



CORPORATE SOCIAL  
RESPONSIBILITY REPORT  
**2021**



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# EDITORIAL



**P**ierre de Coubertin's words "Look far, speak frankly, act decisively" clearly express our understanding of CSR issues at Heppner. The CSR report exercise is indeed a form of introspection that brings us face to face with the

responsibilities we know we have, while announcing new challenges to be met.

While our first report enabled us to become aware of our strengths and to set out our CSR objectives, the second report, published following the year 2020, marked by the health crisis, confirmed that we had stayed the course, thanks to the mobilisation of all our teams.

Our commitment to CSR is at the heart of the Group's strategy and is a means of bringing our employees together and mobilising all our stakeholders. We measure our impacts to better manage and

objectify our decisions and we act without delay, by implementing concrete action levers to achieve our ambitions.

The progress already made gives the Entrepreneurial Spirit that we defend as our Raison d'Être all its credibility. It is a real impetus in the deployment of our actions, with each of our employees proudly embracing the company's commitments to a more sustainable society.

The company is taking action, both at the global level and thanks to its employees who are committed to their territories and their ecosystems. Our employees enable us to make the company more responsible and I thank them for that, just as I would like to thank our partners, our customers and our subcontractors who follow us and push us towards excellence every day in this dynamic of continuous progress.

JEAN-THOMAS SCHMITT,  
Heppner Group CEO



Discover our  
CSR report online

# OUR STORY

## KEY FIGURES

€831 M  
in turnover by 2021

60%  
of sales generated  
outside France

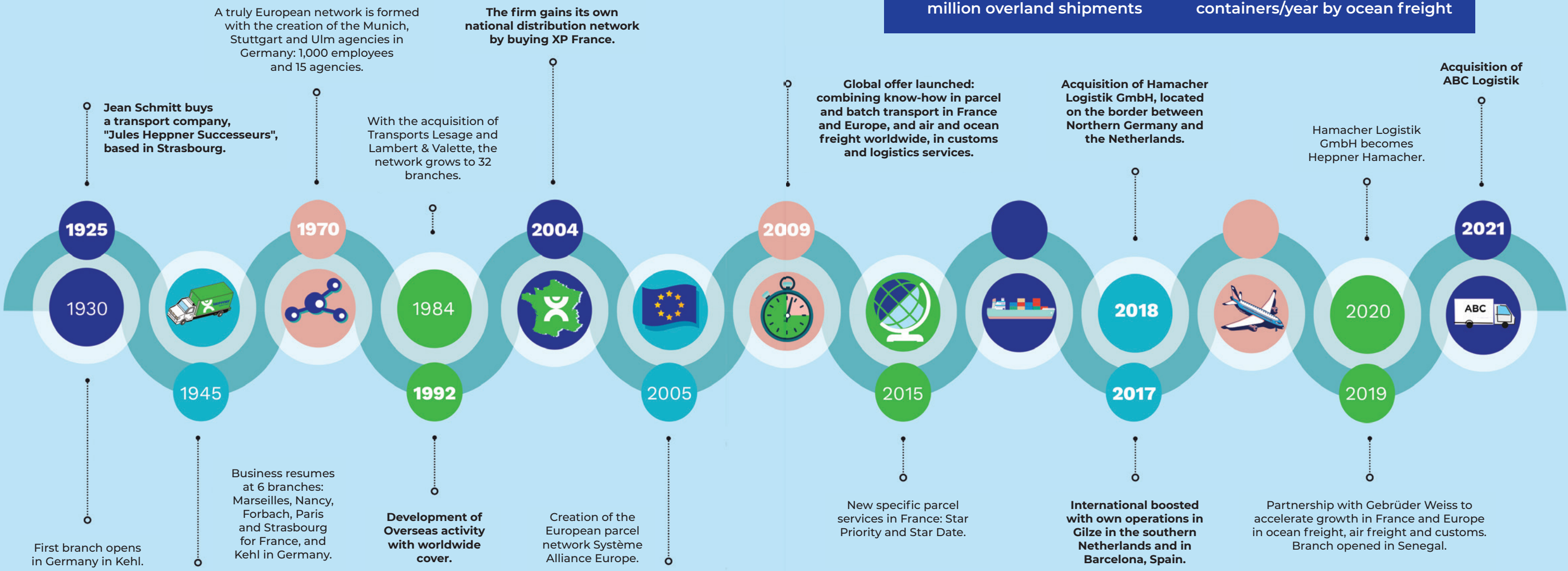
+ 10,000  
customers

3,570  
employees in 5 countries

80  
locations in France,  
14 in Germany, facilities  
in the Netherlands, Spain  
and Senegal

157  
countries served

Responsibility has been part of the company's DNA since its creation and has always guided the Group's choices and governance. Step by step, in the territories where we operate, we combine the entrepreneurial spirit with the responsibility of a positive social impact.



MULTIMODAL EXPERTISE

72  
million parcels/year

12,000  
tonnes/year by air freight

16  
million overland shipments

21,500  
containers/year by ocean freight

## BENCHMARKS AND CERTIFICATIONS OF OUR COMMITMENTS

**EcoVadis**  
Heppner has been awarded "Silver" status, the top 20% of companies assessed by EcoVadis, and has the ambition to be Gold by 2024.

**Global Compact**  
Signatory of the global compact since 2019.

**Carbon Disclosure Project**  
Go from C (2021) to B in 2024.

**Great Place To Work**  
Go from 64/100 (in 2021) to 65/100 in 2022 to obtain the certification in France in 2023.

**Charter Objective CO<sub>2</sub>**  
Member of the ADEME's CO<sub>2</sub> objective charter since 2010.

**Coq Vert**  
Heppner received the Coq Vert (awarded by the BPI and ADEME) in recognition of its exemplary approach to energy transition and its commitment to the Charter Objective CO<sub>2</sub> within the Coq Vert Community.



# ENCOURAGE ENTREPRENEURIAL SPIRIT

## OUR RAISON D'ÊTRE: A CO-CONSTRUCTION

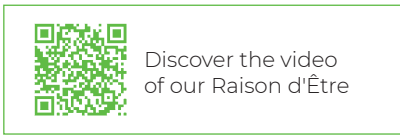
For almost 100 years, the spirit that characterises Heppner has made it possible:

- a decentralised management model built on "intrapreneurs".
- a flexible approach and a great capacity for adapting to its clients' needs and demands.
- a continuity in time with an intergenerational transmission.
- geographical and relational proximity embodied in the company's signature since 2018 "Closer to go further".

It is therefore with a collaborative approach, by collecting more than 1,200 contributions over a period of 9 months from its employees and all its stakeholders – customers, suppliers, partners and shareholders – that Heppner defined and included its Raison d'Être in its Articles of Association in 2020:

## OUR RAISON D'ÊTRE

"Foster the Entrepreneurial Spirit of our employees, partners, customers and suppliers, and citizens from all generations in all the territories where we operate."



Discover the video of our Raison d'Être

## "Our raison d'être: beyond the business model, our project to contribute to society"

Our Raison d'Être is the link between our historical roots, the strategic vision of our business and, more broadly, the project to be part of a positive-impact societal project with all our employees and our ecosystem of stakeholders.



