI) systems produce algorithms that increase operational efficiency and accuracy of forecasting. In addition, robotic systems improve working conditions and productivity in the warehouse by reducing repetitive tasks that are physically demanding for the operator (moving, bending, carrying loads), thus freeing up time for the personnel to perform higher value-added tasks.



GEODIS has approximately 80 highly automated sites around the world, making it one of the leaders in the integration of the latest generations of robots within warehouses. Its teams are working on the development of Application Programming Interfaces (APIs) and Plug & Play solutions that are seamless and fast, improving connectivity with its customers' systems. This edge in robotics is both a source of differentiation and a growth driver for the Group.

### Prioritizing digital technology

Data and digital technologies remain two fundamental aspects of innovation that are adapted to the realities of the field and profitable for the supply chain and business management. GEODIS works continuously in close collaboration with its customers and academic and industrial partners to identify areas where digital innovation and data mining can make a difference.

The Group has identified a relevant use case for blockchain technology to meet the challenges associated with vaccine distribution. Its teams ensured the logistics and transportation of batches in strict compliance with the cold chain and with precise monitoring of the data reported and validated automatically under the supervision of pharmacists. This technological breakthrough reduced the time required to record data by 12 hours, speeding up vaccine distribution and limiting the number of doses wasted as a result of inefficient logistics.

The quality and robustness of data repositories are essential drivers of performance, quality of operations and regulatory compliance. In its quest for operational excellence, GEODIS uses algorithms to detect and process errors and missing data.

The multi-channel businesses of the Group's customers (traditional stores and online sales) combined with multiple end-customer delivery strategies ("ship from store" from warehouses and "click & collect" from stores) require powerful software for real-time inventory tracking, calculation of replenishment strategies and order allocation, and tracking of shipments and deliveries (DOM [Distributed Order Management] systems). GEODIS and its software partner have established themselves as leaders in this field.

## Accelerating the digital transformation

The latest technological advances now make it possible to embrace an increasingly high portion of the complexity of the logistics industry, encompassing a significant number of distinct concepts required for present-day supply chain operations.

Digital technology and other new technologies combine to intensify communication and data flows, providing better visibility of the arrival times of parcels and containers consigned to the Group by its customers. These communication flows must be secure, to protect customer data, but also resilient, to ensure an optimal level of service.

The use of data captured, stored, transformed and then transmitted via the IT system and digital channels generates gains not only in functional but also operational efficiency (optimized truck journeys, speed of last-mile deliveries, verification of transport conditions under stress – low temperature, real-time monitoring).

Artificial intelligence is increasingly enabling GEODIS to make use of predictive models and suggest complementary logistics services from the Group's catalog of offerings. GEODIS can thus develop cross-selling and build customer loyalty through end-to-end operations, with the associated offer of greater visibility.

On a more general level, digital technology also enables the Group to better integrate its ecosystem partners, with the aim of offering the most appropriate service to its customers. In addition, GEODIS is participating in the development of SDL (Shared Data Language), a standard for the world of logistics, in order to encourage the integration of "small" players within the value chain. The challenge is to limit the effects of lock-in by promoting free and fair competition and increasing the efficiency of the end-to-end supply chain.

GEODIS's commitment to innovation is reflected in the following highlights of 2022:

### > The "You See You Act" safety reporting application

Developed by safety teams in the APAC region and tested in Malaysia, a smartphone application allows any employee to report risky situations using a simple photo and a description to locate the hazard. The report is transmitted to the safety teams to implement a solution and follow-up tables are generated automatically. Implementation of the application halved the number of workplace accidents within six months.



### > The Tindsales business development algorithm

Effective business development relies on making full use of data on current and prospective customers. GEODIS has developed an algorithm that actively allocates prospective customers to the most appropriate sales representatives based on their area of expertise, geographical area and availability. The algorithm is refined by self-learning based on business generated and sales successes.

### > Autostore

GEODIS commissioned a number of major goods-to-person robotic order picking facilities in 2022. The largest of these is located in the United States, in Ohio. It is designed for a fashion brand, serving both its e-commerce channel and its 1,000 stores. Based on Autostore technology, it is currently the facility with the world's fastest processing rate, handling some 270,000 order lines per day.

## 1.7 Corporate governance

GEODIS is committed to operating in an ethical and transparent manner. GEODIS, the parent company of the GEODIS Group, is a French limited company (*société anonyme*) that has adopted a dual management structure, with an Executive Board and a Supervisory Board. This organizational structure separates the management and direction of the Company, which is the responsibility of the Executive Board, from the control of this management body, which is exercised by the Supervisory Board, thus meeting the concern for a balance of power between the executive and control functions. The Supervisory Board has formed specialized committees to assist it in its deliberations.

The Executive Board is supported by a Management Board, which comprises executive vice presidents for the regions, executive vice presidents for the lines of business and executive vice presidents for the support functions. As of the date of the present document, the Management Board consists of 18 members.

GEODIS is a wholly owned subsidiary of the SNCF group through SNCF Participations.

### 1.7.1 The Executive Board

The Executive Board of GEODIS SA is overseen by the Supervisory Board, to which it submits for approval the general strategy of the Company and the Group, as well as the annual budgets and multi-year plans of the Company and the Group.

As of the date of the present document, the Executive Board consists of two members: Marie-Christine Lombard and David-Olivier Tarac. The Executive Board is chaired by Marie-Christine Lombard.

At a meeting on March 2, 2021, the Supervisory Board re-appointed Marie-Christine Lombard as Chair of the Executive Board for the duration of her term of office as a member of the Executive Board. At a meeting on December 6, 2022, the Supervisory Board appointed the Group Chief Financial Officer, David-Olivier Tarac (term ends 2025), as a member of the Executive Board, succeeding Amaury Valicon on January 1, 2023, for the duration of his mandate (term ends 2025).

### 1.7.2 The Supervisory Board

The GEODIS Supervisory Board consists of eight members, three of whom are external. A representative of the European Consultation Committee (ECC) also attends meetings of the Supervisory Board.

As of the date of this document, the Supervisory Board is composed of eight members. Three of these are women (37.5%) and three are external to the SNCF group (37.5%).

- ▶ Number of meetings of the Supervisory Board in 2022: **7**
- ▶ Attendance rate: **85%**

The Supervisory Board takes care to maintain a diversity of experience, particularly in international business, and a complementary mix of skills. It also ensures the presence of external members and a high proportion of women.

The composition of the Supervisory Board covers the essential expertise required to exercise control over the company's management: transportation & logistics, strategic planning and business strategy, finance and management, legal and regulatory, mergers & acquisitions, Corporate Social Responsibility, risk management and compliance.

The Supervisory Board's role is to oversee the management of the Executive Board and to ensure the smooth running of the company. In particular, it endorses all significant commitments and investment or divestment operations.

To carry out its missions, the Supervisory Board relies on the work of two specialized committees:

- the Audit and Risk Committee (ARC), whose role is to report on the accuracy and the fairness of the parent company and consolidated accounts, as well as the quality of the financial information;
- the Human Resources Committee (HRC), whose role is to issue recommendations on the compensation policy for the members of the Executive Board, the Management Board and the Group's leading executives. It periodically reviews the retention plan (Long-Term Incentive Plan) and any other incentive mechanism.

In 2022, the Supervisory Board took positions on merger and acquisition projects, on the Group's LTIP (Long-Term Incentive Plan) policy. In addition to activities and results, discussions in 2022 focused on the Group's new strategic plan, Ambition 2027.

Composition of the GEODIS Supervisory Board as of May 1, 2023

Name	Start and end of term of office	Functions and principal offices in 2022	Audit and Risk committee (ARC) Human Resources Committee (HRC)	Nationality
Laurent TREVISANI Chair and Member of the Supervisory Board	2020-2025	Deputy Chief Executive Officer Finance Strategy, SNCF group Deputy Chief Executive Officer, SNCF (since September 2016) Director of Development and Financial Operations, SNCF Mobilités (until September 2016)	Member of the HRC	French
Albertine HANIN Vice-Chair and Member of the Supervisory Board	2020-2025	GEODIS Group EVP, Legal and Insurance		French
Patrick BERARD Member of the Supervisory Board	2021-2024	Board member of LKQ Chair, Transformation Advisory	Chair of the HRC	French
Carine de BOISSEZON Member of the Supervisory Board	2021-2025	Chief Sustainability Officer, EDF Group Member of the Climate Committee of BPI France Joint Chair of the Purpose Committee at STOA	Chair of the ARC	French
Sylvie CHARLES Member of the Supervisory Board	2013-2025	Managing director of Transilien since March 1, 2020 Member of the Executive Committee of SNCF Voyageurs and SNCF group		French
François NOGUÉ Member of the Supervisory Board	2021-2027	Senior Executive Vice President, Human Resources, SNCF group	Member of the HRC	French
Raphaël POLI Member of the Supervisory Board	2021-2027	Managing director of SNCF Retail & Connexions	Member of the ARC	French
Randy TUCKER Member of the Supervisory Board	2020-2026	Board member of Wineshipping	Member of the ARC	American

In addition, Olivier ETHEVE, representing the European Consultation Committee, attends meetings of the Supervisory Board.

### 1.7.3 The Management Board

The Executive Board is supported by the GEODIS Group Management Board, a body for discussion and consultation that implements the Group's operational strategy while ensuring the consistency of its actions. It consists of 18 members (the Group Chief Executive Officer, four regional executive vice presidents, four executive vice presidents of the lines of business and nine executive vice presidents of support functions) and meets a minimum of twice per month to closely monitor the Group's activity, review the operational and financial performance and discuss strategic projects.

Composition of the GEODIS Management Board as of May 1, 2023

Name	Functions in 2022	Nationality
Marie-Christine LOMBARD	Chair of the Executive Board, Group Chief Executive Officer	French
Onno BOOTS	Executive Vice President, Asia-Pacific and Middle East	Dutch
Stéphane CASSAGNE	Executive Vice President, France & Maghreb, Executive Vice President, Distribution & Express	French
Mario CECCON	Executive Vice President, Human Resources	Argentine
Virginie DELCROIX	Executive Vice President, Sustainability	French
Pascale DUBOIS	Executive Vice President, Communications and Brand	French
Éric GERBI	Executive Vice President, Supply Chain Optimization	French
Albertine HANIN	Executive Vice President, Legal & Insurance	French
Stéphanie HERVÉ	Executive Vice President, Global Contract Logistics	French
Mike HONIOUS	Executive Vice President, Americas	American
Thomas KRAUS	Executive Vice President, Europe	German
Éric MARTIN-NEUVILLE	Executive Vice President, Global Freight Forwarding	French
Laurent MELAINE	Executive Vice President, Sales and Marketing	French
Camille PORGÈS	Executive Vice President, Governance, Risks and Compliance	French
Olivier ROYER	Executive Vice President, European Road Network	French
David-Olivier TARAC	Member of the Executive Board, Group Chief Financial Officer	French
Benoît TIERS	Executive Vice President, Digital and Technology	French
Amaury VALICON	Executive Vice President, Performance	French

### Compensation policy

The compensation of members of the Management Board and the Group's leading executives includes an annual variable component, 25% of which is based on achieving CSR (Corporate Social Responsibility) targets. From 2023 onwards, the long-term variable compensation (LTI) plan with a three-year maturity also includes a non-financial component accounting for 30% of the total.

### 1.7.4 The Investment and Risks committees

In order to accomplish its mission, meet its objectives and secure its commitments, the Group has defined rules and principles to guide employees in their daily work, at the initiative of the Chief Executive Officer. The Book of Business Principles sets out the rules of governance, authorization thresholds and principles of internal control.

To ensure that these principles are properly applied and to clarify its policy, the Executive Board relies on two specialized committees:

- **the Group Investment Committee**, which meets on a weekly basis and signs off on investment commitments and commercial contracts above a certain threshold. Projects are reviewed against the key elements provided: background and reason for the project, financial data, key characteristics of the project, SWOT analysis and risk mitigation plan. Other elements also brought to the attention of members of the Committee include a detailed operational description, legal framework, detailed financial assumptions and expert opinions. Projects not reaching the threshold for review by the Group Investment Committee are examined by equivalent committees in place at regional level and in the lines of business. For certain projects, the approval of the SNCF group must be obtained;
- **the Risk Committee**, which was created in 2016 and is chaired by the Chief Executive Officer of GEODIS. It defines and directs the Group's decisions related to risk management and prevention, internal control, ethics and compliance to strengthen the level of control of all types of risks for the Group. Its role is to identify and analyze any potential or proven risk, choose preventive or corrective actions to be taken by the Group and monitor their effective implementation. It is in charge of updating the Group's risks map. The Risk Committee draws on an inventory of risks and disputes, which it solicits from all Group entities, on internal audit reports and on external cases and best practices.



PORT DU CASQUE OBL

GEODIS

GE



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## 02. Corporate social responsibility policy

As a company and as an employer, GEODIS places social issues at the heart of its concerns. Of the seven Golden Rules that form the basis of its operations, three focus on social responsibility: “Be a good citizen”, “Ensure the safety of our people everywhere and at anytime” and “Recruit, develop and retain quality people”.



## 2.1 CSR policy

GEODIS is committed to providing its customers with sustainable logistics solutions, with regard to both social and environmental issues. GEODIS is focused on developing low-carbon solutions, reducing the impact of its activities on the environment, continuously improving the health, safety and well-being of its employees, and acting ethically and responsibly in its relations with its partners.

GEODIS's CSR policy has been developed in accordance with the main international frameworks, namely:

- the Organisation for Economic Co-operation and Development (OECD) guidelines for multinational enterprises;
- the principles and rights set out in the eight fundamental conventions of the International Labour Organization (ILO);
- the principles and rights set out in the International Bill of Human Rights;
- the United Nations Guiding Principles on Business and Human Rights;
- the United Nations Global Compact (GEODIS has been a signatory since 2003).

In addition, GEODIS has adopted the Sustainable Development Goals (SDGs) of the United Nations' 2030 Agenda and has integrated ten of these SDGs into its policy, corresponding to its activity and its areas of operation (see section 2.2).

With regard to the fight against global warming, GEODIS's policy is aligned with the 2015 Paris Agreement, which aims to limit the average global temperature increase to 1.5° C above pre-industrial averages.

Finally, GEODIS applies numerous benchmarks, international standards, norms and guidelines to support its CSR targets. These include:

- the Global Reporting Initiative's CSR reporting;
- the GHG Protocol, a standard for measuring and reporting greenhouse gas emissions;
- the ISO 14001 standard for environmental management;
- the ISO 45001 (OHSAS 18001) standard for occupational health and safety management;

- the SQAS (Safety & Quality Assessment for Sustainability) system to assess performance in terms of quality, safety and the environment;
- the Global Logistics Emissions Council (GLEC) Framework V2 to measure the CO<sub>2</sub> emissions of multimodal logistics chains;
- customer-specific and sector-specific CSR standards;
- the Investors In People standard covering management and leadership;
- the GEEIS label, a European and international standard for professional gender equality.

The Group's CSR policy has been developed in line with one of the seven Golden Rules of its business excellence program, "Be a good citizen". For GEODIS, this means acting for the environment, for society and in an ethical manner with all of its stakeholders, including its customers, suppliers and subcontractors, its employees, society in the broadest sense and its shareholder, SNCF.

GEODIS's CSR policy is a powerful vector for progress and innovation, and is broken down into three priorities (environment, social and ethics), covering the main expectations of stakeholders (see section 2.3). The policy has been endorsed by the Management Board and is available on the GEODIS website<sup>(2)</sup>.

GEODIS pursues these three objectives by means of the following measures:

- evaluate the Group's policies and initiatives through internal and external benchmarks;
- measure and communicate progress regularly and transparently using various means, such as the present Sustainability Report;
- innovate and work continuously to find new solutions in collaboration with customers, suppliers, subcontractors and other external partners;
- encourage suppliers and subcontractors to implement approaches that develop their own CSR performance and contribute to that of the Group;
- train and raise the awareness of the Group's employees on the CSR impacts of its activities;
- encourage the Group's employees to take part in initiatives that promote the sharing of best practices.

(2) <https://geodis.com/fr/en/corporate-social-responsibility>

## 2.2 Main challenges and GEODIS's responses

The following table presents the main non-financial issues identified by the Group and its approach to addressing them, in line with the Sustainable Development Goals (SDGs) from the United Nations' 2030 agenda.

The Group plans to conduct a dual materiality analysis in 2023 in order to update and prioritize this list of issues and redirect its CSR policy accordingly.

### Issues (risks and opportunities)



#### Environment: act for the climate, reduce environmental impact

Energy consumption

Greenhouse gas emissions  
Adaptation to climate change

Protection of biodiversity  
Pollution of water and land

Air quality

Reduction of waste  
Conservation of natural resources



#### Social: be a responsible employer committed to playing its role in society

Health and safety at work for employees and third parties

Developing and attracting talent

Working conditions and well-being at work

Talent retention and social dialogue

Charitable activities and relations with local communities



#### Ethics: choose ethical relations based on trust

Battle against corruption  
Ethics and compliance

Respect for human rights

Sustainable logistics chain

Security of IT systems and data protection

Main themes and sections of the report		Contribution to SDGs	Examples of GEODIS actions
Climate (section 3.1)	Energy & fuels	 	LED lighting Training in eco-driving
	CO <sub>2</sub>		Low-carbon delivery vehicles Modal shift Air and marine biofuels
Biodiversity (section 3.2)			ISO 14001 certified sites
Air quality (section 3.3)		 	Euro 6 vehicles Electric vehicles
Circular economy (section 3.4)		 	Reverse logistics Recycling of packaging Waste reduction
Health and Safety (section 4.1)			Health and Safety training ISO 45001 certified sites
Talent management (section 4.3)			JUMP'IN apprenticeship program GEODIS University
Diversity and Inclusion (section 4.4)	Gender equality		Gender parity indicator included in top managers' variable compensation
	Other forms of diversity		IN Inclusion Network
Employee engagement (section 4.7)			Collective agreements Annual employee survey
Socially responsible initiatives (section 4.8)			Support for Ukraine GEODIS mutual aid fund
Business ethics (section 5.1)			Training in ethics and anti-corruption
Human rights (section 5.2)			Whistleblower system open to all
Responsible value chain (section 5.3)		 	EcoVadis supplier assessment
Data protection (section 5.4)			Training in data protection

## 2.3 Stakeholders

GEODIS maintains an ongoing dialogue with its stakeholders, making it possible to identify their expectations and changes over time, to know the level of satisfaction with the Group's actions, to identify possible risks for any of the parties and also to seize opportunities to develop new solutions together. Through dialogue with stakeholders, GEODIS is also able to express its values, commitments and CSR policy and to develop them further. This dialogue is a strong vector for the development of trust with each stakeholder, for the sustainability of the relationship and ultimately for the creation of common value.



