

United Nations Global Compact

GEODIS 2020-2021 Communication on Progress

GEODIS' ambition is to become a leader in the Transport and Logistics industry, to position ourselves as the sustainable growth partner for our clients and recognized for our responsible approach in doing business.

Two years of a global pandemic have highlighted the essential role of logistics providers in maintaining the continuity of vital supplies for companies and nations. Never has the need to ensure precision in logistics and to create resilience in supply chains been more central to our business model and to the bond of trust with our stakeholders: trust in a logistics solutions provider on whom customers can rely on to support their growth, an employer able to attract and retain talented people, a fair partner with whom suppliers and contractors choose to work, a company committed to sustainability that contributes to society.

The CSR activities within Geodis are directly under the management of the CEO, thus placing it at the heart of the Group's strategy, lever of performance and concerns. In 2022, GEODIS is still confirming its commitment to the United Nations Global Compact. Signed since 2003, it accounts for one of the cornerstones of our Group's CSR and Business Excellence approach. We are committed to promoting its 10 principles on Human Rights, Labor, Environment and Anti-Corruption. We fully integrate these principles in our CSR approach, our Stakeholders' Total Satisfaction program and they are in line with our Values: Commitment, Innovation, Trust, Solidarity and Passion.

The sanitary crisis did not divert our attention away from the climate emergency and our responsibility to have a sustainable impact on society. In 2021, we furthered our longstanding commitment to decarbonization and CSR by making it an explicit part of our Mission - "Partnering with us allows them to minimize the environmental impact of their logistics" - and our Vision - "We act as our customers' growth partner while fully respecting the planet and people." Beyond simple declarations of intention, we are keen on providing tangible evidence of our commitment: whether it is by purchasing 200 biogas-fueled vehicles, offering customers sustainable fuels for air and sea transport, adopting new environmentally certified warehouse designs, supporting the development of urban electric trucks, tying our top management teams' variable compensation to ESG targets... GEODIS supports its ecological ambition with concrete actions and measurable advances.

Achieving meaningful progress requires a collective approach. In addition to investing in our own transition and advising and acting on behalf of customers, we support our suppliers and subcontractors in the decarbonization of their operations. We also push for stricter emissions standards for our industry and encourage sharing of best practices.

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

Because our success as a company is directly related to our ability to continue to attract and retain talent by earning the trust of our employees, we invest in our people, providing high-quality training (leadership, ESG, digitalization...) and development opportunities with a real focus on empowering women in leadership positions. Our continued investment in people is a major driver behind the 80% satisfaction rate on the part of our employees. Health and safety of our direct employees but also of our business partners are on the top of our priorities.

Our aim is to create long-term value for our clients, our employees, our shareholder and for society at large, through our CSR policy. We are committed to systematically leveraging on technological and methodological advances as well as on the rise of the collaborative economy by developing new services together with our partners. We will thus address the long-term challenges of urban growth, mobility and energy transition and progress towards operational excellence with the involvement of all our employees.

In 2015, 17 global Sustainable Development Goals were defined by the United Nations and its stakeholders, and we fully commit to play our part and help to achieve these goals. The following pages show our latest results and give some examples of actions we have conducted in this field in the past year.



Philippe de Carné
GEODIS Executive Vice President

GEODIS has been a member of the United Nations Global Compact since 2003. GEODIS confirms its support to the Global Compact and has continued its efforts to improve its Corporate Social Responsibility performance. This document presents some of GEODIS main actions in 2020 and 2021.

I. “Be a Good Citizen”, the GEODIS CSR Program

Action

In 2021, GEODIS has pursued the structuration and consistency of its CSR policy.

Continuation of the Business Excellence Program aiming at Stakeholders’ Total Satisfaction (STS)

Related Principles of the Global Compact:

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

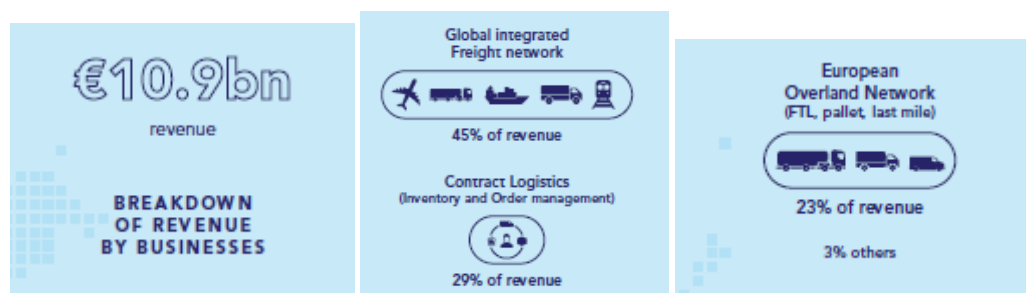
- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

GEODIS is a top-rated, global supply chain operator recognized for its passion and commitment to helping clients overcome their logistical constraints. GEODIS’ growth-focused offerings (Supply Chain Optimization, Freight Forwarding, Contract Logistics, Distribution & Express, and Road Transport) coupled with the company’s truly global reach thanks to a direct presence in 60 countries, and a global network spanning 170 countries, translates in top business rankings, #1 in France, #4 in Europe and #7 worldwide.

In 2021, GEODIS accounted for over 46,141 employees globally and generated €10.9 billion in sales.



Ambition 2023 Strategic Plan

Our strategic plan, Ambition 2023 started in 2019 in line with the previous one and with the same foundations. It is composed of several key elements:

- **Our Mission**

We help our clients succeed by securing their supply chains with end-to-end logistics solutions throughout the world. Partnering with us allows them to minimize the environmental impact of their logistics.

- **Our Vision**

We act as our customers' growth partner while fully respecting the planet and people.