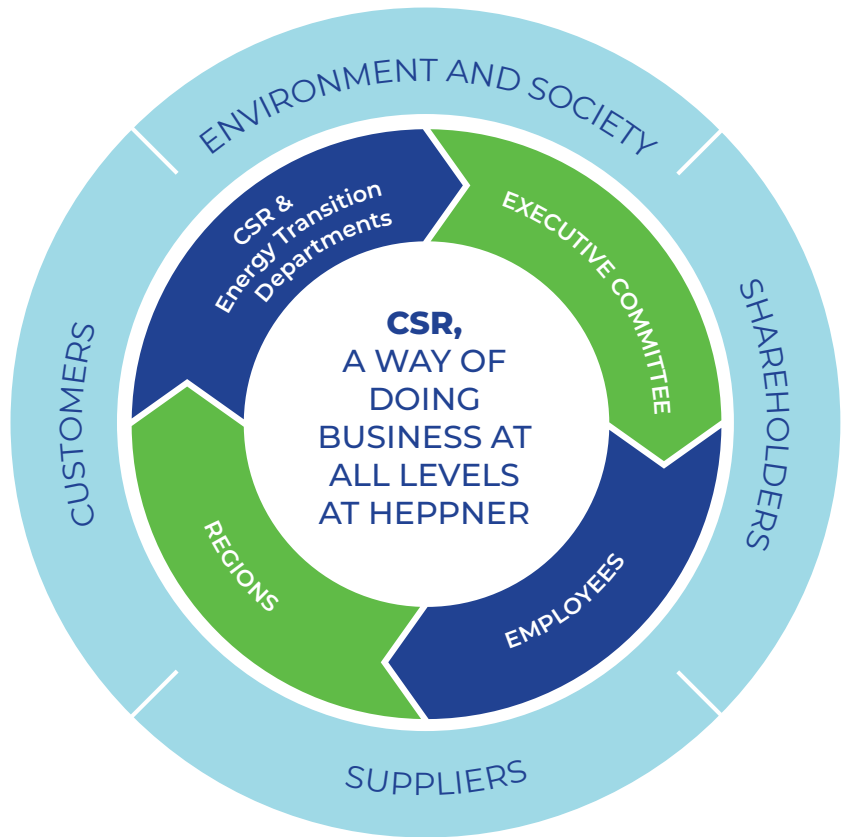
Jean-Thomas  
**SCHMITT**,  
Heppner Group CEO

*"Heppner is committed to playing a role in society that goes beyond our business activity. Aware that it is our women and men who carry the group forward and not the other way around, we work every day to Encourage the entrepreneurial spirit in each and every one of them, which is then deployed with all of our partners, customers and suppliers, and to citizens of all generations."*

## Our approach: a governance irrigated by CSR

Driven by a long-term vision, we've placed CSR at the heart of our strategy and corporate governance. Along with our stakeholders, we act each day in an ecosystem irrigated by social responsibility.

## AN APPROACH BUILT WITH AND FOR ITS STAKEHOLDERS



*"Subsidiarity is a principle that permeates our business model. We are convinced that involvement in the local ecosystem and the trust placed in employees in the territories are sources of value creation at all levels. Opportunities are first sensed and studied locally, such as when it comes to setting up a natural gas refuelling station for natural gas vehicles (NGV) for example. This also takes shape by forging links with nearby schools, providing material support or skills sponsorship to local associations, and even the emergence of projects such as the L.E.N.A. association, winner of the first edition of the Group's Solidarity and Territories Initiatives, launched in 2021.*

*CSR is now our compass, and we aim to include all its indicators in our analysis grids before launching any project. Each employee will have objectives related to reducing our carbon impact and maximising our societal impact. Our ambition is to achieve the EcoVadis gold level by 2024.*

*Our issues and challenges are many, but we are driven by a long-term vision that vitalises our relationships with our stakeholders. To stay the course, we rely on a department and skills dedicated to CSR and the energy transition. To accelerate this movement, in 2022 we are launching a community of CSR referents in France and Overseas."*



Cédric  
**FRACHET**,  
Chief Operating Officer



## OUR CARBON FOOTPRINT: MEASURE TO ACT

### CALCULATING THE CARBON FOOTPRINT:

The carbon footprint is the measurement of the greenhouse gases of an activity (product, service, company...). Indeed, all human activity generates greenhouse gases (GHG) through the combustion of fossil fuels (heating, transportation...), construction, livestock farming, deforestation... The unit of measurement and expression is the tonne of CO<sub>2</sub> (T CO<sub>2</sub>-eq), which includes all GHG.

Transportation is the activity that contributes the most to France's GHG emissions. In 2019, it represented 31% of French GHG emissions. Almost all of the GHG emissions induced by transportation (97%) are CO<sub>2</sub> from fuel combustion.

The scope of measurement is:

1. The CO<sub>2</sub> directly emitted by the company (heating, vehicle fuel).
2. The CO<sub>2</sub> emitted by the consumption of electricity,
3. The company's upstream and downstream emissions (subcontracted transport, waste products, product use, end of life, etc...)

#### Point of reference: Science Based Targets initiative



In order to measure and manage its emissions reductions, Heppner uses the international Science Based Targets initiative (SBTi) – which is aligned with the objectives of the Paris Agreement to limit global warming to well below +1.5 to 2°C. The approach is specific to the transportation sector, with 2018 as the base year.

## Heppner's carbon footprint

Heppner is acting on all three scopes to reduce its CO<sub>2</sub> emissions (as part of a process with the Carbon Disclosure Project). To date, actions have been taken on 1/3 of its emissions, enabling the Group to avoid 1,700 TCO<sub>2</sub>eq in 2021.



### SCOPE 1

- the Group is taking action on its own fleet emissions by converting its trucks to NGV, developing eco-driving and switching to Euro 6 trucks.
- for non-transportation, the scope is that of the tertiary sector decree with an improvement in the energy efficiency of buildings, as well as the replacement of gas forklifts with electric ones.

### SCOPE 2

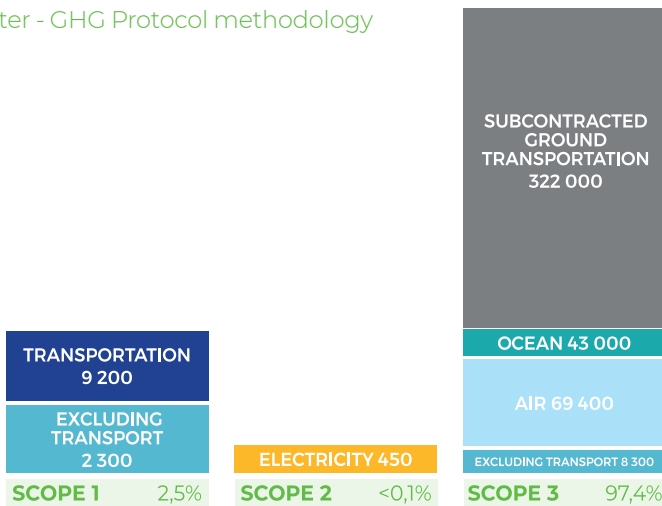
- the Group is taking action to reduce its electricity consumption and since 2021 is equipped with the Deepki management tool.

### SCOPE 3

- the Group is taking action on its fleet of company vehicles and will offer carpooling solutions in 2022.
- on emissions related to subcontracted transport, only land transport is the subject of action, to date. It consists of an inventory and raising awareness of reduction issues with national partners and traction operators, and a proposal for an energy transition pact for courier companies and local partners, which Heppner is involving in its transition to NGV.

## Carbon footprint 2021 : 454 650 TCO<sub>2</sub>eq

France Perimeter - GHG Protocol methodology



1,700  
TCO<sub>2</sub>eq avoided  
in 2021

## A defined carbon trajectory in action

*"Our carbon trajectory defines a reduction in our emissions to be achieved by 2050, which is our target objective. Ultimately, we will have to reduce our emissions by at least 80% with this objective of 27g/CO<sub>2</sub> per tonne/km for the transport part. We reduced our fleet emissions by 6% between 2018 and 2021, we will need to maintain this pace. This important reduction for the transport part can be done around 3 areas: the transition of our fleet and that of our subcontractors, the optimisation of loading and the use of rail and river transport."*

*Achieving these objectives therefore requires action on all direct and indirect emissions and the definition of an action plan. A major effort will have to be made on the subcontracting part but also on all the other emission items, such as electricity consumption, inputs, waste, business travel and home-to-work journeys. Our ambition is to present and have this action plan to decarbonise our business validated by SBTi in 2023."*



Antoine **GUICHARD**,  
CSR Manager

OUR 2040  
REDUCTION  
TARGET:

30%  
reduction by  
2030

60%  
reduction by  
2040



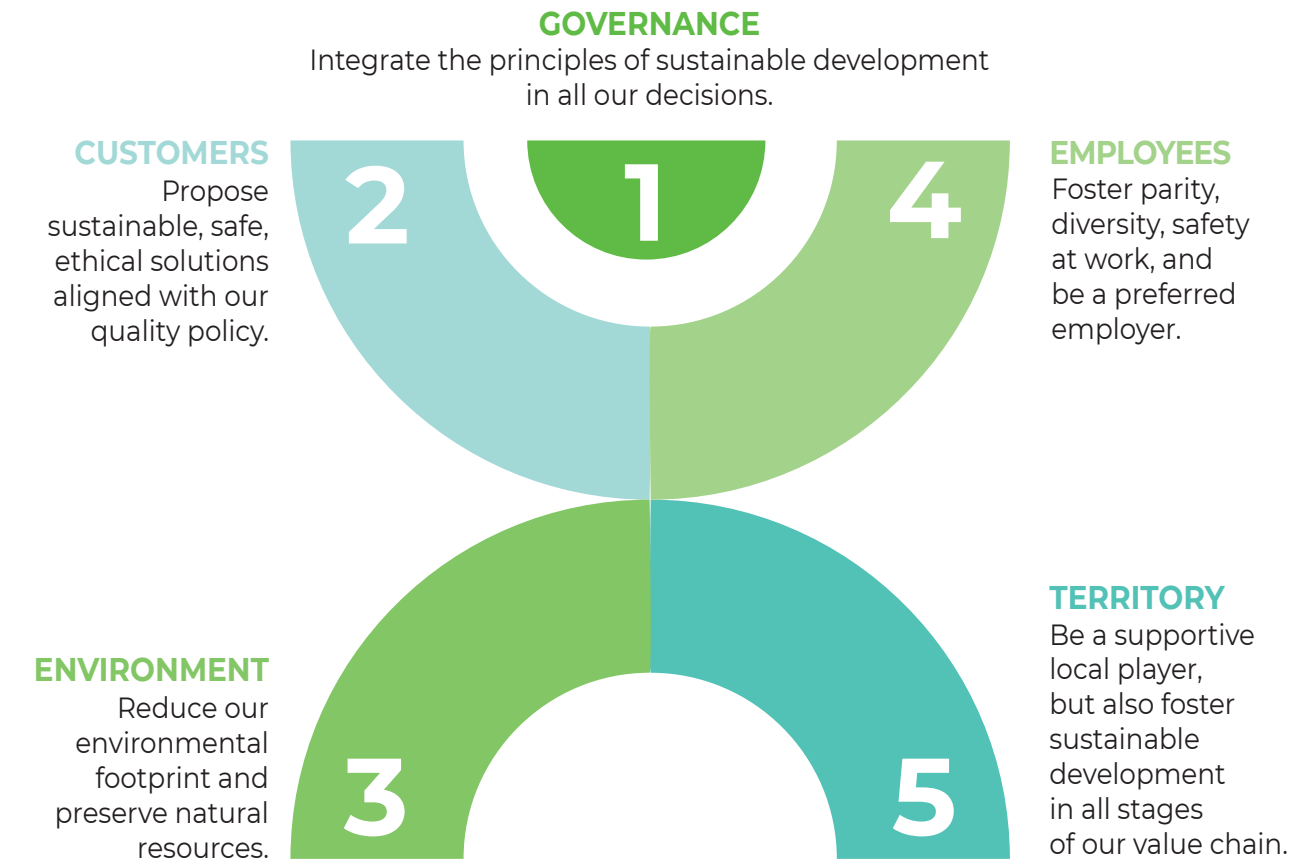


# CSR AT HEPPNER

Driven by a long-term vision, we've placed CSR at the heart our strategy and corporate governance. Along with our stakeholders, we act each day in an ecosystem irrigated by social responsibility.

## Multiple issues addressed by our 5 pillars...

Our CSR strategy for 2023 is focused on commitment and the creation of sustainable value.



Heppner has been awarded "silver" status, ranking among the top 20% of companies.

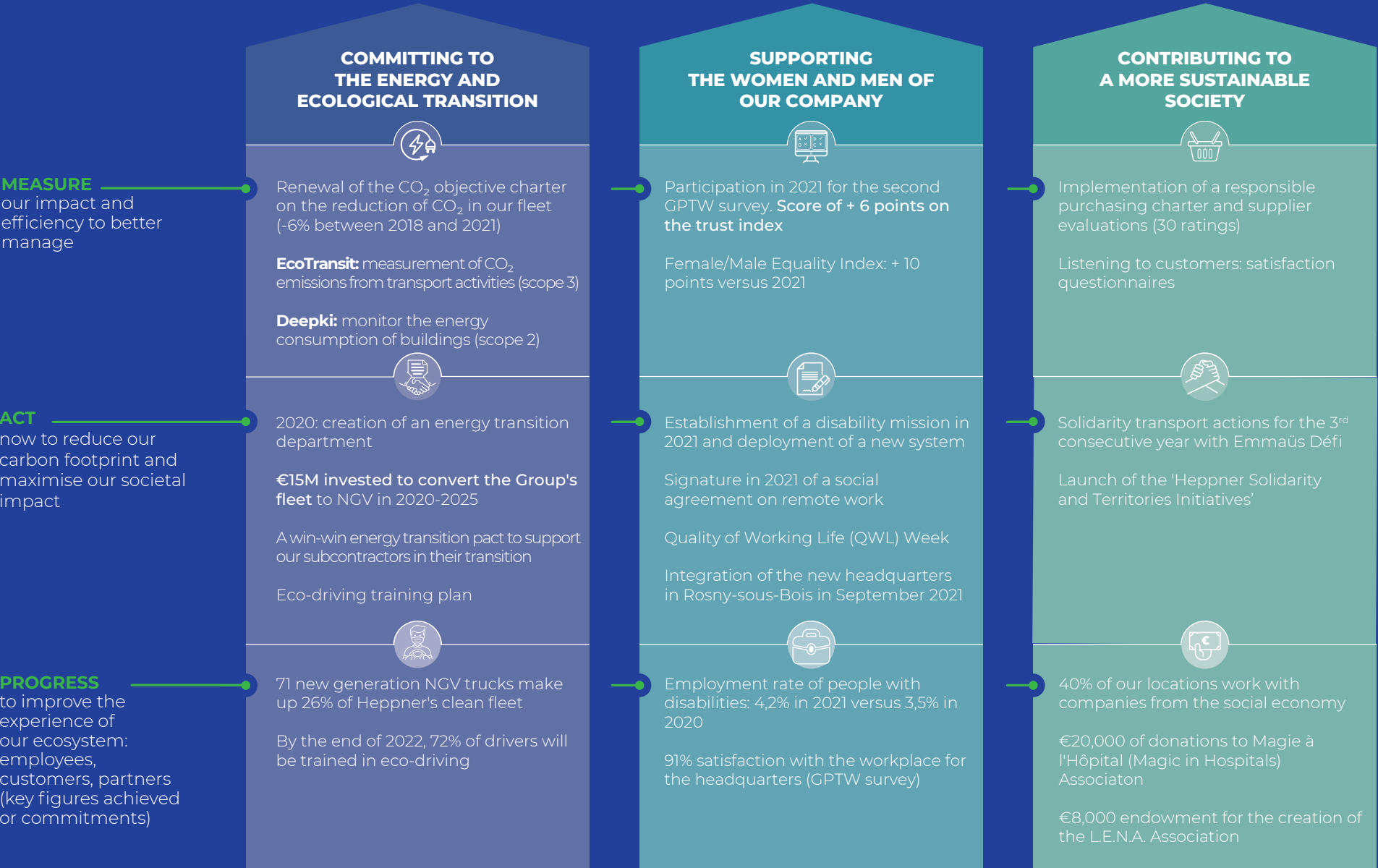
## Heppner contributes to SDGs of the Global compact



- 1 NO POVERTY**  
**Logistical support:** 250 pallets transported for the benefit of the Emmaüs and Agence du Don en Nature associations.
- 2 ZERO HUNGER**  
**Logistical support:** more than 100 pallets of foodstuffs for the benefit of the Food Banks and the Restos du Cœur.
- 4 QUALITY EDUCATION**  
**Financial support to the University of Strasbourg Foundation** (€50,000 paid in 2021) & logistical support for the Femmes Agripreneures association in Senegal.
- 11 SUSTAINABLE CITIES AND COMMUNITIES**  
**Contribution to better air quality:** €15 million invested to convert 50% of our HGV fleet to gas and development of low-emission solutions in many French cities.
- 3 GOOD HEALTH AND WELL-BEING**  
**Financial support** of €20,000 for the Magie à l'Hôpital (Magic in Hospitals) Associaton, which offers group and/or individual magic shows to hospitalised children and their families on a voluntary basis.
- 13 CLIMATE ACTION**  
**1700 TCO<sub>2</sub>** avoided thanks to multimodal transport and the modernisation of our truck fleet.
- 5 GENDER EQUALITY**  
**Female/Male Equality Index:** 88/100, +10 points versus 2020. 31% of women in the workforce compared to 19% in the sector.