### Customers: being our customers' growth partner

GEODIS is committed to providing its customers with the highest quality products and services in line with its CSR commitments all along its value chain.

**Relevant topics:** greenhouse gas emissions, adaptation to climate change; operational excellence; continuous improvement; confidentiality, security of systems and data protection; service quality.

**Form of dialogue:** regular interactions with customers; customer satisfaction survey; audits; customer events; commitments (Code of Ethics, Code of Conduct).

### Employees: being a committed, attractive employer

GEODIS maintains a regular dialogue with its employees and with personnel representation bodies to promote a high-quality social dialogue that balances the economic reality of the business with internal social expectations.

**Relevant topics:** health and safety of employees and third parties; developing talent and attracting talent; talent retention and social dialogue; working conditions and well-being at work.

**Form of dialogue:** daily interactions between employees and managers; code of conduct; employee satisfaction survey; performance appraisal and career development process; internal communications.

### Suppliers and subcontractors: uniting our partners around our commitments

GEODIS depends on a large network of suppliers, partners and subcontractors in order to deliver the best quality of service to its customers.

**Relevant topics:** sustainable logistics chain (ethics, social and environmental standards); respect for human rights; fair partnership and long-term vision.

**Form of dialogue:** Group purchasing policy; "Know Your Business Partner" initiative; code of conduct; data protection charter; training; business reviews.

### Partners: engaging in open and respectful dialogue

Acknowledged as a world leader in logistics services, the Group is involved in professional organizations, employers' federations and numerous working groups (Smart Freight Centre, European Clean Trucking Alliance, etc.). By doing so, the Group seeks to play its part in bringing the industry's views to the attention of regulatory authorities, government agencies, etc.

**Relevant topics:** creation of value for the whole logistics chain.

**Form of dialogue:** involvement in working groups; membership of organizations related to industry issues.

## Shareholder and financial analysts: sharing and improving its ESG (Environmental, Social and Governance) performance

With investors paying increasing attention to ESG criteria, GEODIS is committed to integrating these requirements, reinforcing its exchanges with non-financial rating organizations and answering analysts' questions, in order to improve its ESG performance and to better meet the expectations of its stakeholders.

**Relevant topics:** economic performance; responsible communications; responsible and transparent governance.

**Form of dialogue:** responding to questionnaires for non-financial ratings and evaluating the Group's climate strategy; financial communications; annual report and corporate website.

## Government agencies: operating in compliance with legislation and regulations

GEODIS maintains an open dialogue with public authorities (the French government, ministries, European and international bodies, customs services, local elected officials, etc.), major multilateral institutions and agencies (United Nations Global Compact), and regulatory and market institutions (non-financial statement, duty of care legislation, anti-corruption legislation, regulation on personal data, law on combating tax evasion, etc.).

**Relevant topics:** sustainable logistics chain (ethical, social and environmental practices); anti-corruption, ethics and compliance.

**Form of dialogue:** relations with institutional bodies, regulatory publications applicable to the Group or its shareholder.

## Civil society: being a responsible and caring player

GEODIS maintains a structured dialogue with local communities, the media and opinion leaders, the academic world (research, innovation) and associations or NGOs (Non-Governmental Organizations).

**Relevant topics:** long-term partnerships; charitable activities and relations with local communities; structured dialogue with stakeholders.

**Form of dialogue:** impact studies; discussion sessions with local communities; social programs; partnerships with local NGOs.



## 2.4 CSR governance

The business excellence model implemented by GEODIS includes management principles and processes founded on several fundamentals: the Purpose, Vision and Values, the 7 Golden Rules and the 7 Leadership Principles (see section 1.3). The Golden Rule “Be a good citizen” is the basis for GEODIS’s approach to CSR, which includes the fight against climate change. This management approach is based on a clearly defined corporate strategy that embraces the entire organization.

CSR is fully integrated into the corporate governance structure described in section 1.7. The challenges, risks, opportunities, main programs, performance indicators and objectives are an integral part of the five-year strategic plan (the Ambition 2027 plan, which has succeeded the Ambition 2023 plan), which is prepared, validated and monitored by the Management Board. The non-financial information is verified by the independent auditor, whose conclusions are reported to the Group’s shareholder after review with the Sustainability Department. The Executive Vice President of this department reports to the Chief Executive Officer and sits on the Management Board.

This organization reflects GEODIS’s commitment to placing CSR performance at the heart of its strategy. The Sustainability Department ensures that the Group’s CSR policy is regularly updated to take account of stakeholder expectations and regulatory constraints. It leads and coordinates Group-wide programs that address GEODIS’s main challenges. To this end, it works closely with all the lines of business, regions and functional departments that are responsible for the operational implementation of policies relating to environmental, social and ethical issues.

The members of the Management Board are responsible for communicating and applying CSR policies throughout the Group’s lines of business, regions and functional departments, according to their areas of responsibility. There is an organization dedicated to CSR in each line of business and each region which coordinates the operational implementation of the Group’s policy and carries out specific actions in response to the challenges that are specific to it.

Since 2022, the annual variable compensation of the members of the Management Board and that of the Group’s senior executives representing the Top Executives – *i.e.*, 176 senior executives – has incorporated a CSR component of 25%, with an environmental component relating to the climate (9%) and two social components, gender diversity among Top Executives and employee engagement (8% each).

As of 2023, the long-term variable compensation (LTI) plan with a three-year maturity also includes a non-financial component accounting for 30% of the total. It is based on criteria of greenhouse gas emissions, gender diversity among Top Executives and customer satisfaction measured by a Net Promoter Score. Each of these criteria counts for 10%.

Non-financial criteria are also taken into account for projects involving changes in the Group’s scope. GEODIS attaches great importance to social and environmental issues during the due diligence phase. This helps to inform decisions and also makes it possible to prepare action plans and priorities when projects turn into acquisitions.

## 2.5 Recognition

GEODIS does everything possible to honor its commitment to being a responsible company and to looking after its employees. In 2022, these efforts were once again recognized by a number of external organizations.



### EcoVadis

Since 2009, the Group has opted to have its CSR practices assessed by EcoVadis, one of the leading non-financial rating agencies. For the ninth consecutive year, GEODIS has been ranked among the best rated companies by the EcoVadis platform, with a score of 68/100 (Gold level). GEODIS is in the top 7% of the 90,000 companies evaluated by EcoVadis, and in the top 2% of companies in its sector.



### Global Compact

The Group has been a signatory of the United Nations Global Compact since 2003, and each year it renews its commitment to the ten principles in the areas of human rights, labor law, the environment and the fight against corruption. GEODIS publishes information on the progress made. By integrating the principles into its strategy and actions, GEODIS also supports the 17 Sustainable Development Goals (SDGs) defined by the United Nations. The Group has integrated 10 of these SDGs, presented in the appendix, corresponding to its activity and areas of operation.



### Investors in People

The Group applies the Investors in People (IIP) framework to help its employees achieve their full potential. This is an external assessment that evaluates the corporate culture and the principles of employee management. IIP certification is a worldwide reference tool for assessing the quality of management in organizations. In 2022, GEODIS held IIP accreditation in 33 countries where it operates. It also won IIP's International Employer of the Year 2022 award for its operations in Spain.



### CDP

In 2022, GEODIS was awarded a B rating for 2021 for the Group scope in the Climate Change assessment carried out by the CDP organization. This international not-for-profit body, founded in 2002, evaluates each company's environmental impact, as well as the actions and programs it implements, on the basis of responses to a questionnaire, and assigns a grade ranging from A to D-. The Group's grade of B for Climate Change places it among the best performing companies in its sector. For the sake of comparison, the average grade awarded by the CDP to companies responding to the questionnaire is C, which is also the average grade given to companies in the "Intermodal transport and logistics" sector.



### Institut Choiseul

The Institut Choiseul has awarded a prize to GEODIS as Strategic Company of the Year 2022 as part of its Sovereignty Initiative. This prize recognizes the Group's prominent role in sustaining French sovereignty.

### Gartner

GEODIS was recognized as a "leader" in the 2022 Gartner® Magic Quadrant™ report for third-party logistics (TPL).





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## 03. Environment

Mindful of the environmental impact of logistics and transport activities and of the growth in demand, GEODIS is fully committed to both reducing greenhouse gas emissions and atmospheric pollutants and to managing resources in a respectful manner. The Group is committed to developing environmentally friendly solutions for its customers: low-carbon alternative transport, multimodal solutions, virtuous circular economy loops, etc.

## OUR OBJECTIVES



Reduce the Group's carbon footprint and improve its energy efficiency



Reduce polluting emissions to mitigate exposure for people and ecosystems

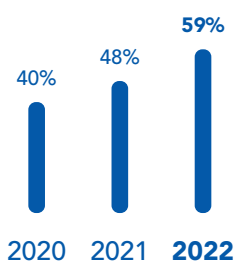


Optimize the use of natural resources by applying the 3R approach (reduce, reuse, recycle)

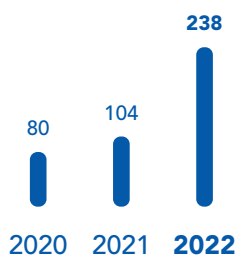
## OUR RESULTS

selected key figures

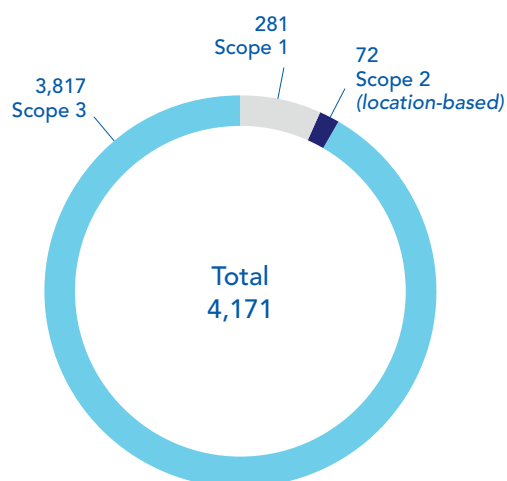
Percentage of surfaces in buildings equipped with LED lighting



Number of alternative vehicles in the GEODIS fleet: electric (cargo bikes, vans), hybrid, natural gas, biogas and B100



CO<sub>2</sub>e emissions in 2022 per scope (in ktCO<sub>2</sub>e)



## 3.1 Climate

Faced with the global climate challenge, GEODIS is determined to act responsibly by following a path to decarbonization in compliance with the Paris Agreement. The Group has been taking concrete action for many years to reduce the intensity of its greenhouse gas emissions and is working on updating its commitments according to a Science-Based Targets (SBT) approach covering scope 1, 2 and 3 emissions.

The Group's reported emissions (three scopes) totaled 4,171 ktCO<sub>2</sub>e in 2022. Approximately 92% of these emissions correspond to Scope 3, and more specifically to subcontracted transport. This finding underlines the importance for the Group of working closely with its partners with the same approach to decarbonization.

Through its actions and its commitment, GEODIS wants to contribute to reducing the carbon footprint of its customers, more and more of whom are expressing clear and ambitious expectations.

Freight transportation is one of the significant sources of greenhouse gas emissions, accounting for around 8% of global emissions<sup>(3)</sup>. In many countries and regions, regulations are becoming stricter and the Group is striving to anticipate the changes imposed by these regulations.

Alongside the actions being taken to reduce greenhouse gas emissions, GEODIS has launched a strategy to adapt to the effects of climate change.

To communicate on its climate policy, GEODIS has adopted the recommendations issued by the Task Force for Climate-related Financial Disclosures (TCFD), structuring its information around four thematic areas: governance, strategy, risk management, and metrics and targets.

### 3.1.1 Governance

The climate challenge is addressed at the highest level of the Group and is fully integrated into the CSR governance, described in section 2.4 of this document. Climate-related issues are discussed at least quarterly at Management Board meetings. Climate risks are fully integrated into the Group's risk management, which follows that of the shareholder, SNCF<sup>(4)</sup>. Issues, progress and commitments are presented to the Supervisory Board and at meetings of the Audit and Risk Committee.

The Executive Vice President for Sustainability sits on the Group's Management Board. GEODIS's CSR policy and commitments, including on climate change, are shared and approved by the Management Board. In 2022, the Management Board confirmed the Group's commitment to defining SBT objectives and a roadmap for achieving them.

The head of the Climate and Environment programs reports to the Executive Vice President for Sustainability. She manages all actions forming part of the Group's climate plan, in close collaboration with the lines of business and the regions, all of which have a team responsible for climate-related issues. She organizes the consolidation of climate-related information and metrics.

Since 2022, the annual variable compensation of the members of the Management Board and the Group's Top Executives, 176 senior executives in all, has incorporated a CSR component which includes a climate metric accounting for 9% of the total variable compensation.

### 3.1.2 Strategy

The climate challenge represents both risks and opportunities for GEODIS's activity. In the light of this, the Group is developing a resilient response strategy that will enable it to support its customers in their logistics needs in both the short and long term.

#### Powerful challenges relating to the climate...

The freight transportation sector currently relies heavily on fossil fuels. To contribute to achieving a carbon-neutral economy by 2050, the sector will have to undergo a profound technological transformation, driven by innovation in low-carbon alternative fuels and electric and hydrogen technologies. The availability of these new technologies for the different modes of transport, their competitive price, the capacity of the players to invest, the presence of refueling infrastructures as well as access to low-carbon energy sources will determine the speed at which the sector can undergo a transformation. So an entire ecosystem must make the transition around common plans and roadmaps, with short-, medium- and long-term timeframes.

In this spirit, GEODIS is adopting a voluntary, collaborative and innovative approach to the transformation of its fleet of vehicles, and it favors partners with a similar approach for the transportation that the Group subcontracts.

The regions and countries in which GEODIS operates are introducing more stringent regulations on greenhouse gas emissions at a fast pace. This is the case in Europe, where Low Emission Zones (LEZs) have been adopted in many cities, making city centers partially inaccessible to certain vehicles and thus requiring a shift to new low-emission vehicles to maintain the activity of last-mile deliveries. In coming years, new or stricter regulations are likely to impact the Group's economic performance or its access to certain markets, whether through the revision of taxation systems (on energy or emissions) or because of the banning of certain technologies entailing more costly investments or a timetable that is incompatible with the traditional service life of existing fleets.

(3) <https://climate.mit.edu/explainers/freight-transportation>

(4) [https://www.sncf.com/sites/default/files/finance\\_report/rapport-financier-annuel-2022-groupe-sncf.pdf](https://www.sncf.com/sites/default/files/finance_report/rapport-financier-annuel-2022-groupe-sncf.pdf)

In addition to its technological transformation process, GEODIS is implementing various means of optimizing its energy efficiency for both its vehicle fleets and its buildings. This optimization also serves to reduce exposure to variations in energy costs such as those observed in 2022 in a number of European countries.

Customers' expectations for low-carbon solutions are becoming increasingly strong. This observation would represent a risk if GEODIS did not have the capacity to meet these expectations unlike other players. The Group prefers to see this trend as an opportunity by firmly positioning itself as one of the pioneers of decarbonization and by working with its customers to develop appropriate solutions.

## ... and a structured and proactive approach to meeting them

GEODIS approaches the decarbonization issue in a holistic manner, and has developed its thinking around the five pillars resulting from the work<sup>(5)</sup> of the Alliance for Logistics Innovation through Collaboration in Europe (ALICE), a European platform, and the Smart Freight Centre.

- Freight demand growth is managed.
- Transport modes are smartly used and combined.
- Fleets and assets are shared and used to the max.
- Fleets and assets are energy-efficient.
- Fleets and assets use lowest emissions energy source feasible.

Growth in transport flows and the choice of transport modes are both dimensions that depend essentially on customers' decisions. To help them make their choice, GEODIS has developed in-house tools to predict emissions and thus compare several different configurations. In addition, there is an online emissions calculator that allows customers to compare different transport alternatives between two points. GEODIS is also constantly enhancing its offer, in particular by strengthening its multimodal road-rail solutions for long distances and cycle logistics for downtown deliveries.

## > Multimodal road-rail solutions

GEODIS continues to develop road-rail solutions: more than 100 trains run every week on the European rail network. The new France-Italy line inaugurated in 2022 provides six round trips and offers a loading capacity of 240 Intermodal Transport Units (ITUs) per week with a reduction of up to 75% of greenhouse gas emissions<sup>(6)</sup>.



## > The GEODIS emissions calculator

Since 2020, more and more GEODIS customers are taking steps to reduce the carbon footprint of their transportation. The GEODIS emissions calculator, which has been available free of charge online since 2020, enables them to estimate greenhouse gas (GHG) and air pollutant emissions by comparing different modes of transport: air, sea, rail, road, river, etc. The tool uses EcoTransIT World technology to define a route by identifying the nearest airport, port or station and calculates the impact of the entire transport chain. In 2022, GEODIS developed a version available in eight languages. In the context of commercial projects, GEODIS also assists its clients in carrying out bespoke studies by calculating the carbon impact of complex transport chains and in implementing low-carbon alternatives.

