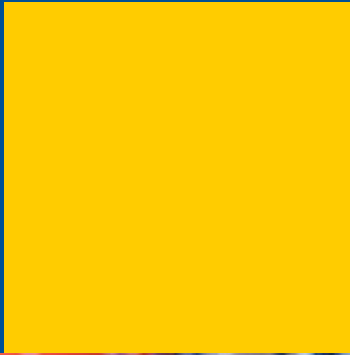


**2021**

**Environmental, Social,  
& Governance Report**



**Partners, unlimited**

## OUR VISION

At GEFCO, our aim is to become one of the most innovative and influential players in supply chain transformation to meet technological, social and environmental challenges. We believe we create value through cooperation. Our open mindset and the humility to listen and learn from our partners take us the extra mile.

This is GEFCO's *Infinite Proximity*.



This report features some images that were taken before the COVID-19 pandemic. GEFCO has measures in place to ensure full compliance with the rules and guidelines in the various geographies in which it operates.

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CHAIRMAN'S LETTER



LETTER OF THE VICE PRESIDENT OES



KEY FACTS & FIGURES



BUSINESS SEGMENTS



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DATA & APPENDICES



# Chairman's Letter

## Luc Nadal, CEO

Being **Partners, unlimited** means rising to our customers' supply chain challenges anytime, anywhere in the world. And how we do this, with innovative, sustainable solutions, is increasingly important to our customers.

Alongside our global network of partners, we've been designing smart supply chain solutions to meet customers' needs for more than 70 years. With continual improvement at the forefront of our thinking, we aim to optimize resources and limit our environmental impact worldwide. We know this is good for business, our people, and our planet. And we want to do more.

As an example, we've been building on our experience in the automotive sector to help customers in a wide range of industries reach their sustainability objectives. We're proud of our longstanding relations with our customers and aim to provide an ever more valuable link in their supply chains.

Our longevity is also due to our ability to anticipate and adapt with agility to a changing logistics and business environment. Last year, headwinds from the global pandemic and material shortages continued to impact the global business environment. But as a testament to GEFCO's resilience and flexibility, our continued performance has positioned us to take our business to the next level in 2022.

In 2021, we laid the foundations for our sustainability commitments to become the cornerstone of our business. Based on the United Nations Sustainable Development Goals, our **eight environmental, social and governance (ESG) commitments** focus on business practices, partnerships, technology innovation, carbon reduction and people. With these goals, we intend to accelerate our customer solutions and set more ambitious goals for our operations. We're already on the way. For example, we're very proud to have launched the first carbon-neutral train on the New Silk Road, an industry first, and we're activating our multimodal network to offer other road-rail solutions that meet our customers' sustainability needs.

In 2022, as we undergo a deep business transformation, we'll bring our eight ESG commitments to life to become a more agile, technology-enabled, customer-centric and sustainable organization. We'll increasingly digitalize and innovate, both internally and in collaboration with our partners, to achieve a more sustainable business.

Given the importance of decarbonization across every sector, our operational transformation will focus on ambitious carbon commitments targeting scope 1, 2 and 3 emissions. In 2022, we'll start implementing our roadmap to reduce our carbon emissions by 2030, including a reduction of 40% in our own operations and 30% in our subcontractors' operations.

Guided by our **Partners, unlimited** promise to our customers, along with our culture of **Infinite Proximity**, we're excited to be rolling out our ESG commitments as a clear roadmap to a better, more sustainable future.

In 2021, GEFCO laid the groundwork for the progress we will make in 2022, and I'd like to thank all our employees and partners for helping us achieve so much in the past 12 months.



**Luc Nadal**  
CEO and Chairman of the Management Board



# Letter of the Vice President OES

## The Continued Journey towards Operational Excellence and Sustainability

Achieving our sustainability objectives will be a company-wide project, and will necessitate changes across the Group, both operationally and in terms of the outputs we deliver to our customers. We are realistic about our ability to enact these changes and ambitious about the type of company we can be going forward.

Based on this groundwork, we've now developed four key pillars of our ESG strategy, supported by 8 commitments linked to UN Sustainable Development Goals (SDGs), and 22 objectives backed by KPIs to reach our targets by 2030. This approach gives us a clear route to incorporating ESG into the global strategy of the company and ensures that we have a measurable ESG impact which will support GEFCO in reaching its goals.

Our first pillar, to act as a corporate citizen, ensures we meet our duty as a company to maintain the highest standards of business conduct and ethics. GEFCO intends to be exemplary on matters of anti-corruption, competition, data protection, human rights, and governance, as demanded by legislation and the public at large. This is particularly important as concerns over fair data management and cybersecurity risk are foregrounded, with GEFCO set to implement a company-wide programme of strengthening our IT security.

Our second pillar is all about ensuring sustainable partnerships. As partners and customers increasingly require greener trade flows and environmentally friendly supply chain solutions, GEFCO is committed to responding flexibly to their changing priorities and helping them unlock benefits beyond the financial, including meeting their own ESG and sustainability targets. We will act together with our suppliers, be transparent on our expectations, and support them to reach their targets. Our willingness to co-create value with customers and partners sits at the heart of everything we do – represented by our *Partners, unlimited* promise.

Reducing our environmental footprint is our third pillar. GEFCO is taking clear and ambitious commitments which will make us leaders in our line of business for reducing our environmental footprint. Our decarbonisation plan will enable GEFCO to lead progress within our sector: By 2030, we aim to reduce Scope 1 & 2 emissions by 40%, and Scope 3 emissions by 30%. Our objectives were set in line with the Paris Agreement and we committed to the SBTi (Science Based Target initiative). Our bold targets are supported by a



range of strategic KPIs across our comprehensive set of ESG commitments, which will ensure we have all the right support and resources in place to succeed on this ambitious path.

Pillar four concerns our priority to develop and protect our people. Our continued commitment to health and safety across our operations, and the increased scale of training provided to our employees enable us to build the GEFCO of tomorrow, together.

In the coming year, we will continue to transform our company into a more efficient and sustainable industry leader. Achieving our sustainability goals will require determination and creativity. Thanks to the commitment and enthusiasm of our employees and partners, who are continually striving to find better solutions, I am convinced that GEFCO can play an active role in steering the industry towards better results.

**Anne-Brigitte Spitzbarth**  
Vice-President, OES  
(Operations Excellence & Sustainability)

# About GEFCO

## Key Facts & Figures

GEFCO is a world expert in complex supply-chain solutions and the European Leader in automotive logistics.

From its beginning in the 1950s as the transport and logistics arm of Groupe PSA, GEFCO has grown into a leading global specialist in complex supply chains. Today, we are a global brand working with customers around the world to deliver integrated supply-chain solutions and help them meet their broader business objectives.

Since 2012, when GEFCO became independent, the company has transformed—culturally and operationally—into a confident, innovative, and outward-facing brand. Building on more than

70 years of supply chain experience as a leading integrator and long-held culture of innovation, we are a world leader in all aspects of automotive logistics and have expanded into other sectors, including electronics consumer goods, construction, pharmaceutical and healthcare, electronics, and aerospace.

No other logistics provider combines this unified, multimodal global presence with the flexibility and expertise to design specific, integrated solutions for all of its customers across industries.

### GEFCO













**70+** years supply chain expertise    Worldwide presence in **47 countries**    Partners in **79 countries**    **314** facilities    **10,700** employees    **100+** nationalities

### Financials

**€4.2bn** turnover    **€210** Recurring EBIT    **5%** Recurring EBIT margin



### Logistics Resources

 <b>N°1</b> in Finished Vehicle Logistics* (FVL)	 <b>4m*</b> Vehicles Delivered (new and used cars)	 <b>114</b> vehicle compounds to store and service vehicles	 <b>10,000-12,000</b> trucks running daily for our customers	 <b>182</b> Air & Sea offices	 <b>80</b> Warehouses
 <b>1,627</b> owned and managed FVL fleet	 <b>2,360</b> owned trucks and trailers IL (Integrated Logistics) fleet, and 800 managed	 <b>65</b> Rail Terminals	 <b>3,678</b> Rail Wagons in Europe and Russia	 <b>8m</b> GEFBOXES	 <b>+400K</b> Customs Declarations in 2021

Boston Consulting Group Report based on 2019 figures

# About GEFCO

## Business Segments

Providing complete solutions for customers in every sector and every geography worldwide, ensuring effective and consistent service in the face of industry challenges and global disruption, GEFCO operates its business in four interlocking segments.

### FINISHED VEHICLE LOGISTICS (FVL)

Europe's biggest transporter of new vehicles, GEFCO's FVL delivered approximately 4 million vehicles in 2021 from factories to distribution centres and from car dealers to end customers. This number was impacted by lower vehicle production due to the semiconductor crisis. (IHS Markit reports that 2021 production volume in Europe dropped by 2.4 million vehicles.)

In addition to new vehicle delivery, our FVL segment also provides a range of added-value services throughout our customers' supply chains, including post-production, fleet management and inspection.

The Group is also deploying market-leading solutions in the sizeable second-hand market and developing tailored solutions for the quickly advancing electric vehicle sector.

For mobility players, our Moveecar brand provides a one stop "phygital" experience for on and offline OEMs, car retailers and car-sharing companies through an open platform connected to a physical logistics ecosystem.

This dedicated platform allows for the management of a full range of services from a car's first registration to its end of life. Moveecar's services are available for single or multiple requirements and include transport, storage, last-mile collection and deliveries, refurbishment, car care and end-of-life recycling services.



### AIR & SEA

GEFCO's Air & Sea segment arranges local and cross-border transport via air, sea and rail infrastructure while handling all aspects of customs, tax and relevant import/export regulations.

Operating across a network of 182 international offices in 120 countries, the Air & Sea segment is also responsible for arranging time-critical solutions when customers require fast and stable solutions to keep supply chains moving in the face of unforeseen disruptions.

The Air & Sea team also arranges specialist transportation for unusually large or unwieldy cargo, such as heavy industrial equipment that is unable to be moved by conventional means. We provide turnkey solutions for industrial project cargo.



Our asset-light business model and worldwide partnership network provides us with the operational agility to leverage industry-wide opportunities, pioneer change and deliver meaningful innovation across our operations so that we can go the extra mile for our customers and partners.

\* In 2022, GEFCO transformed from four business units to two, GEFCO Logistics for Mobility Players and GEFCO Integrated Logistics.

### OVERLAND & CONTRACT LOGISTICS (OVL & CL)

GEFCO's Overland segment designs and operates supply-chain and delivery flows for a wide range of industries, predominantly via road. The offering is a combination of transportation, customized worldwide warehousing, engineering and solutions design, and project management.

Through our contracted network of worldwide agencies and partners worldwide, we provide a full spectrum of transport solutions including full and part-load transport and customized time-critical solutions by road. Our asset-light approach, owning only 2,400 trucks and trailers but with access to a much larger fleet through our network of partners allows us to deploy solutions specific to customer needs rather than bend them to our process.

In addition to our OVL offering, we leverage our position as an expert in industrial logistics with an integrated network of facilities throughout the world to offer our customers extensive expertise in the design and implementation of warehousing solutions. Our strategic and operational knowledge helps optimize clients' production chains and distribution to their sites and points of sale. As part of our CL and warehousing solutions, GEFCO relies on 80 warehouses across more than 20 countries globally, representing more than 617,000 m<sup>2</sup> of warehousing space, and five international consolidation platforms.