- **Our Values**

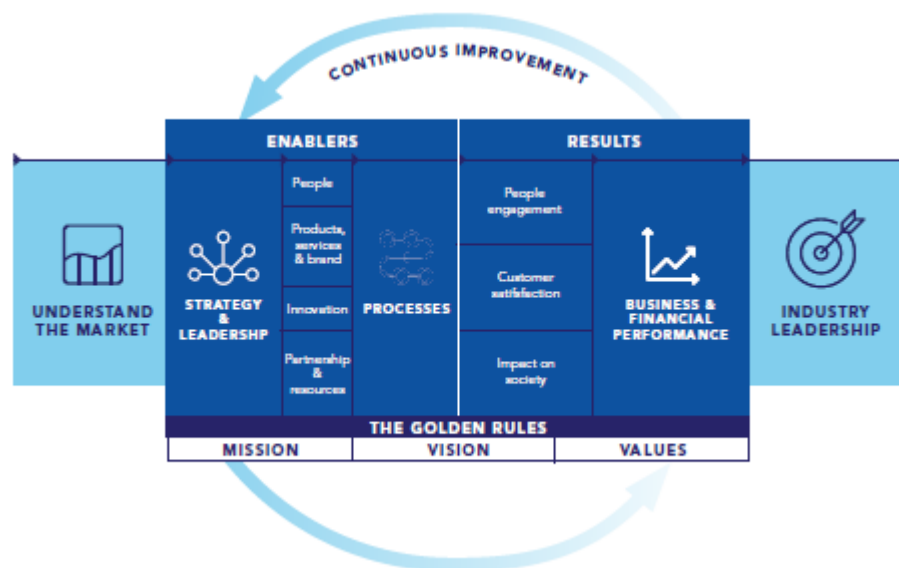
We are experts in Transport and Logistics solutions, united by a shared passion and commitment. The five values the entire Group adheres to are Commitment, Innovation, Trust, Solidarity and Passion:

1. We are committed to our clients, their needs, priorities, and successes.
2. We continuously innovate, we go the extra mile to improve our performance and the performance of our clients.
3. We build trust, we are reliable, we respect our commitments and keep our word.
4. We demonstrate solidarity, we are loyal and faithful to our clients, partners and amongst ourselves.
5. We are passionate, determined and driven by the desire to succeed together and for our clients.

- **Our Stakeholders' Total Satisfaction (STS) continuous improvement program**

To achieve STS, 7 Golden Rules were drawn up. They are part of day-to-day operations in each of our Lines of Business and at Head Office:

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



The GEODIS CSR approach, a key pillar in our Business Excellence approach

Our Corporate Social Responsibility (CSR) approach is mainly based on the Golden Rule “Be a good citizen”, one of the 7 Golden Rules of our continuous improvement program. CSR is therefore one of the 7 guiding principles of GEODIS to achieve its strategic ambition.

“Be a good citizen” is centered on both an environmental focus and a social and societal focus. It impacts GEODIS’ clients, employees, society, suppliers, subcontractors, and shareholder in these two areas. In addition, we emphasize the fact that the Golden Rules “Recruit, develop and retain quality people” and “Ensure the safety of our people everywhere and at any time” have clear links with the CSR principles.

In practical terms, GEODIS aims at being the CSR preferred company to deal with, through three main objectives:

1. To mitigate and lower our impact on the environment and to contribute to the fight against climate change through :

- Reducing our carbon footprint and improving our energy efficiency
- Decreasing pollutant and harmful emissions for the people and the ecosystems
- Optimizing the use of natural resources by applying the “reduce, reuse, recycle” approach

2. To enhance our social and societal impact on our employees and communities

- Ensuring occupational health and safety for our employees and anyone working on our behalf.
- Promoting diversity and equal opportunity which includes :
 - Gender equality;
 - Integration or reintegration of disabled people;
 - Developing vocational program for long-term unemployed people or for the reintegration of war veterans in the USA.
- Fostering community engagement, volunteering and solidarity.

3. To act responsibly in everything we do by adhering to :

- Strict ethical and compliance rules as stated in our corporate Ethics Charter, the first of which pertains to the use of forced labor, human rights violation, corruption, and unfair competition.
- All applicable CSR, Occupational Health and Safety (OHSA) and Environmental laws and regulations.

GEODIS implement these three objectives through the following commitments to:

- Assess the success of our policies and initiatives via both internal and external benchmark documents.
- Measure and communicate our progress regularly and with full transparency through various means and especially our yearly CSR report, certified by external auditors.
- Continuously innovate and design new solutions in collaboration with our clients, suppliers and subcontractors, or any other external partner.
- Encourage our suppliers and subcontractors to implement initiatives that enable us to meet our own CSR objectives.
- Train and educate our employees on the social, societal and environmental impact of our activities.
- Motivate our employees to foster the sharing of internal good practices throughout the Group.

External reference documents

To support these CSR objectives, GEODIS takes advantage of a number of reference documents, international standards and norms as guidelines and frameworks, such as:

- The United Nations Global Compact of which GEODIS has been a signatory since 2003.
- The Sustainable Development Goals of the UN 2030 Agenda.
- The sustainability reporting guidelines of the Global Reporting Initiative.
- The ISO 14001 norm on environment management.
- The ISO 45001 (OHSAS 18001) norm on occupational health and safety.
- The SQAS system (Safety & Quality Assessment for Sustainability).
- The ISO 26000 CSR standard.
- Customer-specific or industry-specific standards on CSR.
- EcoVadis (CSR performance) and CDP (climate performance) assessments.
- The GHG Protocol, standard to measure and report greenhouse gas emissions.
- The Investors in People management and leadership standard.
- The GEEIS label (Gender Equality European & International Standard).
- The EFQM Excellence Model (European Foundation for Quality Management).

Monitoring performance

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

1. Annual, quarterly, and monthly **KPIs**. Performance on gender equality, health and safety, the integration of people with disabilities, and CO₂ emissions are evaluated monthly in the STS dashboard. An annual CSR reporting, carried out since 2008, enables indicators to be monitored worldwide (certifications, energy consumptions, water usage, waste management, types of vehicles in the fleet).
2. Each year, **a customer satisfaction survey and an employee satisfaction survey** are carried out. Several questions concern the CSR strategy, with particular emphasis on the way it is perceived by these two groups.
3. CSR performance is also assessed by **external evaluations**: the CSR scores given by the extra-financial ratings assessments, particularly EcoVadis and CDP, and certifications granted by ISO standards.