(5) <https://www.etp-logistics.eu/wp-content/uploads/2019/12/Alice-Zero-Emissions-Logistics-2050-Roadmap-WEB.pdf>

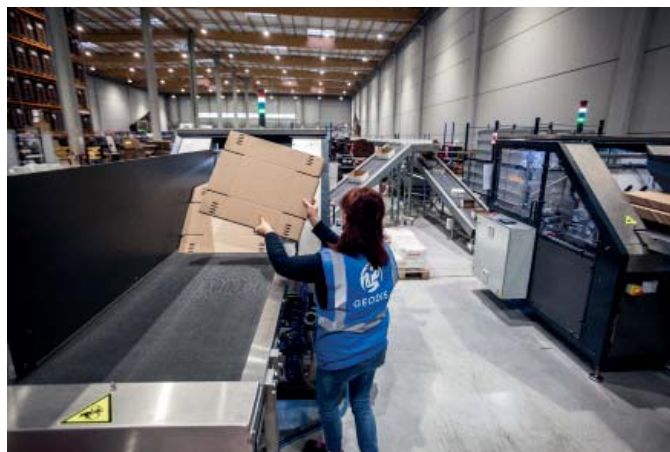
(6) Journey between Milan and the Paris region, compared to a road transport solution.



### > Cycle logistics for downtown deliveries

GEODIS is also working on new alternatives for deliveries in urban settings. In 2022, GEODIS Distribution & Express teams tested a new way of delivering to their customers: the electric cargo bike. Thanks to a partnership with the Alsace-based company, Urban Logistic Solutions (ULS), the Group is able to supply retailers and individuals in downtown Strasbourg (France) using a barge and pusher combined with an electrically assisted bicycle delivery service. Advanced applications allow real-time tracking of vehicle movements and optimization of routes and last-mile delivery. This partnership is just one of the initiatives undertaken by GEODIS to deliver to 40 cities in France with low-carbon solutions by 2024.

Optimizing loads and increasing warehouse density are among the drivers that transport and logistics companies can use, in view of the consolidation of the flows and storage entrusted to them. At GEODIS, these optimizations are based on the expertise of our teams, a very close dialogue with our customers and increasingly sophisticated information systems. The road transport activities – those of both Distribution & Express and the European Road Network lines of business – apply digital tools for planning transport plans, in order to optimize the choice of vehicles, loads and kilometers traveled. In addition, delivery routes are monitored and adjusted in real time – thanks in particular to geolocation – to take account of unforeseen events and reduce failed deliveries, for example. This know-how enables GEODIS to help its customers optimize the organization of their transport operations.



### > Optimization of packaging

Optimization and densification efforts also involve reducing the size of packaging, a reduction that is also an effective means of rationalizing shipments and thus reducing CO<sub>2</sub> emissions. In e-commerce, for example, many customers receive their goods in packaging that is oversized in relation to the size of the items delivered. This discrepancy gives a negative image of the seller and also has an impact on the carbon footprint. To help its customers optimize their packaging for shipping, GEODIS Americas has created a team dedicated to this topic. For one of its major accounts, GEODIS has worked on reducing the number of cardboard boxes: the experiment has resulted in a 38% reduction in empty volumes in cardboard boxes, which has been reflected in a 20% reduction in the volumes to be transported.

Energy efficiency is a driver that has been used by GEODIS for a long time. It means both a reduced environmental footprint and lower energy costs. As a result of the pressure on energy supplies and prices in 2022, the Group has stepped up its efforts in this area.

GEODIS's 2022-2023 low-consumption plan covers the activities of logistics platforms and offices. It raises employee awareness based on a guide to eco-actions in the workplace, and includes actions to reduce energy consumption at each site. With regard to lighting, it provides for illuminated signs and non-safety lighting to be switched off and steps up the program to replace traditional lighting with LEDs. For the Distribution & Express line of business in France, this technology has enabled a minimum 30% reduction in electricity consumption at sites that are equipped. By the end of 2022, 59% of the Group's built areas and 66% in France were lit by LEDs. Other actions, such as the installation of sensors for better control of office heating, ventilation and air conditioning, also form part of the plan.

## > Environmental performance recognized by EVE 2022 trophy

GEODIS's road transport business in France has been rewarded for its environmental performance as part of ADEME's Voluntary Commitments for the Environment (EVE) program. Committed since 2019 to reducing its greenhouse gas emissions by 6% through the Objectif CO<sub>2</sub> charter and a three-year action plan, GEODIS was awarded the trophy for the best progress in its category based on the results of the first two years of its commitment. Actions carried out included:

- eco-driving training for drivers;
- progressive decarbonization of the vehicle fleet;
- actions to improve the quality of preventive maintenance, which positively impacts the fuel consumption of the vehicles in the fleet;
- in collaboration with its main subcontractors, the implementation of a Track & Trace solution to improve reloading conditions and thus minimize empty miles.

The technological transition to low-carbon energy sources is gathering momentum. GEODIS has been investing for the past ten years in technological innovations to progressively decarbonize its fleet of vehicles. A number of different technologies are needed to cover the various modes of transport and uses, from long-distance transport to last-mile delivery, and to support the trajectory of decreasing greenhouse gas emissions to a carbon-neutral economy by 2050.

GEODIS is developing the use of electric, biogas and biofuel vehicles for road freight.



The Group is speeding up the transition of its fleets with investments in low-carbon technologies. 420 biogas or electric vehicles are currently being supplied. By 2024, these vehicles will make it possible to deliver to the city centers of France's 40 largest cities using low-carbon solutions. To facilitate access to low-carbon vehicles for its subcontractors, GEODIS has also set up a vehicle leasing system for them.

The Group is also investing in innovation seeking to extend electric technology to new uses, particularly for heavier vehicles, and is exploring options for the use of hydrogen.

## > Renault Trucks and GEODIS pool their expertise

GEODIS and Renault Trucks have joined forces to design a new 16-tonne electric urban truck, with a running cost similar to that of a diesel vehicle. This truck takes account of all the requirements of urban delivery: significantly lower pollution and noise, improved ergonomics for the driver and enhanced active and passive safety to better manage co-existence with all road users. After delivery of the prototype in early 2023, the trial of this truck for urban delivery is planned in Paris for later in the year.

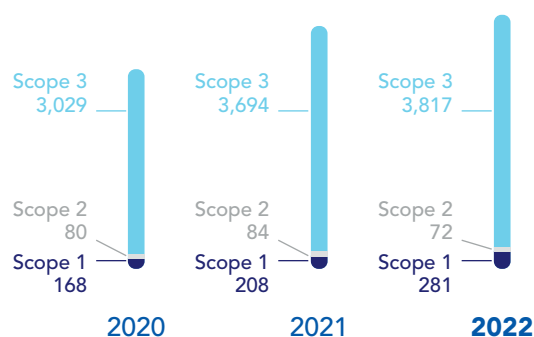
GEODIS offers its customers a range of sustainable fuels for air and sea transport that can reduce greenhouse gas emissions by at least 75%. For air freight, SAF (Sustainable Aviation Fuel) is a biomass-based fuel. For ocean freight, the alternative fuel, SMF (Sustainable Marine Fuel), is mainly made from recycled oil. The use of SAF and SMF for GEODIS's customers' transportation operations in 2022 avoided 4,851 tonnes of CO<sub>2</sub>e emissions.

## Climate and energy metrics and targets

### Greenhouse gas emissions

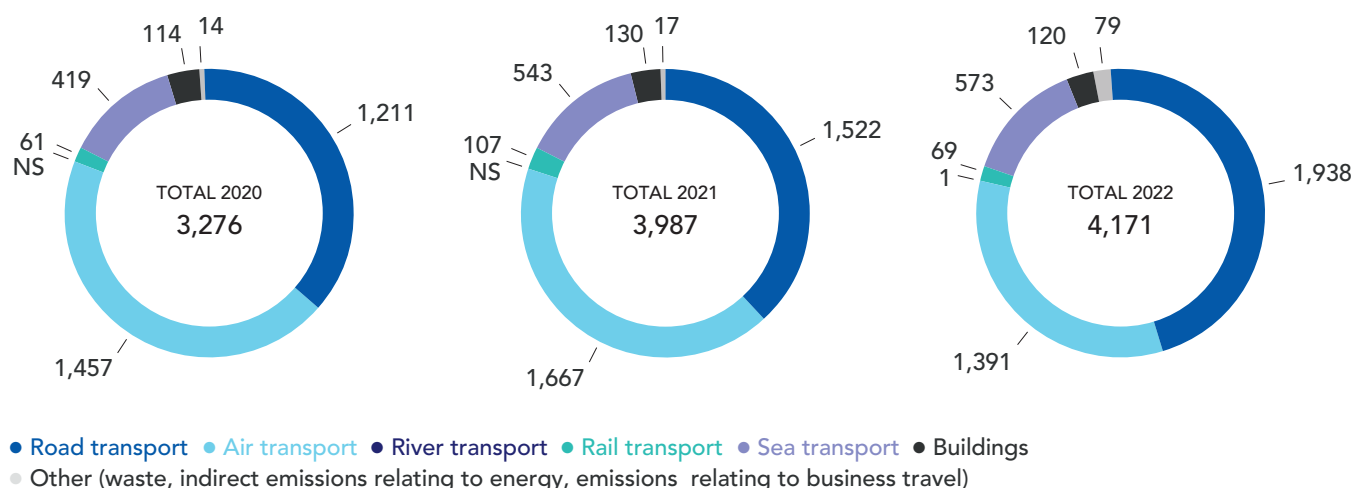
In 2022, GEODIS's reported greenhouse gas emissions (scopes 1, 2 and 3) totaled 4,171 ktCO<sub>2</sub>e. Scope 1 and 2 emissions represent 8% of these, respectively 280 ktCO<sub>2</sub>e and 72 ktCO<sub>2</sub>e. Scope 3 represents 92% of emissions and corresponds for the most part to subcontracted transport. Reducing the Group's greenhouse gas emissions therefore involves influencing and supporting its subcontractors and taking account of CO<sub>2</sub> emissions criteria in the selection process.

### 2020, 2021 and 2022 emissions by scope (in ktCO<sub>2</sub>e)



Scope 3 data for 2020 and 2021 has been revised to bring it into line with the scope of the Group's financial reporting. Emissions corresponding to BCO (Beneficial Cargo Owner) services, which the Group administers but for which it does not choose the transport or manage it operationally, are no longer taken into account. These services concern Freight Forwarding activities, and in particular maritime transport.

### Cumulative scope 1, 2 and 3 emissions in 2020, 2021 and 2022 by activity (in ktCO<sub>2</sub>e)



NS : Not significant.

The increase in scope 1 emissions relates primarily to the full-year operation of the GEODIS plane in 2022, compared to only three months in 2021. The Group has also increased the number of self-owned trucks in operation and therefore increased the fuel consumption of its fleet.

The significant reduction in scope 2 is mainly due to the updating of the emission factors for the energy consumed.

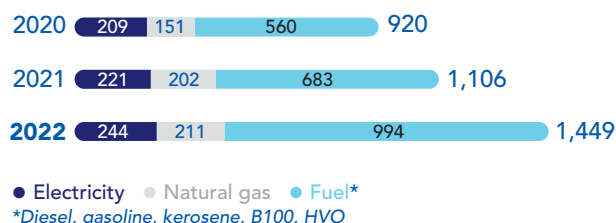
The rise in scope 3 is linked to the inclusion of emissions from the Group's recent acquisitions (Gandon and Pekaes) as well as road and rail transport activities operated by the Global Contract Logistics line of business in the United States, which had previously been excluded from the reporting.

In 2022, the modal shift from road to rail in Europe avoided emissions of 18,410 tCO<sub>2</sub>e, an increase of 35% compared with 2021 (13,600 tCO<sub>2</sub>e). However, it was not possible to continue operating the China-Europe rail link owing to the conflict in Ukraine.

### Energy

In the course of its own activities, the Group consumed 1,449 GWh of energy in 2022. Most of this energy corresponds to the fuel and natural gas consumed by its road vehicles. Electricity consumption is mainly related to lighting and recharging forklifts at its sites.

### Energy consumption in 2020, 2021 and 2022 by consumption item (in GWh)



Total energy consumption rose by 31% from 2021 to 2022. There was a sharp increase of 45% in fuel consumption due to the full-year operation of the GEODIS plane and, to a lesser extent, to the increase in the vehicle fleet, in particular through the acquisition of Gandon. Consumption of natural gas and electricity also increased (by 4% and 10% respectively), due to the increase in the surface area used and more rigorous accounting, which was only partially offset by the implementation of the low-consumption plan.

Purchases of renewable energy amounted to 44.43 GWh in 2022, compared to 10.89 GWh in 2021, an increase of 308%.



## Targets

GEODIS is committed to playing its part in the decarbonization of the economy and is currently working to set new targets based on a Science-Based Targets (SBT) approach. For the moment, sectoral trajectories corresponding to the most demanding scenario of limiting warming to 1.5°C by the end of the century are not available for all sectors and modes of transport, but the Group is gearing up. Given the relative importance of scope 3 in the Group's greenhouse gas emissions (92% in 2022), particular attention will be paid to the choice of transport subcontractors and the support they are offered to further amplify the actions already undertaken.

In 2018, GEODIS set an ambition to reduce its greenhouse gas emissions by 30% in 2030 compared to 2017 levels. The Group's entities have taken ownership of this ambition, which has generated tangible targets, monitoring and progress for the Group's historical reporting perimeters with sufficiently robust accounting in 2017.

- **The Distribution and Express (D&E) activity** set the target of reducing its absolute GHG emissions by 30% by 2030 compared to 2017.

(ktCO <sub>2</sub> e)	2017 (reference year)	2020	2021	2022	Target 2030
GHG emissions for scopes 1+2+3* for the Distribution & Express business	447	300	384	439	313

\* Scope 3 excludes handling equipment, employee travel and waste treatment. These categories represent less than 3% of emissions in the Distribution & Express line of business's scope in 2022.

The data in this table is on a like-for-like basis with the existing data in 2017, i.e., it does not include the emissions of Gandon, a recently acquired company.

After a 14% decrease between 2017 and 2021, greenhouse gas emissions from the D&E business rose in 2022 compared with 2021. This increase is essentially linked to a very high level of activity in courier services and last-mile deliveries, in a context of the growth in e-commerce. The Distribution & Express activity is continuing its actions to optimize energy efficiency and vehicle loading and is accelerating the transition to low-emission vehicles, whether biogas or electric, with 420 new vehicles expected in 2023 to carry out last-mile deliveries.

- **For its road transport activities**, the Group set a target in 2018 to reduce its scope 1 GHG emissions intensity compared to 2017 by 30% by 2030.

(gCO <sub>2</sub> e/km)	2017 (reference year)	2020	2021	2022	Target 2030
GHG emissions for scope 1 for road transport	799	782	783	763	552

The intensity of emissions per kilometer traveled has fallen by 4.5% since 2017 thanks to sustained operational excellence programs (e.g., training in eco-driving and improved vehicle maintenance). In the coming years, this decrease should gain further pace with the progressive introduction of low-carbon technologies.

- **In its European contract logistics activities**, the Group set a target in 2018 of reducing its consumption intensity by 40% by 2030 compared to 2017.

(kWh/sqm)	2017 (reference year)	2020	2021	2022	Target 2030
Electricity consumption of warehouse buildings over 1,000 sqm in Europe	32.9	24.8	25.3	24.2	19.7

Contract logistics activities in Europe have lowered their energy consumption intensity by 26% compared to 2017 despite growth in temperature-controlled activity and a trend towards longer operating hours at many sites. The main savings resulted from the replacement of traditional lighting with LED technologies and from other energy efficiency actions.



## Adapting to climate change



Risks associated with climate change have been identified on the basis of the collection of significant events at the sites resulting from climatic phenomena over the past five to ten years. Five effects to which GEODIS is most exposed have been analyzed: chronic temperature variability that can damage buildings and grounds, heat waves causing difficulties for employees, heavy rainfall that can degrade real estate, tornadoes that can degrade real estate, and flooding.

These risks have been assessed in terms of their impact and probability. Two risks are considered as priorities: heat waves that can affect the comfort and health of employees and tornadoes that can damage real estate (particularly in the United States). Prevention and adaptation measures are already in place and additional mitigation plans have been defined to deal with the potential for greater frequency or intensity of these risks.

At the same time, a forecasting study for the period 2030-2050 has been undertaken on the basis of IPCC (Intergovernmental Panel on Climate Change) scenarios. This study covers more than 800 Group sites as well as the main critical freight transit sites. In 2023, the results will make it possible to determine the exposure of GEODIS's activities, making it possible to develop action plans for reducing its vulnerability in the medium and long term.

## 3.2 Biodiversity

In common with all companies operating in the transport and logistics sector, GEODIS is attempting to satisfy three seemingly conflicting priorities: meeting a very high need for critical infrastructure to support growing logistics needs, moving toward low-carbon operations, and preserving natural ecosystems that are under threat.

Biodiversity covers the variety of living beings on our planet that are present in different geographical areas and different types of ecosystems. It describes, in its broadest sense, the richness of life on Earth and is illustrated by the great diversity of plants, animals and microorganisms that inhabit it. The fight against the current collapse of this biodiversity has been set as a target date of 2030 by the COP15 on Biodiversity which was held in Montreal in 2022. In this context, companies are encouraged to take up the subject by assessing their dependence and their footprint on biodiversity.

GEODIS's real estate footprint, through its international network of agencies and logistics hubs located at some of the world's most important trade intersections, represents innumerable points of contact with biodiversity. In addition, the Group's efforts to reduce carbon emissions require, among other things, the use of biofuels derived from agricultural production; it should be noted that these can have a deleterious effect on biodiversity when cultivated intensively.

Fauna and flora are not only affected during the construction of infrastructures but throughout their life cycle. The construction of logistics sites, generally in suburban areas, primarily raises issues of soil artificialization, sometimes leading to projects being challenged by local associations and residents. Other potential impacts must also be taken into account, such as the risks of modifying or destroying habitats, accidental pollution, etc.

In addition, the use and fragmentation of space has a significant impact on the physical and natural environment (vegetation, fauna), creating barriers and so forming obstacles for roaming wildlife. Other effects can also have an impact on biodiversity, such as the risk of collisions (affecting animals and, birds), the alteration of soils, and noise and light pollution linked to the activity.