## At the heart of the group's strategy

At the heart of its strategy, Heppner's approach to social and environmental responsibility is based on an active desire to measure, act and progress in order to create sustainable value in all the fields of application of the international ISO 26000 standard. It has 3 main components:





# #1 | COMMITTING IN THE ENERGY AND ECOLOGICAL TRANSITION

## Decarbonise our activities!

By equipping ourselves with the human resources and tools needed to measure our impact, by investing in a new fleet, and by devising solutions adapted to each territory, we are fully committed to the challenge of the energy transition.

Without delay, we want to make more room for the circular economy, respect for biodiversity and act responsibly in cooperation with all players in the transport value chain.



## Providing the necessary means for the energy transition

MEASURE	PROGRESS
Heppner equipped itself with powerful measurement tools in 2021: <ul style="list-style-type: none"><li>EcoTransIT to measure CO<sub>2</sub> emissions from its transportation activity (Scope 1)</li><li>Deepki to monitor its energy consumption (Scope 2)</li></ul>	<ul style="list-style-type: none"><li>€15M invested to convert the Group's fleet to CNG between 2020-2025</li><li>A win-win energy transition pact to support our subcontractors in their transition</li></ul>

## ACTING AND INNOVATING TO REDUCE EMISSIONS

### MEASURING AND MONITORING CARBON EMISSIONS

Equipping ourselves with the most effective tools and measuring our impact is the first essential step in a strategy to reduce carbon emissions. This is the process in which Heppner has been engaged since 2010 as part of its membership of the ADEME's CO<sub>2</sub> objective charter by carrying out reduction actions in 4 areas: vehicles, driving, transport optimisation and fuel.



## CO<sub>2</sub> EcoTransIT: promote the lowest emission solutions

Heppner is committed to its customers to:

- measure emissions related to its transport services and make them available in real time at any time on the Heppner portal.
- advise them in their choice of lower emission solutions.

In 2021, Heppner acquired the EcoTransIT solution, the world's most widely used software for the integral calculation of transport chains (calculation of energy consumption, GHG emissions, air pollution agents).



SOLUTIONS TO REDUCE OUR EMISSIONS SUCH AS CARGO TRICYCLES.

## CARBON DISCLOSURE PROJECT (CDP) reporting: Heppner listens to customer needs

In partnership with L'Oréal – which was already using the CDP framework – Heppner conducted its first assessment on this framework in 2019. This international organisation aggregates data – shared with and accessible by all – on the environmental performance of more than 12,000 companies and cities around the world (+30% by 2020). Contributors are given a score that allows them to situate themselves in their sector and encourages them to implement measures that have a positive impact on climate, biodiversity and water.

Heppner moved from a D (2020) to a C (2021) rating, an outperformance of the sector average.



## UPGRADE THE VEHICLE FLEET

Today, parcel transport and delivery are at the centre of sometimes contradictory societal issues. Indeed, the sector is a major emitter of CO<sub>2</sub> and is increasingly in demand with the boom in e-commerce and home deliveries. In order to meet the challenges of climate change and regulatory developments, the Heppner Group has begun a thorough review of its fleet, in which it is committed to working with its stakeholders.

## The choice of NGV and other less emitting transport modes

Gas has been selected as a transitional energy in the European taxonomy, which confirms the choice Heppner made when it decided to invest massively in the renewal of its vehicles with this fuel in its energy transition programme.

However, although this energy has been chosen as the main alternative to reduce the carbon emissions of its vehicle fleet, the Heppner Group sees the future of transport in a diversified way, both in terms of the energy mix and the modes of transport.

In order to address these complex issues – for which the answers must be considered both in the medium and longer term, in a posture of active monitoring – the Heppner Group has created an energy transition department.

## NGV deployment continued in 2021

- 71 new generation NGV trucks make up 28% of Heppner's clean fleet
- 21 agencies involved in France
- a saving of 270 T of CO<sub>2</sub>/year

## After one year of feedback, the results are convincing:

- there is no impact on the safety of vehicles and drivers
- working conditions are improved in the cabin, with cleaner air and less noise, which drivers appreciate
- the choice of NGV is favoured by our customers with whom we organise specific tours



*"We are implementing actions to limit our carbon impact. For example, we offer our regular customers, through our Green Contract, to group their orders so as to limit transport flows. Likewise, we have commissioned Heppner, a long-standing service provider, to collect our goods with NGV trucks. It is a way for us to go even further and cooperate with partners committed to the same approach as us."*



**STÉPHANE FELDEN,**  
Deputy Managing Director and Head of Operations at Dominique Dutscher, a Heppner customer for over 30 years.

## THE ADVANTAGES OF NGV:

**10%**

less CO<sub>2</sub> emissions compared to Euro 6 diesel today

**95%**

less fine particle emissions

**60%**

NGV engines quieter than diesel

Heppner was awarded the Coq Vert for its exemplary approach to energy transition



## Heppner is committed to the long term

The unfavourable economic climate for energy prices – and in particular for NGV – does not alter the Group's commitment to this energy source, which contributes to its decarbonisation plan. In 2022, Heppner will further accelerate the conversion of its fleet and the investments necessary to develop the share of bio-NGV.

- By the end of 2022, 38% of the fleet will run on NGV
- €15M are invested in this fleet conversion

**GOAL:** 50% OF THE FLEET IN NGV BY 2025



**NOÉMIE FELDBAUER,**  
Director of Energy Transition

*"With these advantages, the vehicles have the Crit'Air 1 sticker, which guarantees them access to the LEZ (Low Emission Zones) in cities, at any time and every day. For Heppner, NGV is the most mature response – today – to the decarbonisation of our activities, while maintaining an equivalent capacity of transported volumes over short and medium distances."*



Discover the whole interview online.

## The Group supports the biogas industry

Heppner has plans to install refuelling stations to ensure local refuelling, as is already the case with the semi-private station in Le Mans. The Group currently consumes 5% of bio-NGV (gas produced from biomass methanisation) but wants to significantly increase this share because bio-NGV is part of the circular economy and recovers agricultural or agri-food waste that would otherwise be burnt or incinerated. However, the French and European biogas sector must develop to meet consumption needs.

That is why Heppner is participating in a working group with the European Commission to increase the biogas production targets in Europe. The Group is also active in innovative projects that will contribute to the development of this sector and ensure its long-term supply.



## The Energy Transition Pact: support subcontractors in the conversion of their fleet in a win-win approach

In order to engage its partners in the process of renewing their vehicles, Heppner has formalised an Energy Transition Pact. Concluded between the Group and its partners, this 5-year partnership (minimum) helps small and medium-sized companies in the transport sector to convert their fleet thanks to:

- negotiated rates for the purchase and rental of new NGV vehicles from IVECO or for refuelling in public or private stations from gas suppliers.
- support for their financing file with 2 partner banks.
- the guarantee of cooperation with Heppner for the duration of the partnership, a guarantee of trust that illustrates the group's raison d'être: "Encourage the Entrepreneurial".

The Energy Transition Department monitors regulatory changes in the vicinity of each of its branches, as well as available grants and subsidies. A cost-benefit simulation tool has been developed so that local agencies can support their subcontractors in their investment project.



HEPPNER IS CLOSE TO ITS PARTNERS IN THEIR ENERGY TRANSITION.