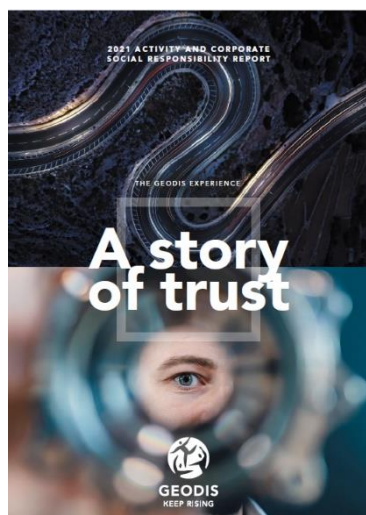
In 2021, **EcoVadis has given GEODIS an overall grade of 70/100** for the quality of its CSR activity. With this rating, GEODIS ranks among the “top 4%” of all companies evaluated in 2021. Since 2016, GEODIS has remained at the “Advanced” level, and its CSR level is awarded “Gold” for the 8th time in row. According to the EcoVadis rating scale, the “Advanced” level means that GEODIS’ strategy relies upon “a structured CSR approach, quantified commitments, tangible actions on all issues, detailed information on implemented actions, precise CSR reporting, as well as performance indicators.”

In 2021, **Geodis has been awarded a B grade by CDP**. B score is higher than the Europe regional average (which is C) and the Transport & Logistics sector, which is C, as well.

The GEODIS CSR Report, a thorough insight into our CSR achievements

GEODIS has published its 14th Activity and CSR Report in May 2021, as requested by the French law (article 225, Grenelle II). All reports are available on www.geodis.com.

Reports explain GEODIS CSR approach, organization, main actions and performance indicators.



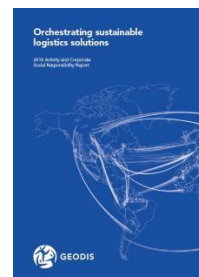
2021 Activity and CSR report



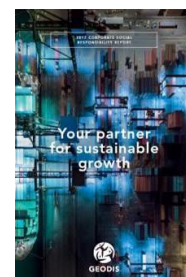
2020 Activity and CSR report



2019 Activity and CSR report



2018 Activity and CSR report



2017 CSR report and reporting

2013 - 2016 CSR reports



2009 - 2012 Sustainable development reports



II. Reducing our environmental footprint

Action

Reducing our Environmental Footprint

Related Principles of the Global Compact:

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Reducing the environmental impact of our sites

GEODIS has 855 sites worldwide (as at the end of 2021) including head offices, sales offices, logistics warehouses and distribution platforms. GEODIS has designed its management system to reduce environmental impact in line with the ISO 14001 standard. This system consists of a range of measures aimed at reducing electricity, gas, and water usage. By the end of 2021, 295 (35%) of the Group's 855 sites were ISO 14001 certified. At the same time GEODIS is undertaking a triple QSE certification process in Quality (ISO 9001) Safety (ISO 45001 / OHSAS 18001) and Environment (ISO 14001). By the end of 2021, 237 (28%) sites had obtained the triple certification.

Managing the environment also involves the processing of hazardous and non-hazardous wastes. Hazardous wastes such as filter sludge, used oil, batteries, etc. are stocked and then transported to specialized facilities. Non-hazardous wastes are sorted and stored before being recycled or recovered. 66% is the estimated share of non-hazardous waste generated by GEODIS activity and recovered in 2021.

Running a high-environmental performance fleet

The majority of GEODIS vehicles are equipped with combustion engines generating both greenhouse gases, which contribute to climate change, and local pollutants impacting air quality and health. The Group makes use of a range of equipment to reduce fuel consumption, including cruise control, fuel-efficient tires, automatic gearboxes, side and roof deflectors and side fairings. This modernization also involves working on the optimization of milk runs, notably through the installation of the Geodriver and Copilot for the Distribution & Express Line of Business. These onboard IT tools are designed to increase the efficiency of delivery scheduling and to reduce the mileage by an average of 5%. The Road Transport Line of Business has equipped all its vehicles with the Eliot onboard tool to manage fuel consumption at driver and vehicle level and keep tabs on safety on board.

GEODIS is regularly upgrading its fleet (over 3,352 owned vehicles at 2021 year-end) so that an increasing number of them are compliant with the Euro 5 and Euro 6 emissions standards. 97% of GEODIS vehicles are Euro 5, Euro 6 or "clean" (such as electric vehicles or natural gas vehicles) at the end of 2021 (excluding the Freight Forwarding fleet). The number of Euro 6 vehicles is progressing by 2% in 2021 vs 2020.

Innovation at the heart of our approach to progress

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

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

The GEODIS offer includes:

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

III. Acting for climate and energy transition

Action

Acting for climate and energy transition

Related Principles of the Global Compact:

Environment

- Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

In common with all operators in the international transport industry, GEODIS constantly endeavors to reduce its carbon footprint and limit its greenhouse gas emissions. As part of its three-pronged CO₂ reductions strategy - Measure, Solutions and Advocacy - GEODIS applies multiple levers to reduce emissions through decarbonization. Solutions, adapted to each customer's needs and constraints, range from managing freight demand to combining transport modes smartly to ensuring that fleet and assets are optimally used, energy efficient and powered by the lowest emissions energy source available.

Reducing our Greenhouse Gas Emissions by 30% by 2030

GEODIS has been committed to improving its carbon efficiency and helping to meet the challenge of climate change since 2008. Within an evolving regulatory context, GEODIS aims at becoming the reference point among the Transport and Logistics companies in terms of carbon efficiency through its **Oxygen program**.

2017 marked a new milestone in this ambitious approach with an emphasis on the Oxygen project and the establishment of a global ambition of a 30% reduction in greenhouse gas emissions by 2030 (reference year: 2017, like for like).

Oxygen program's 3 Pillars

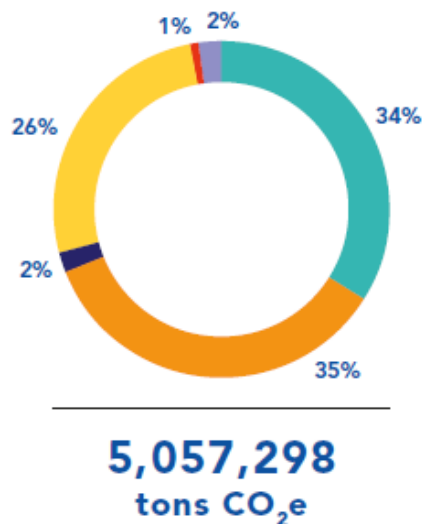


❖ Measuring

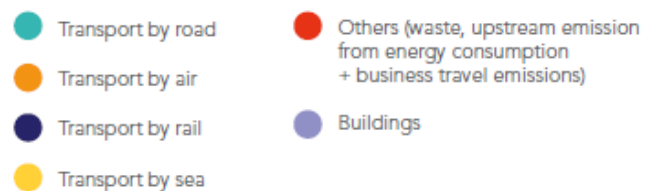
GEODIS' CO₂e EMISSIONS BY SCOPE

(in metric tons of CO₂e - Scopes 1, 2 and 3 - Worldwide - 2019-2020-2021)