The Group is mindful of the decline in biodiversity, driven by pressure on the environment from the construction and management of infrastructure. Committed to reducing the environmental footprint of its activities, GEODIS is already taking action in favor of biodiversity.

For example, as part of the Vigilife initiative, the GEODIS site in Poitiers, France, set up an apiculture biomonitoring project in 2022, in partnership with the Apilab analysis unit. Bee biomonitoring is a tool for measuring biodiversity and pollution through the analysis of pollen collected by bees. Bees act as bioindicators by collecting particles present in the air, soil and water. The results of the first study will be published in 2023 and will enable the site to better assess its impact on the environment and to develop an action plan.

Meanwhile, for the construction of a logistics campus in Venlo, in the Netherlands, the Group has paid particular attention to the design of the buildings. The aim is to incorporate environmental standards that will enable the site to obtain BREEAM certification (Building Research Establishment Environmental Assessment Method), the British certification standard for the environmental assessment of buildings, which is the certification most widely used internationally.

At the same time, GEODIS is working on rolling out a roadmap integrated into its CSR policy and on strengthening the environmental and biodiversity criteria in its investment decision-making processes. The objective is to better integrate biodiversity issues into the design and management of its transport and logistics infrastructures. The action plan will also focus on raising awareness among employees, customers and partners and promoting best practices internally.

## 3.3 Air quality

In 2013, the World Health Organization (WHO) declared that outdoor air pollution is a certain cause of cancer for humans. Air pollutants, especially PM10 particles, are a major threat to public health. According to the WHO, pollution by PM10 particles is responsible for an average of 6% of premature deaths in France, half of which can be ascribed to emissions from road traffic (transportation of passengers and goods, private cars)<sup>(7)</sup>.



In order to improve air quality and protect people's health by limiting pollution emitted by vehicles (carbon monoxide and particulate matter), many European countries have undertaken to set up Low Emission Zones (LEZs) in large cities (approximately 320 European cities in 2022). The operation of LEZs is generally based on a certificate that each vehicle must have, awarded according to its polluting emissions. Securing access to city centers has therefore become a major challenge for the freight transport sector. The expansion of LEZs is an incentive for logistics companies to accelerate the energy transition of their vehicle fleets (motorization complying with the latest norms on the market and use of alternative fuels).

In this context, GEODIS is focused on limiting the impact of its activities on air quality and public health. The Group is developing a competitive low-carbon delivery service adapted to environmental challenges facing city centers (pollution, noise, traffic congestion, etc.). As an operator of last mile deliveries within cities, GEODIS is adapting to regulatory and societal changes by working on solutions that meet a dual challenge.

The first of these relates to land: distribution centers must be strategically located, *i.e.*, close enough to high-density areas to minimize the number and distance of trips and optimize the number of stops at customers' premises.

The second challenge is to reduce the environmental impact of urban logistics. To this end, particularly in the context of its innovation efforts, the Group is increasingly experimenting with the use of alternative vehicles, whether electric or running on compressed natural gas.

By way of example, in 2022 GEODIS opened a new urban distribution platform located at the gates of Paris. This strategic location will make it possible to ensure supplies in the city center by being closer to the final delivery points. In addition, the supply of Parisian customers from this platform will be carried out with a reduced carbon footprint over the last mile through the use of electric and biogas-powered vehicles.

## 3.4 Circular economy

The importance of the circular economy is growing steadily and will become central for all companies in the future, for two reasons: firstly, environmental (climate change, waste and pollution in general) and secondly, economic (the circular economy offers protection to companies from shortages of primary resources).

The growth of the circular economy, regarded as one of the priorities of the European Green Deal, is creating new flows to enable the recovery, processing, repair and recycling of products. This transition creates new business opportunities for the Group: the circular model requires a different organization in which logistics plays an essential role between the various players (collectors, recyclers, etc.). In addition, these new flow loops require the creation of synergies with partners (pooling of processes, sharing of information) in order to ensure the sustainability of the model (pooling and consolidation of flows).

GEODIS's commitments in favor of the circular economy are on two levels:

- customer flows: externally, the Group supports its customers by providing them with solutions for redefining their logistics flows and creating virtuous loops;

(7) <https://expertises.ademe.fr/air-mobilites/mobilite-transport/elements-contexte/impacts-transport-l'environnement>

- management of operational sites: internally, the Group applies the principles of the circular economy to its own operations in order to reduce its environmental footprint (for example, to limit its use of natural resources and its production of waste).

## Circularity in customer flows

GEODIS works closely with its customers on managing the life and second life of their products, *i.e.* their physical reinjection into an economic circuit. In Europe, the 2012/19/EU directive on Waste Electrical and Electronic Equipment (WEEE) requires manufacturers to recover and recycle all electrical and electronic appliances. Reverse logistics procedures have therefore become a legal obligation for manufacturers of electronic products.

GEODIS, whose expertise also covers returns logistics, has several equipment reconditioning centers around the world. The Group uses a range of skills to recondition discarded, damaged or end-of-life electronic products in order to increase their value and that of their components. This process enables the Group to recover 99% of the electronic waste of customers who give it to GEODIS to handle.



Mid-life products sometimes just need to be inspected, cleaned and refurbished to be returned to circulation on the market. The operations performed also include repairs to prevent a defective product from moving to the next stages of the process (recycling, refurbishment), thereby increasing its life cycle. Once a product has been recovered, repaired and reconditioned, it can be put back on the market.

Even if the product cannot be repaired, it contains valuable parts and components: spare parts can be reused by the production and repair departments, and such materials as gold, aluminum and copper can be resold on specific markets.

## > The GEODIS cardboard shredder

To reduce the footprint of its e-commerce shipments, GEODIS uses an embossing machine to turn one of its customers' cardboard boxes into cushioning material for packaging. This technique was implemented in April 2021 in the Nespresso distribution centre in Mexico managed by GEODIS for orders placed online. This recovers half of the 496,000 coffee boxes thrown away each year and reduces the number of plastic filling supplies that need to be purchased, saving €30,000. In addition, the use of environmentally friendly packaging improves the customer's image. This initiative won an award in the International category at the 2022 edition of the *Tous SNCF* awards.

## Circularity in the management of operational sites

As far as its own operations are concerned, the Group produced 115,774 tonnes of waste in 2022, including 114,417 tonnes of non-hazardous waste (99%) and 1,357 tonnes of hazardous waste (1%).

GEODIS is a service group; as such, its waste is directly related to the packaging of products assigned to it by its customers, and to their transportation. The three main types of non-hazardous waste produced by GEODIS are mixed waste, cardboard and wood. The Group's goal is to ensure the recovery of this waste in regions where recycling infrastructures exist. Hazardous waste consists of WEEE, on the one hand, and on the other hand, of sludge (oil separators, mud separators) and batteries, which come mainly from vehicle washing facilities and maintenance workshops. Some hazardous waste may also result from the destruction of stocks at the request of customers. Hazardous waste is outsourced to external service providers for recovery or elimination through approved specialized channels.


## > The Green Analytic Tool platform supporting recycling in the United States

GEODIS HSE (Health, Safety and Environment) teams in the United States have developed a business intelligence tool called the Green Analytic Tool. This platform is used to record and analyze the consumption of energy, water and natural gas of each GEODIS contract logistics site in the country, as well as the volumes of waste produced and the volumes recycled.

These dashboards allow each site's recycling performance, such as the recycling rate by type of waste and the revenue derived from this recovery, to be monitored. In some cases, this data is also shared with customers by means of product-specific dashboards.

An internal certification program (Green Site Certification) has been developed to compare sites and reward the best performers. This also helps raise awareness of sustainability issues in the company's teams.





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# 04. Social

GEODIS is committed to fostering the well-being and both the individual and collective development of its employees. The Group's social policy is based on several priorities: guaranteeing the safety of all employees at all times, ensuring employee satisfaction and professional development, and promoting diversity and equal opportunity. In addition, the Group is dedicated to the integration of and solidarity with the most disadvantaged people.

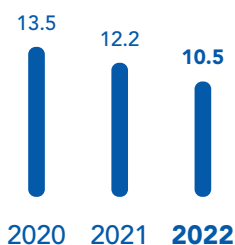
## OUR OBJECTIVES

Be a responsible employer committed to playing its role in society:

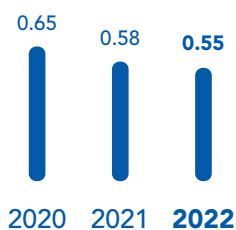
- 1 **GUARANTEE** the health and safety of employees and ensure the health and safety of subcontractors working for the Group;
- 2 **PROMOTE** diversity and equal opportunity, especially:
  - gender equality in the workplace,
  - the integration or reintegration of people with disabilities;
- 3 **ORGANIZE** the development of talent to ensure that employees' skills are matched to the Group's strategy;
- 4 **DEVELOP** professional insertion or reinsertion, particularly for people who are distant from the job market;
- 5 **ENCOURAGE** commitment to the community, volunteer work and acts of solidarity.

## OUR RESULTS selected key figures

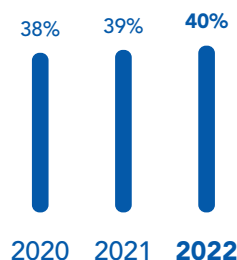
Frequency rate  
of lost-time accidents



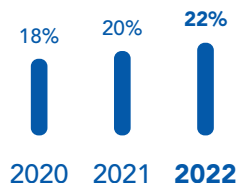
Severity rate



Representation  
of women in the overall  
workforce



Representation  
of women in Top  
Management (TopEx)



## 4.1 Health and Safety in the workplace

GEODIS employs roughly 50,000 people worldwide and several thousand service providers are involved in the Group's activities. These employees and service providers are drivers, employees handling parcels on logistics platforms, workers on complex freight operations – oversized goods or heavy loads – or operators and support functions. These people are key to carrying out the logistics and transport services that the Group provides to its customers.

Looking after people's health and safety is therefore not only a way of protecting them, playing a part in their well-being and earning their loyalty; it is also a necessity for maintaining and developing the Group's activities.

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***"Ensure the safety of our people everywhere and at anytime" is one of GEODIS's 7 Golden Rules.***

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The Group's frequency rate for workplace accidents has seen a sharp decline of 30% over the last three years. This demonstrates the commitment of the Group and its employees and shows that the right programs and actions have been implemented. This result provides encouragement for the Group to press ahead with the process of continuous improvement and to reaffirm its ambition to be one of the best performing logistics companies in terms of employee health and safety.

In the same way as health and safety, security is an integral part of the Group's 7 Golden Rules. GEODIS is committed to protecting people and both tangible and intangible assets against malicious acts of all kinds, from one end of the supply chain to the other.



### 4.1.1 Health-Safety-Security policy

#### Approaching risks

Health and safety risks are specific to each activity. Each of GEODIS's businesses has developed a strong culture of safety in the workplace, whether on site or on the road, and has developed its own policy in this area.

To define the most appropriate targets and the corresponding roadmaps, the respective entities are working on:

- identifying safety risks and threats along with the needs and expectations of the relevant stakeholders;
- assessing the risks identified and also opportunities for progress;
- identifying applicable regulations and looking for gaps in terms of compliance;
- looking proactively for ways to improve management practices;
- involving employees and their representatives as well as partners.

The targets resulting from this exercise, the roadmaps for achieving them and the management of cross-disciplinary programs are coordinated at Group level to ensure that they are consistent.

#### A triple shield

GEODIS considers three fundamental components in mitigating risk and maximizing performance in Health, Safety and Security: corporate culture, processes and technology.

- **Culture:** each individual's behavior is a factor in ensuring their own safety and that of others. The Group is committed to promoting a culture of health, safety and security everywhere, for everyone, in all circumstances. To this end, GEODIS provides its employees with awareness-raising and training on health and safety issues. The managers of each entity are committed to this approach, and every month the Management Board reviews key performance indicators relating to accidents and significant events both for the Group and for each of the lines of business and regions.
- **Processes:** organization and processes are defined to ensure that health and safety standards are respected in all circumstances, whether they are regulatory or voluntary. GEODIS applies a policy of continuous improvement and draws on feedback as a means of implementing best practices.
- **Technology:** the work environment and the equipment and materials employed can be sources of risk or, on the contrary, contribute to risk prevention. As with processes, regulatory compliance is the foundation, which is reinforced by feedback from experience to incorporate best practices. This is especially true for driving safety and for the ergonomics of handling operations.

## Governance

Health, safety and security are at the very heart of GEODIS's concerns and they are addressed at the highest level. The Group's Health, Safety and Security policy is signed by all members of the Management Board.

The Group manages the Health, Safety and Security (HSS) aspects of its operations using a systemic approach. The policy is implemented in each entity according to the principle of subsidiarity.



## Roles, responsibilities & powers

From the GEODIS Executive Board to its smallest operation, the General Management of each entity is responsible for the Health, Safety and Security performance of its scope. Key information and details of performance are reported to the Management Board on a monthly basis and to the Supervisory Board at least annually. Each entity's General Management is supported by Health and Safety experts. These experts also work in a network to share experiences and develop the Group's policy and practices. This network is led by the Group Health and Safety Department, which reports to the director of Sustainability, who is a member of the Management Board.

## Incident & crisis management

The processes for managing major incidents and crises are common across the whole Group. They set out roles and responsibilities, as well as the organization and procedures to be implemented for the various situations that may be encountered. The departments involved depend on the impact of the incident.

## Management of changes in scope

Health, Safety and Security are among the evaluation criteria applied to acquisition targets, notably through the management systems in place, performance indicators and, in general, the culture that can be seen at management level and during visits. Thanks to this evaluation, any upgrading measures that may be needed to bring the target up to standard can be integrated into the project.

Health, Safety and Security criteria are also taken into account in investment projects and new business projects, so that best practices are incorporated from the outset.

## 4.1.2 Health and Safety programs and actions

Protecting the physical well-being of employees requires the implementation of prevention plans that include regular health and safety risk assessments, the development of certifications (ISO 45001 in particular), the continuous improvement of machinery and personal equipment, as well as the continuing raising of awareness through training programs and information campaigns.

## Roadmap 2021-2023

GEODIS's Health, Safety and Security roadmap for 2021-2023 aims to achieve progress in four key areas:

- preventing serious injuries;
- improving anticipation of and response to crises;
- strengthening the management of incidents;
- better integrating human performance, ergonomics and well-being.

The Health, Safety and Security Department is responsible for coordinating the programs. Each line of business and region develops its own initiatives according to its context and to its specific needs. A sharing of experiences allows each organization to benefit from the best practices.

## Preventing serious injuries

A prevention policy consists of eliminating as far as possible any hazards that may temporarily or permanently affect the health or well-being of people, and, where the hazard cannot be avoided, of minimizing the consequences and reducing the risk to an acceptable level. Prevention policies at each site are based on first of all identifying and analyzing the risks and regularly updating them.

With regard to road transport, the prevention approach includes ongoing training for drivers, with increasingly sophisticated and efficient on-board systems that make it possible to analyze the main driving parameters and thus identify the additional training to be provided. More specific modules, focusing for example on avoiding distractions while driving, are also provided by means of simulators that effectively raise participants' awareness of the risks involved.

For warehouse management, a number of complementary approaches have been deployed, such as behavior-based safety (BBS) audits, which are based on observation of tasks and help to better identify dangerous situations, to promote discussion and awareness of these dangerous situations among employees and, if necessary, to take immediate action. In France, the Global Contract Logistics activity has trained more than 280 people to

conduct BBS audits, and around 2,500 have been carried out. Thanks to LEAN programs focusing on certain operations common to many sites, such as pallet strapping, automatic wrapping and pallet unstacking, the risk of injury has been reduced and workstation ergonomics have been improved.

The industrial projects activity is responsible for transporting complex freight, oversized goods or heavy loads. These projects are unique and often entail significant risks to safety or the environment. Risk prevention is built in from the outset using a structured Plan-Do-Check-Act approach. It is based on specific documentation that guides the project teams in managing hazards and reducing risks in order to ensure the protection of employees, third parties and the environment.



In 2022, improvements made to the security assessment grid for road transport of dangerous goods (ADR<sup>(8)</sup>) has enabled further progress to be made in taking into account the safety risks specific to transporting dangerous goods.

The significant reduction in the frequency and severity rates of occupational accidents observed over the past several years attests to the merit of the measures taken.

### Improving anticipation of & response to crises

In the wake of the Covid-19 pandemic, GEODIS wanted to revise and reinforce its plans and processes for managing exceptional situations. In 2022, the Group updated its crisis management procedure. For the different levels of events, it specifies the steps to be followed and the triggering and organization of the crisis management unit. It is based on a toolbox containing guides and emergency instructions. The Group will continue the process of rolling out this procedure in 2023.

(8) Agreement concerning the International Carriage of Dangerous Goods by Road.

### Strengthening the management of incidents

In the same spirit, GEODIS updated its incident management process in 2022 with the dual objective of improving response capabilities in the event of an incident and making better use of feedback to prevent new incidents or mitigate their effects. This improvement has entailed the development of processes and tools.

The near-miss method implemented for warehouse management activities in a number of European countries including Germany and Sweden, as well as in the United States, is gradually being extended to other areas and to recently acquired companies.

In 2022, the warehouse management business in France upgraded its system by launching the Safety Alert Sharing program, which periodically brings together the QSE (Quality, Safety and Environment) community with Human Resources and site operations managers to discuss the most frequent causes of accidents and incidents. The cases are described and commented on, and then the actions taken are presented along with points to watch out for, instructions, practical information sheets and awareness-raising tools.

Tools have been developed to facilitate the management of accidents and incidents. For example, the Americas region is developing a common event reporting system that enables information to be entered, accessed and consolidated, as well as generating dashboards for better management at all levels of the organization.

During the Covid-19 pandemic, the Americas region developed the Covid 19 Readiness & Response Center, an intranet platform that gave employees access to the latest regulatory requirements and company rules, and enabled them to report and identify contact cases.