AMÉLIE ARNAUDON,  
Director of SEB TRANSPORT,  
Heppner's partner since 2017

*"Thanks to Heppner, we have been able to buy natural gas vehicles. In fact, the Group is committed to supporting its subcontractors and partners. This is real added value for our company, as this financing allows us to evolve toward a real energy transition."*

## IMAGINING NEW SOLUTIONS

Heppner constantly monitors each of its locations to respond to local issues, particularly urban regulatory issues (LEZ) where soft mobility solutions are emerging (cargo tricycles, electric vehicles). More generally, when it is not yet possible to do without fossil fuels, particularly in long-distance transport, solutions that reduce fuel consumption – eco-driving, material optimisation – are implemented.

## Cargo tricycles and electric vehicles: a trend from the West!

It is in Brittany that the trial was carried out successfully for the first time. In order to meet a customer's request in the centre of Rennes to deliver in soft mobility at any time of day, Heppner launched a first tour with the Cargo Tricycles from the West in 2017. To cover the whole of Rennes, this offer was completed in 2020 by electric vehicles that can deliver 200 kg at a time (parcels or pallets). The use of the Cargo Tricycles from the West has increased the tonnage transported by 20% compared to 2020.

Franchise of "Les Triporteurs de l'Ouest" (Cargo Tricycles from the West), "Les Triporteurs Lyonnais" (Cargo Tricycles from Lyon) have been travelling around in Lyon since autumn 2021, with a volume of goods of one heavy truck delivered in NGV: a virtuous supply chain from start to finish!



12

cities served by Triporteurs (cargo tricycles), 4 more than in 2020

## Multimodal transport: an environmental interest

Because it helps relieve road congestion and noise and has a smaller environmental footprint, multimodal freight transport has many advantages. The use of river barges and freight trains allows for a significant reduction in transport GHGs compared to "all road".

In 2021, 18,000 tonnes were transported using multimodal transport.

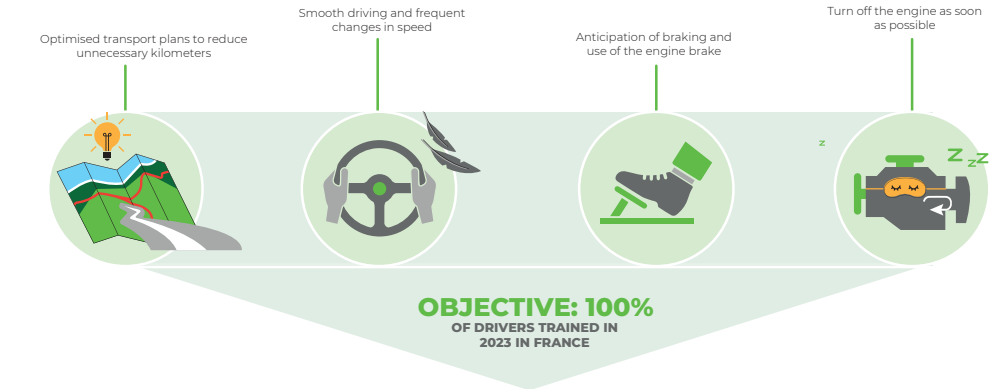
## Eco-driving, a good practice to reduce CO<sub>2</sub>

This eco-driving training aims to reduce fuel consumption by up to 10% and also to reduce stress and the risk of accidents for drivers.

- **2022** : launch of training plans in Germany, Spain and the Netherlands.
- **GOALS** :
  - > By the end of 2022, **72%** of drivers in France will be trained
  - > **100%** of drivers trained by 2023 in France



## The right eco-driving reflexes at Heppner



## Make CO<sub>2</sub> an indicator of customer choice

This is a trend that emerged in 2021: Heppner's customers have become more vigilant about their own CO<sub>2</sub> emissions. Similarly, the group's sales teams are careful to raise awareness and educate them, because a well-chosen solution is a source of CO<sub>2</sub> savings.

It is therefore a reflex to be acquired by all, which can be translated into a less GHG-emitting proposal of a direct flight rather than two connecting flights – with a slight additional cost – for example.



PIERRE INIZAN,  
Regional Director Rhône-Alpes

*"We sometimes have very operational discussions with our customers on transport plans where the "CO<sub>2</sub>" indicator is used to arbitrate the customer's final decision, who chooses to reduce the frequency of a line in order to reduce its impact."*



## OPTIMISE ENERGY CONSUMPTION

In order to reduce its own energy consumption and comply with the recommendations of the tertiary sector decree, the Heppner Group has undertaken an analysis of the energy consumption of its buildings. According to these elements, a renovation and energy efficiency action plan is being prepared. In addition, a plan for the transition of the fleet of gas-powered forklifts to electric and the transformation of the fleet of company vehicles has already begun.

### Make buildings more energy efficient

Heppner, in order to meet the energy efficiency requirements set out in the tertiary sector decree, acquired the Deepki tool in 2021. 2022 will therefore be the first year of monitoring and analysis on this platform, which will enable precise management of the consumption of the buildings of the group's various branches.

Already, the Energy Transition Directorate has initiated a renovation and energy efficiency improvement action plan that will include:

- change of door frames and insulation
- LED relamping wherever it needs to be done
- raising awareness of best practices among employees

**€10 M**

invested in the new  
Rosny-sous-Bois  
headquarters to  
reduce energy  
consumption by 57%

### Replacement of gas forklifts with electric ones

This is an important gain for the well-being, which allows the replacement of the propane gas forklifts by electric forklifts with lithium batteries:

- 66% of forklifts to be electric by the end of 2021
- less vibration for handlers
- improved air quality and cleanliness of buildings.

### Car policy: the group moves forward

One car policy in advance of the requirements of the Mobility Orientation (LOM) law: 39% of the fleet's vehicles were replaced with low-emission vehicles in 2022 (vs 20% required in 2024).

**6%**

of the current  
fleet is low-  
emission



57% ENERGY SAVINGS WITH  
THE NEW HEADQUARTERS.

## REDUCE THE IMPACT ON RESOURCES AND PRESERVE BIODIVERSITY

Thinking about reducing resource use or circular models whenever possible is another way to reduce the carbon impact of the group's activities. Heppner's goal for 2021 was for each region to analyse its ecosystem and introduce a meaningful project.

Focus on some emblematic initiatives anchored in their territory.

### Recycling of paper and cardboard: the loop is closed in La Roche-Sur-Yon!

The La Roche-Sur-Yon agency has set up an exchange of best practices with its client Igloo, a manufacturer of cellulose-based biosourced insulation. Heppner employees collect paper and cardboard and when the pallet is complete, drop it off at Igloo during one of the daily deliveries. A success for this virtuous loop.

### Pallet repair

Over time, pallets can become damaged and even unusable.

12 agencies in the network use companies that repair them to give them a second life, favouring this alternative to recycling.

Nearly 20,000 pallets were repaired by companies in the Social and Solidarity Economy (SSE) in 2021.

### Eco-pasture in Metz: new roommates!

These 15 sheep and ewes make less noise than lawnmowers and unite the employees of the Metz branch around special events: In short, the new "roommates" in the field around the Tremery branch ensure ecological mowing and the well-being of employees who appreciate "nature" breaks with them. In partnership with Greensheep, the herbivores are monitored by a shepherd and a veterinarian.

### Water recycling at the Le Mans car wash

With its 14,000 m<sup>2</sup> of landscaped areas and 18 trees planted, the Yvré l'Évêque station, near Le Mans, meets the latest environmental standards. It was therefore obvious to be attentive to water by installing a system for recycling the water used to wash the trucks.

## Agencies committed to the preservation of biodiversity

Being attentive to biodiversity is a subject shared by our agencies, where initiatives are multiplying.

- Thus, in Le Mans and Houplines, insect hotels – allowing the installation of biodiversity auxiliaries (butterflies, ladybirds, wild bees...) – have been installed at the same time as beehives.
- The Vendée-Charentes agency has involved its stakeholders – partners, clients and employees – in a vast reforestation project. 2,200 trees in 5 projects around the world have been financed in this way through Reforest'Action, the equivalent of 330 TCO<sub>2</sub> stored and 6,600 shelters for local wildlife.