Correspondence GRI4-EN15, GRI4-EN16, GRI4-EN17



	2019	2020	2021	Breakdown in 2021
SCOPE 1	192,779	167,534	208,482	4%
SCOPE 2	92,325	79,732	84,101	2%
SCOPE 3	5,020,653	4,193,222	4,764,715	94%
Total	5,305,757	4,440,488	5,057,298	100%



❖ Reducing and avoiding emissions

• The fleet

- 97% of GEODIS' vehicles are Euro 5, Euro 6 and "clean" at the end of 2021 (excluding the Freight Forwarding fleet)
- Involvement of our suppliers and subcontractors

- Partnerships to support investment in vehicle fleets and stations
- Alternative fuel vehicles (natural gas and alternative diesel fuels as B100 or HVO)
- **The equipment**
 - Cruise control, fuel-efficient tires, automatic gearboxes, side and roof deflectors, side fairings, ...
 - On board digital tools to manage consumption at driver and vehicle level and monitor safety on board (Eliot)
 - Route planning
 - On board digital tools to optimize the fleet and the delivery rounds (MOBICOP, Freight Simulator)
- **Sustainable fuel solutions in the air and at sea**
- **Modal shift to rail for long distances**

Optimizing the environmental footprint of buildings

Another area is reducing the energy consumption of GEODIS' buildings while developing sites that are sustainable, as well as comfortable and pleasant for employees. GEODIS uses several levers to achieve its goal, prioritizing LED lighting installation in conjunction with motion sensors, which is the most economical lighting solution, the least energy consuming. Another approach to reducing energy use is better controlling heating, ventilation, and air conditioning in offices, such as through the use of sensors. Other energy-saving actions include water recovery systems, dock areas in cement that are more resistant over time than asphalt for truck trailers, use of natural light, resistant plantings that require low levels of care and water, and eco-grazing by animals.

Best practices



JUNE

Protecting the planet, improving urban quality of life

With its acquisition of 200 compressed natural gas vehicles, GEODIS marked another step in its efforts to reduce the environmental impact of its activities and lead the movement to decarbonize the transport and logistics industry. The new vehicles are powered by biogas, a fuel that reduces CO₂ emissions by up to 90% while offering the same performance as a diesel vehicle.



SEPTEMBER

Logistics campus to be a model for sustainability

GEODIS' new 130,000 sqm logistics campus being constructed in Venlo, the Netherlands, will be one of the country's most sustainable logistics facilities, designed to standards aimed at a BREEAM 'outstanding' certification for environmental protection. It also seeks to earn WELL Silver certification, a standard for spaces that enhance human health and well-being.

SEPTEMBER

GEODIS offers sustainable fuels for air and sea transport to customers

Biofuels produced using food and agricultural waste can now be used by GEODIS customers for air and sea. The fuels cut CO₂ emissions over the cycle from production to fuel consumption by at least 80% for air and 90% for sea transport, in addition reducing to other pollutants. Customers choose the level of contribution, up to 100% of the CO₂ emitted by the transport of their shipment.



❖ Partnering and Advocating

Promoting and expertise on CO₂ dedicated to customers

By encompassing all aspects of environmental management, namely measurement, analysis and reduction, GEODIS is furthering its ambition to become the leading European reference in CO₂ expertise, positioning itself as a partner in improving its customers' carbon efficiency. GEODIS is engaged in an ongoing process to measure and take steps to reduce its customers' carbon footprint. The Group can provide them with a **modeling of CO₂ emissions or a reporting on real flows**.

GEODIS has integrated the reporting of CO₂ emissions for its customers into its information systems since 2013. This reporting is based either on operational business data or is interfaced with EcoTransIT World.

This tool is designed to measure the greenhouse gas emissions (GHG) and atmospheric pollutants generated worldwide by all modes of transport. In compliance with European standard EN 16258 and the GLEC Framework, this reporting tool makes it possible to produce the key environmental performance indicators.

As far as modeling is concerned, The Group's internal engineering teams integrate the carbon data (costs, delivery times, CO₂ emissions) in their transport plan optimization for customers. GEODIS is thus able to help its customers optimize the carbon footprint of their supply chain using its own measuring and monitoring tools.

Helping to meet the challenge of climate change: cooperating with all industry players

GEODIS participates in numerous sectoral initiatives around the world. Reducing greenhouse gases (GHG) requires a joint effort by all players including carriers and customers, and the Group is contributing to the improvement of the environmental performance of the whole industry.

In 2020-2021, GEODIS has continued its involvement in the following initiatives:

- The *Global Logistics Emissions Council* (GLEC) which aims to develop a globally recognized method of calculating supply chain greenhouse gas emissions. GEODIS committed to adopt the GLEC Framework in 2016;
- The *Clean Cargo Working Group* (CCWG), an initiative now hosted by SFC (Smart Freight Center), which over the last ten years has contributed to improving the performance of the maritime transport sector by developing tools for the measurement, evaluation and reporting of its environmental impacts.
- *EcoTransIT World Initiative*, the purpose of which is to improve transparency of the environmental impacts of freight transport and to provide a globally recognized multimodal tool for calculating freight transport emissions;
- *SmartWay USA and Canada*, a program set up by the EPA (Environmental Protection Agency) in the US to help the freight industry improve supply chain efficiency;
- *Transporte Limpio* (Mexico), a Mexican government certification project for carriers taking positive action to reduce their CO₂ emissions;
- *Alliance for the Decarbonization of Transport* (TDA), an initiative launched at the One Planet Summit on 12 December 2017. It aims at stimulating a general mobilization of countries, local authorities and businesses for a profound transformation of mobility in support of the 2015 Paris Climate Agreement.
- *Movin'on Openlab*, a collaborative and innovative think-and-do-tank which promotes sustainable mobility.
- *European Clean Trucking Alliance* (ECTA), a broad coalition of European businesses and organizations urging zero-emission solutions for the trucking industry;
- Support letter sent to JC Juncker, president of the European Commission to enforcement of new emissions standards for trucks allowing a reduction of fuel consumption by 25% by 2025.
- Support letter sent to U von der Leyen, president of the European Commission to enforcement of zero emissions trucks in cities, as part of the "Green Deal"

Best practices



APRIL

Eco-designing logistics sites

With the rise of e-Commerce, customers are increasingly turning to GEODIS for help in decarbonizing and reducing waste in their supply chain. Through its comprehensive eco-design methodology, GEODIS identifies the environmental impact of a logistics service at all stages of its life cycle and proposes sustainable solutions. Group teams quantify CO₂ emissions related to the total service life cycle of all project assets, from the initial sales and tender stage through final site closure.