### INDUSTRIAL SERVICES

Supply chains are becoming increasingly complex in an uncertain world, with even greater demand for speed and efficiency. In this context, clients are seeking solutions to make their supply chain processes leaner and greener, without necessarily investing in additional assets.

In response to these demands, GEFCO's Industrial Services segment offers various industrial logistics and support services, the most significant of which are our Reusable Packaging Solutions (RPS), providing proprietary reusable crates and containers for a range of logistics needs.

The offering includes 8 million GEFBOXES in circulation with our customers, allowing standardization, and state-of-the-art container management and storage with minimal capital outlay.



# About GEFCO

## Governance and Value Creation

In April 2022, the worldwide shipping and logistics group CMA CGM became GEFCO's main shareholder\*.

In 2022, GEFCO transformed from four business units to two, **GEFCO Logistics for Mobility Players** and **GEFCO Integrated Logistics**. These divisions build on our expertise, seizing new opportunities and forging relationships with employees, customers, and partners with sustainability at the heart of the new organization. A holding organization supports the business units across key functions including Finance, HR, Audit and Internal Control, Communications, Operations Excellence and

Sustainability, and IT. Two **Shared Service Centers** support finance and administrative services for the two business units.

GEFCO is governed by a Management Board: Luc Nadal, Chief Executive Officer; **Gilles Desanges**, Chief Financial Officer; **Emmanuel Arnaud**, Executive Vice President, GEFCO Integrated Logistics; **Emmanuel Cheremetinski**, Executive Vice President, GEFCO Logistics for Mobility Players

### VALUE CREATION



GEFCO's Infinite Proximity culture is a solid foundation and guides all of our actions, our ESG commitments are a strong promise for a more sustainable future and our *Partners, unlimited brand positions* the company at the centre of its ecosystem to build tomorrow's world, together.

\*From 2012-2022, GEFCO had two main shareholders, Russian Railways (75% stake) and Stellantis (25%).



# About GEFCO

## Methodology and Materiality

As part of its efforts to maintain an accurate and current picture of the Environmental, Social, and Governance (ESG) issues affecting the company and its stakeholders, GEFCO updated its materiality matrix in 2020.

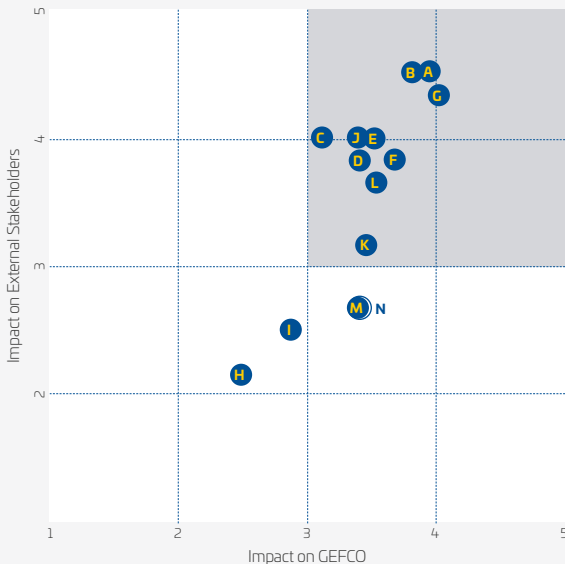
To better define the current sustainability activities taking place within the supply chain sector, GEFCO conducted a benchmarking study of recognised international frameworks (including the United Nations' Sustainable Development Goals, SASB, MSCI, GRI) as well as a review of sectoral peers' ongoing ESG initiatives and issues. The most material issues were consolidated into categories—with each subsequently defined according to its impacts (positive and negative, to address both risks and opportunities), its causes, and the primary locations of its effect.

In parallel, GEFCO interviewed its most important internal and external stakeholders—including customers, suppliers, sustainability experts, and representatives of GEFCO's different internal functions (Finance, Purchasing, HR, and Operations Excellence & Sustainability)—in order to assess the relative

importance of materiality issues for our business on a dual materiality matrix. These interviews were overseen by Tennaxia, an independent sustainability and materiality consultancy, to ensure objectivity and criticality in GEFCO's assessment.

The results of these interviews were then consolidated into the matrix displayed below, which is the foundation of the Group's new sustainability approach. The sustainability issues evaluated in the materiality matrix were translated into eight commitments, grouped under four pillars, which will be used by GEFCO to structure its approach to current and future ESG initiatives. These eight commitments align with a specific subset of the United Nation's Sustainable Development Goals (SDGs), selected for their relevance to GEFCO's business and our ability to make meaningful commitments to sustainable development.

### MATERIALITY MATRIX



Risks	High Risk	Related Commitment
A Fair business, ethics & compliance	✓	1
B Duty of care	✓	2
C Sustainable purchasing	✓	2
D Leadership & governance	✓	3
E Engaging with stakeholders	✓	3
F Innovation & digitalisation	✓	4
G Cyber-security & data protection	✓	4
H Resource efficiency		6
I Environmental externalities		6
J CO <sub>2</sub> emissions & climate change	✓	5
K Transport pollution & air quality	✓	5
L Health, safety and security	✓	8
M Employee engagement*		7
N Talent management*		7

\*Talent management and employee engagement had the same final average



### UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations have defined 17 sustainable development goals (SDGs). Each includes specific targets to be achieved by 2030, such as reducing road accidents, developing education, promoting gender equality, fighting corruption, combating climate change and promoting cleaner energy. GEFCO has selected 7 priority SDGs closely linked to its business and DNA to work towards in its activities.



# GEFCO's sustainability ambition





## COMMITMENT 1

# Conduct Business Fairly and Ethically

ACT AS A CORPORATE CITIZEN

This Commitment contributes to the following SDG's



### COMMITMENT OVERVIEW

As part of its dedication to serving as an exemplary company, GEFCO implements a strong compliance programme. GEFCO adheres to a strict set of business ethics which are in line with the 10 principles of the Global Compact to which GEFCO has been a signatory for over 10 years, local and international regulations, and the Group's own internal rules around, among other concerns, anti-corruption, competition, data protection, human rights.

We believe that it is imperative for the success of GEFCO that it conducts its business fairly and ethically, guarantees good working conditions for employees and subcontractors, maintains its track record of complying with customers' requirements, and avoids fines and damage to the company's reputation.




### POLICY AND GOVERNANCE

GEFCO's Code of Ethics consolidates our values and commitment to the prevention of conflicts of interest; treating suppliers fairly; respecting international trade control regulations; fair competition; and fighting corruption and money laundering.

In support of our Code of Ethics, GEFCO has developed an Anti-Corruption Policy, a Competition Law Policy, an Export Control Policy, and a Personal Data Policy. We also update our Operating Guidelines annually to ensure employees know and comply with our guiding principles, local legislative and regulatory frameworks, and the Group's internal rules.

GEFCO's Chief Compliance Officer, reporting directly to the CEO, is charged with supervising compliance with our ethical business practises and relevant legal requirements as well as commitments made towards third parties. The Group's ethics policies are implemented by the compliance network, constituted of employees from Legal & Compliance, Finance, and Human Resources departments.

In addition to the implantation and monitoring of the Group's Code of Ethics, GEFCO is engaged in ongoing communications campaigns to promote employee and partner awareness of its ethics policies, as well as its expectations surrounding codes of conduct and best practice.

KPIs				
Commitment	Target	KPI	GOAL	
 <b>1.1</b>	Train our employees on business ethics	Percentage of relevant employees trained every 18 months on ethics	2025	<b>75%</b>
 <b>1.2</b>	Strengthen our IT security	Number of cyber-attacks passing through	Continuous	<b>0</b>
 <b>1.3</b>	Reinforce robustness of our internal control	Percentage of self-assessment questionnaires resulting in an "efficient" grade	2025	<b>84%</b>
			2030	<b>90%</b>





## COMMITMENT 1

### CONDUCT BUSINESS FAIRLY AND ETHICALLY



## 2021 ACTIONS & RESULTS

### Compliance

GEFCO intensified the implementation of its compliance programme across the Group's operations, refreshing its Code of Ethics with major updates in the areas of ESG, professional alert systems, third-party verification processes, anti-bribery procedures, and our Personal Data Policy. We have also published a new Sustainable Purchasing Charter (SPC) to share our ethical values with our suppliers.

### Anti-corruption

Following an updated corruption risks assessment carried out in 2021, GEFCO established a new anti-corruption action plan to combat identified risks. We also established new procedures related to gifts, hospitality and invitations, and donation and sponsorship—and developed an e-learning programme on fraud to enable employees to identify and prevent fraudulent activities. In 2022 we will build on this work by expanding internal training on ethical business practices.

### Personal Data Protection and Cybersecurity

In 2021 GEFCO reinforced its company-wide approach to cybersecurity and data protection. The Group launched a global audit of its personal data protection programme across all GEFCO Group entities to ensure compliance with relevant legislation and partner requirements. Ahead of improvement plans, to be introduced from 2022, the Group has already established new procedures related to personal data storage, the exercising of personal data rights, and notifications around breaches of personal data. To raise awareness of cybersecurity risks, a global training campaign was launched for more than 5,000 employees covering: phishing, password protection, and safe navigation on the internet. These efforts aim to better protect sensitive data and GEFCO's broader business.



GEFCO adheres to a strict set of business ethics which are in line with the 10 principles of the Global Compact to which GEFCO has been a signatory for over 10 years.



## WHISTLEBLOWING

GEFCO Group’s “whistleblowing system” refers to the website [www.gefco.ethicspoint.com](http://www.gefco.ethicspoint.com) and the secured telephone line made available to all GEFCO’s employees and managed by an external provider “NAVEX Global”. This system enables any GEFCO employee to make anonymous whistle-blower complaints in their native language, on a voluntary basis due to concerns around topics including corruption, anti-competitive practices, discrimination and harassment, occupational health and safety, and environmental issues. In 2021, we launched a new communications campaign to raise employee awareness of the whistleblowing platform.

## COMMITMENT 2

# Engage our Employees

ACT AS A CORPORATE CITIZEN

This Commitment contributes to the following SDG's



### COMMITMENT OVERVIEW

To strengthen its company-wide effort for Corporate citizenship, GEFCO will add ESG performance criteria into employee objectives, enabling internal teams to play key roles in delivering on the collective ESG commitments. Meaningful progress not only requires employees to believe in the sincerity and effectiveness of their employer's sustainability strategy, but it also requires the setting of relevant, recognisable objectives and the creation of opportunities to enable consistent and collective action.

GEFCO is also focused on aligning local partnerships and sponsorships to its core company guidelines across its global footprint. With the aim of 100% integration of significant sites and clusters with local partnerships and sponsorships aligned on Group guidelines by 2025, we will orient all teams towards collective goals, ensuring ethical operations and increasing our groupwide impact. Further, it will create new opportunities for the collaboration of teams across different countries and GEFCO clusters, driving action towards common goals.

### POLICY AND GOVERNANCE



The integration of our ESG KPIs with annual objectives portrays our determination to reaching these groupwide goals, all the while boosting team motivation. It is also an act of healthy governance, ensuring coherence towards our commitments and utilizing our ability to combine diverse avenues towards success. The rollout of this integration will be implemented via selected functions and departments, with objectives that are closely linked to their areas of responsibility, prior to a progressive extension across other teams.

### EMPLOYEE ENGAGEMENT AND PERFORMANCE REVIEWS

As a means of making ESG considerations central to the employee experience, GEFCO has begun to initiate the integration of ESG objectives into employee performance reviews and development plans. By introducing ESG criteria to our Performance Management Programme (PMP), which allows us to follow the evolution of the employee in the company over the years, we strive to make our teams more committed and better positioned to achieve our shared ESG objectives.