When an incident occurs in the context of road transport activity, whether at a GEODIS site, a customer's site or during the transport operation, it is important to master the information and to perfectly coordinate the means of intervention, especially when the event is likely to have human or environmental consequences. The crisis communications procedure ensures the efficient and controlled circulation of information both internally and with customers and authorities should a serious event occur. The response operations manual, which can be activated 24/7, details the procedures for taking charge of and handling the incident as close to the field as possible, taking into account the specific characteristics of the products concerned and the information provided by the customer.

### Better integrating human performance, ergonomics & well-being

GEODIS strives to constantly improve the ergonomics of the workstation by reviewing tasks, methods and equipment.

In the United States, for instance, a pilot study called Ergo-Valuator was conducted in 2022 at a GEODIS facility in Mobile, Alabama, with the help of an ergonomics consultant. This study helped to raise awareness among the teams, train them in best practices at the workstation and modify the design of certain equipment. The program is now being rolled out at other sites.

Also in the United States, an employee training and certification program has been introduced to optimize the positioning and removal of trailers at the quayside in order to reduce the risk of accidents related to these operations, which can have serious consequences.

The nature of the work in warehouses involves repetitive lifting, pushing, pulling and moving tasks. Risk assessment and body posture related to these tasks are a focus of concern and lead to multiple preventive actions and adaptations of workstations. In Germany, for example, most packaging tables are height-adjustable. In 2022, the Netherlands took the lifting of loads more fully into account in the design of shelving by defining stricter specifications than required by the regulations.

Lastly, in the context of its partnership with Renault Trucks for the development of a 16-tonne urban vehicle for delivery in city centers, GEODIS is particularly committed to taking driver ergonomics and personal safety into consideration. The teams involved in this innovative vehicle project have been strongly influenced by field observation.



### Certifications

The Group's safety policy is based on the ISO 45001 standard, which provides the framework for the assessment and certification of the occupational health and safety management system. By the end of 2022, 250 GEODIS sites were ISO 45001 certified, which corresponds to a coverage rate of 31% of the Group's workforce.

### Health and Safety culture

GEODIS is constantly working with its teams on programs to improve the health and safety of all its employees. This is the case, for example, with driver safety training and handling training for staff working in logistics warehouses.

A number of initiatives in 2022 served to strengthen the health and safety culture:

- the APAC Region trained 26 employees from its warehouse design teams to identify hazards and assess risks and opportunities in accordance with guidelines set out in the ISO 45001 standard;
- the European Road Network line of business has updated the Health-Safety-Environment modules it uses for onboarding operational personnel (drivers, forklift operators, employees in workshops and vehicle wash stations, etc.);
- the Safety Days organized in the different entities were an opportunity to involve employees in occupational health and safety issues in the workplace (risk detection, first aid management and emergency situations), as well as risk prevention issues in a broader sense, with awareness-raising sessions on breast cancer screening, all in a relaxed and collaborative atmosphere.

Recognizing and encouraging continuous improvement by celebrating progress and the best results is also part of GEODIS's practice. In the United States, awards are given to sites with the best performance during audits based on criteria that include health, safety, security and quality. A tournament called Topgun is also organized on the theme of forklift handling, raising awareness of the safety features of forklifts and their safe operation.

Each year, GEODIS organizes Golden Globe awards to stimulate innovation around themes that are essential to the company. In 2022, the first prize in the Corporate Social Responsibility category went to the You See You Act project, presented by employees in the APAC region. This project consists of a smartphone application that promotes a safety culture by allowing each employee to easily report any dangerous condition or situation. Implementation of the application halved the number of workplace accidents in the pilot area within six months.

### Health protection and quality of life at work

GEODIS believes that trying to achieve a better balance between personal and professional life contributes to the well-being, fulfillment and commitment of employees. To this end, numerous company agreements on professional equality and quality of life at work are regularly signed between the trade unions and the various legal entities in France. These agreements propose adjustments to better reconcile these two aspects for specific situations, particularly for those who are parents, caregivers or older employees.

In addition, GEODIS encourages collaborative work and the use of remote work in order to offer employees greater flexibility in managing their work-life balance. Thus, during the year 2022, more than 20 company agreements were signed on the implementation of working from home at the level of the various legal entities in France.

Over and above its legal obligations, the Group has introduced policies to prevent psychosocial risks. Psychological helplines have been set up to enable employees who wish to do so to have a personal and confidential discussion with a specialist counselor. These helplines are available to employees on an individual, personal and confidential basis, enabling them to make contact with a specialist counselor. In addition, employees experiencing psychosocial problems at work can request a confidential interview with Human Resources and they are made aware that they can contact the occupational health services.

### 4.1.3 Key Health and Safety indicators

The lines of business and the regions have established performance indicators that include a combination of results indicators and means indicators relevant to their activities. Quantitative and qualitative data is collected in each entity and then consolidated at regional level and in some cases at Group level.

The following table presents the Group's key indicators.

	2020	2021	2022
Frequency rate of work-related lost-time accidents per million hours worked	13.5	12.2	10.5
Number of lost-time accidents per million hours worked	894	883	860
Number of deaths (employees)	0	0	2
Number of hours of health and safety training per FTE	4.32	3.71	5.87
Number of ISO 45001 certified sites	236	243	250

In 2022, the Group recorded two employee fatalities, both of which occurred in travel accidents.

In 2022, 273,000 hours of health and safety training were provided to Group employees, compared with 157,000 hours in 2021, an increase of 74%. Health and safety training accounted for more than half (58%) of all training hours in 2022 (compared with 34% in 2021).

## 4.2 The Group's employees

### Workforce

At the end of 2022, GEODIS employed 49,476 people. The increase of 6.7% compared to the previous year was mainly due to the expansion of the Group's activities in the United States.

### Headcount at December 31, 2022 and change compared to December 31, 2021

Regions	2021 <sup>(1)</sup>			2022 <sup>(2)</sup>		
	Women	Men	Total	Women	Men	Total
Americas	9,148	10,040	19,188	10,169	11,037	21,206
Europe (excl. France)	3,389	6,246	9,635	3,604	6,516	10,120
France	3,808	9,196	13,004	3,854	9,209	13,063
Asia-Pacific	1,912	2,013	3,925	2,148	2,325	4,473
Others	178	426	604	181	433	614
<b>TOTAL</b>	<b>18,435</b>	<b>27,921</b>	<b>46,356</b>	<b>19,956</b>	<b>29,520</b>	<b>49,476</b>

(1) Including Pekaes and Transports Perrier (acquired in 2021). The 2021 data presented in this table corresponds to the data transmitted to the shareholder, SNCF Group; it differs from the data presented in the 2021 CSR report, which had a different extraction date.

(2) Excluding acquisitions completed during the year (Need It Now Delivers and Keppel).



## Recruitment

The growth in the Group's headcount is mostly due to recruitment on permanent employment contracts (66%). In 2022, 40% of new hires were women and 28% were managers. France accounted for only 10% of total Group hires.

### Breakdown of hires in 2022 (Group including acquisitions)

	2021	2022
Hires during the period (cumulative)	21,658	22,929
Of which permanent contracts	14,897	15,056
Of which fixed-term contracts	6,761	7,873

### Breakdown of permanent contract hires by category

	2021	2022
Non-managers, non-supervisors	10,174	10,423
Managers and supervisors	4,296	4,157
Drivers	419	476

### Breakdown of permanent contract hires by gender

	2021	2022
Women	6,203	6,000
Men	8,694	9,056

As a result of the acquisitions made in 2022, the Group welcomed more than 2,300 new employees, both in Asia-Pacific and in the Americas (permanent and fixed-term contracts combined).

## Departures

The number of departures from the Group, all causes combined, stood at 19,224 in 2022, an increase over the previous year of 14.6%. This rise can be explained by the repercussions of the health crisis and the trend of the "great resignation" (or the "big quit") which continued in 2022.

Back in 2021, GEODIS had not escaped this trend, with more than 10,000 employee departures, half of them in the Americas. However, this situation slowed down in 2022, with the number of resignations falling by 6.8% compared to 2021.

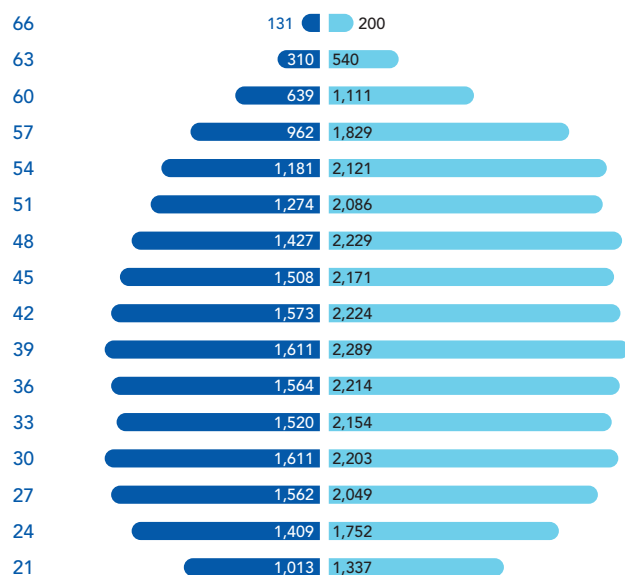
The high number of departures is also due to the increase in the number of fixed-term contracts terminated (2.5 times higher in 2022 than in 2021). The Group's activities in the United States require temporary staff during peaks in activity, and these hires are mainly on fixed-term contracts, as the use of temporary employment agencies is not widespread.

	2021	2022
<b>TOTAL NUMBER OF DEPARTURES</b>	<b>16,768</b>	<b>19,224</b>
Because of dismissal/redundancy	3,340	3,286
Because of resignation	10,271	9,568
Because of retirement	481	527
Because of end of fixed-term contract	1,638	4,202
Because of death	63	33
Other reasons	975	1,608

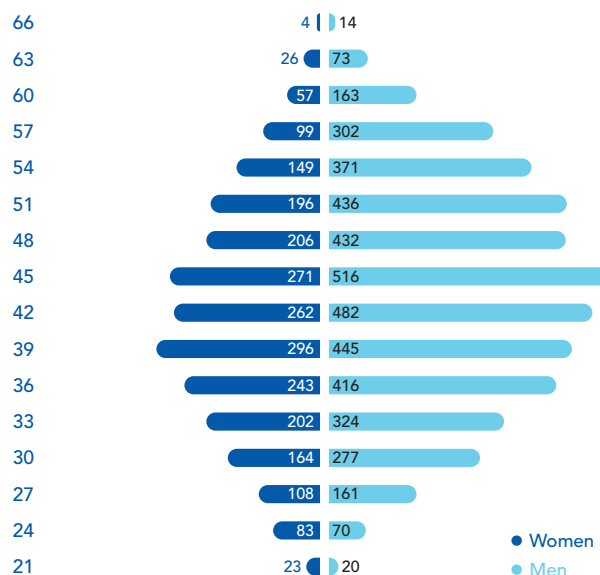


## Age pyramids

Total workforce (2022)



Managers (2022)



The age pyramids are balanced both for the overall workforce and for the manager population, in spite of the high turnover experienced in recent years.

There was a fall in the average age of the Group's workforce in 2022, with a rise of 17% in the number of young people under the age of 28. This was mainly due to the acquisitions made by GEODIS and to the Group's efforts to recruit young people on professional training contracts and on work/study contracts.

### Absenteeism

Absenteeism stood at 3.83% in 2022, slightly higher than in 2021 (3.69%). The absenteeism rate increased in the Asia-Pacific region (from 3.5% in 2021 to 4.3% in 2022) as many countries implemented measures to counter the Covid-19 pandemic (travel restrictions, total closures in the event of a rise in the number of Covid-19 cases).

### Seniority

The average length of service of Group employees is 7.4 years, compared with 6.8 years in 2021. 50% of GEODIS's permanent employees have less than 4 years' seniority.



## 4.3 Management of talent

Like the global economy, GEODIS was confronted with events of enormous significance in 2022, among them the Covid-19 pandemic, war in Ukraine, inflation and economic crisis. These far-reaching phenomena have a lasting impact on our societies and their consequences also affect employment.

In the context of a talent war caused by the fluidity of the employment market and a growing desire for professional fulfillment, GEODIS is making changes to its practices. As it focuses on attracting, developing and retaining talent, the Group is addressing the challenge of satisfying the new needs expressed by candidates and existing employees alike.

### 4.3.1 Hiring

The management of talent starts at recruitment (over 15,000 permanent contracts in 2022), through a smooth integration process aimed at spreading an understanding of the Group's culture, values and management principles.

Attracting and retaining talent is a constant challenge, which is why GEODIS has developed and rolled out an employer brand intended to reflect its attractiveness and recruitment strategy. The overall goal is to offer candidates and employees a positive, fair and dynamic experience, in line with GEODIS's ambition and competitive spirit. This includes the implementation of a comprehensive induction program for newcomers called "Welcome@GEODIS". It allows new hires to better understand the Group's organization, activities and challenges.

## Employer brand

In most of the regions where the Group operates, the job market is under severe pressure, accentuated by the search for similar profiles by most companies in the sector. In addition, the new aspirations and priorities of candidates and employees are prompting GEODIS to adapt its practices and innovate in order to continue to attract, develop and retain its talent. With certain jobs (drivers, order pickers) becoming less attractive, GEODIS's employer branding strategy aims to create opportunities to enhance the value of these jobs, which are necessary for its activities.

To this end, the Group has revamped its employer brand identity by defining a candidate promise: "GEODIS, join the talent pool". This highlights its values and takes account of its vision of sustainability. Through this identity, GEODIS has created links with numerous establishments in France (Kedge Business School, Groupe IGS, Aix-Marseille University, etc.), elsewhere in Europe (Roskilde Handelsskole, IBC Kolding in Denmark and YRGO Göteborg, SIH (Stockholm IHM) Lund in Sweden) and in the United States (LEAD Southeast High School, LEAD Academy High School). The Group actively communicates through professional events (trade fairs, conferences) and social networks, in order to highlight job opportunities and promote careers in the logistics sector. The employer brand also helps to increase awareness of GEODIS and to promote its culture, thus creating a favorable climate for integration.



The Group is also seeking to strengthen its relations with candidates by reinforcing its presence on social networks and adapting its messages and communication media to the profiles it is searching for. GEODIS's rating on the Glassdoor website (evaluation of companies by candidates and employees) has risen from 3.3/5 in 2021 to 3.5/5 in 2022. The Group has targeted a rating of 3.8/5 in 2023 to ensure that it is positioned among the most attractive companies in the sector.

## Recruiting new generations

GEODIS continues to recruit new generations and is working to develop the skills of its young hires. The Group has noted a change in the expectations of candidates, and more particularly of the new generations, who are looking for a better balance between personal well-being and work, and for the development of their employability.

### *Recruitment of young people (age 28 maximum) in France and worldwide in 2022 (Group worldwide, including acquisitions)*

#### Breakdown by type of contract

Geographic area	Fixed-term contract	Permanent contract	Total
France	455	546	1,001
GEODIS worldwide	3,783	5,511	9,294

#### Breakdown by employment category

Geographic area	Managers & supervisors	Non-managers, non-supervisors	Drivers	Total
France	609	262	130	1,001
GEODIS worldwide	2,109	7,047	138	9,294

## The JUMP'IN program

To promote its businesses to young talent, GEODIS launched JUMP'IN in 2021. It is a first job program for new generations looking for professional experience.

The program can be accessed throughout the Group in four different ways: it allows people to join GEODIS for an internship, a work/study apprenticeship, a VIE (Volunteer for International Experience) contract, or a fixed-term or permanent job. The offers are posted on a dedicated platform that facilitates searching and matching job offers with the experience and profile of the candidates.

The program is designed to offer candidates an opportunity at each stage of their journey to strengthen their skills and knowledge of the Group, in order to maintain their interest and motivation to pursue their career at GEODIS.

By the end of 2022, the JUMP'IN recruitment site had received more than 7,000 applications and 288 assignments have taken place since 2021. 13 young people are currently on VIE assignments, with a target of 40 new assignments by 2025.

### The Induction program

The Group is committed to offering each new employee an induction program as soon as they arrive. This program combines face-to-face induction sessions with distance learning sessions, in particular using e-learning modules on G-Campus, the dedicated GEODIS platform. These include a presentation of the Group, its strategy, its lines of business and its regions. The program is intended to facilitate the integration of new employees and to train them in the Group's culture.

At the end of 2022, 19,725 employees throughout the Group had enrolled in the induction program. GEODIS is gradually increasing the deployment of its digital integration program, with 41% participation in 2022, compared with 4% in 2021. The aim is to raise the participation rate to 80% by 2023.



### 4.3.2 Developing talents

Talent management at GEODIS is designed to develop employees' skills and retain them within the Group. Global tools (such as performance management, talent reviews, succession planning, training and development) are used to support the process and address the retention needs of teams.

Managing employee performance through regular dialogue, including the annual performance review, plays a role in encouraging active mutual listening, aligning individual objectives with the Group's strategy, and acknowledging strong performance.

GEODIS also supports the development of its employees at all levels, not only by establishing talent reviews and succession plans, but also by promoting local initiatives for certification or for programs awarding diplomas.



The aim is partly to develop employees' employability and encourage their commitment through motivating career paths, but also to ensure, in the short and longer term, that the Group's needs are well matched to the profiles and skills of its employees.

### Talent pools

In the context of a job market that is under pressure for certain positions, the stakes for the growth of the Group are high in terms of managing future talent. In order to build up a pool of talent, GEODIS is committed to establishing partnerships with schools and centers offering training that is relevant to the development of the Group's activity.

As an example, in line with its digital transformation policy, GEODIS has signed a partnership agreement with the Le Havre 42 School, which offers high-level training in computer programming outside the traditional academic system in response to the shortage of skills. This partnership contributes to the training of the talent needed for the Group's digital development and, more broadly, that of the transport and logistics sector. It lays the groundwork for the launch of a series of communication initiatives, conferences and workshops over a three-year period involving employees of GEODIS (including its subsidiary, Sealogis, which represents 600 employees in the Le Havre basin) and students from the Le Havre 42 School.