APRIL

Industry group pushes for zero-emission road freight

The European Clean Trucking Alliance (ECTA) urged the European Commission to adopt an ambitious policy framework to make zero emission freight a reality as part of its "Fit for 55" road transport regulatory package. An ECTA member since its creation in July 2020, GEODIS supports the Alliance's calls for accelerated infrastructure development within EU countries and the strengthening of CO₂ emission standards for road transport.

IV. Taking action as a responsible employer

Action

Taking action as a responsible employer

Related Principles of the Global Compact:

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

As a major international player in the Transport and Logistics sector, GEODIS aims to achieve total satisfaction for all its stakeholders, including its employees. Over 46,141 employees spread over 60 countries share common values of commitment, passion, solidarity, trust, and innovation – the cornerstones of Group strategy.

Guaranteeing the safety of all our people on a permanent basis, ensuring that employees are satisfied and fostering their professional development, encouraging diversity – particularly gender equality – are all priorities which have prompted the Group to adopt a committed human resources policy, reflected by its engagement in the Investors in People certification process.

The Investors in People certification, the cornerstone of the Human Resources policy

The Investors in People (IIP) standard underpins the GEODIS human resources program. The Group is deploying the IIP standard of managerial excellence around a simple idea: developing employees' skills has a positive effect on their performance, which in turn contributes to developing the performance of the company as a whole. Employees are conscious of the importance of their individual role, regardless of position or seniority. They are aware of the company's strategy and how they contribute to it. Achieving this call for good communication involves regular and constructive exchanges with the management.

Training and fostering employee development

Since 2015, the Group has introduced its new performance management tool G-Talent+, an innovative platform which manages annual appraisal interviews on employee performance and is set to become the IT management system for recruitment and mobility within the Group. At a later stage, it will also be able to integrate training and HR management tools (salary reviews, replacement organizational charts...). Implementing G-Talent+ represents a first step towards harmonizing and consolidating HR tools throughout the Group. A Mobility Committee has also been set up since 2015 in order to promote and facilitate mobility within the Group.

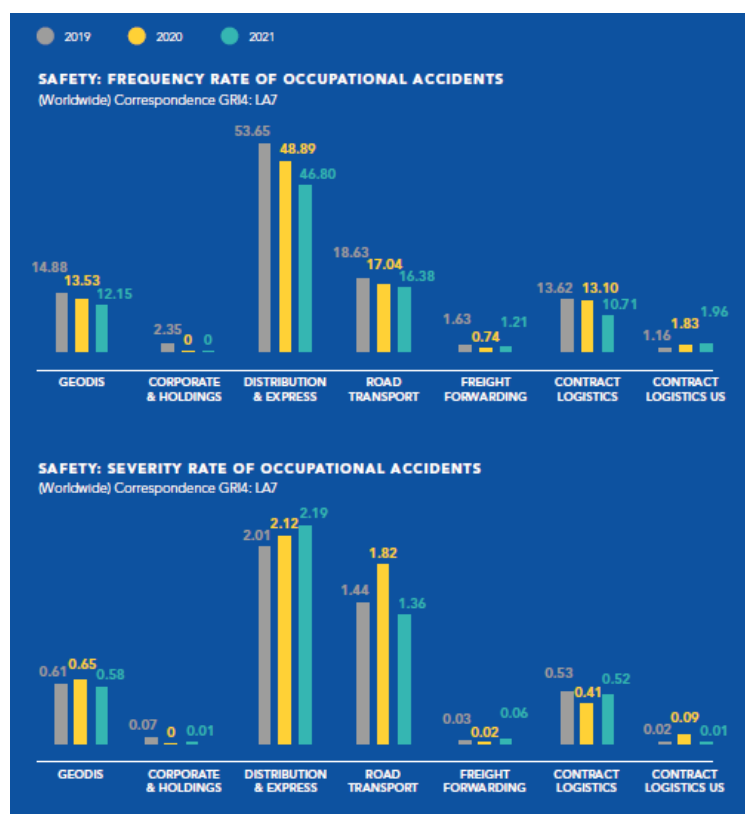
Launched in 2011, the G-Campus platform is a tool offering corporate training specific to each Line of Business, for example, e-learning about management for Road Transport or on safety for Freight Forwarding.

Ensure the safety of our people everywhere and at all times

Safety is one of GEODIS' 7 Golden Rules and is at the heart of all its operations. Health and safety risks are specific to each activity. Each Line of Business has developed a strong culture for operational health and safety, both on site and on the road, and has developed its own health and safety policy. Protecting employees' physical well-being requires setting up prevention plans, including a regular evaluation of health and safety risks; the development of certifications - notably ISO 45001 / OHSAS 18001; the continual improvement of material and individual equipment and the raising of awareness through training and communication campaigns. Regular challenges are organized, either within the company or with customers, to reward the best performances.

Safety policy is based on the ISO 45001 / OHSAS 18001 standard which provides support for the evaluation and certification of the occupational health and safety management system. The ISO 45001 / OHSAS 18001 standard underpins the policies of the Freight Forwarding, Distribution & Express, Contract Logistics and Road Transport Lines of Business, currently in the process of achieving certification for their sites.

In the course of 2021, frequency rates and gravity rates improved significantly at group level, even if they remain high in absolute values in activities including a lot of manual handling.



Encouraging diversity and promoting equal opportunities

As a major player in the economy and a large-scale employer, GEODIS is aware that it must show leadership in promoting diversity and equal opportunities. GEODIS has committed to gender diversity in all its Lines of Business, in what is traditionally a male sector. The Group has set an objective of 25% of women's representation in top positions by 2023.