We are working closely with our managers to raise awareness and appreciation of ESG throughout the employee body. Ahead of yearly evaluations, managers are given annual PMP presentations which will now also discuss ESG objectives, meaning managers receive regular training on ESG and possess the necessary knowledge to bring to their teams.

In performance reviews, managers now work with their teams to review and plan ahead for their own progression in the realms of finances, training, relationships with colleagues, working conditions, employee development—and now, ESG considerations. In 2021, 7,110 employees had a performance interview with their manager.

KPIs					
Commitment	Target	KPI	GOAL		
 <b>2.1</b>	Add ESG performance criteria into relevant employee objectives	Integration of selected ESG goals into relevant employees' annual objectives	2025	<b>DONE</b>	
 <b>2.2</b>	Ensure the integration of our sites into our communities	Percentage of significant sites and clusters with local partnerships and sponsorships aligned on Group guidelines	2025	<b>100%</b>	





## 2021 ACTIONS & RESULTS

### Community Engagement

Across GEFCO's 300 global sites, employees are actively engaged in external and internal giving programmes, philanthropic activities, and community-based initiatives.

In 2020 and 2021, top categories for engagement included health and wellbeing, employee engagement, and child welfare. Across many of these giving programmes, engagement of local—as opposed to international—charities were prioritised.

Globally, employee-led initiatives that did not require GEFCO direct spend for charity partners included bake sales, car washes, and many other types of fundraising initiatives.



For example, in the UK, a community employment programme is underway for young adults with disabilities, providing work experience and a route to full employment with GEFCO.

Additional activities within the UK include events held to raise money for Macmillan Cancer Support, a charity that supports individuals in local communities through projects and 1-2-1 care and support for those affected by cancer.



## COMMITMENT 3

# Influence our Carriers

ENSURE SUSTAINABLE BUSINESS

This Commitment contributes to the following SDG's



### COMMITMENT OVERVIEW

Operating an asset-light business model and working with an extensive network of carriers and sub-contractors, it is especially important for GEFCO to ensure they will respect a range of conditions, among them, ESG criteria. This is why we aim at having 90% of our sub-contractors qualified in our system by 2030. To reinforce our assurance that our standards will be respected, we work at increasing the spend covered by audit or business review: a way to work hand-in-hand with our partners to improve their global performance and adherence to our requirements and best practices.

GEFCO is committed to supporting and enhancing the journey of our partners in joining us towards achieving our scope 3 targets. We're ensuring continuous communication and providing clarity of our ambitions regarding CO<sub>2</sub> emissions linked to transportation. We understand that success on this journey will require dedicated partnerships and collaborative efforts towards common goals. Driven by our *Partners*, *unlimited* promise, we're working hand-in-hand with them, engaging on a variety of solutions such as eco-driving, the conversion of our fleets to Euro 6 and later, Euro 7, as well as investing in a range of alternative fuel solutions to deliver targeted, promising solutions together.

### POLICY AND GOVERNANCE

The most important of GEFCO's documents relating to this commitment is its Sustainable Procurement Charter (SPC). The SPC, which was expanded to include 2599 suppliers in 2021, requires partners to commit to a code of standards that adheres to GEFCO's Code of Ethics. Importantly, the SPC includes specific obligations for our suppliers to help reduce our environmental impact so that we may offer more sustainable solutions to our customers. This implies using vehicles which comply with a minimum of EURO 5 standards as well as providing documentation and audits on environmental issues on a regular basis.

Additionally, GEFCO carries out regular supplier audits including specific ESG questions. In the case of significant non-conformities, GEFCO will work with the supplier to create and monitor an action plan to improve performance. However, in the case that no remedial action is taken, the supplier will be downgraded on GEFCO's Carrier Management System (CMS), and in case of a major breach, he will be considered as being not recommended.

To limit risks in terms of Duty of Care and mitigate risks around Human Rights within the driving industry, our contract templates prohibit subcontractors from subcontracting themselves without authorisation from GEFCO.






### Favouring procurement of more sustainable solutions

GEFCO is working to realise 90% of external spend with suppliers engaged on higher carbon efficiency solutions from the simplest (e.g. eco-driving) to more complex transformation (e.g. fuel cell trucks). Against the backdrop of a slow-developing alternative fuel market, with natural gas, electric and hydrogen making up only 1% of total fuels, GEFCO identifies and collaborates with carriers that are innovating and developing solutions in this area.





KPIs					
Commitment	Target	KPI	GOAL		
 <b>3.1</b>	Respect our duty of care	Percentage of external spend done with qualified subcontractors	2025 2030	<b>80%</b> <b>90%</b>	
 <b>3.2</b>	Improve our procurement procedures and supplier performance	Percentage of spend audited each year and/or covered by business review	2025 2030	<b>20%</b> <b>30%</b>	
 <b>3.3</b>	Engage with suppliers on higher carbon efficiency solutions	Percentage of spend with carriers engaged on these solutions	2025 2030	<b>50%</b> <b>90%</b>	

## COMMITMENT 3 INFLUENCE OUR CARRIERS



### 2021 ACTIONS & RESULTS

#### Optimisation of Carrier Management System

The Group has upgraded its carrier management system (CMS), allowing us to better understand supplier and competition risk management, equipping us to increase our percentage of qualified suppliers. Interfaced with our purchasing system, the CMS allows real-time accounting tracking. GEFCO conducts regular progress reviews through a process-oriented document management system.

#### Data monitoring and analysis

GEFCO has optimised its data monitoring and analysis, using eighteen dashboards covering various items, including:

- **Spend Analysis:**  
Annual Analysis, Direct Purchase, Supplier Focus
- **Carrier Panel Monitoring:**  
Risk Management, Target & Off-Target Carriers
- **Social & Environmental responsibility:**  
Euronorm, Eco-driving, Sustainable Procurement Charter
- **Carrier Data Management:**  
Carrier file & Carrier fleet, Financial rate note
- **Carrier Quality:**  
Audit & Business Review, Alternative Dispute Resolution (ADR) Capability, GEFCO branded fleet, Track & Trace Capability, Good Distribution Practices (GDP) Capability
- **Carrier Qualification**
- **Tender Process**

#### Promotion of a new Sustainable Procurement Charter and Supplier Questionnaire

GEFCO promoted its newly issued Sustainable Procurement Charter, which must be signed by all regular suppliers, and held frequent training sessions for all buyers on sustainable purchasing. The Group has also launched a new supplier questionnaire covering ESG, Health & Safety, CO<sub>2</sub> and other environmental measures, as well as Human Rights.

#### SUSTAINABLE PROCUREMENT CHARTER

GEFCO is committed to being a leader in sustainable logistics, engaging its suppliers and helping them develop their contribution for a sustainable supply chain. Our sustainability commitments, as well as that of our customers', are increasing in line with ethical expectations of fair, clean, and safe business. Our new Sustainable Procurement Charter lists our expectations of our suppliers when providing goods or services to GEFCO as well as our commitments to them. This charter sets goals for tomorrow—as we work together to develop a more sustainable supply chain for a more sustainable future.

#### Enhanced Training on ESG Issues

GEFCO's Purchasing Department offers regular training of its teams to enhance overall awareness and understanding of ESG-related issues amongst staff and sustainability concerns feature on the agenda of regular team meetings. These resources include training of procurement teams on the Sustainable Purchasing Charter. We also hold induction meetings for newcomers in the Purchasing Department.



## SUPPLIER CASE STUDY

### FVL



One of GEFCO's leading suppliers, Schenk Tanktransport is a dynamic international transport company, specialising in high and heavy transport solutions as well as standard transportation with curtain, dry box, and refrigerated vehicles.

Increasingly, as part of GEFCO's collaboration with Schenk, the company is moving toward more energy and environmental efficiency vehicles, converting its fleet and investing in gas-powered trucks. This has required a re-optimisation of trade routes to ensure trucks can refuel and service can continue without disruptions. As Schenk assists GEFCO in creating a more sustainable supply chain and trade flow, GEFCO supports the education of end-customers on the benefits of Schenk's environmentally friendly offering and the need for mutual support and shared success in progressing towards a greener supply chain.



## SUPPLIER CASE STUDY

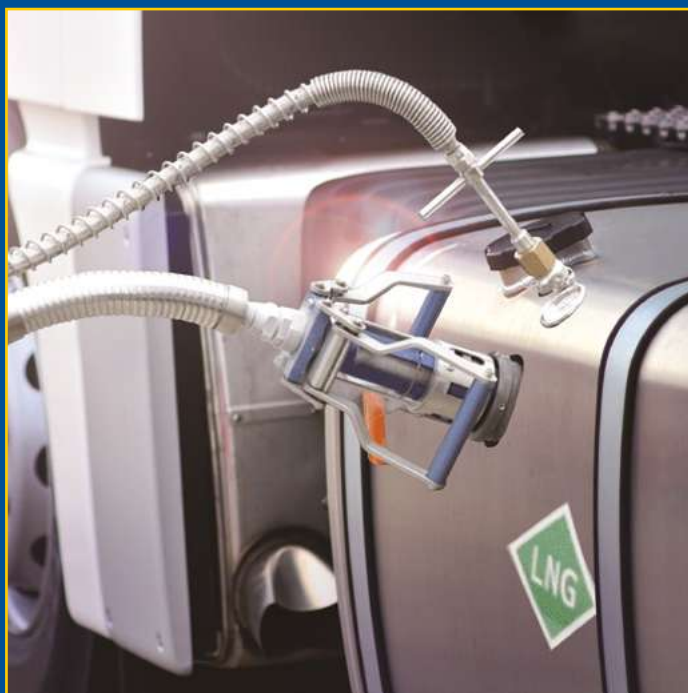
### OVL



Transport Mathieu is one of GEFCO's suppliers in France and Benelux feeding into our OVL offering. In addition to signing GEFCO's SPC, the company has already committed to reducing CO<sub>2</sub> emissions by diversifying its fleet. As the carrier's biggest client, GEFCO plays a fundamental role in supporting the company's development of a more sustainable offering—representative of its Partners, unlimited promise and commitment to working with its entire partner ecosystem to promote more sustainable business practice throughout the supply chain.

Working directly with Transport Mathieu, GEFCO lends assistance in checking driver credentials and materials, and employee well-being. GEFCO also carries out audits on the company's operations every 2 years to ensure compliance with standards of best practice—leading and supporting the company's efforts to bolster its own ESG-performance.

“Currently, we are focused on expanding our acquisition of greener fleets, utilising green fuels, and expanding the sizes of our trailers in response to our customer requests, to maximise the amount of goods carried by each vehicle. It is through our partnership with likeminded service providers such as GEFCO that we are capable of achieving our sustainability objectives and enhancing the environmental ambitions of our customers”, commented **Alexandre Mathieu**.



## COMMITMENT 4

# Boost Customer Trust with Innovation

ENSURE SUSTAINABLE BUSINESS

This Commitment contributes to the following SDG's



### COMMITMENT OVERVIEW



As a leader within our sector, GEFCO is committed to constantly evolving our service offerings in line with customer needs. This means working with partners and internal teams to consistently innovate, digitalise, and streamline our services to improve the life of our employees, provide superior service to our customers, and ensure a gratifying return on investment. Our innovation efforts are broadly geared towards improving operational efficiency and productivity, with the aim of enhancing our value added to our employees, suppliers, and customers. In coherence with our customers' evolving needs and demands, we've also aligned on 2 KPIs centring on two strategic topics.