In addition, other initiatives targeting different internal audiences are helping to train and develop talent in the key regions where the Group operates. These include the Rising Leader program in Europe, the Graduate Program (for graduates), *Trajectoire* and *Évolution* (for managers) in France, and Young Leaders (for future managers) in the United States. Finally, the Group is rolling out its Executive Leadership Program for senior managers, in which 150 employees participated in 2022.

## Career management & appraisal interviews

Annual appraisals are one of the major levers for employee development and mobility. They are conducted with employees present during the first four months of the year. There were a total of approximately 34,000 in 2022 (the coverage rate was roughly 80%, with the remaining 20% mainly accounted for by new and departing employees). Conducted in a friendly atmosphere, these interviews provide an opportunity to recognize good performance, make an assessment of skills, set goals in line with the Group's ambitions and discuss each employee's training and development needs.

Both during the interview itself and in the accompanying documentation, there is a special section devoted to mobility and the wishes of employees for career development (there were more than 2,000 requests for mobility in 2022). Time is devoted to discussing the subject and identifying the employee's wishes and needs. The InJOB' job exchange, open to all Group employees, offers the possibility of applying for all internal opportunities. Nearly 3,000 GEODIS employees changed jobs in 2022, in all lines of business and on all continents.



## International mobility policy

GEODIS considers mobility to be a powerful means of developing its employees' management and leadership skills and increasing their knowledge of the Group's lines of business and regions. The internal mobility policy meets a number of objectives:

- developing the employability of employees;
- retaining and motivating employees;
- addressing the company's needs and challenges more effectively;
- developing talent.

Mobility encompasses assignments carried out in other countries, in other functions and in other lines of business, with the aim of promoting a broad understanding of the Group. Offering international career opportunities is a way of accelerating employee development and encouraging retention. It is also a very effective way of supporting the activity by providing qualified resources when and where they are needed. Finally, it is an excellent way of spreading the Group's culture and expertise.

Employees are invited to express their wishes with regard to mobility during their annual performance appraisal interview with their line manager. During career reviews and throughout the year, managers and HR departments identify vacant positions and the profiles needed to implement mobility projects. The Group's mobility policy enables all stakeholders (managers, employees and HR) to implement the most appropriate solution and to make the employee's mobility project a real success. When an assignment is completed, HR proposes new opportunities corresponding to the wishes of employees and the needs of the Group.

In 2022, more than 300 employees were engaged on international mobility assignments.

## People Review & succession planning

Ensuring the sustainability of success and the continuity of know-how depends on succession planning and talent reviews. GEODIS must provide for the continuing development of its employees and members of its Top Management (TopEx) as well as make plans for succession that will secure the next generation. The People Review as well as Human Resources monitoring and the management of wishes for mobility constitute a continuous process of systematic identification, evaluation and development of talents and skills that ensure the continuity of positions.

The principal aims of the GEODIS People Review are as follows:

- align talent strategy with the Group's ambition and its strategic goals;
- develop the next generation of TopEx members internally;
- build profiles capable of adapting and of capitalizing on the challenges of the logistics sector;
- attract and retain talent by giving key talent in the Group opportunities for development;
- use talent management processes to contribute to the Group's objectives regarding diversity and inclusion.

The GEODIS People Review is an annual exercise that follows a cascade process, starting with the regions and lines of business before being consolidated at Group level. The scope of application is the TopEx population and other employees considered as people of high potential and potential successors of TopEx members.

### Changes in the composition of the TopEx\* in 2021 and 2022

	2021	2022	Change
Number of TopEx members	143	159	+11.2%
Percentage of women	20.3%	22.4%	+2.1 points
Percentage of internal promotions	58%	61%	+3 points

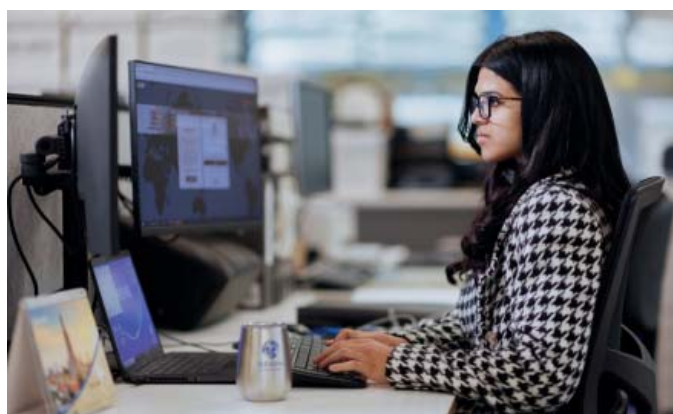
\* Excluding members of the Management Board and following new appointments in 2022.

GEODIS has set a target of 25% women in the TopEx by 2023.

GEODIS prefers internal promotion for its TopEx population: of the new members joining in 2022, two-thirds were internal appointments, with external recruitment accounting for only one-third of those appointed. Appointments made in 2022 were organized to ensure better representation of the Group's various lines of business and regions within the TopEx population.

### Training

GEODIS considers training to be an absolute necessity: it guarantees that the Group has the skills it needs and contributes to its operational performance over the long term. GEODIS offers a wide range of training courses, enabling it to constantly adapt the skills of its employees to the needs of the Group's activities and to keep pace with technological, operational and regulatory developments. The objective of training is to enable the acquisition and recognition of skills and competencies in order to facilitate internal employability and career development. Training also consists in proposing programs aimed at developing employees so that they can embody the Group's values, implement its vision and become growth drivers of its ambition.



In 2022, more than 474,000 hours of training were provided across the whole Group, equivalent to more than 10 hours per employee. Areas covered by this training included technical expertise (relevant to the line of business), personal development and management skills. Half of the training hours were devoted to safety issues.

The range of training courses available is at the heart of a comprehensive initiative to deepen new subjects and maintain the skills of employees at the highest level. It is based on a number of approaches: face-to-face training, webinars, master classes, round table discussions, etc. In addition, many training courses are provided via the Group's e-learning platform. At the same time, GEODIS has doubled the number of hours of e-learning, bringing it to roughly 100,000 hours for 13,000 trainees.

GEODIS University, which was launched in 2022, is one of the Group's most important training programs. This initiative was designed to provide a structured response to training and development needs, as well as to the need to address wider horizons. GEODIS University focuses on educational content of common interest to all lines of business and regions, such as:

- the basics of GEODIS: its purpose, vision and values;
- management techniques;
- business strategy and company management;
- know-how relating to lines of business and functions.

In 2022, 410 of the Group's employees participated in the Manage leadership program, 312 in the first year and 98 in the second year. 564 employees were involved in the Sales Academy business development program (222 in the first year and 342 in the second year). Finally, the Performance Academy program, which began in 2022, has 231 employees enrolled.

The Group's goal is to have trained more than 1,000 leaders in management, around 1,500 in business development and around 1,300 in performance management by the end of 2023. The purpose of GEODIS University is to contribute to decompartmentalizing the Group, raising the level of its teams and preparing for the future.

## 4.4 Diversity and inclusion

As a global player, GEODIS sees part of its mission as building an open and inclusive work environment and mindset. By encouraging diversity in its teams, the Group intends to reflect society and better understand the expectations of its customers. Diversity is also a rich resource that stimulates innovation and team performance. Inclusion – within teams and in an adapted work environment – encourages the attraction and retention of talent, and constitutes a powerful performance driver for the Group.

To facilitate the recruitment and integration of the talent that it needs, GEODIS has developed a number of tools that will help ensure the continuous improvement of its recruitment practices:

- a practical recruitment guide for managers and HR representatives to ensure discrimination-free recruitment based on skills and motivation;

- training and direct support from specialists in the development of behavioral skills;
- community networks to promote dialogue across the Group to identify areas for improvement in the areas of diversity and inclusion;
- an Equal Opportunities Dashboard to monitor the performance of the Group's actions;
- independent certifications and labels that assess the maturity of the Group's practices and outline the next steps for development (IIP, GEEIS, EcoVadis, Great Place to Work).

#### 4.4.1 Professional gender equality

In what is a traditionally male-dominated sector, GEODIS is committed to diversity, and particularly to ensuring professional gender equality. The Group's vision is to develop inclusion in order to go beyond a quantitative objective of parity and enable sustainable growth.

##### *Percentage of female employees at GEODIS on December 31, 2022*

Scope	Percentage of women
Group	40%
Managers	34%
TopEx	22%
Management Board	29%

In 2022, GEODIS had 40% women in its overall workforce, 34% in the managerial population and 22% in the Top Executives group. In its bid to promote equal opportunities, the Group has set itself the target of achieving 25% of women among Top Executives by the end of 2023. To reach this goal, GEODIS has set up a leadership program to promote gender diversity in managerial positions. GEODIS had 13% female leaders in 2017 and 18% in 2020. With more than 22% in 2022, the Group is well on its way to achieving its objective. In order to increase their progression, GEODIS introduced in January 2022 a "parity" indicator influencing the share of variable remuneration of senior executives when they act in favor of gender diversity within the Top Executives.

GEODIS founded the GEODIS Women's Network (GWN) in 2013. It is a global network designed to encourage the emergence of more women in management positions by developing their potential and supporting them in their professional development. The GWN is made up of GEODIS employees who wish to contribute to gender parity and the empowerment of women. Its main objectives are as follows:

- improving the gender balance in GEODIS management teams;

- encourage women to reach their full potential and professional goals;
- championing diversity and inclusion.

The GWN Americas network was set up in 2017 in the United States. It now has more than 300 ambassadors, not only in the United States, but also in Mexico, Colombia, Brazil and most recently in Chile. Comprehensive development programs based on mentoring were launched in 2018, and 78 mentor/mentee pairs formed in 2022.



To ensure recognition of the quality of its commitments, the Group has initiated a progress initiative based on the Gender Equality European International Standard (GEEIS). This standard is very much a management tool that helps to promote gender equality in the workplace.

The GEEIS label certifies the level of resources mobilized by the company to achieve equality in the workplace as well as the performance obtained. The objective is to promote gender equality and diversity within the organization, and thus to foster equal opportunities for all employees.

In 2020, GEODIS set the target of obtaining the label for 12 countries in three years. By 2022, nine of them had already received the label. In addition, three of these nine entities have also obtained the Diversity label, which reflects the implementation of best practices that go beyond gender equality.

GEODIS is also a signatory to the G20 EMPOWER Alliance pledge for the advancement of women in the private sector. EMPOWER (Private Sector Alliance for the Empowerment and Progression of Women's Economic Representation) was launched at the G20 summit in Osaka, Japan, in 2019 to advocate the advancement of women in the private sector, foster a supportive, inclusive culture and create more leadership opportunities for women.

### > Key achievements in support of professional equality

GEODIS has undertaken a number of initiatives to give concrete support to its approach to professional gender equality, encompassing the entire scope of its activities:

- the introduction of a minimum of eight weeks' maternity leave, paid at 100%, for all women in the Group, irrespective of the legislation of the country they work in;
- the creation of a "gender parity" criterion to be used in calculating the variable compensation of Top Executives;
- the development of a culture of openness based on non-discrimination, including the introduction of a specific training course on stereotypes and prejudices;
- the strengthening of training programs: individualized support (training, coaching, mentoring, etc.), leadership training and career development;
- a requirement for parity in the lists of candidates for recruitment and promotion.



### > Gender Equality Index (France)

In compliance with the French law "For the freedom to choose one's professional future", passed in September 2018, GEODIS has published an Equality Index for those entities concerned since 2019. The index calculation method makes it possible to compare the treatment of male and female employees. An overall score out of 100 points is calculated on the basis of five criteria: the gender pay gap (40 points), the gap in individual pay rises (20 points), the gap in promotions (15 points), increases on return from maternity leave (15 points) and the presence of women among the highest-paid company employees (10 points).

For 2022, GEODIS (the Economic and Social Unit [UES] of Head Office companies<sup>(9)</sup>) scored 89/100, compared to 83/100 in 2021.

<sup>(9)</sup> The Economic and Social Unit (UES) of Head Office companies consists of GEODIS Interservices, GEODIS FF Services, GEODIS WEMEA Services, GEODIS SCO Services, GEODIS Supply Chain Optimization.

### 4.4.2 Inclusion of people with disabilities

Equality in the workplace also involves including, integrating or reintegrating people with disabilities into the professional world. GEODIS has a long-standing commitment in this area and continues to work on behalf of people with disabilities, promoting their professional integration and developing partnerships to help people who are far removed from the business world to find ways of returning to stable employment.

An internal handbook, entitled "Disability inclusion – How to be a key player", has been published throughout the Group. It serves as a reference for employees who wish to take action to promote the integration of people with disabilities at GEODIS. The main lines of action are as follows:

- informing employees: the Group is committed to organizing at least one action or event per year within its various regions/lines of business in a bid to change perceptions of disability and remove prejudices;
- acting with employees: the idea is to provide employees who so desire with the tools and resources they need to become "disability correspondents", promoting the Group's disability policy to other employees. Launched in 2020, this network, called IN (which stands for Inclusion Network), has 53 volunteer employee members around the world;
- acting with partners: alongside the involvement of employees, the Group's regions and lines of business are committed to contracting at least three services per year to companies, associations or networks working for the integration of disabled people in the workplace (garden maintenance, catering, etc.);
- practicing inclusion in various ways to contribute to the employability of disabled people: the Group is committed to facilitating applications from disabled people (a note on job offers states that they are open to any person recognized as a disabled worker). Technological aids (ergonomic equipment, etc.) and adaptations to the content or format of training courses are also made available.

In 2022, the percentage of employees with disabilities within the Group was 3.27% (compared to 3.01% in 2021), or 1,487 employees.

#### *Change in the percentage of employees with disabilities (as a percentage of FTEs)*

	2019	2020	2021	2022
GEODIS Group	2.61%	3.30%	3.01%	3.27%
France	4.60%	4.81%	4.85%	4.59%

GEODIS encourages its employees to work to promote the integration of people with disabilities by volunteering for Group-led or public initiatives.

The Guy Crescent Award, which has been incorporated in the SNCF Foundation since 2009, provides financial support to associations that promote the professional integration or social inclusion of people with disabilities and/or facilitate their daily lives and those of their families. This award was created as a tribute to Guy Crescent, a former president of Calberson (one of the companies at the origin of GEODIS). Group employees who are volunteers in an association project working in the field of disability in France can participate on behalf of their organization. A selection committee is organized to nominate the winner or winners, who are awarded amounts ranging from €1,000 to €2,000.

The DuoDay initiative was launched in France as part of the European Week for the Employment of People with Disabilities. It allows a person with a disability to spend a day in a professional environment, to observe the work of an employee first hand and to join in with carrying out his or her daily tasks. In 2022, 32 Group employees welcomed people with disabilities to give them a taste of their work. For people with disabilities, DuoDay offers the opportunity to discover a work environment and to begin a career path.

## 4.5 Compensation and benefits

For GEODIS employees, the overall compensation structure consists of a basic salary and, depending on the level of responsibility and the country, variable compensation schemes. These are intended to reward collective and individual performance.

The variable portion of managers' pay is calculated automatically on the basis of the achievement of objectives set by their own line managers the previous year.

### 4.5.1 External benchmarking

GEODIS uses an internal job classification system to ensure that the compensation of all employees is competitive. For TopEx members, it also uses the specialist HR consulting firm Mercer's International Position Evaluation (IPE) system. Thanks to the data provided by specialized firms, these tools make it possible to verify positioning in relation to the local market and ensure internal equity. Compensation is reviewed annually to ensure that competitiveness is maintained. In order to maintain its positioning, the Group is seeking to improve its internal job descriptions by harmonizing those of the various regions and lines of business and supplementing them with levels of seniority.

### 4.5.2 Compensation and benefits plans

GEODIS offers all its employees an individualized, fair and competitive compensation package that recognizes each individual's performance and level of responsibility. The Group ensures that the minimum salary levels applicable in the various countries in which it operates are respected and that every employee is paid on time and in full.

Since 2022, all TopEx members have benefited from a global compensation plan that rewards collective and individual performance, according to three types of objectives:

- economic, on the basis of an evaluation of the company's financial performance;
- social and environmental, on the basis of criteria relating to the environment, diversity and employee satisfaction;
- individual, determined with each TopEx member's direct supervisor.

In most of the countries where GEODIS operates, supplementary health and life insurance policies are made available to employees, in addition to the mandatory coverage provided by law. Participation in these supplementary plans can be either voluntary or mandatory, depending on the country, and most frequently concerns all employees. In addition, depending on local regulations, some Group entities have established supplementary pension programs for their employees. In the United States, for example, GEODIS offers a wide range of benefits (health, temporary or permanent disability, assistance and retirement program).

### 4.5.3 Group employee savings policy in France

#### Savings plan

Since 1997, Group employees in France have been able to access a Group Savings Plan, which incorporates a wide range of diversified products. This plan had a total of €92.7 million in deposits at the end of 2022.

Since 2008, each employee has also been able to constitute savings at his or her own pace to prepare for retirement, through a Perco (Collective Retirement Savings Plan). Following transformation under the terms of French legislation in 2020 (the PACTE Act), the plan amounted to €38.7 million of assets at the end of 2022. The funds in these two plans meet Environmental, Social and Governance (ESG) criteria. Voluntary payments by employees and the payment of the profit sharing bonus were matched by the Group in 2022 with an amount of €5 million.

## Mandatory & optional profit sharing

Owing to the coexistence of legally distinct companies, there is no single system of profit sharing and incentive plans for the Group. These schemes are widely implemented in France, however, with amounts distributed by the Group in 2022 of €21.5 million in mandatory profit sharing (*participation*) and €5.8 million in incentive payments (*intéressement*), equivalent to 5.42% of the total payroll.

In 2022, the Group also paid out supplementary profit sharing (for a total of €1 million) and exceptional purchasing power bonuses (PEPA) for a total amount of €3.8 million, in addition to local initiatives and the customary negotiations.