## #2 | SUPPORTING THE WOMEN AND MEN IN OUR COMPANY

### Allow everyone to fulfil their potential!

The world is moving and we are adapting to it! At Heppner, in order to attract and retain all talents, we encourage initiative, give the opportunity to work and vocational study scheme students, allow access to training and encourage internal mobility. We make sure that there is room for everyone to enrich our team and ensure that we provide a safe and pleasant work environment. To achieve this, we listen to our employees, engage in active social dialogue and make the necessary changes for the smooth running of the group.

**17%**  
of positions filled through  
internal promotion

Goals 2022:  
**4,5%**  
of employees with  
disabilities

Goals 2022:  
**Obtain  
Great Place  
to Work  
certification**

## Equip yourself with the tools necessary for individual and collective progress

MEASURE	PROGRESS
<ul style="list-style-type: none"> <li>For the second year in a row, Heppner conducted the GPTW survey and obtained a score of 64/100, or +6 points, on the 2021 trust index</li> </ul>	<ul style="list-style-type: none"> <li>The Group has set up a Disability Task Force and deployed an unprecedented system: the employment rate for people with disabilities was 4,2% in 2021, compared with 3,5% in 2020</li> <li>The Group signed a social agreement on remote working in 2021</li> </ul>

## TRAINING

### DEVELOP SKILLS AND ENCOURAGE INTERNAL MOBILITY

The Heppner Group is committed to providing each employee with the means to increase his or her skills in order to advance in his or her career path, and to this end encourages internal mobility. To do this, the group has acquired the following tools: a digital training platform that brings together a variety of modules, adapted to the needs of employees. Field training is also provided for each specific business need.

### Heppner Progress: increase the accessibility of training

Deployed in 2020, the group's digital training platform brings together more than a hundred contents available in several languages, accessible in France and in the various subsidiaries. It allows the sharing of the group's values and culture, particularly for new employees in the integration module. The platform also offers regulatory training in QSE (quality, safety and environment) as well as soft skills modules with, for example, basic management and leadership training or training for jobs and professions.

## Virtual reality modules co-constructed with field employees

Virtual reality allows learners to be immersed in a simulated but realistic work environment. The scenarios for the loading and unloading situations were developed jointly by Artefacto – a Rennes-based company specialising in this field – and the teams from the Brittany region agency.

And to facilitate access to these training modules for drivers and dock personnel, 10 agencies have equipped rooms in 2021, enabling employees to take advantage of these training courses during their working hours.

**80**

team leaders and dock  
managers received  
management training

**88**

functional or  
geographical  
transfers took place  
within the group

**1,943**

learners

**17,673**

hours of training on  
Heppner Progress



PIERRE DEGREGORJ,  
Operations Manager,  
Saint Priest agency  
(Lyon)

*"The transportation industry is one of the few sectors today where you can start without a degree and progress. To do this, you just need to be curious and committed, and there are HR development tools available, such as the Heppner Progress digital platform. Working at Heppner means being involved in a sector that is vital to the economy, but also knowing how to be creative in order to find solutions and respond to current societal issues. For 17 years I have been passionate about this profession where I started as a dock team leader. Heppner is a company where there is room for initiative, for individual and collective progress. I come here every morning as if it were my company!"*



Discover  
the whole  
interview  
online



MAKING ROOM FOR WORK-STUDY PROGRAMMES

Heppner has been a signatory to the PaQte since 2021

The aim of this scheme, which is run by the Ministry of Territorial Cohesion and Relations with Local Authorities, is to promote access to employment for people living in priority urban policy areas.

- The group has thus committed to:
- Raising awareness of the discovery of its professions,
  - Training, through access to work-study programmes for young people and the training of apprenticeship managers,
  - To be recruited

85  
work-study students  
benefited from this  
programme in 2021

30%  
of them were hired on  
permanent contracts  
at the end of this  
period



VISIT OF THE AGENCIES  
FOR THE INTEGRATION  
OF OUR STUDENTS.

At the start of the 2021 school year, the group welcomed 85 new work-study students, a figure that is rising

On this occasion, meetings between work-study students from different agencies were organised in each region with a presentation of the group's different professions and the sharing of experience of former work-study students hired on permanent contracts.

HEPPNER UNIVERSITY, EXCELLENCE AT THE HEART OF THE GROUP

Heppner University is the place where the culture of intrapreneurship is tested at the heart of the group. For six months, the "academics" from the entire group work in multidisciplinary teams on a project and are supported in this process by training modules. Heppner University is a place for developing skills and expressing internal talent, and is also an opportunity to unite the international teams around the group's values and know-how.

In a new format since 2017, Heppner University has enabled three classes, or 115 employees – 30% of whom are women – to benefit from this training programme. Participants co-constructed and defended strategic business plans.

25  
In 2022, 25 French, German and Dutch employees will participate in the University's new session.



CÉDRIC FRACHET,  
Chief Operating Officer

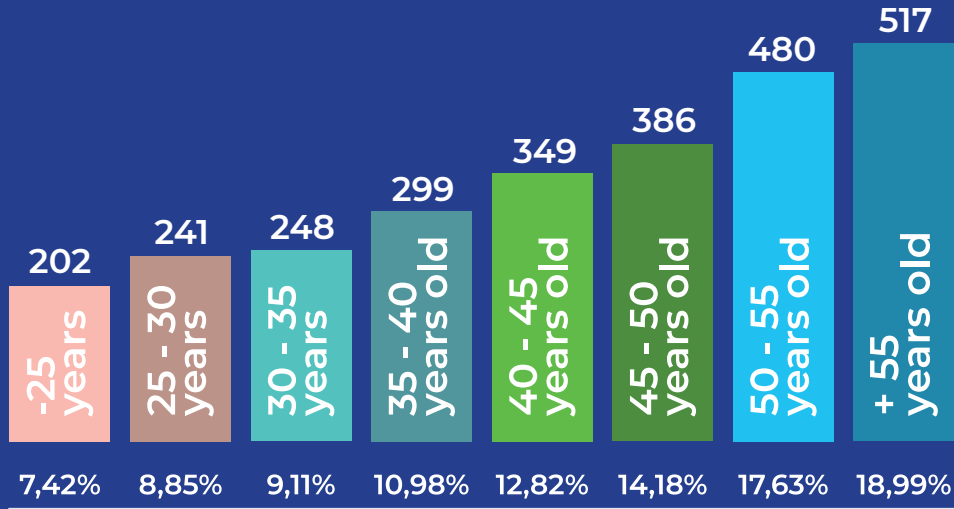
*"Drivegreen is a project that came out of the collaborators, the Heppner University Class of 2019. It has since become one of our 6 strategic pillars. Deployed throughout our network of branches, it has been the subject of the creation of our Energy Transition Department. The Group has entrusted this management to Noémie Feldbauer, who has carried out this project with great commitment and conviction since the beginning."*

ADOPT AN INCLUSIVE POSTURE

Diversity and parity are strengths for the collective, and the Heppner Group pays close attention to them. In 2021, we initiated a Disability Inclusion Programme.

Workforce distribution by age

Average age: 44 years



31%

women in the group (industry average 19%)

88/100

The gender equality index is 88/100 (vs 78/100 in 2020)

50

nationalities within the group

94%

of the group's employees have permanent contracts

Disability, inclusion progresses!

After signing a Disability Agreement in 2020, the Heppner Group began a process in 2021 that aims to move the yardsticks and respond to societal and regulatory issues in this area.

And the results are already there, since the employment rate for disabled workers rose from 3,5% in 2020 to 4,2% in 2021.



JULIEN SERVEL,  
Human Resources  
Manager, in charge of  
disability inclusion

*"Today, some 50 people are part of this community, and they have been trained specifically in disability, support and the rights of disabled employees within the company."*

ACHIEVEMENTS 2021:

- The creation of a mission and a disability community for the group
- A communication campaign (posters, brochure) and participation in the Disability Week
- Support for 5 people in maintaining employment (electric pallet truck, adapted workstations, etc.)
- 16 recognitions of disability (there had been 8 in the previous 5 years)

GOALS FOR THE END OF 2023:

- Reaching a 4,5% employment rate for disabled workers in the Group's workforce
- Continuing to support job retention



## MEASURING FOR PROGRESS

The Group initiates and encourages actions that promote quality of life at work and is committed to measuring the effects of these actions on its employees.