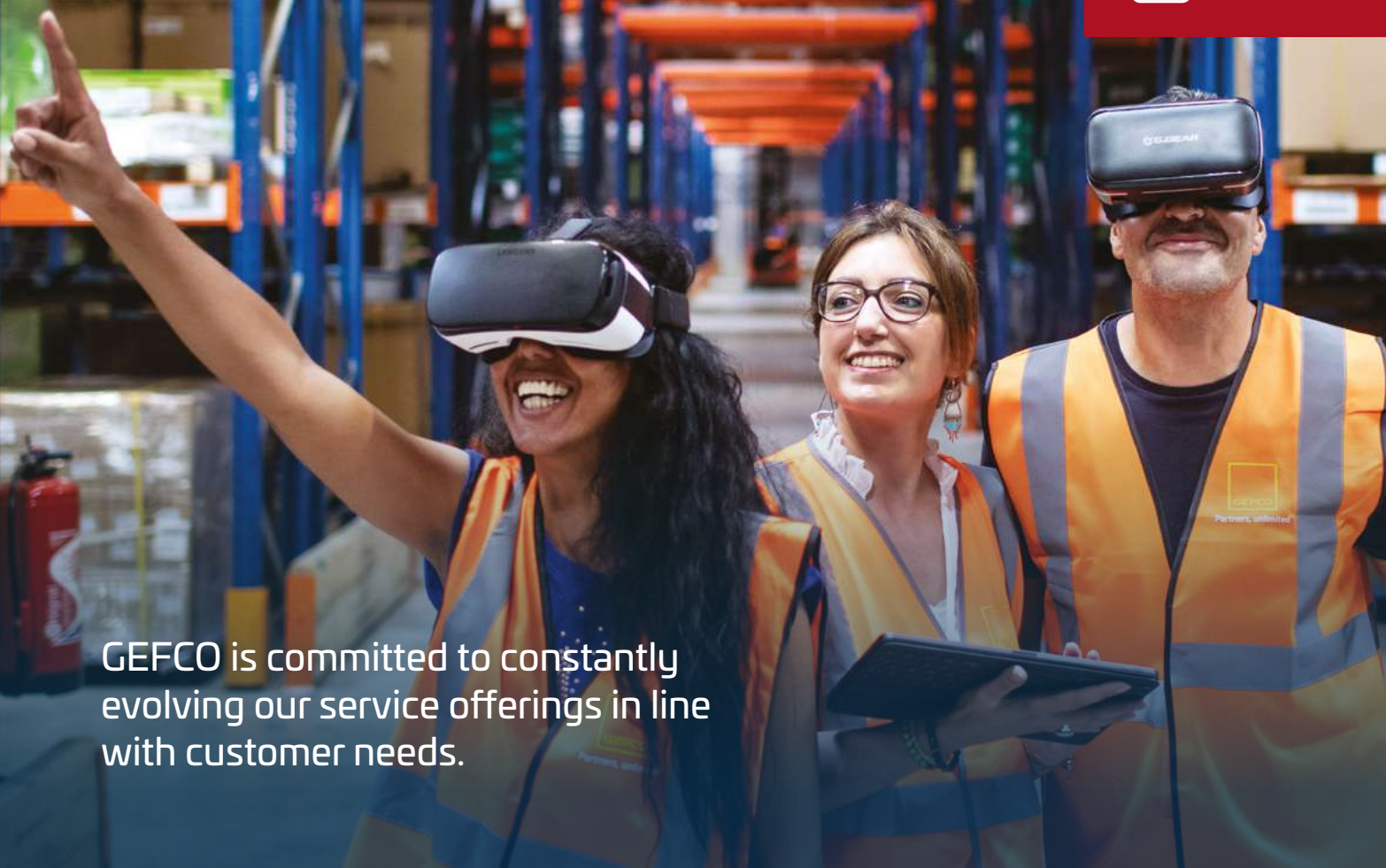
We're transforming our offerings alongside the needs of our customers to offer green benefits, enabling them to achieve their own sustainability objectives. We're dedicated to developing and proposing solutions that rely on effective alternative fuels, more efficient fleets, and optimisation of roads, networks and loadings.

Further to that, we're working to improve visibility of our CO<sub>2</sub> emissions on regular flows by 100% by the year 2024, to enable our internal teams, suppliers, and customers to take informed action towards sustainable impact. We are also working toward providing track and trace capabilities to our client base to offer solid data on 100% of our regular flows with an overall objective of providing end-to-end visibility of our supply chains.

Innovation is in GEFCO's DNA—rooted in the company's culture of *Infinite Proximity*<sup>TM</sup> and serving as one of the Group's ten guiding principles—as we work to develop meaningful solutions for our customers' evolving needs. As supply chains continue to change and undergo disruption, and resultant evolution, GEFCO is determined to have a continued policy of innovation to remain at the forefront of industry activities testing new technologies such as Artificial Intelligence (AI), No-Code, alternative energies and learning from them, before deploying them across the Group.

Our work on digitalising supply chains, meanwhile, reduces customer lead times and costs, and allows Group functions to work together in a more connected, efficient way. Done well, digitalisation enables the business to operate more intelligently. However, reliance on data sharing and computer analysis carries risks of malfunction, data security breaches, and unintended disruptions. GEFCO's focus on digitalisation takes every precaution to prevent such interruption to our services and to protect our customers.

KPIs					
Commitment	Target	KPI	GOAL		
 <b>4.1</b>	Build our green services portfolio	Percentage of offers with green benefits	2030	<b>30%</b>	
		Percentage of turnover on green offers	2030	<b>15%</b>	
 <b>4.2</b>	Improve visibility on our Supply Chain performance	Provide CO <sub>2</sub> emissions and real time track trace on regular flows	2024	<b>100%</b>	



GEFCO is committed to constantly evolving our service offerings in line with customer needs.

## POLICY AND GOVERNANCE

Three Pillars of Innovation at GEFCO

### Innovation Watch & BI

- Detect new ideas and opportunities, analysing complex developments in areas such as 5G, Autonomous vehicles, Quantum Computing, and Circular Economy
- Develop potential opportunities for GEFCO use cases
- Play a guiding role in helping the EXCOM choose the right direction for investment and development

### Innovation Factory

- Develop and incubate internally projects with good potential
- Define teams with sponsors and mentors from around the business
- Develop projects and challenge them
- Test, draw experience feedback and if successful roll them out across the company

### Open Innovation

- Work with the global innovation ecosystem: large businesses, start-ups, incubators, local projects
- Ensure we are able to accelerate projects identified outside GEFCO with tech partners, start-ups, and incubators





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## COMMITMENT 4 BOOST CUSTOMER TRUST WITH INNOVATION

### GREEN OFFERS

At GEFCO, *green offers* are services which reduce the environmental impact of the offering, for example: reducing water consumption, emissions, or potential waste attached to the realisation of one of our services. We call these reductions "*green benefits*". These can be direct (directly reducing the environmental impact) or indirect (consulting service on CO<sub>2</sub> reduction through logistic optimisation, measurement of emissions, etc.).

### GREEN BENEFITS

GEFCO is transforming our offerings alongside the needs of our customers to offer *green benefits*, enabling them to achieve their own sustainability objectives. We are, for example, dedicated to developing and proposing solutions that rely on effective alternative fuels, more efficient fleets, and optimisation of routes, networks and loadings.



### Digitalisation Project Highlights

#### **GEFCO transforms Supply Chain for its customers' benefit with Blue Yonder**

GEFCO has selected Blue Yonder's cloud-based transportation management system (TMS) and warehouse management system (WMS) to revolutionise its customer service and accelerate growth. Blue Yonder enables GEFCO to manage end-to-end business processes quickly and efficiently; unlock visibility into inbound and outbound transportation operations; increase flexibility; real-time responsiveness; on-time, in-full performance; and the ability to manage complex warehouse operations.

#### **Innovation Challenge – Low Code No Code**

It's now possible to design and create an app or automate a workflow without knowing and typing a single line of code, thanks to Low Code/No Code (LC/NC) tools. A jury selected 8 winning teams out of 49 ideas submitted from 7 countries that were invited to Paris for a 2-day hackathon. Training was provided by specialist coaches to give life to each team's initial idea so that they could go back with a ready-to-use prototype to use in their home country.



### Innovation Project Highlights

#### **GEFCO optimises last-mile deliveries with Tarot Analytics**

GEFCO has rolled out an extensive partnership with Tarot Analytics, a Paris-based start-up specialising in route optimisation software. Using *Tarot Routing AI engine*, GEFCO is improving driver and truck allocation on a given route and is capable of offering complete Track & Trace to the final customer on the status of their delivery.

#### **GEFCO Tests AI-Powered Vehicle Inspection Portal**

GEFCO has launched multiple pilots across several of its automotive logistics platforms to test different AI-driven automated vehicle inspection portals designed to optimise bodywork inspections, pinpoint damage to vehicles, and speed up deliveries of vehicles fresh from the assembly line using AI. The Group is now working towards rolling out these technologies in other European markets.

#### **GEFCO Tests Automated Parking Robots**

GEFCO is testing automated parking robots in collaboration with Stanley Robotics to assess the feasibility of having robots manage dedicated parking areas at night, tidying, busy handover lanes, parking, and preparing cars in lanes to be transported the next morning. During these tests, we are working hard to ensure the safety of our employees and the vehicles.

## COMMITMENT 5

# Improve our sites' environmental impacts

## REDUCE OUR ENVIRONMENTAL FOOTPRINT

### COMMITMENT OVERVIEW

GEFCO has a responsibility to the regions, ecosystems, and communities in which it operates. A significant part of that responsibility is the achieving of our CO<sub>2</sub> reduction targets on our sites. Therefore, we're actively working to ensure 100% of our sites are involved in *green initiatives*<sup>1</sup> by 2030 – reinforcing our ambition and serving as both an end-goal and a practical guide for our teams to achieve the groupwide targets.




The KPIs will be accompanied by gamification initiatives and internal awards to inspire action, friendly competition, and knowledge-sharing amongst teams towards a greener GEFCO. Managing our environmental compliance, we're working towards ensuring 90% of our sites are ISO 14001 compliant by 2030. This will ensure that beyond certification, we are thoroughly focused on the environmental management of our sites as part of our duty towards our people, customers, and the planet.

This Commitment contributes to the following SDG's



### POLICY AND GOVERNANCE

At Group level, GEFCO's Operations Excellence & Sustainability (OES) teams oversee and manage environmental issues around our sites alongside our real estate department, with representatives of the OES network implementing changes on a local basis, as required. The global team is responsible for supervising the development and update of policies and certifications (including but not limited to ISO 14001) and managing environmental issues.

KPIs					
Commitment	Target	KPI	GOAL		
 <b>5.1</b>	Consume resources more efficiently	Percentage of GEFCO sites with green initiatives	2025 2030	<b>50%</b> <b>100%</b>	
 <b>5.2</b>	Manage our environmental compliance	Percentage of GEFCO sites compliant with ISO 14001	2025 2030	<b>70%</b> <b>90%</b>	
 <b>5.3</b>	Develop our circular economy	Percentage of waste recovered	2025 2030	<b>80%</b> <b>85%</b>	

<sup>1</sup>A *green initiative* is an initiative resulting in a reduction of the environmental impact of our operations on sites—for example, a reduction of CO<sub>2</sub> or pollutant emissions, an improvement on waste management, resource utilisation, etc.