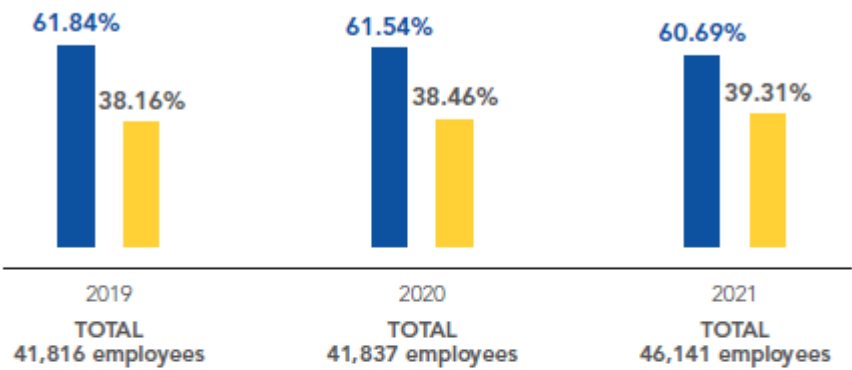
Since 2013, the Group has undertaken a continuous improvement process based on the GEEIS label, Gender Equality European & International Standard. 5 countries in which GEODIS operates are currently covered the GEEIS label, and GEODIS is seeking new ways of action. The regulations on gender equality have been reinforced in France, our home and major country counting more than one third of our employees worldwide.

Also in 2013, the Group launched the GEODIS Women’s Network, aimed at promoting women’s access to management positions by fostering the potential of female employees within the company and supporting their career development. Initially launched in Europe, the network has been active in the United States since 2017.

To continue to advance toward gender equality and promoting women’s empowerment, new initiatives launched in 2021 included a “parity” indicator that will be reflected in the bonus paid top managers who work to promote women. GEODIS also produced an “equal opportunities” report to assess the gender distribution throughout the company and trace career movements. The report identified opportunities for action to improve gender balance and continue progress toward the goal of increasing the number of women in managerial positions, from 13% in 2017 to 25% by 2023. The number of female top managers rose to 20% in 2021

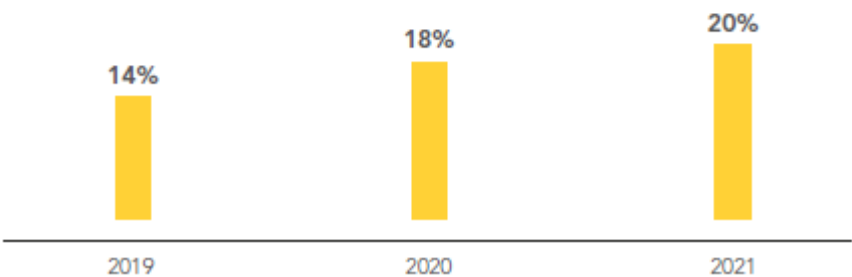
CHANGE IN GROUP GENDER DISTRIBUTION OVER 3 YEARS

Correspondence GRI4-LA12



REPRESENTATION OF WOMEN IN GROUP TOP MANAGEMENT

Correspondence GRI4-LA12



V. Encouraging employees to commit to the local community and to the planet

Action

Encouraging employees to commit to the local community and to the planet

Related Principles of the Global Compact:

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

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

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

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

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

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

Committed to the integration of people into the world of work

The TREMPLIN program

GEODIS launched in 2015 its Tremplin program to promote reintegration through employment. It has been set up mainly for people who have been out of the world of work for a long time (long-term unemployed, unemployed people under 26 with no qualifications, unemployed people undergoing a career change). It aims at integrating them into the world of work on a permanent basis. The jobs offered are warehouse workers, forklift drivers, dock workers and order pickers.

Trainees from the third edition of the Tremplin program have been awarded diplomas in February 2018. Having found themselves in a situation where they were excluded from the professional world, selected candidates underwent six weeks of training in order to qualify as a warehouse picking operator. They then joined pilot teams for a period of five months, where they familiarized themselves with their new workplace. The "Tremplin" program also includes a component regarding reintegration into daily life outside of work. At the end of this training, GEODIS offered the trainees an open-ended contract either within its teams or with one of its partners.

The eight main strands of the Tremplin Program

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

The JUMP'IN program

A new worldwide apprenticeship program launched in 2021 seeks to offer opportunities to prepare young people to entering the professional world. The JUMP'IN program is designed to help students and recent graduates gain experience in a work setting through an internship or a work-study program. Following the first year, in which 150 children of employees were welcomed, the program is being widened in 2022 to also address young people from outside the GEODIS community who are in the process of graduating.

GeoVet program

GEODIS has put in place a program called **GeoVet** to recruit US war veterans, in order to:

- Establish GEODIS as an employer for choice for veterans exiting the military
- Foster the talent of front-line military leaders
- Offer holistic career opportunities for veterans transitioning successfully into civilian roles at GEODIS
- Targeted recruitment events

Encouraging commitment to the community

GEODIS teams act to support communities on a daily basis. In particular, the Group encourages them to commit to the fight against exclusion and to the conservation of natural resources.

The fight against exclusion is part of GEODIS' societal commitment. The Group leads initiatives on topics such as solidarity, support of underprivileged populations (malnutrition, homelessness, poverty, etc.), children's aid, integration, disaster support, disability, and mobility (emergency humanitarian aid or humanitarian development).

Furthermore, the Group is committed to advancing the protection of the environment as well as to the conservation of forests, natural environments and natural resources (water, energy, waste reduction, etc.).

Best practices



INCREASING PROFESSIONAL OPPORTUNITIES FOR WOMEN

To continue to advance toward gender equality and promoting women's empowerment, new initiatives launched in 2021 included a "parity" indicator that will be reflected in the bonus paid top managers who work to promote women. GEODIS also produced an "equal opportunities" report to assess the gender distribution throughout the company and trace career movements. The report identified opportunities for action to improve gender balance and continue progress toward the goal of increasing the number of women in managerial positions, from 13% in 2017 to 25% by 2023. The number of female top managers rose to 20% in 2021. New initiatives build on the many actions GEODIS has undertaken to foster greater gender diversity, including reviews of equality in compensation and benefits, a paid maternity leave policy, training for managers, revising job opening descriptions, a mentoring program and providing guidance to managers and HR teams in the company recruitment guide.