## 4.6 Labor relations

GEODIS attaches great importance to freedom of association and the right to collective bargaining, principles that are enshrined in the Group's Code of Ethics.

The Group maintains a permanent and constructive labor relations dialogue with its employee representatives. GEODIS has structured its labor relations dialogue to allow for effective local exchanges with employee representatives at the local level and at the European level with the existence of a European Consultation Committee (ECC).

Established more than 20 years ago, the ECC is a single body operating at European level that serves as a forum for exchange and information and represents the Group's 22,894 European employees. The ECC provides employee representatives with information on the Group's social, economic and financial situation, and enables them to express their observations, make proposals and adopt positions. The Committee meets twice a year and is made up of 26 employee representatives.

At a local level, each line of business and each region has its own management and decision-making bodies for the organization of its labor relations, in accordance with local regulations.

### France

The Group's employees in France are represented by:

- 1,097 employees participating in representative bodies, *i.e.* 7% of the total number of permanent employees in France;
- 116 employees appointed by a trade union as representatives, *i.e.* approximately 0.75% of the total permanent workforce in France.

The Distribution & Express and European Road Network lines of business (which represent 70% of the total workforce in France) have signed labor relations agreements in order to organize the proper exercise of trade union rights and to make the trade unions genuine partners and players in this labor relations dialogue.

In 2022, 118 collective agreements were negotiated and signed between employee representatives and Group entities. In particular, these agreements cover salaries, profit sharing, gender equality, quality of life at work and the management of jobs and career paths.



### Europe (excluding France)

The organization of labor relations in Europe (excluding France) varies from one country to another. While some countries have works councils, others have only employee or union representatives. Collective agreements covering a variety of subjects may be negotiated, applying to all employees or only to certain categories of employees. In 2022, seven collective agreements were signed in Europe, most notably in Denmark and Sweden.

### Asia (Asia-Pacific & Middle East)

In Asia-Pacific and the Middle East, two collective agreements were signed for a period of three years in Vietnam and Singapore, within the entity Keppel Logistics. These agreements contain numerous provisions, notably on employment conditions, working hours and salaries.

### Americas

In the United States, 91 union representatives are present at certain Group sites, notably in Memphis, Tennessee and Chicago, Illinois. A collective bargaining agreement was under negotiation for the Memphis site in 2022.

In Brazil, a collective labor agreement was signed in 2022 for a period of one year on various subjects, including working hours and employee profit sharing. In Mexico, meanwhile, 22 collective agreements signed between management and a local union on employment conditions, working hours and compensation are currently in force.

## 4.7 Employee engagement



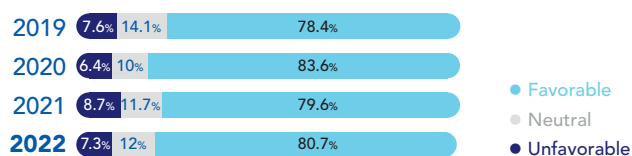
Employee engagement is of great strategic importance to GEODIS. Beyond the notions of motivation or involvement in the workplace, it has direct repercussions on commitment to the Group's values and its corporate project. A high level of employee engagement has a generally positive impact on retention, absenteeism, customer satisfaction and ultimately the Group's operational performance.

Since 2001 in France, and since 2013 throughout the world, GEODIS has been committed to evaluating its employees' satisfaction and engagement every year. The attention paid by senior managers (members of TopEx) to the subject of employee engagement is also one of the three CSR criteria used to calculate the variable portion of their compensation.

In 2022, GEODIS once again pursued its proactive approach to assessing employee engagement: the annual employee satisfaction survey was conducted in June 2022 and sent to all Group employees. Consisting of 50 questions grouped by theme, the survey covers a wide variety of topics: career development, communication, management, work relations between colleagues, global strategy, compensation, etc.

The high rate of participation in the satisfaction survey (89% compared to 81% in 2021) reflects a high level of employee engagement and makes the data used highly representative. At 81%, the overall employee satisfaction rate was one point higher than the previous year.

*Changes in the overall satisfaction rate between 2019 and 2022 (answers to the question: "In general I am satisfied with my employment at GEODIS")*



For each of these surveys, the Group benchmarks its own scores against those obtained by other companies in the sector. By making this comparison, GEODIS can better situate its performance and identify the progress it needs to make in relation to a similar environment. In 2022, the sector benchmark indicated a 78% engagement rate (and 72% in 2021), meaning that GEODIS is positioned above average.

The main causes of employee satisfaction identified in the survey were training opportunities, relations with immediate line managers and the degree of autonomy in decision-making. Employees' hopes for improvement included more opportunities for career development or internal promotion, collaboration between departments and a more visible link between the Group's strategy and the content of individual positions.

The results of the survey were shared with all employees in order to develop action plans together around four areas of improvement:

- strengthening communication on the Group's strategy;
- continuing to raise awareness of the Group's values (Leadership Principles and Golden Rules);
- promoting mobility and speeding up career development;
- developing cooperation between Group entities (regions and lines of business).

The results have also been analyzed in greater detail across the Group's various lines of business and regions in order to identify areas for improvement at local level, in addition to Group-wide priorities. The next survey in 2023 will assess whether the actions implemented have met the expectations expressed by employees.

Another noteworthy point in the survey results is that the overall employee Net Promoter Score (NPS), *i.e.*, employees' rate of recommendation, has risen to 23, an increase of 3 points compared to 2021. This high level reflects the strong attachment of GEODIS employees to their Group.

## 4.8 Corporate citizenship initiatives

Being a responsible company means being committed to the most disadvantaged people and taking part in initiatives to protect the planet. GEODIS teams, driven by common values, take action to raise funds but also to offer their time, skills and material resources to those who are in need. It is thanks to their energy that these humanitarian actions are born and live in the long term, constituting a source of pride for everyone.

The Group's action priorities focus on solidarity, a value jointly upheld by GEODIS and the organization or event being sponsored. Each year, GEODIS makes a commitment to provide logistical, financial or human support to underprivileged populations or individuals in difficulty.

### Support for the people of Ukraine

Just a few weeks after the start of the conflict in Ukraine, GEODIS began to take action to help the Ukrainian population. The Group decided to provide operational, technical and logistical support to Non-Governmental Organizations (NGOs) and associations working to provide aid to Ukrainian refugees. Logistics platforms in Poland, Romania and Hungary, logistics sites were brought into use to store goods prior to their distribution by local humanitarian aid organizations.

The French Federation of Food Banks (FFBA) was the first organization to benefit from GEODIS's support, which took the form of a partnership to transport food donations. As a result of these efforts, the FFBA awarded GEODIS the Food Bank Support Partner label.

GEODIS provided free collection, transport and storage of essential goods from France and other European Union countries to the countries in the region that were hosting Ukrainian refugees. The Group drew on its network and expertise in distribution and express transport to deliver the goods to the Polish-Ukrainian border and hand them over to the network of volunteers of Doc4Ukraine, an NGO that supports hospitals, nursing homes and orphanages.



GEODIS also gave logistical support to several associations: the Franco-Ukrainian association Tryzub, which collected food, medical supplies and camping materials, and the NGO Aide Médicale et Caritative (AMC) France-Ukraine.

Alongside these actions, the Company has also decided to support the French Red Cross through a fundraising program to which all Group employees were invited to contribute. €300,000 in donations from employees plus a matching contribution from GEODIS were donated to the French Red Cross in May 2022. GEODIS teams in several European countries including Finland, Latvia, Czechia, Spain, Poland and Romania also took part in operations to collect basic necessities.

### GEODIS mutual aid funds

GEODIS has created two funds specifically to provide aid to employees who are experiencing difficult times.

In the United States, the GEODIS Compassion Fund was created in 2018 to provide financial support to full-time employees in difficulty. In 2022, a total of \$116,775 was granted to 82 GEODIS employees.

The European Solidarity Fund, created in 2020, is a joint initiative of the European Consultation Committee (ECC), the European employee representative body, and GEODIS. The purpose of this fund is to help improve the general health and well-being of employees and, more specifically, to provide assistance to European employees who are confronting difficult financial circumstances. In 2022, three GEODIS employees benefited from this assistance.

### > Other charitable actions around the world

Many GEODIS employees took part in local community projects in 2022. These included:

- India: the Group's teams held a clean-up operation on a beach in Chennai, with the help of Bhumi, a local NGO. After an awareness-raising session on marine ecosystem pollution, 48 employees collected more than 130 kg of trash;
- France: employees from the head office took part in a volunteer activity in the Paris region on November 25 and 26, 2022, contributing to a food collection in supermarkets organized by the French Federation of Food Banks (FFBA);
- Hungary: GEODIS teams took action to support the solidarity actions of the Order of Malta charity organization. Employees prepared more than one hundred Christmas packages for underprivileged families living in rural areas;
- United States: the GEODIS Women's Network sponsored 14 GEODIS Campus Leaders who combined their skills and talents to help build a home in a local disadvantaged community. The project was undertaken in partnership with Habitat for Humanity (H4H) in Lawrence, Indiana.





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# 05. Ethics

GEODIS is highly conscious of its responsibilities towards all its stakeholders. Wherever the Group operates, this is reflected in its respect for the law and the application of international standards. GEODIS has deployed a program to ensure ethical conduct, compliance, respect for human rights and protection of sensitive data throughout its value chain.

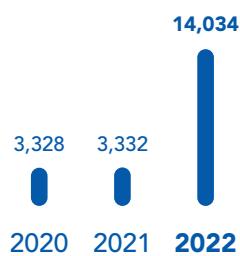
## OUR OBJECTIVES

Choose ethical relations based on trust, involving:

- 1 **STRICT RULES** on ethics and compliance as contained in the Code of Ethics, including on corruption, competition law, forced labor and human rights;
- 2 **REGULATIONS, STANDARDS** and **BEST PRACTICES** in CSR and in particular Health, Safety and Environment.

## OUR RESULTS selected key figures

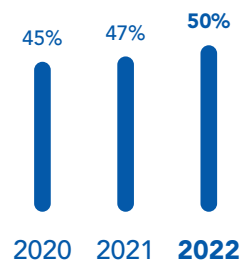
*Number of employees  
trained in the Code  
of Ethics via e-learning*



*Number of employees  
trained in anti-corruption  
via e-learning*



*Percentage of suppliers  
managed by the Corporate  
Purchasing Department  
assessed by EcoVadis*



## 5.1 Business ethics

As a growth partner to its customers, GEODIS is committed to respecting ethical standards in its relations with all its stakeholders. GEODIS's actions are also guided by a set of strong values – customer commitment, innovation, trust, solidarity and passion – which are the foundation of the Group's corporate culture.



Through a program that has been rolled out in all its lines of business, GEODIS ensures that ethical principles and processes are integrated throughout the organization, and that national and international regulations are respected. To develop and support this ethics and compliance program, the GEODIS Executive Board has put in place a dedicated team, the Compliance Department, which relies on a network of correspondents in all lines of business and regions.

The Compliance Department is responsible for developing and rolling out the Group's compliance programs, particularly in the areas of anti-corruption and competition law. It ensures that the governance in place within the Group allows for the effective management of these programs as part of a continuous improvement process.

### Code of Ethics

GEODIS adopted a Code of Ethics in 2009. It is the cornerstone of its ethical culture and is at the heart of the Group's compliance program. The Code clearly outlines the Company's values and commitments. It applies to employees, members of the Management Board and the Supervisory Board, as well as to temporary and external employees working within the Group.

It is in harmony with the Code of Ethics of the SNCF Group, GEODIS's reference shareholder. The management of each GEODIS entity is responsible for circulating the Code of Ethics and the accompanying documents within their organizations, in particular the policy against corruption and influence peddling and the policy for free and fair competition. They also ensure that these policies are familiar to all employees in their entities and that they are enforced.

### Whistleblowing

The GEODIS whistleblowing system can be accessed in France and all other countries around the world. It allows Group employees, personnel supplied by temporary employment agencies, external contractors and third parties to make reports, in accordance with the provisions of France's "Sapin II" law (2016) and "Corporate Duty of Care" law (2017). Subject to the conditions of admissibility stipulated by the law and stated in the internal whistleblowing policy, any proven or suspected breach corresponding to the commission of a crime or misdemeanor, the serious and manifest violation of a law or regulation, a situation contrary to the Code of Ethics, an infringement or risk of serious infringement of human rights and fundamental freedoms, the health and safety of individuals or the environment, or a violation of competition rules.

GEODIS has chosen the BKMS® System platform for all exchanges and to host information relating to alerts in order to guarantee the confidentiality and security of the data. The launch of this platform was accompanied by an extensive communications campaign targeting all employees with a professional email address. A poster campaign is also underway at all GEODIS sites in France and around the world to inform the widest possible audience.



## Anti-corruption program

GEODIS has introduced a compliance program to combat corruption and influence peddling. This program is driven by a strong commitment from the management team with the support of a network of correspondents in the lines of business and the regions. It comprises a set of measures, adapted to the company and corresponding to the eight pillars stipulated by the Sapin II law: a code of ethics, supplemented by internal policies and procedures distributed to all employees, any breach of which may give rise to disciplinary sanctions; regularly updated risk mapping for corruption and influence peddling, aligned with the most recent recommendations of the supervisory authorities; a system for verifying the integrity of third parties using a risk-based approach; a training program for employees and suppliers/subcontractors most at risk; an internal alert system; an accounting control plan and a system for monitoring the effectiveness of the program, including first, second and third-level controls.



## Training program

GEODIS uses a specialized e-learning platform that offers interactive and adaptable modules to ensure that the training courses reflect as closely as possible the company's culture, risks and operational situations that may arise. GEODIS offers modules internally in eight or nine languages, depending on the topic. The tool enables the automatic integration of new employees, the traceability of completed training courses and automatic reminders to employees. Each year, GEODIS is able to train thousands of employees around the world, spread its culture of ethics and compliance, and prevent risks of violation related to these topics.

### > Code of Ethics module

Training on the GEODIS Code of Ethics runs on a continuous basis throughout the organization. It is intended for all employees who have a computer workstation giving them access to the e-learning platform (i.e., approximately 30,000 employees in 2022). They are required to complete the training within one month of their arrival in the Group. The training includes modules dealing with all the subjects covered by the Code of Ethics. If the final test is successfully completed, a certificate is awarded which is valid for two years. When this period elapses, employees are required to follow and validate the training again.

14,034 employees completed the e-learning module on the Code of Ethics in 2022.

### > Anti-corruption and influence peddling module

Training dedicated to fighting corruption and influence peddling is also provided on an ongoing basis throughout the organization. It targets employees belonging to job categories identified as being particularly at risk in terms of corruption risk mapping. Like the training on the Code of Ethics, it is validated by a final test based on operational situations that present a risk for GEODIS and leads to the award of a certificate.

A major training campaign was organized in 2021 for employees considered to be at risk of corruption, i.e., more than 13,000 people. Of this population, over 99%<sup>(10)</sup> passed the final test. In 2022, only those employees who had been unable to complete the training during the 2021 campaign, as well as new employees at risk, were involved in the campaign.

(10) This percentage does not take into account employees who were on long-term leave at the time the campaign ended.

## Program for free and fair competition



As with the anti-corruption program, GEODIS has put in place policies and procedures designed to ensure that all its employees abide by competition rules. A dedicated policy was adopted in 2020. It contains a reminder of the fundamental principles of competition law, examples of behaviors to be followed or, on the contrary, to be proscribed, and a presentation of the mechanisms available for internal notification of incidents.

This policy is accompanied by measures that are designed to ensure its effectiveness, such as the creation in the Compliance Portal of a flow allowing employees to declare their participation in professional associations and the launch of awareness-raising and training initiatives for employees at risk in terms of competition.

The substantial increase in the number of applications for membership in professional associations in 2022 attests to the effectiveness of the awareness campaigns undertaken, particularly during the annual Compliance Week.

### > Global Compliance Week

Since 2019, GEODIS has organized an annual Global Compliance Week. This internal event is celebrated throughout the Group and is the subject of a global communications campaign. The event is intended to raise awareness among all Group employees of the ethical and compliance rules applicable within the Group, across all lines of business and regions. The regions extend this initiative with additional actions such as breakfasts, debates, compliance competitions, local compliance weeks, training sessions, etc.

The Group's Global Compliance Week 2022, which was announced to all employees by the Group's Chief Executive Officer, included a presentation on the internal whistleblowing system, a presentation on the fight against money laundering, a quiz on the risks of influence in business relationships and a webinar on the exchange of sensitive competitive information.

The GEODIS Compliance Department also regularly raises employee awareness of a number of ethical and compliance risk areas, including gifts and invitations, conflicts of interest and donations and sponsorship. These topics are the subject of regular communications campaigns. The massive increase in the number of requests for validation of gifts and invitations (5,484 in 2022 compared with 986 in 2021) and requests for membership of professional associations (203 in 2022 compared with 81 in 2021) in the Compliance Portal demonstrates the effectiveness of these communications actions which are carried out during Global Compliance Week.

## 5.2 Human rights and fundamental freedoms

There are many potential situations where human rights and fundamental freedoms are violated: modern slavery (forced labor, child labor, clandestine or undeclared labor) as well as the non-respect of workers' rights, discrimination, violence, harassment, etc. These situations are at significant risk in the complex globalized value chains in which GEODIS is involved.

With a network extending to around 170 countries, GEODIS is determined to ensure that human rights are respected wherever it operates. By joining the United Nations Global Compact in 2003, GEODIS formally committed to integrating and promoting human rights, including employment standards. GEODIS reaffirmed this commitment in its Code of Ethics in 2009 and is committed to generating a positive social impact by fostering the well-being and development of its employees, in particular by promoting their professional development, encouraging diversity and in particular gender equality, and providing assistance to the most disadvantaged people.