We are thoroughly focused on the environmental management of our sites as part of our duty towards our people, customers, and the planet.





## COMMITMENT 5

IMPROVE OUR SITES' ENVIRONMENTAL IMPACTS

### 2021 ACTIONS & RESULTS

#### ENERGY

##### Energy management

GEFCO Czech Republic deployed a re-lamping project for its compound in Kolin. The objective of this was to convert all lights within the compound to LED lamps including the yard, workshop, and office areas. These new lights have the advantage of a longer lifetime, greater energy efficiency and luminosity, as well as resulting in the reduction of hazardous waste.

The expected energy consumption reduction is significant and contributes to substantial cost savings across the site—with a return on investment for the whole project expected within 3 years. As a result of the reduced energy consumption, GEFCO Czech Republic is avoiding nearly 400 tons of CO<sub>2</sub> per year.

##### Renewable electricity

TotalEnergies and GEFCO joined forces this year to design, build and operate two giant photovoltaic canopies at two GEFCO vehicle compounds, in Blyes and Marckolsheim, France. The joint capacity of these installations will represent the largest installed capacity in France (60 MWp) in photovoltaic canopies for a single landowner. These two sites will produce enough electricity to serve the annual

power consumption needs of approximately 60,000 inhabitants. The solar-power project will enable GEFCO to reduce its carbon footprint by more than 6,000 tons of CO<sub>2</sub> annually. Part of the electricity produced will be used to recharge the electric vehicles stored in the compounds. The installations will come into service between 2021 and 2023.

##### E-charging stations

GEFCO is in the process of installing 290 e-Totem charging points on its European compounds to support the growing electric vehicle market. To meet this challenge, GEFCO engaged e-Totem to design and produce two types of unique charging stations, DC50kW superchargers and AC22kW accelerated chargers. These have touch-screen, multilingual controls and are connected to a central management system by 3G/4G with Open Charge Point Protocol (OCPP) for live supervision.

With this technology, GEFCO teams can set the level of charge to within 1%, track it with smartphones, ensure that battery levels never fall to zero, and invoice the exact cost of the energy used to charge the vehicles. As the transition to greener fuel requires major investments in new infrastructure, these new EV charging stations will provide a welcome boost



to EV manufacturers and dealerships. GEFCO is delighted to help our customers meet their increased demand for these charging capabilities.

## WATER

### Eco initiatives water (RPS\* site)

Working on the Verification Respecting Standard (VRS) of washing machine maintenance within our site located in Vigo, Spain, GEFCO replaced the neoprene curtains of the washing machines for its GEFBOX reusable packaging with transparent rubber to more easily assess the functionality of the coils. By swapping the neoprene for a flexible, cheaper, and more transparent plastic we are better capable of assessing whether there are jets from inside the washing machine that are misdirected—i.e. that point towards the curtain, which risk spilling water at the entrance of the washing machine. This enhanced visibility mitigates risks of water wastage and substantially decreases the difficulty and cost associated with maintenance of the machines.

## WASTE

### Waste Pilot

GEFCO began this project in 2019 and it now covers 60 sites in France, accounting for hazardous and non-hazardous waste, in collaboration with the consultancy HSE Optimisation. As part of our efforts, GEFCO inventoried the waste across the selected sites, structured the data, and subsequently introduced frame contracts as well as a waste register to ensure conformity across sites moving forward.

Steps were also taken to improve the calculation and collection of waste tonnages so that removal is scheduled regularly and is systematised for efficiency. Looking ahead, GEFCO will optimise the separation of waste materials—allowing for recyclable products to be more effectively removed from waste materials.

\*RPS (Reusable Packaging System)



## COMMITMENT 6

# Cut our Global Emissions

## REDUCE OUR ENVIRONMENTAL FOOTPRINT

This Commitment contributes to the following SDG's



### VV



As decarbonisation becomes a pressing global need, we are adopting ambitious and industry-leading carbon commitments that will transform our operations and support our partners in their efforts to decarbonise in line with their own targets. Our commitment to reducing scope 1 and 2 emissions by 40% and scope 3 emissions by 30% by the year 2030 will see GEFCO offering cutting-edge low-carbon solutions, that will directly cater to the changing needs of our customers. Success on this journey will require bringing together the efforts and expertise of all our teams and close collaborations with our partners, suppliers, and customers—and a strong commitment to our *Partners, unlimited* approach.

This commitment being a top priority for GEFCO, it is supported by a dedicated budget of several tens of millions of euros and a detailed action plan that takes into account the specificities of our different geographies, types of assets, current and future technologies, the simplest to the most complex solutions, as well as all relevant operational levers (network and loading optimisation, use of multimodal transport, etc.). The achievement of our targets is also supported by some of the KPIs attached to our other commitments (2.1, 3.3, 4.1, 4.2, 5.1).

### POLICY AND GOVERNANCE

GEFCO's Management Board is responsible for setting emissions reduction objectives and ensuring their delivery through strong governance and appropriate strategic and operational measures. A new carbon reduction target has been validated in 2021.

The Operations Excellence and Sustainability (OES) team oversees coordination of climate action throughout the company, with projects to measure the Group's carbon footprint and the overall reduction of emissions over time. A multidisciplinary task force involving Management, Operations, Sales, Marketing, Real Estate, and Procurement is working on the necessary steps that GEFCO must take to tackle climate change.

KPIs				
Commitment	Target	KPI	GOAL	
 <b>6.1</b>	Reduce the fleets' carbon emissions	Total CO <sub>2</sub> footprint (tCO <sub>2</sub> ) and efficiency (gCO <sub>2</sub> .tkm)	<b>-40%</b> scope 1 <b>-30%</b> scope 3 (sub-contracted transport) Between 2019 and 2030	
 <b>6.2</b>	Reduce our sites' carbon emissions	Total CO <sub>2</sub> footprint (teqCO <sub>2</sub> )	<b>-40%</b> scope 2 Between 2019 and 2030	



## COMMITMENT 6

### REDUCE OUR GLOBAL EMISSIONS

#### 2021 ACTIONS & RESULTS

##### ALTERNATIVE FUELS

###### BioGas

GEFCO France has partnered with Transcolis Nord to ensure that, since March, daily deliveries to GEFCO France customers in the city of Lille and its metropolis have been carried out by trucks running on biogas. At a time when deliveries to urban areas and town centres are constantly increasing and regulations are becoming more restrictive with the gradual implementation of Low Emission Zones, this development meets the expectations of customers and the authorities.

###### Biodiesel

GEFCO France and Gardien Transports started testing Altens PUR-XTL synthetic biodiesel made from waste oil and fat as an alternative fuel for two car transporters distributing new vehicles in northern France. This alternative fuel can be used in regular diesel vehicles without any technical modifications. Compared to standard diesel, it promises to cut CO<sub>2</sub> emissions by 85-90% and fine/ultrafine particles by up to 65% on short journeys with 500 km of autonomy.

###### Liquefied Natural Gas (LNG)

Automotive engineering multinational Gestamp has selected GEFCO to transport components in Portugal. GEFCO is using LNG-powered trucks to meet Gestamp's need for efficient, sustainable transportation from its factory in Vendas Novas to customers in Palmela on a just-in-time basis. An estimated 57 tons of CO<sub>2</sub> emissions is being saved annually because of the use of LNG compared to diesel-powered trucks. In addition to reductions in carbon emissions, the use of LNG helps reduce overall noise pollution by vehicles.

##### LOW CARBON TRANSPORTATION MODES

###### Rail & Carbon Offsetting

In November, a 41-wagon block train departed on a three-week journey from Dunajska Strada (Slovakia) to Xi'an (China) on the New Silk Road. This block train is GEFCO's first carbon-neutral train operated for a customer seeking low-carbon transportation solutions for consumer goods. GEFCO will offset the 250 tons of CO<sub>2</sub> generated from this door-to-door service by investing in Gold Standard certified projects. The rail solution is already a low carbon solution, and the GEFCO team went the extra-mile to offset the remaining CO<sub>2</sub> emissions with high quality projects from the voluntary carbon compensation market.

###### Barge Transportation Improving Eco-Efficiency

In the Netherlands, GEFCO has been working on barge transportation solutions with ESKA, a Dutch manufacturer of premium solid board dedicated to high-performance and sustainable luxury packaging, books, and game solutions. Through an international door-to-door transportation scheme GEFCO provides ESKA with low-emission and cost-efficient solutions for the export of products from the Netherlands to over 80 countries worldwide, allowing for an annual reduction in CO<sub>2</sub> emissions of 350t. Digital Transport Order Management allows for enhanced customer experience thanks to real time information.

“Our business model is based on a circular economy model and brings value to our total ecosystem. We strongly believe in the individual commitment of our teams and we seek to empower all participants in the supply chain by allowing them to be actors in our sustainable transformation. Our carefully selected logistics partner is matched to our own ambition and commitment to ESG. The long-lasting collaboration with GEFCO is based on eco-efficiency.”

— Rienk Jan van der Kooi  
— CEO, ESKA

###### Multimodal Logistics Cutting Carbon Footprint

GEFCO enjoys more than 20-years of close partnership with Toyota Motor Europe—helping to supply Toyota factories with parts in France, the United Kingdom, and other European countries. As part of our collaboration with the company, GEFCO has started a new service to transport automotive parts in 45ft containers from Spain to the north of France in two daily return journeys, drawing on our multimodal logistics expertise. Compared with the previous road-only transportation, this innovative road-rail solution enables Toyota to significantly reduce its carbon footprint—cutting down CO<sub>2</sub> emissions by 78%, or 1,400 tons, annually.

This is in response to the evolving needs of our client base to deploy more sustainable, carbon efficient solutions across their supply chains—so that they can enjoy solutions which align with their business priorities. In this instance, our teams worked closely with Toyota to design a tailored transport flow capable of rising to the challenge of helping the automotive leader adopt more sustainable logistics practices.





**OPERATION-WIDE EMISSIONS REDUCTION**

GEFCO is committed to operating within the limit of a maximum warming of less than 1.5°C compared to the pre-industrial era. This commitment has been communicated to the Science Based Target initiative (SBTi). The targets for 2030 are:

- 40% reduction of CO<sub>2</sub> emissions for scopes 1 and 2 between 2019 and 2030
- 30% reduction of CO<sub>2</sub> emissions for scope 3

To achieve these climate action targets, GEFCO will use the following levers:

- Continue to optimise transport services
- Renew our own fleet and accelerate the transition to low-carbon fuels

- Source renewable electricity for our buildings and mobile equipment
- Improve energy efficiency at our sites
- Continue to install solar panels at relevant sites
- Guide and support our transport partners and customers towards better environmental standards and more sustainable solutions
- Develop the intermodal and rail transport offers
- Offer tailor-made solutions to customers wishing to offset the CO<sub>2</sub> emissions of their operations



## COMMITMENT 7

# Protect our Health & Safety

### DEVELOP AND PROTECT OUR PEOPLE

This Commitment contributes to the following SDG's



#### COMMITMENT OVERVIEW




GEFCO takes every feasible step to ensure the health, safety, and well-being of personnel engaged on our sites or routes—whether permanent GEFCO employees, part-time workers, subcontractors, or suppliers. These efforts protect not only our people, but our operations, clients, and suppliers as well. Accompanying our on-site KPIs, we're also dedicated to protecting our drivers on the road by actively working towards offering defensive driving training to 100% of internal and to have at least 70% of our external drivers trained by 2025. By requiring our carriers to train their staff, we aim to ensure safer roads for all.