FOSTERING AN INCLUSIVE ENVIRONMENT

To encourage managers and employees to be more inclusive, GEODIS has set up the global "IN, Inclusion Network." The initiative aims to help encourage a positive experience for all and foster diversity by providing opportunities to act and contribute to solidarity and inclusive actions for people with disabilities. Network members implement inclusion projects such as partnering with a specialist agency for recruiting people with autism in the U.S., providing awareness training for managers and HR representatives in Singapore or supporting the training of guide dogs for the visually impaired in France. Other programs include Duo Day, which creates mixed operational teams to change the way people look at disabilities, and collaboration with France's GESAT Network to promote responsible purchasing from establishments and services that provide assistance through work and adapted employment organizations.

TRAINING FOR THE FUTURE

GEODIS continue to invest in its people through an array of training programs designed to help all employees develop skills and to progress in their careers. In 2021, a strong emphasis was placed on employability, with access provided to resources that enable employees to develop skills needed to advance their career. Group training programs cover a broad range of subjects, including management, sales, Health & Safety, ethics and compliance and cybersecurity. Certain courses offer opportunities to develop skills from basic to expert level while others are aimed at ensuring maintenance of high standards or respond to specific regulatory compliance requirements. For new hires, "Welcome @ GEODIS", an onboarding course, provides a better understanding of the Group's organization, businesses and challenges. Employee well-being is also a focus with courses offered on stress management, dealing with subjects such as work-life balance and resilience.

25%

2023 goal for women's representation in management positions

39%

of employees are women

+11 h

of training per employee

53

members of GEODIS' IN, Inclusion Network

VI. Responsible procurement : involving our suppliers and subcontractors in our CSR approach

Action

Responsible procurement: involving our suppliers and subcontractors in our CSR approach

Related Principles of the Global Compact:

Human Rights

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- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
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Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

GEODIS' purchasing constitutes an essential source of leverage for improving the Group's social and environmental footprint and attaining its CSR objectives. In addition to this, integrating CSR performance into the purchasing process acts as a driver of effective CSR. GEODIS priorities are to increase the importance of CSR criteria in the selection of suppliers and subcontractors; to seek the support of external specialist partners (e.g. EcoVadis) to evaluate suppliers; to promote responsible purchasing initiatives - solidarity purchasing and "green" purchasing - and to pursue a policy of collective progress by the setting up of partnerships.

Assessing and selecting suppliers and subcontractors on CSR criteria

GEODIS' purchasing, including transport subcontracting, is a strategic source of leverage for improving CSR performance. For example, 94% of the Group's greenhouse gas emissions are accounted for by subcontractors.

The assessment of suppliers therefore emerges as a key issue, not only on an economic and operational level, but also on an environmental and social level. This involves teaming up with our commercial partners on the Group's commitments and engaging them in a collective move towards progress. Since 2011, environmental, social and ethical criteria have been included in calls for tender, analysis grids and standard contracts for different categories of purchasing (real estate, hiring of temporary workers, fuel, packaging, operational consumables, IT, vehicles, etc.) and constitute a differentiating factor in the selection of a new supplier.

In addition to this, since 2011 GEODIS has used EcoVadis evaluations to measure the CSR performances of its suppliers. EcoVadis is an independent body that evaluates the CSR commitment of thousands of suppliers in 190 purchasing categories and 150 countries on CSR criteria (environment, working conditions and ethics), using a reference system based on the ISO 26000 guidelines and on the Global Reporting Initiative.

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

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

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

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

VII. Ethics and compliance : a robust framework

Action

Ethics & Compliance: a robust framework

Related Principles of the Global Compact:

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

GEODIS is deeply committed to its responsibilities towards all its stakeholders and to complying with the laws of every territory in which it operates. In this respect, the GEODIS Ethics and Compliance program has been globally deployed across its five Lines of Business. As an integral part of the Group's strategy and management system, the program is subject to a continuous process to develop trust and integrity.

Ethics and Compliance policy

To support the Ethics and Compliance policy, which underpins the CSR approach, GEODIS measures itself on internal reference and policy documents.

- Code of Ethics and a special Code of Ethics for the Group's buyers called "procurement and buyer"
- Ethics Charter
- Antitrust guidelines on how to comply with antitrust laws
- Internal control reference document
- Reference document on how to comply with anticorruption legislation
- Suppliers' Code of Conduct (2018) and guidelines for the selection of suppliers

- Export control procedure
- Third-parties due diligence guidelines
- E-learning on corruption
- Set-up of an ethical alert procedure
- Compliance with GDPR (General Data Protection Regulation)
- Book of GEODIS' business principles

A continuous improvement process to develop trust and integrity

GEODIS' multilingual ethics and compliance training was deployed to approximately 14,000 targeted employees with positions exposed to risks such as corruption and influence peddling. This in-depth training featuring case study scenarios to illustrate how challenging situations can arise in real life was successfully completed by 99% of the targeted audience. In 2021, the "Compliance Portal" was launched to help ensure employees' compliance with GEODIS' Gifts and Hospitality policy as well as rules governing free and fair competition when participating to professional associations. An innovative video helped draw employees' attention on this new tool.

Strong governance oversight

GEODIS' strong governance is ensured through its decision-making bodies. GEODIS' eight-member Supervisory Board oversees the management of the company. Group strategy and action plans are set by the Group's 15-member Management Board, chaired by Marie-Christine Lombard and composed of the General Counsel, eight Executive Vice Presidents in charge of operational Lines of Business and Regional clusters and six in charge of Group's functional departments. The Executive Board is responsible for the management of the company under the supervision of the Supervisory Board.



Measuring and improving performance

GEODIS measures its CSR performance in the light of 3 perspectives: reporting on environmental and social data, annual client and employee satisfaction surveys, and external evaluations.