## Human rights and fundamental freedoms in the context of the corporate duty of care

The SNCF Group is subject to the French Corporate Duty of Care law, which requires companies and groups with more than 5,000 employees in France or 10,000 employees in France and internationally for two consecutive years to devise, publish and effectively implement a plan containing appropriate measures to identify risks and prevent serious violations of human rights and fundamental freedoms, or to the health and safety of individuals and the environment that may result from their activities or those of their suppliers or subcontractors with whom they maintain an established business relationship.

The 2022 plan is the second to be published by the SNCF Group<sup>(11)</sup> under the corporate duty of care legislation. It covers the entire SNCF Group, including GEODIS, which contributed to it by reporting consolidated information within its scope.



### Governance

GEODIS has set up a governance system for the duty of care adapted to its businesses in conjunction with the SNCF Group. A steering committee has worked to identify the risks of serious violations of human rights and the environment, as well as the health and safety of individuals, in the context of GEODIS's activities and those of subcontractors or suppliers with whom GEODIS maintains an established commercial relationship.

This work has made it possible to prepare appropriate action plans to supplement existing measures in order to strengthen the prevention of risks and serious breaches. The whistleblowing system in place at GEODIS makes it possible to collect and process reports from all employees and external stakeholders concerning the existence or realization of risks of serious violations with regard to human rights, the health and safety of individuals or the environment.

## 5.3 Responsible value chains

GEODIS occupies a key position in global value chains and makes use of numerous suppliers and subcontractors. The risk of non-compliance by these suppliers and subcontractors on ethical, social or environmental issues could expose the Group to legal action and have an impact on its performance and its ability to satisfy its customers. Anticipating these risks is therefore a matter of responsibility and exemplarity for the Group, which must be vigilant not only in its role as an employer, but also as a customer.

Depending on the country and on the services provided, GEODIS teams may assign part of the work to subcontractors, provided that the latter comply with the third-party management program, which includes but is not restricted to ethical and compliance issues.

### Third-party integrity verification procedure

GEODIS has introduced a third-party integrity verification process called "Know Your Business Partner" to supplement the verification procedures prescribed by local legislation. This was launched in 2015 and consists of a policy attached to the Code of Ethics, a supplier code of conduct and two questionnaires. The objective is to ensure that the third party in question respects the same level of commitment as GEODIS in terms of ethics and compliance. The "Know Your Business Partner" process includes a detailed review of the third party under consideration, using a risk-based approach.

As a result, third parties deemed to present a high risk according to the Group's risk mapping are subject to enhanced due diligence (including questions about their compliance program, ownership, ultimate beneficiary) and integrity checks against external databases, which may result in the imposition of remedial measures.

(11) <https://www.sncf-reseau.com/fr/plan-vigilance-sncf>



In addition, third parties deemed to present a high risk are obliged to accept the terms of the supplier code of conduct (aligned with those of the Code of Ethics and the principles of the United Nations Global Compact), which includes the right for GEODIS to conduct audits at sites and reminds suppliers and subcontractors of the existence of the Group's whistleblowing system, which allows them to report any shortcomings.

They are also required to undergo compliance training provided by the Group Compliance Department and/or members of the network of correspondents. This training enables GEODIS to ensure that third parties understand its ethical and compliance standards and expectations. In 2022, 233 "high-risk" third parties completed compliance training (the number in 2021 was 232).

### Actions for reducing the social and environmental impact of subcontracted services

The Group is committed to taking social and environmental issues into account in its purchasing policy for services and wants to build long-term, balanced and sustainable relationships with its suppliers and subcontractors.

The Distribution & Express line of business has set up a system for its subcontractors operating in Low Emission Zones (LEZs) to support efforts to decarbonize its entire value chain.

Through a collaborative approach, the Group provides its partners with concrete means to speed up their energy transition. For example, following an extension in 2021 to its scope of activity, GEODIS Equipment, an internal fleet rental service provider, now also provides rental services to external customers.

The Group can therefore offer its subcontractor partners a sustainable low-carbon transport rental solution, available in both natural gas (bioCNG) and electric versions. GEODIS can provide its partners with a fleet of 3.5 and 12-tonne vehicles, using an adapted rental service contract. At the same time, the Group also gives its subcontractor partners access to its network of low-carbon refueling infrastructures (CNG stations and electric charging terminals) at favorable rates.

In addition, the Corporate Purchasing Department regularly assesses the CSR performance of the suppliers it manages, *i.e.* 220 suppliers who had a valid assessment. The Group uses the EcoVadis reference system for this purpose, an independent platform for evaluating suppliers with regard to sustainability and social responsibility. It is based on four pillars: environment, social and human rights, business ethics and responsible purchasing. Each company is also evaluated on specific issues depending on its size, location and sector of activity.

In 2022, 50% of the suppliers asked to answer the EcoVadis questionnaire were evaluated. With an average score of 65/100, their performance is higher than the average worldwide score of 45/100 reported by EcoVadis. Any suppliers who score less than 45/100 overall or on one of the EcoVadis pillars are required to present a corrective action plan.

## 5.4 Data protection



In view of the increasing digitalization of processes and the sharing of sensitive information with its customers, GEODIS is constantly adapting its prevention, detection and protection capabilities for its IT systems. The Group may be confronted with risks of hacking, malicious use of information systems or theft of confidential information. Particular attention is paid to these threats: any disruption to operations or loss of sensitive data could have a significant impact on its business and its reputation.

GEODIS is determined to control the risks relating to the data it handles and to its processing systems, whether they are dedicated to production resources or to its own operations.

Substantial resources, steadily increasing since 2010, are devoted to this area in recognition of the rapid growth in the global panorama of cyber threats and the crucial importance of the Group's infrastructures in serving its ecosystem.

The cybersecurity function, which reports to the Management Board, implements a global strategy in all regions where the Group operates, irrespective of the line of business involved. Governance is established through:

- a matrix organization consistent with the corporate structure;
- risk analyses and *ad hoc* risk mitigation measures;

- a general IT security policy, incorporated into the Group's Book of Business Principles;
- specific policies in line with benchmark standards in this area;
- a "Security By Design" approach, which ensures that security requirements are included in the design phases of services and products rolled out by the company as part of its digital transformation.

All Group entities are required to comply with these rules and principles in addition to whatever local regulations are in force.

Three internal lines of defense play a part in protecting the Group's data:

- security operations, led by the technical departments, which ensure the implementation and maintenance in operational condition of risk mitigation resources;
- governance, risk and compliance, led by the Group's head of cybersecurity, managing risks, global strategies, policies and major transformation plans;
- internal/external auditors monitoring their implementation and any potential deviation.

To supplement this organization, the Group is supported by a network of committed partners and a significant catalog of tools enabling it to tackle the five pillars as described by the National Institute of Standards and Technology (NIST).

1. Risk identification, by way of a classification of sensitive assets, their vulnerability and potential threats that could impact their confidentiality, availability or integrity.
2. Protection of these assets and promotion of cyberculture by regularly raising awareness among users, who are the primary players in the company's security, through training and attack simulation campaigns. More than 5,000 users are called on to take part every month.
3. An ability to detect weak signals and deviations from compliance indicating potential areas of compromise on over 30,000 active devices.
4. The means of responding to alerts and incidents, represented by its Security Operation Center and intervention teams around the world providing 24/7 coverage.
5. Cyber resilience, making it possible to anticipate potential crises more confidently.

GEODIS is represented on leading cyber working groups involving major French companies, including the CESIN (*Club des Experts de la Sécurité de l'Information et du Numérique*), the CLUSIF (*Club de la Sécurité de l'Information Français*) and the CIGREF (*Club Informatique des Grandes Entreprises Françaises*).

A Data Protection Officer (DPO) guarantees the Group's commitment in this area, as well as the rules and general principles that have to be respected by all entities. An initial e-learning training campaign on data protection was launched in 2021, targeting 22,631 Group employees, more than 10,000 of whom (46%) have completed the training module. A second campaign was launched late in 2022 using the same module, targeting 17,190 employees (those who had not completed the module in 2021 and new hires). By the end of 2022, 5,584 of them had completed the module and the campaign continued into 2023.



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# 06. Table of indicators

The methodological note for a definition of each indicator and any exclusions from the scope is available on [geodis.com](https://www.geodis.com). The Limited Assurance Report can also be consulted on the Group's website.

## Environmental indicators

Indicator	Unit	2020	2021	2022	Verified
<b>Greenhouse gas emissions scopes 1+2+3</b>	<b>tCO<sub>2</sub>e</b>	<b>3,275,808<sup>(1)</sup></b>	<b>3,986,841<sup>15</sup></b>	<b>4,170,808</b>	
<b>Scope 1 greenhouse gas emissions</b>					
<b>Total</b>	<b>tCO<sub>2</sub>e</b>	<b>167,534</b>	<b>208,482</b>	<b>281,204</b>	✓
<b>Breakdown by line of business</b>					
Head office & Holdings <sup>(2)</sup>	tCO <sub>2</sub> e	158	97	133	
Distribution & Express	tCO <sub>2</sub> e	62,881	64,577	72,350	
European Road Network	tCO <sub>2</sub> e	74,605	75,967	77,059	
Global Freight Forwarding <sup>(2)</sup>	tCO <sub>2</sub> e	2,651	32,181	97,496	
Supply Chain Optimization	tCO <sub>2</sub> e	37	44	36	
Global Contract Logistics	tCO <sub>2</sub> e	27,201	35,616	34,129	
<b>Breakdown by geography</b>					
France	tCO <sub>2</sub> e	121,312	155,107	225,578	
Europe (excl. France)	tCO <sub>2</sub> e	29,014	28,043	30,799	
Rest of the world	tCO <sub>2</sub> e	17,207	25,332	24,826	
<b>Breakdown by source</b>					
Emissions resulting from diesel consumption	tCO <sub>2</sub> e	137,239	143,912	149,926	
Emissions resulting from kerosene consumption	tCO <sub>2</sub> e	0	23,829	89,333	
Emissions resulting from gasoline consumption (company cars)	tCO <sub>2</sub> e	N/A	N/A	1,367	
Emissions resulting from consumption of natural gas for heating buildings	tCO <sub>2</sub> e	22,757	31,133	29,435	
Emissions resulting from consumption of natural gas for forklifts	tCO <sub>2</sub> e	3,593	5,240	5,287	
Emissions resulting from consumption of natural gas for vehicles	tCO <sub>2</sub> e	3,944	4,368	5,856	
<b>Scope 2 greenhouse gas emissions</b>					
<b>Total (location-based)</b>	<b>tCO<sub>2</sub>e</b>	<b>79,732</b>	<b>84,101</b>	<b>72,339</b>	✓
<b>Breakdown by line of business</b>					
Head office & Holdings	tCO <sub>2</sub> e	44	133	108	
Distribution & Express	tCO <sub>2</sub> e	1,751	1,626	1,179	
European Road Network	tCO <sub>2</sub> e	1,371	1,477	5,480	
Global Freight Forwarding	tCO <sub>2</sub> e	10,175	11,015	11,397	
Supply Chain Optimization	tCO <sub>2</sub> e	619	483	451	
Global Contract Logistics	tCO <sub>2</sub> e	65,773	69,367	53,725	
<b>Breakdown by geography</b>					
France	tCO <sub>2</sub> e	3,083	3,317	2,512	
Europe (excl. France)	tCO <sub>2</sub> e	15,960	16,336	17,124	
Rest of the world	tCO <sub>2</sub> e	60,688	64,448	52,704	
<b>Breakdown by source</b>					
Emissions resulting from electricity consumption	tCO <sub>2</sub> e	79,732	84,101	72,339	

(1) Scope 3 data for 2020 and 2021 has been revised to bring it into line with the scope of the Group's financial reporting.

(2) The CO<sub>2</sub> emissions of the GEODIS cargo aircraft were integrated in Headquarters & Holdings in 2021. The following year, these emissions were integrated in the Global Freight Forwarding activity. For the sake of comparability, the emissions reported under Headquarters & Holdings in 2021 have been transferred to the Global Freight Forwarding activity.

Indicator	Unit	2020	2021	2022	Verified
Scope 3 greenhouse gas emissions					
Total	tCO <sub>2</sub> e	3,028,542	3,694,258	3,817,265	
Subcontracted transport	tCO <sub>2</sub> e	2,969,900	3,624,280	3,668,167	✓
Breakdown by activity					
Subcontracted air transport	tCO <sub>2</sub> e	1,456,609	1,638,844	1,282,979	
Subcontracted rail transport	tCO <sub>2</sub> e	61,255	106,977	68,800	
Subcontracted barge transport	tCO <sub>2</sub> e	131	43	1,387	
Subcontracted sea transport	tCO <sub>2</sub> e	418,544	543,216	572,848	
Subcontracted road transport	tCO <sub>2</sub> e	1,033,361	1,335,200	1,742,153	
Others	tCO <sub>2</sub> e	58,642	69,978	149,098	
Energy consumption					
Total	GWh	920	1,106	1,449	
Natural gas consumption of built areas and forklifts	GWh	151	202	211	✓
Electricity consumption of built areas	GWh	209	221	244	✓
Of which renewable electricity	GWh	11	11	44	
Diesel consumption	Million liters	52.11	54.47	57.57	✓
	GWh	560	585	618	
Consumption of other types of fuel (gasoline, B100, HVO)	Million liters	N/A	N/A	1.17	
	GWh	N/A	N/A	12	
Kerosene consumption	Million liters	0	9.46	35.31	
	GWh	0	98	364	
Ratios					
Electricity consumption per sqm of built areas	kWh/sqm	29.5	28.7	27.6	✓
Percentage of surfaces in buildings equipped with LED lighting	%	40%	48%	59%	
Changes in the vehicle fleet					
Total	Number of vehicles	3,357	3,352	3,607	
Euro 0 to 4	Number of vehicles	114	96	105	
Euro 5	Number of vehicles	305	230	181	
Euro 6	Number of vehicles	2,858	2,922	3,083	
Alternative vehicles	Number of vehicles	80	104	238	
Of which electric vehicles	Number of vehicles	9	12	23	
Of which hybrid vehicles	Number of vehicles	1	0	4	
Of which natural, compressed and liquefied gas vehicles	Number of vehicles	70	86	149	
Of which biogas vehicles	Number of vehicles	0	0	40	
Of which B100 vehicles	Number of vehicles	0	6	22	
Proportion of alternative vehicles	%	2.4%	3.1%	6.6%	✓
Waste					
Total	Tonnes	101,573	118,204	115,774	
Hazardous	Tonnes	1,304	1,558	1,357	
Non-hazardous	Tonnes	100,269	116,646	114,417	✓

## Certifications

Indicator	Unit	2020	2021	2022	Verified
Number of GEODIS sites		815	855	936	
<b>Certifications</b>					
ISO 9001 <sup>(1)</sup>	Number of sites certified	538	524	580	
ISO 14001 <sup>(2)</sup>	Number of sites certified	303	295	301	
ISO 45001 <sup>(3)</sup>	Number of sites certified	236	243	250	
TAPA <sup>(4)</sup>	Number of sites certified	17	19	25	
AEO <sup>(5)</sup>	Number of sites certified	181	276	339	
ISO 22000 <sup>(6)</sup>	Number of sites certified	13	11	37	
ISO 13485 <sup>(7)</sup>	Number of sites certified	2	3	3	
ISO 50001 <sup>(8)</sup>	Number of sites certified	7	3	2	
SQAS <sup>(9)</sup>	Number of sites certified	17	16	16	
HQE, LEED, BREEAM <sup>(10)</sup>	Number of sites certified	0	4	7	

(1) Quality management.

(2) Environmental management.

(3) Safety management.

(4) Transport Asset Protection Association (freight security).

(5) Authorized Economic Operator (customs formalities).

(6) Food safety.

(7) Quality of medical devices.

(8) Energy management.

(9) Safety & Quality Assessment for Sustainability (chemicals).

(10) Environmental performance of buildings: High Environmental Quality, Leadership in Energy and Environmental Design, Building Research Establishment Environmental Assessment Method.

## Social indicators

Indicator	Unit	2020	2021	2022	Verified
Total headcount		42,094	46,356	49,476	✓ <sup>(1)</sup>
Full Time Equivalent (FTE)		41,419	45,569	48,767	
<b>Health and Safety in the workplace</b>					
Frequency rate of lost-time accidents per million hours worked		13.5	12.2	10.5	✓
Severity rate per million hours worked		0.65	0.58	0.55	✓
Number of hours of training in Health and Safety per FTE	Hours	4.32	3.71	5.87	
Number of deaths (employees)		0	0	2	
<b>Management of talent</b>					
Total number of hours of training	Hours	382,989	467,403	474,327	
Number of hours of training per FTE	Hours	10	11	10	
<b>Diversity and inclusion</b>					
Percentage of women in the total headcount	%	38%	39%	40%	✓
Percentage of women in the TopEx	%	18%	20%	22%	✓
Gender equality index score	/100	81	83	89	
Percentage of employees with disabilities	%	3.30%	3.01%	3.27%	
<b>Employee engagement</b>					
Absenteeism	%	4.46%	3.69%	3.83%	
Number of departures (including resignation, retirement, dismissal, redundancy)		14,387	16,768	19,224	
Average length of service of employees	Years	6.38	6.78	7.4	
Satisfaction rate in employee engagement survey	%	84%	80%	81%	
<b>Ethics</b>					
Number of employees receiving training in the Code of Ethics through e-learning		3,328	3,332	14,034	
Number of employees receiving training in anti-corruption through e-learning		Unknown	Unknown	13,163	
Percentage of suppliers <sup>(2)</sup> evaluated by EcoVadis	%	45%	47%	50%	
Average score awarded to suppliers <sup>(2)</sup> assessed by EcoVadis	/100	61	62	65	
Percentage of suppliers <sup>(2)</sup> having signed the GEODIS Code of Conduct	%	70%	71%	77%	
Percentage of employees having received training in data protection	%	Unknown	46%	32%	

(1) In 2022 only.

(2) Suppliers managed by the Corporate Purchasing Department.

## METHODOLOGY

The methodological note for a definition of each indicator and any exclusions from the scope is available on [geodis.com](https://www.geodis.com).  
The Limited Assurance Report can also be consulted on the Group's website.

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