In 2021, and on the road ahead, GEFCO is increasingly seeking to go beyond standard H&S policy. We strive to align our benefits, including insurance, pension, and healthcare benefits to market practices as part of our commitment to prioritising our people.

#### POLICY AND GOVERNANCE

GEFCO's H&S Policy is centred around our long-term ambition to reach zero accidents in the workplace and zero occupational illnesses. The prevention of accidents and safety incidents across GEFCO's operations is an absolute priority at Board level and a collective endeavour for every member of our staff. GEFCO's Operating Guidelines also incorporate health and safety issues and provide a framework for all procedures and standards in force throughout the Group.

In each country, General Managers implement global H&S guidelines, assisted by site managers who oversee local implementation and follow-up. In addition, a network of H&S managers is responsible for implementation and oversight of policies across GEFCO's operations. Regular training helps us enhance our company-wide incident analysis capacity and promote awareness and appreciation of health and safety best practices across the Group.

KPIs					
Commitment	Target	KPI	GOAL		
 <b>7.1</b>	Protect the workers on our sites	Frequency Rate (FR) and Severity Rate (SR) of lost-time injuries for internal and external workers on our sites	2025 2030	<b>-25%</b> <b>-50%</b>	
 <b>7.2</b>	Protect the drivers on our roads	Training rates on defensive driving and/or eco-driving	2025	internal <b>100%</b> external <b>70%</b>	
 <b>7.3</b>	Align our health benefits policy on market practices worldwide	Alignment rate of each country in comparison to market standards	2025	<b>100%</b>	







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## 2021 ACTIONS & RESULTS

### COVID-19

Ensuring the safe operations of GEFCO during the COVID-19 pandemic has been a challenge since its outbreak and throughout 2021, particularly as a result of the various government guidelines across the different jurisdictions we operate in. Centrally, the Group's H&S team continuously updated guidelines for managing COVID-19 risk around each of our activities, which were then adapted to the evolution of the pandemic, as well as to local contexts and local government guidelines by the teams in each operating region. Internal communication campaigns continued to raise awareness on the implementation of protective measures.

### Review of H&S management system

Continuing to tackle the challenges brought along by the pandemic, our Health & Safety work continued despite being hampered by restrictions in a lot of areas. As we continue to strive for best operational procedures and standards of excellence around employee health and safety, we have continued ongoing reviews of the H&S management system which shall be accomplished in 2022.



#### **GEFCO CSSCT**

GEFCO's Health, Safety and Working Conditions Committee (CSSCT), which replaced the Health, Safety and Working Conditions Committee, leads GEFCO's implementation of efforts to protect the health and safety of employees and improve employee working conditions.

#### **The CSSCT fulfils the following roles at GEFCO:**

- Conducts investigations into accidents at work or occupational diseases.
- Intervenes in the case of infringement of an employee's personal rights, serious and imminent danger to personnel within the workplace, or on relevant economic and social matters.
- Analyses the occupational risks to which employees may be exposed and the effects of exposure to occupational risk factors, in particular during scheduled revisions of the Single Risk Assessment Document (DUER).
- Carries out periodic visits to workplaces in various departments to assess the security of the workplace.
- Examines and makes recommendations upon relevant requests and proposals related to the working conditions, employment, and vocational training of employees.

#### **Upgrade to Internal Reporting Software and progress on accidents analysis**

In 2021, GEFCO carried out a Group-wide upgrade of our internal reporting software, Acciline+. The new system is designed to be far more user-friendly, to optimise the tracking of incidences, and enhance transparency and incident analysis. The implementation of this new software is a key milestone in the continuous development of GEFCO's comprehensive global occupational health and safety strategy.

Acciline+ provides numerous functionalities ranging from event and absentee management to training and accreditation, risk assessment, and compliance, providing a sophisticated global prevention system across the Group. The upgrade is enabling better reporting on accidents and critical events, while significantly improving the analysis rate of accidents as well as the quality of said analysis. Central to its utility, Acciline+ structures and harmonises report data, streamlining data processing and analysis needed for response plans and incident diagnostics. These capabilities help prevent risk occurrence and enable stronger action plans in case of accidents, as well as consistently improving GEFCO's H&S policy over time, so that we can continue to ensure the protection of our employees in the workplace.

#### **Duty of care**

At GEFCO, we believe it's our human capital that guarantees our performance. That is why we take care of all employees working on our sites or on our routes, whether employed directly by GEFCO or our subcontractors or suppliers. The new Sustainable Purchasing Charter launched in 2021 contains supplier frameworks including stipulations around H&S policies and assurances, incidence reporting, and continuous improvement plans in line with GEFCO's H&S policies and industry best practices. We have also carried out our first sustainable purchasing trainings which will be continued in 2022.

#### **Safety of battery storage**

Due to increasing demand for Electric Vehicles, we are confronted with the rising need to securely store highly flammable batteries. In 2021, we continued making progress regarding our EV offering, working closely with insurance companies to augment our battery storage operations. We are in the process of updating the safety procedures for the handling of batteries accordingly.

## COMMITMENT 8

# Help our People Grow

## DEVELOP AND PROTECT OUR PEOPLE

This Commitment contributes to the following SDG's



### COMMITMENT OVERVIEW





Ensuring that our people are heard, supported, and given the appropriate tools to achieve goals is central to GEFCO's continued success. That is why talent acquisition, learning, and employee engagement are key themes for GEFCO as we continue to push boundaries and rise to meet new challenges and opportunities.

We pride ourselves on our capability to provide a working environment based on respect, trust, and autonomy—keeping employees engaged and enthusiastic about the shared success of the company as we build towards a future which all of our personnel can be proud to be a part of.

### POLICY AND GOVERNANCE

To provide customers with smart, flexible solutions, GEFCO relies on a versatile and talented workforce as well as a global network of partners and subcontractors. It is through the joint talent and determination of our people that we are capable of consistently meeting customer expectations and overcoming industry challenges.

Internally, all of our efforts are driven by a culture of *Infinite Proximity™* and our ten guiding principles that define how we operate. These are inextricably linked to ESG, rooted in the ambition to ensure long term profitability for our business, our partners, and our customers. The fundamental principles of our culture include a commitment to our global network and the exploration of new ideas and solutions so that we can build long-lasting relationships with all our stakeholders and co-create value across the supply chain.

KPIs					
Commitment	Target	KPI	GOAL		
 <b>8.1</b>	Develop our employees and future capabilities	Share of employees having trained at least 1 day equivalent/year	2025 2030	<b>80%</b> <b>100%</b>	
 <b>8.2</b>	Attract tomorrow's talents	Alignment rate of apprenticeships / internships ( <i>above market</i> )	2025 2030	<b>100%</b> <b>100%</b>	
 <b>8.3</b>	Achieve gender equality	Equality index (Female/Male) for the Group and per country	2025 2030	<b>75%</b> <b>85%</b>	
 <b>8.4</b>	Increase our employee engagement	Voluntary turnover ( <i>all employees, newcomers</i> )	2025 2030	<b>5%</b> <b>5%</b>	
		PULSE results ( <i>engagement rates</i> )	2025 2030	<b>50%</b> <b>60%</b>	



“As part of its Code of Ethics, GEFCO promotes and protects ‘our responsibility to one another’-including diversity and team spirit.”



## 2021 ACTIONS & RESULTS

### Employee Engagement Surveys

GEFCO runs employee engagement surveys every two years, favouring an open and cooperative working environment for all of our people and ensuring that the voice of our employee body is heard. Although delayed in 2020 due to the COVID-19 pandemic, the PULSE survey conducted in June 2021 enjoyed an 87% participation rate, up 5% compared to the last survey carried out in 2018.

Feedback from these surveys informs decision-making across the Group as GEFCO remains committed to co-operation, co-building, and co-management with all our teams. Results have been used to establish areas for improvement within GEFCO's operations and internal working groups have been established to develop action plans and implement improvements within these areas so that employee feedback can be used to optimise the way we do business.

### Employee Dialogue

Ensuring consistent communication with all teams, the Group favours employee dialogue, both on an individual and on a collective level through meetings with managers and employee representative bodies.

GEFCO respects the right of employees to form unions and sign agreements. These are signed regularly at Group or country level on issues ranging from training and skills to employee well-being and health and safety, as well as social and economic matters. The Group works consistently with committees which oversee employees' priorities, including social and economic matters, health, safety and working conditions.

This level of engagement sets out to ensure transparency with our personnel and fosters a culture of collaboration and creativity. It is this culture and openness toward employee contribution that empowers GEFCO's strong market performance and allows for the provision of a working environment where our people feel safe, secure, and respected.

### Diversity and Equality

As part of its Code of Ethics, GEFCO promotes and protects "our responsibility to one another"-including diversity and team spirit. As such, GEFCO encourages diverse backgrounds and career paths in order to support the development of our teams. This diversity is reflected in the variety of profiles that exist within the company, particularly in terms of gender, nationality, age and disabilities. We strive to ensure equal opportunities for all our employees in professional development processes.

GEFCO has official agreements in place on the integration and maintenance in employment of disabled workers and actively discusses the integration, recruiting, and the development of these employees.

Within our organisation, there is zero tolerance for discrimination, harassment, or disrespectful behaviour. For employees who experience or witness any such behaviour, there are formal means of reporting to GEFCO's Human Resources Division as well as a developed whistleblowing system in place.

### Reward and Recognition Framework

GEFCO's Reward and Recognition Framework is the centrepiece of our efforts to provide attractive working conditions. It is represented by three Cs.

### Caring

Looking after our employees through retirement plans, health insurance, flexible working schedules and home office options. We also offer mental health support services, manager support, and upskilling opportunities

### Contribution

Offering recognition and reward for effort and achievement, both through individual and collective schemes

### Competitiveness

Ensuring that our offering is a compelling one in terms of responsibilities and remuneration

## COMMITMENT 8

HELP OUR PEOPLE GROW

### Talent Acquisition and Development



#### Talent Acquisition

**Transparency:** we promote internal access to all open positions to encourage mobility

**Visibility:** we are visible in the job market to attract best talents

**Efficiency:** we offer optimised candidate experience and relationship management

**Assertiveness:** we propose effective employer branding to highlight that GEFCO is a great place to work



#### Orientation & Induction

Once hired, newcomers are welcomed through an **Orientation Programme** to their new roles, immersing them in our business, working environment, and global network

This helps new hires integrate with the GEFCO team, inculcating our corporate culture and assisting them in their understanding of our ways of working



#### Performance Management

GEFCO runs a **Performance Management Programme** to assist employees in directing their careers

Employees are evaluated annually by managers, whose role is to encourage and coach personnel for professional and personal development and to help set objectives for the coming year



#### GEFCO UNIVERSITY

GEFCO operates a global training platform, called GEFCO University (G&U) which is available online to all employees globally. Employees can access the platform in 13 languages which dramatically increases the accessibility of educational and informational content for all of our people.

These training materials are geared towards the personal and professional development of GEFCO's employees and range from wellness seminars and materials to business-critical topics such as finance and marketing. In the future, a growing resource of ESG training materials will be made available to employees, matching efforts across numerous internal departments which have commenced training to promote overall awareness and understanding of ESG-related issues.

The main objectives of G&U are to help teams understand changes in the business and the potential impact on their roles and to ensure employees have the right skillset to ensure their continued performance. Culturally, G&U contributes to a company-wide enthusiasm for change and learning and GEFCO's knowledge management culture.