### Great Place To Work survey

For the second year in a row, a Great Place to Work survey was conducted to measure the drivers of engagement expressed by Heppner employees.



### 2021 figures in clear progression

- The participation rate increased from 59% in 2020 to 76% in 2021.
- + 6 points for the trust index – based on positive answers to 70 questions – which rose from 58 to 64 between 2020 and 2021.

In addition, the international subsidiaries responded for the first time: they showed an encouraging result in the trust index, with a score of 62, with particularly good results in Spain (72) and the Netherlands (67).

Spain is already certified as a Great Place To Work.

### Goal 2022

- The group intends to continue this progress and reach the level required for Great Place to Work certification (trust index of at least 65), which lists the companies where it is good to work.



YOGA WORKSHOP  
DURING THE QWL WEEK.



EMMANUEL  
LEDROIT,  
Human Resources Director

*"To support us in our "employee experience" ambition, we have chosen to measure our teams' satisfaction every year through the "Great Place to Work" survey". This model allows us to measure our progress and, above all, the progress we still have to make to ensure that the employee experience at Heppner is unique. It is by measuring, sharing results and implementing action plans that we make progress."*

### The first Quality of Life at Work (QWL) week in 2021!

During this first "QWL week", Heppner employees were able to benefit from daily events dedicated to health, well-being and conviviality: yoga, stress management training, or specific local actions, such as the organisation of breakfasts in different agencies.

## OCCUPATIONAL HEALTH AND SAFETY

With the health crisis linked to COVID-19, the reference points have changed, as have employees' needs and expectations. Heppner is listening to its employees, and in 2021 it will take several steps in this direction, notably by formalising an agreement on remote working for its administrative employees and by pursuing a policy of preventing arduous work in the field.

### Remote work agreement: a new balance in a changing world

Signed in July 2021, the group agreement on remote work took effect in September for France. It provides – mainly for administrative staff – the possibility of working remotely one to two days a week. This agreement responds to societal expectations for a new balance in the lives of employees, which have been reinforced by the health context of the last two years of the pandemic.

**305**  
people benefit from  
this agreement in  
France

### Taking care of everyone's health, especially employees exposed to MSDs

**101**

osteopathy sessions  
on the platforms of  
the branches were  
organised

Since 2020, osteopathy and chiropractic days have been organised in the agencies for truck drivers and dock workers to help prevent musculoskeletal disorders.

Coverage of chiropractic care has also been integrated into the group's mutual insurance offer.

On 21 April 2021, Heppner participated for the first time in the World Day for Safety and Health at Work: an opportunity to highlight the virtual reality work safety training courses.

### 2022 : Implementation of the safety programme "SAFETY FIRST"

The SafetyFirst@Heppner programme is at the heart of our strategic pillar of Employee Experience. This programme will be based on 4 pillars:

- Reception: integrate security from day 1
- Training: to provide the necessary safety knowledge
- Prevention: to keep risks to a minimum
- Encouragement: to anchor the safety culture



TRAINING DIVES  
INTO VIRTUAL  
REALITY.

**21.08**

is the frequency rate  
(number of accidents  
with more than one  
day's absence per  
hour worked)

**125**

meetings based on  
social dialogue



# #3 | CONTRIBUTING TO A MORE SUSTAINABLE SOCIETY

## Share our values!

Contributing to a positive impact with our suppliers, our customers, in the territories where we operate is at the heart of our raison d'être: "Encourage the Entrepreneurial Spirit". Therefore, we seek sustainable, ethical and responsible business relationships. And because people are at the heart of our corporate project, we encourage our teams and employees to take part in a more united and dynamic world, as close as possible to where they work.

€100 K

paid in financial sponsorship in 2021

350

pallets of goods were transported voluntarily in 2021



## CHANGING THE VISION

To create sustainable value and act as a responsible player, Heppner is committed to all stakeholders in its value chain. Purchasing is also a central function that enables the values and spirit of the company to be carried beyond the group to its suppliers.

Heppner's responsible purchasing policy aims at the continuous improvement of practices and integrates this dimension in the same way as quality, deadlines and costs.

## The 4 parts of our responsible purchasing policy

### • Long-term relationships with its suppliers:

Heppner builds its relationships with its suppliers on the basis of mutual trust over time. CSR performance of its strategic suppliers is monitored through audits and questionnaires to measure improvements.

### • Integrate CSR criteria into its purchases:

Alongside the group's Energy Transition Department, and in order to involve its suppliers in the process of reducing its environmental impact, Heppner's purchasing team is encouraging its subcontractors to upgrade their equipment to make it more environmentally friendly, such as the handling trucks that have been switched to electric or the conversion of heavy goods vehicles to NGV.

### • Avoir un comportement éthique et transparent :

The group seeks exemplarity and loyalty in the behaviour of its teams, and also of its suppliers.

### • Former et communiquer :

In a spirit of progress, Heppner is engaging its buyers in a new vision by training them in the challenges of sustainable development. And to support this policy, the group has developed indicators and tools to measure its performance.

12,000

transport subcontractors and 70 partners

40%

of our agencies use SSE companies

12%

of purchases of environmentally friendly consumables (vs 7% in 2020)

## Seal our commitments with the "Heppner Responsible Purchasing Charter"



CHRISTOPHE COMEL,  
Purchasing Director

*"By implementing this responsible purchasing charter, we are demonstrating our desire to integrate the principles of sustainable development into our decisions, particularly within our purchasing process. This charter is a reference framework for all purchasing teams and a tool for promoting sustainable development to our stakeholders, particularly our suppliers."*





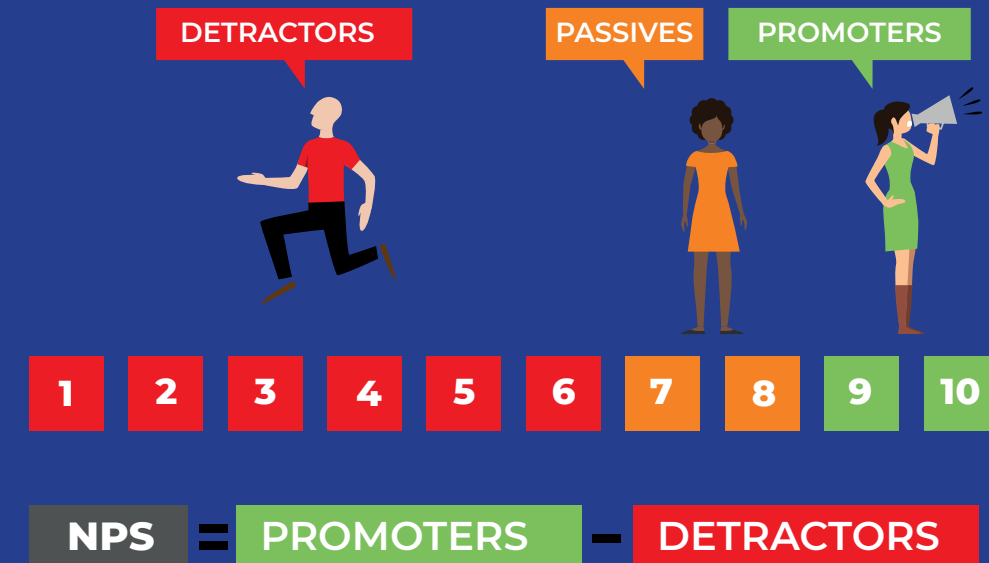
## LISTENING TO OUR CUSTOMERS

The Heppner Group attaches fundamental importance to listening to the needs and satisfaction of its customers. Listening is a pillar of our quality policy, which ensures the durability of our relationships. This is concretely translated into the monitoring of customer and recipient satisfaction indicators and short-term action plans or tests on longer-term solutions.

### Satisfaction at the heart of the quality policy

Monitoring customer satisfaction is key to identifying areas for improvement. As of 2019, Heppner has selected Net Promoter Score (NPS) as its customer satisfaction metric.

This survey – a web questionnaire – allows us to find out how customers feel about the group's products and services, but more generally about the brand and the company. Depending on the score given by the customer (from 1 to 10), the customer is classified in one of the 3 categories. The NPS is therefore the net promoter score, which is the percentage of promoters minus the percentage of detractors.