2021 CSR indicators are available on www.geodis.com

1. Key performance indicators

1.1 Environment

EVOLUTION OF THE GEODIS' VEHICLE FLEET WORLDWIDE

(number of vehicles)

	2019	2020	2021	Breakdown in 2021
Euro 0-1-2-3-4	131	114	96	3%
Euro 5	559	305	230	7%
Euro 6	3,014	2,858	2,922	87%
Clean vehicles (electric, hybrid and natural gas vehicles)	80	80	104	3%
Total	3,784	3,357	3,352	100%

ANNUAL TRUCK FUEL CONSUMPTION PER LINE OF BUSINESS

(in million of liters) Correspondence GRI4-EN3

	2019	2020	2021
Contract Logistics	2.1	0.7	0.7
Distribution & Express	24.9	23.6	24.2
Freight Forwarding	0.1	0.2	0.2
Sealogis	-	-	1.5
Road Transport	31.7	27.5	27.9
Total worldwide	58.8	52.1	54.5

TOTAL PRODUCTION OF RENEWABLE ENERGY IN 2021

190,643 kWh

TOTAL PURCHASE OF RENEWABLE ENERGY IN 2021

10,894 MWh

48% OF THE SURFACES EQUIPPED WITH LED IN 2021

ELECTRICITY CONSUMPTION OF GROUP BUILDINGS (in GWh - Worldwide)

2019 236 GWh
2020 209 GWh
2021 221 GWh

GEODIS CO₂e EMISSIONS PER LINE OF BUSINESS

(in metric tons of CO₂e - Scopes 1, 2 and 3 - Worldwide - 2019-2020-2021)

	2019	2020	2021
SCOPE 1			
Corporate & Holdings	263	158	23,926
Distribution & Express	67,869	62,881	64,577
Road Transport	85,566	74,605	75,967
Freight Forwarding	3,222	2,651	8,352
Supply Chain Optimization	75	37	44
Contract Logistics	14,524	11,352	12,541
Contract Logistics US	21,260	15,849	23,075
Total scope 1	192,779	167,534	208,482
SCOPE 2			
Corporate & Holdings	147	44	133
Distribution & Express	2,566	1,751	1,626
Road Transport	10,059	1,371	1,477
Freight Forwarding	11,085	10,175	11,015
Supply Chain Optimization	547	619	483
Contract Logistics	18,970	18,422	19,261
Contract Logistics US	48,951	47,350	50,106
Total scope 2	92,325	79,732	84,101
SCOPE 3			
Subcontracted air transport	2,134,781	1,623,524	1,780,680
Subcontracted rail transport	56,713	71,254	110,971
Subcontracted ocean transport	1,372,246	1,148,399	1,309,645
Subcontracted road transport	1,378,005	1,291,096	1,530,810
Others	78,906	58,950	32,609
Total scope 3	5,020,653	4,193,222	4,764,715



GEODIS Air Freighter CO₂e emissions in 2021 have been included in the Corporate & Holdings total

SCOPE 1: direct emissions from stationary or mobile sources (gas or fuel).
 SCOPE 2: indirect emissions associated with electricity production.
 SCOPE 3: all indirect emissions (not included in scope 1 and 2) that occur in the value chain.

1.2 Social

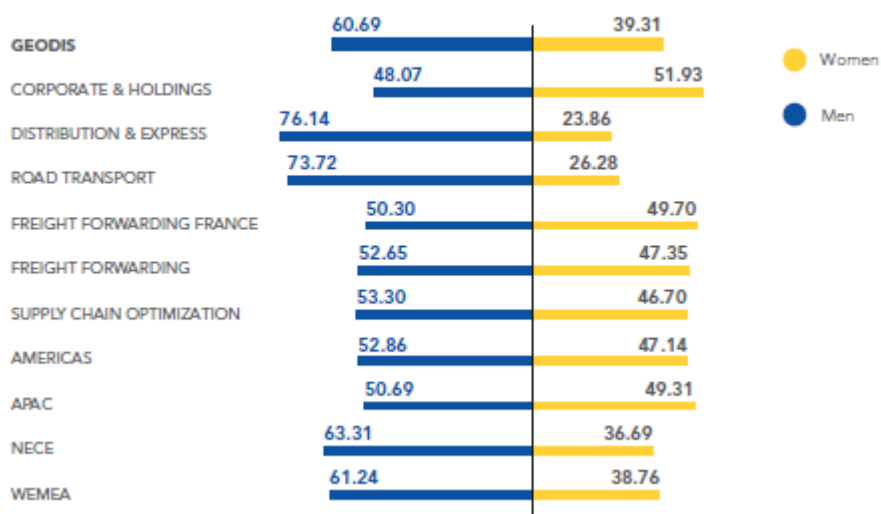
SHARE OF DISABLED WORKERS

(FTE share, full-time equivalent)

	2019	2020	2021
GEODIS	2.61	3.30	3.01
France	4.60	4.81	4.85

GENDER DISTRIBUTION IN 2021

(as a percentage of FTE – Worldwide)



2. Evaluations

2.1 Certifications

EVOLUTION OF GEODIS' SITES CERTIFICATIONS

	2019	2020	2021
Total number of sites	841	813	855
ISO 9001 certified	565	536	524
ISO 14001 certified	296	302	295
ISO 45001 certified	234	235	243

TRIPLE QSE CERTIFICATION

(total number of sites)

2019

220 sites
26%

2020

232 sites
28%

2021

237 sites
28%

2.2 External assessments

2.2.1 EcoVadis

GEODIS SA (GROUP)

Brentwood - France | Freight transport by road

Publication date: 15 Dec 2021

Valid until: 15 Dec 2022



70 /100
96th
percentile



2.2.2 CDP

Your CDP score



Average performance



Intermodal
transport &
logistics

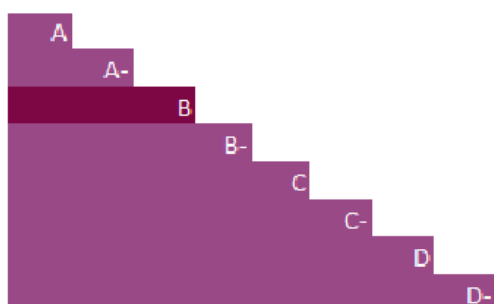


Europe



Global
Average

UNDERSTANDING YOUR SCORE REPORT



Geodis received a B which is in the Management band. This is same as the Europe regional average of B, and higher than the Intermodal transport & logistics sector average of C.

Leadership (A/A-): Implementing current best practices

Management (B/B-): Taking coordinated action on climate issues

Awareness (C/C-): Knowledge of impacts on, and of, climate issues

Disclosure (D/D-): Transparent about climate issues

3. For more information

All GEODIS 2021 indicators, along with details on reporting methodology (scope, data gathering and consolidation process, choice of indicators, methodological limitations, checks and verification of indicators) and correspondence with the Global Reporting Initiative (G4 – Guidelines for sustainable development reporting) can be consulted on www.geodis.com, under 'Corporate Social Responsibility'.