#### GEFCO'S TRAINING STRATEGY HAS 3 DIMENSIONS:

**1. Promote learning:** Offer unlimited access to premium content on diverse topics, including languages, IT skills, technical skills, and ESG-related material. From 2021, a large catalogue of more than 3,000 pieces of individual content is available for all employees.

**2. Strategic topics:** Ensure a good understanding of the most critical topics for GEFCO. As part of G&U's offering, blended learning journeys are available through playlists or academies on Innovation, Fundamentals (Fraud, Anti-Corruption, GDPR), Electrical Vehicles, Sales, Finance, Project Management, and many other areas which may be of interest to our staff.

**3. Critical skills:** Accompany employees in their upskilling/reskilling journeys. We offer many of our employees training which increases their future capacity for promotion and/or employment, including skills related to newly created roles or areas of specific subject matter expertise such as data science, digitalization, or working in agile mode.

The G&U programme complements GEFCO's "3E" vision of having employees learn through experience ("on the job"), exposure ("from others") and education ("through training").

Ensuring that our people are heard, supported, and given the appropriate tools to achieve goals is central to GEFCO's continued success.





# GEFCO's ESG journey

4 Pillars  
8 Commitments  
22 KPIs

## PILLAR 1: ACT AS A CORPORATE CITIZEN

### 1. Conduct business fairly and ethically

#### Train our employees on business ethics

Percentage of relevant employees trained every 18 months on fair business

2025	2030
75%	90%

#### Strengthen our IT Security

Number of cyber-attacks passing through

2025	2030
Continuous	0

#### Reinforce robustness of our internal control

Percentage of self-assessment questionnaires resulting in an 'efficient' grade

2025	2030
84%	100%

### 2. Engage our employees

#### Add ESG performance criteria into relevant employee objectives

Integration of selected ESG goals into relevant employees annual objectives

2025	2030
Done	Done

#### Ensure the integration of our sites in our communities

Percentage of significant sites and clusters with local partnerships and sponsorships aligned on Group guidelines

2025	2030
100%	100%

## PILLAR 2: ENSURE SUSTAINABLE PARTNERSHIPS

### 3. Influence our carriers

#### Respect our Duty of Care

Percentage of external spend done with qualified subcontractors

2025	2030
80%	90%

#### Improve our procurement procedures & supplier performance

Percentage of spend audited each year and/or covered by business review

2025	2030
20%	30%

#### Engage with suppliers on higher carbon efficiency solutions

Percentage of spend with carriers engaged on these solutions

2025	2030
50%	90%

### 4. Boost customer confidence with innovation

#### Build our green services portfolio

Percentage of offers with green benefits  
Percentage of turnover on green offers

2025	2030
	30%
	15%

#### Improve visibility on our Supply Chain performance

Provide CO<sub>2</sub> emissions and real time track trace on regular flows

2025	2030
	100%

## PILLAR 3: REDUCE OUR ENVIRONMENTAL FOOTPRINT

### 5. Improve our sites' environmental impacts

#### Consume resources more efficiently

Percentage of GEFCO sites with green initiatives

2025	2030
50%	100%

#### Manage our environmental compliance

Percentage of GEFCO sites compliant to ISO 14001

2025	2030
70%	90%

#### Develop our circular economy

Percentage of waste recovered

2025	2030
80%	85%

### 6. Cut our global emissions

#### Reduce the fleets' carbon emissions

Total CO<sub>2</sub> footprint (tCO<sub>2</sub>) and efficiency (gCO<sub>2</sub>/tkm)

2030
-40% scope 1
-30% scope 3

#### Reduce our sites' carbon emissions

Total CO<sub>2</sub> footprint (tCO<sub>2</sub>)

2030
-40% scope 2

## PILLAR 4: DEVELOP AND PROTECT OUR PEOPLE

### 7. Protect our health & safety

#### Protect the workers on our sites

Frequency and severity rates of lost-time injuries for internal and external workers on our sites

2025	2030
-25%	-50%

#### Protect the drivers on the road

Training rates on defensive driving and/or eco-driving

internal	external
100%	70%

#### Align our health benefits policy on market practices worldwide

Alignment rate of each country in comparison to market standards

2025	2030
100%	100%

### 8. Help our people grow

#### Develop our employees and future capabilities

Share of employees having trained at least one day equivalent/year

2025	2030
80%	100%

#### Attract tomorrow's talents

Alignment rate of apprenticeships/internships (above market)

2025	2030
100%	100%

#### Achieve gender equality

Equality index (Female/Male) for the Group and per country

2025	2030
75%	85%

#### Increase our employee engagement

Voluntary turnover (all employees, newcomers)  
PULSE results (engagement rates)

2025	2030
50%	60%
5%	5%



# Data and Appendices

# KPI Data Tables

## ENVIRONMENTAL KPIS

### REDUCE OUR EMISSIONS

Indicator	Unit	2019	2020	2021	
<b>Carbon Emissions</b>					
Main activities CO <sub>2</sub> emissions (scope 1, 2, 3 [Subcontracted Transport])	tCO <sub>2</sub> eq	1,812,754	1,484,555	1,702,949	↗
Scope 1	%	3.0	3.4	3.7	
Scope 2	%	0.8	0.7	0.8	
Scope 3 (subcontracted transports)	%	96.2	96.0	95.8	
<b>OTHER CO<sub>2</sub> EMISSIONS</b>					
Scope 3 (excluding transports)	tCO <sub>2</sub> eq	215,730	170,012	222,698*	↗
<b>Total CO<sub>2</sub> emissions</b>	<b>tCO<sub>2</sub>eq</b>	<b>2,028,484</b>	<b>1,654,567</b>	<b>1,925,646</b>	↗

\*Waste CO<sub>2</sub> emissions excluded

### TOTAL CO<sub>2</sub> EMISSIONS (BY TYPE OF TRANSPORT)

Road	%	81.5	81.5	80.4	↘
Rail	%	0.8	1.0	2.2	↗
Sea	%	8.2	8.3	8.6	↗
Air	%	9.5	9.2	8.8	↘
<b>Carbon efficiency</b>	<b>gCO<sub>2</sub>.tkm</b>	<b>53.8</b>	<b>53.6</b>	<b>53.6</b>	→

### Air Pollution

Air emissions of particulate matter	-	-	-	Coming	
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### SHARE OF EURO 5 & EURO 6 TRUCKS

Own assets	%	-	94	95	↗
Subcontracted transports	%	-	89	67	↘

## RESPONSIBLE PURCHASING KPIS

Indicator	Unit	2019	2020	2021	
Number of sustainable purchasing charters signed	Number	-	1,939	2,599	↗
				FVL: 442 - OVL: 2,157	
Sum of supplier audit scores	Number	-	4,350	9,154	↗
				FVL: 2,450 - OVL: 6,691	
Number of supplier audits conducted	Number	-	58	114	↗
				FVL: 28 - OVL: 86	
Average score from supplier audits	%	-	75	80.3	↗
				FVL: 87.5 - OVL: 77.8	

Note: The availability of environmental data in 2020 was impacted by the COVID-19 pandemic and a cyber-attack which took place in September 2020 ahead of the environmental data collection campaign.



# KPI Data Tables

## ENVIRONMENTAL KPIS

MANAGE OUR SITES' IMPACTS					
Indicator	Unit	2019	2020	2021	
<b>Energy</b>					
<b>Buildings' energy consumption</b>	MWh	87,230	69,282	71,573	↗
Electricity	MWh	42,102	35,908	33,991	↘
Gas	MWh	31,040	25,291	28,538	↗
Other (district heating, LPG, heating oil)	MWh	14,088	7,067	9,434	↗
Sites with energy initiatives	%	-	32	41	↗
Investments in energy eco-initiatives	EUR	-	327,841	104,983	↘
<b>Water</b>					
<b>Total water consumption</b>	<b>m³</b>	<b>191,953</b>	<b>117,300</b>	<b>127,499</b>	↗
Water consumption by water-stress level of sites	%	-	Low-medium 70% Medium-high 13% High-very high 17%	Low-medium 56% Medium-high 18% High-very high 25%	
Percentage of water consumed coming from mains	%	84.8	80.8	75.8	↘
Water consumption per vehicle washed	l/vehicle	115.2	123.2	113.8	↘
Water consumption per 60-litre container washed	l/container	0.7	0.9	1.7	↗
<b>Waste</b>					
<b>Non-hazardous waste</b>	<b>T</b>	<b>15,284</b>	<b>16,006</b>	<b>17,497</b>	
Recovered (including recycling)	%	74	74.5	77.1	↗
<b>Hazardous waste</b>	<b>T</b>	<b>1,771</b>	<b>1,352</b>	<b>1,136</b>	
Recovered (including recycling)	%	31	52.2	51.4	↘
<b>Environmental Management</b>					
Certified ISO 14001 sites	%	26.3	26.5	27.9	↗
Environmental incidents	Number	270	285	203	↘

# KPI Data Tables

## SOCIAL & HR KPIS

PROTECT OUR HEALTH & SAFETY (GROUP DATA, EXCLUDING FFWD-ONLY COUNTRIES)					
Indicator	Unit	2019	2020	2021	
<b>Frequency rate of occupational accidents</b>		<b>5.4</b>	<b>6.7</b>	<b>5.63</b>	↘
1520	Occupational accidents (OA) x 1,000,000 / hours worked	-	0	0	
ASOR		-	0	0	
CEBAME		-	1.47	2.24	
EUROMED		-	2.01	4.38	
FRANCE		-	11.86	15.4	
LATAM		-	6.81	3.09	
<b>Severity rate of occupational accidents</b>			<b>0.2</b>	<b>0.4</b>	<b>0.38</b>
1520	Days of absence due to an OA x 1,000 / hours worked	-	0	0	
ASOR		-	0	0	
CEBAME		-	0.07	0.29	
EUROMED		-	0.08	0.24	
FRANCE		-	0.96	1	
LATAM		-	0.46	0.16	

# KPI Data Tables

## SOCIAL & HR KPIS

HELP OUR PEOPLE GROW					
Indicator	Unit	2019	2020	2021	
<b>Employees</b>					
Total workforce	Number	12,379	11,590	10,719	↘
ETAM	%	54	50	52	↗
Managers	%	8	15	15	→
Workers	%	38	35	33	↘
Share of employees with permanent contracts	%	92.1	93.3	93.3	→
Average annual temporary workforce	Number	3,107	1,872	1,666	↘
<b>Men-women ratios</b>					
Women in the organisation	%	32	32	33	↗
Women managers	%	32	34	34	→
Women top executive (GM/EXCOM)	%	-	16.7	17.5	↗
Vulnerable workers employed (French scope)	%	7.52	NA	NA	-
<b>Employment</b>					
Voluntary turnover	%	6.6	5.4	7.5	↗
Recruitments (permanent contracts)	Number	2,476	934	934	→
Resignations	Number	737	609	926	↗
Redundancies	Number	931	664	657	↘
PULSE survey participation	%	82 <sup>(1)</sup>	82 <sup>(2)</sup>	87	↗
<b>Talent and skills development</b>					
Workforce trained on G&U/total workforce	%	-	37	50	↗
Hours spent on G&U (per employee trained)	hours	4.6	2	5	↗
On sustainable purchasing	% (of relevant empl.)	-	-	95	-
On anti-corruption	% (of relevant empl.)	-	56.4	34	↘
On anti-trust	% (of relevant empl.)	-	53.2	11	↘
Workforce with performance and career reviews	%	-	51.1	11	↘
<b>Social dialogue</b>					
Coverage of collective agreements on working conditions	%	-	72	72	→
Coverage of elected employee representatives	%	-	80	80	→

1. 2019 data draws on the measurement of 2018 data. 2. 2020 data measurement was postponed as a result of the continued COVID-19 pandemic and was measured in 2021

\* GEFECO retains focus on ESG initiatives and outcomes which are relevant to its activity. We do not focus on the following ESG-related areas which are not concerned with our business operations and corporate activity: combating food waste and food insecurity; respect for animal welfare; responsible, fair, and sustainable food.