### Key findings from the 2021 survey

The results of this survey provide an overview of the overall satisfaction of the group's customers, but above all, a more targeted view – by region, by country, overseas, by type of transport or type of customer and on the different stages of the customer journey.

On this basis, the group implements concrete action plans and formulates specific areas for improvement for managers and teams.

**1,832**

responses to the questionnaire, an average participation rate of 11% in France, Germany, Spain and the Netherlands.

**74%**

of respondents said they were satisfied or very satisfied with Heppner, with an overall NPS of 13 points.



SÉBASTIEN VIDET,  
Marketing and  
Communication Director

*"Customer experience is one of our strategic pillars and its improvement is key to our long-term development. Listening to our customers allows us to identify the priority sources of dissatisfaction that we must address to improve Customer Satisfaction: our first challenge is the quality of the data we offer to our customers, specifically on the tracking of the goods, but also the channels we make available to distribute them; then the management of claims and requests for information and more specifically on our compensation process. In addition, we need to develop more value-added services, particularly for delivery to private individuals or similar recipients (small retailers, craftsmen, etc.). These are the major projects that we have launched and that are beginning to bear fruit since we are seeing a positive evolution in the feedback from our customers even if there is still a long way to go."*

## CO<sub>2</sub> Calculator: Heppner enables its customers to measure their impact

Committed to its own energy and ecological transition, Heppner also wants to help its customers understand the issues and the impact of their transport choices. Thus, the group provides its customers with the CO<sub>2</sub> weight linked to their supply chain by type of transport in detail.

## ACT IN COMPLIANCE

In a context of external growth, particularly internationally, the Heppner Group is committed to an active compliance approach for the group itself as well as for its main service providers.

### A code of conduct for everyone

The Code of Business Conduct has been a major component of the Group's compliance policy for many years. In 2021, Heppner expanded the dissemination of its Code of Business Conduct internationally. Available in 4 languages (French, English, German and Spanish), it is given to each employee who agrees to comply with it.

### Zero Corruption

To ensure a good understanding of the risks related to corruption, a digital training course has been designed and deployed.

*"Training in identifying risks related to corruption and conflicts of interest, designed specifically for and by the Group in line with its culture and provided to all employees in France in 2021, is an essential component of our compliance programme. These courses will be deployed internationally in 2022."*



BÉNÉDICTE SOUPLET,  
Director of Compliance  
and Legal Affairs

## Data security and privacy (GDPR)

On the occasion of the European Union's General Regulation 2016/679, which came into force in 2018 on the protection of personal data (GDPR), the group has reinforced its commitments. A Heppner data protection officer ensures compliance with the applicable regulations and implementation of security measures matched to the data's sensitivity.

### CSR supplier assessment

In 2021, the Group carried out the first CSR assessments of its suppliers, excluding transport, on the following topics: ethics, human resources, purchasing, CSR commitments and quality and partnership. This initial assessment enabled us to identify possible partnership synergies in terms of CSR with our suppliers. Moreover, it confirmed our commitment to their commitments, since 90% of them have implemented a CSR approach and 80% are evaluated by EcoVadis.





# ACTING WITH SOLIDARITY AND RESPONSIBILITY

In line with its raison d'être "to encourage the entrepreneurial spirit", Heppner gives all its employees and agencies the space to engage in societal projects anchored in their reality of life and territory. Also, as a responsible and supportive company, the group encourages initiatives and supports them materially and financially.

## Magie à l'Hôpital (Magic in Hospitals): a group mobilisation !

Putting stars in the eyes of hospitalised children with long-term illnesses by organising magic shows or helping them make their dreams come true is the mission of the "Magic in Hospitals" Association, which Heppner has supported for several years. In 2021, Heppner employees are challenging themselves by running for the association with one goal in mind: pay €1 to the association for each kilometre they complete. At the end of November, Heppner had 19,053 km on the clock. The Heppner team in Barcelona mobilised immediately: we have to reach 20,000 km! A nice gesture that Daniel Fernandez, managing director of Spain comments on:

*"We saw the opportunity to engage the team for a good cause, an opportunity to share good times together and take action for our health! So, we created a WhatsApp group to share photos and motivate each other, so that everyone could participate at their own level, a few kilometres on foot, or more running. In the end, we were the most engaged team and we even completed 3 extra races at the end of the year to raise the counter."*



DANIEL FERNANDEZ,  
Spain Managing Director

## Carrying school supplies for a back-to-school solidarity:

On the initiative of the Lille branch, a chain of solidarity has been organised with the Agence du Don en Nature association to transport 32 pallets of school supplies from Lille to Lyon for the benefit of 8 associations at the start of the 2021 school year.



© Photo by P.E. Rastoin.

## Skills sponsorship to help the most disadvantaged with Emmaüs Challenge (Emmaüs Défi):



Depending on the needs, the group's employees in the regions manage various logistics flows alongside people on the Emmaüs Challenge reintegration programme. In 2021, this took shape with the Banque solidaire de l'équipement – a service that sells unsold household goods at low prices to the most vulnerable people when they move into their homes – or, at Christmas time, with support for Emmaüs Challenge's Super Christmas operation, for which the teams were mobilised to collect, transport and distribute toys.

## Second Chance School: Heppner, business ambassador

The Mulhouse branch gave 7 young people under 26 from the Second Chance School enrolled in a "youth solidarity neighbourhood" plan the opportunity to meet its manager, Hakan Yilmaz. The latter talked to them about career opportunities in the transportation world as well as the importance of the company's position and codes.

Heppner was chosen as "Champion of human capital and territories" by the Choiseul Institute in its ranking of the 150 most dynamic French companies, "the new conquerors of the economy".

## FOCUS

### Heppner's Solidarity and Territories initiatives

Because solidarity is at the heart of Heppner's values, the group launched the "Solidarity and Territoires Initiatives" in spring 2021, in order to contribute to projects initiated by employees and thus give them a decisive boost. Marina Dittberner, who works in collections at the Gronau branch in Germany, learned about the project in March 2021 through an e-mail to employees. 3 months later, after a presentation of her solidarity objective in front of a jury made up of various employees from the group, Marina was the winner of Initiatives 2021, thus benefiting from a financial contribution of €8,000 for her project.



## Heppner sponsor of the University of Strasbourg Foundation



As a local player, Heppner has been supporting the University of Strasbourg Foundation for the last 10 years. A total of €500,000 was paid out. At the centre of a sector that is currently undergoing a technological transformation, the group has mobilised to support the creation of the foundation's Data Science and Artificial Intelligence (SD&IA) chair, becoming one of the most important contributors.

Through this commitment, Heppner intends to encourage the convergence of AI and data, but also to contribute to the development of student skills in the face of this emerging field.

*"L.E.N.A. stands for Lindern (to soothe), Empathie (empathy), Nähe (closeness), Aufmerksamkeit (attention), it is also the name of my daughter who died of cancer at the age of 33 about 4 years ago. The objective of the L.E.N.A. Association is to provide support to patients at the end of their lives and to accompany their caregivers, in order to provide them with the means (material, organisational, administrative...) to remain at home as long as possible. I did everything I could to keep my daughter Lena at home until the end. We often talked about it, she really wanted it to be possible for others too. When the competition was launched in the spring of 2021 I was ready, I knew I had won in June. The association opened on 1 December 2021, there are 11 members in total, of which 6 are active members. Now we have equipment (bed, walker, wheelchair ...), some volunteers knit cotton breast prostheses for women who have had mastectomies due to cancer. Recently, we have developed a website... it's coming along! What is certain is that without Heppner we would never have been able to launch this project. I sincerely hope that many colleagues will take the chance to start in the future."*



MARINA DITTBERNER,  
Collection Manager Gronau Branch



Discover the whole interview online





ENCOURAGE THE ENTREPRENEURIAL SPIRIT  
OUR EMPLOYEES, OUR PARTNERS,  
**CUSTOMERS AND SUPPLIERS,**  
AND CITIZENS OF ALL GENERATIONS  
**WITHIN ALL TERRITORIES**  
**WHERE WE ARE ACTIVE.**



[www.heppner-group.com](http://www.heppner-group.com)