# Sustainable Development Goals and Global Compact Principles

GEFCO Commitments	Pages	Global Compact Principles	UN Sustainable Development Goals							
1 Conduct business fairly and ethically	10-13	Principle 10								16
2 Engage our employees	14-15	All principles	3	4	5	7	12	13		16
3 Influence our carriers	16-19	All principles	3			7	12	13		16
4 Boost customer confidence with innovation	20-23	Principles 8, 9	3			7	12	13		
5 Improve our sites' environmental impacts	24-27	Principles 7, 8, 9	3			7	12	13		
6 Cut our global emissions	28-31	Principles 7, 8, 9	3			7		13		
7 Protect our health and safety	32-35	Non applicable	3							
8 Help our people grow	36-39	Principle 6	3	4	5					

Our commitments presented in this report are aligned with the Global Compact Principles and with the United Nations' Sustainable Development Goals and associated targets.

For example, our commitment to 'Cut our global emissions' aligns with the Global Compact Principles 7 to 9 and the SDGs 3, 7 and 13.



## The 10 Principles of the UN Global Compact



# Concordance Table

<b>Introduction</b>	<b>Pages</b>
Luc Nadal's letter	2
Anne-Brigitte Spitzbarth's letter	3
<b>Business Model Description</b>	
Key Facts & Figures	4
Business Segments	5
Governance and Value Creation	6
<b>Risks and Opportunities</b>	
Methodology and Materiality	7
Commitment 1: Conduct Business Fairly and Ethically	10
Commitment 2: Engage Our Employees	14
Commitment 3: Influence Our Carriers	16
Commitment 4: Boost Customer Trust with Innovation	20
Commitment 5: Improve Our Sites' Environmental Impacts	24
Commitment 6: Cut Our Global Emissions	28
Commitment 7: Protect Our Health & Safety	32
Commitment 8: Help Our People Grow	36
<b>Specific Disclosures</b>	
Climate change	28-31, KPIs
Circular economy	24-27, KPIs
Fight against food waste	Excluded*
Fight against food insecurity and respect for animal welfare and responsible, fair and sustainable food	Excluded*
Collective agreements concluded in the company	36-39, KPIs
Actions to fight against discrimination and promote diversity	13, 37, KPIs
Measures taken for the benefit of disabled people	15, 37, KPIs

\* Given the nature of our activities (transport and warehousing services) and our CSR materiality analysis, we consider that these themes do not constitute major CSR risks and do not justify a development in this non-financial performance declaration.

# Reporting Methodology

## SOCIAL DATA

In 2021, GEFCO Group's consolidated accounts covered GEFCO SA and GEFCO's subsidiaries. The consolidated GEFCO subsidiaries are spread across six geographic zones, corresponding to eight structural zones for the processing of social data:

- CORPORATE
- FRANCE (including France SAS and subsidiaries)
- 1520 (Baltic states, Kazakhstan, Russia)
- LATAM (Argentina, Brazil, Chile, Mexico)
- ASOR (China, Hong-Kong)
- CEBAME (Austria, Bulgaria, Croatia, Czech Republic, Germany, Greece, Hungary, Poland, Romania, Serbia, Slovakia, Slovenia, Turkey, United Arab Emirates, Ukraine)
- EUROMED (Algeria, Benelux, Italy, Morocco, Portugal, Spain (including GLT), Switzerland, Tunisia, UK)
- FFWD (F-FWD Corporate, F-FWD Australia, F-FWD Hong Kong, F-FWD China, F-FWD Taiwan, F-FWD Thailand, F-FWD Singapore, F-FWD Netherlands, F-FWD Poland, F-FWD Czech Republic, F-FWD Germany, F-FWD Switzerland, F-FWD UK, F-FWD USA, GEFCO F-FWD Belgium, GEFCO South Africa, GEFCO South Korea, F-FWD France)

The Group's social data, with the exception of data relating to health & safety, is monitored in *Vision*, our HR information system.

Health & Safety data is recorded in *Acciline* (occupational accidents and incidents, frequency rates and severity rates), linked to *Vision*. In 2021, in order to calculate the rates using real working hours instead of theoretical hours (except for France, which reported theoretical hours), a country-by-country consolidation of working hours was done by the HR network to calculate the H&S KPIs. Kazakhstan and FFWD-only countries (Australia, Taiwan, Thailand, Singapore, USA, South Africa, South Korea) did not report data (they are offices and do not have operation activities); they were excluded from the Health & Safety reporting.

## ENVIRONMENTAL DATA

### Scope of environmental data and methodologies

GEFCO uses the 'ESG Reporting' questionnaire linked to the Tennaxia software to gather environmental data relating to its activities. The Group's sites are required to complete the questionnaire on an annual basis according to the referential included on the reporting platform. The questionnaire automatically excludes sites that are considered not representative of the Group's environmental impact, in accordance with the criteria outlined and formalised in the reporting procedures. Are excluded:

- Sites whose activity is exclusively office-based with a workforce of under 5 people
- Sites whose operating life is less than 6 months in the reference period

### Scope of the group environmental reporting questionnaire

Modalities for the accounting if the site is in third-party premises: some sites are located on, or juxtaposed to, a third-party site (customer, supplier, service provider, contractor or partner). If the utilities (water, electricity, gas, heating oil, urban heating, LPG, diesel, and waste management) provided by the third party are not counted physically (using a meter) or are partially, GEFCO does not take account of these figures usually consolidated by the third party.

The environmental report covers the period from 1st November 2020 to 31st October 2021. 230 sites took part in the 2020 reporting campaign. As of 31st December 2021, GEFCO Group had not been required to establish any provision or guarantee concerning a risk to the environment.

GEFCO does not consume raw materials in its activity and most of its operational sites are in existing industrial areas. The direct impact on biodiversity is therefore reduced. Furthermore, the Group does not exploit land or process food waste. Likewise, the fight against food waste is not relevant to the GEFCO Group. The Group's risk management framework incorporates environmental risks and enables such risks to be considered. Indicators reported here may exclude answers of sites that have not, could not or incorrectly answered the associated questions. The response rate to an indicator will therefore be specified, being higher or lower regarding the number of missing answers or non-corrected data.



# Independent third party's report on consolidated non-financial statement presented in the management report

## TO THE GENERAL ASSEMBLY,

In our quality as an independent third party, accredited by the COFRAC under the number n° 3-1681 (scope of accreditation available on the website [www.cofrac.fr](http://www.cofrac.fr)), and as a member of the network of one of the statutory auditors of GEFCO (hereinafter "entity"), we conducted our work in order to provide a conclusion expressing a limited level of assurance on the compliance of the consolidated non-financial statement for the year ended December 31st, 2021 (hereinafter the "Statement") with the provisions of Article R. 225-105 of the French Commercial Code (Code de commerce) and on the fairness of the historical information (whether observed or extrapolated) provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code (hereinafter the "Information") prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), included in the management report pursuant to the requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

## CONCLUSION

Based on the procedures performed, as described in "Nature and scope of the work", and on the elements we have collected, we did not identify any material misstatements that would call into question the fact that the consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Due to the significance of the facts described above, we were unable to obtain sufficient appropriate evidence to form a conclusion. As a result, we cannot express a conclusion on the consolidated non-financial statement.

## COMMENTS

Without modifying our conclusion and in accordance with article A. 225-3 of the French Commercial Code, we have the following comments: the value for fiscal year 2021 of the new performance indicators with a target date of 2030 is not specified.

## PREPARATION OF THE NON-FINANCIAL PERFORMANCE STATEMENT

The absence of a generally accepted and commonly used framework or established practices on which to base the assessment and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the Guidelines, the significant elements of which are presented in the Statement.

## LIMITATIONS INHERENT IN THE PREPARATION OF THE INFORMATION

The information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates made in preparing it and presented in the Statement.

## THE ENTITY'S RESPONSIBILITY

It is the responsibility of the Board of Directors to:

- select or establish appropriate criteria for the preparation of the Information;
- prepare a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks as well as the results of these policies, including key performance indicators;
- and to implement the internal control procedures it deems necessary to ensure that the Information is free from material misstatement, whether due to fraud or error.

The Statement has been prepared in accordance with the entity's procedures, the main elements of which are presented in the Statement.

## RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R. 225 105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks.

As it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information, as this could compromise our independence.

However, it is not our responsibility to comment on:

- the entity's compliance with other applicable legal and

regulatory requirements, the French duty of care law and anti-corruption and tax avoidance legislation;

- the compliance of products and services with the applicable regulations.

### **REGULATORY PROVISIONS AND APPLICABLE PROFESSIONAL STANDARDS**

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000.

### **INDEPENDENCE AND QUALITY CONTROL**

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

### **MEANS AND RESOURCES**

Our verification work mobilized the skills of four people and took place between November 2021 and March 2022 on a total duration of intervention of about 15 weeks.

We conducted a dozen of interviews with the persons responsible for the preparation of the Statement, representing the human resources, health and safety, environment and purchasing departments.

### **NATURE AND SCOPE OF THE WORK**

We planned and performed our work considering the risks of material misstatement of the Information.

In our opinion, the procedures we have performed in the exercise of our professional judgment enable us to provide a limited level of assurance:

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225 102 1 III of the French Commercial Code;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model

and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with its business relationships, its products or services, as well as its policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;

- we referred to documentary sources and conducted interviews to
  - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1. Our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities: GEFCO France and GEFCO Poland.
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out with a selection of the contributing entities listed above and covers 24.5% of the workforce (20.5% of the workforce covered by GEFCO France - 2,276 employees out of 11,104 and 4% of the workforce covered by GEFCO Poland - 460 employees out of 11,104).
- we assessed the overall consistency of the Statement based on our knowledge of all the entity.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

PARIS-LA DÉFENSE, MARCH 18TH 2022

### **FRENCH ORIGINAL SIGNED BY:**

PHILIPPE AUBIN, PARTNER CLIMATE CHANGE AND SUSTAINABILITY SERVICES

### **INDEPENDENT THIRD PARTY**

EY & ASSOCIÉS

# Appendix 1 :

## The most important information

### SOCIAL INFORMATION

#### Quantitative Information (including key performance indicators)

Voluntary turnover (%).  
Participation rate in PULSE surveys.  
Frequency rate, severity rate of work-related accidents  
(Nb / million hours worked).

#### Qualitative Information (actions or results)

Employee engagement.  
Health and safety (prevention actions).

### ENVIRONMENTAL INFORMATION

#### Quantitative Information (including key performance indicators)

Greenhouse gas emissions (tCO<sub>2</sub>).  
Relative greenhouse gas emissions (gCO<sub>2</sub> per t.km).

#### Qualitative Information (actions or results)

Climate change (significant emission items due to the activity,  
reduction measures and objectives).

### SOCIETAL INFORMATION

#### Quantitative Information (including key performance indicators)

Number of sustainable purchasing charters signed.  
Average results of supplier audits.

#### Qualitative Information (actions or results)

Subcontracting and suppliers  
(environmental and social issues).







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