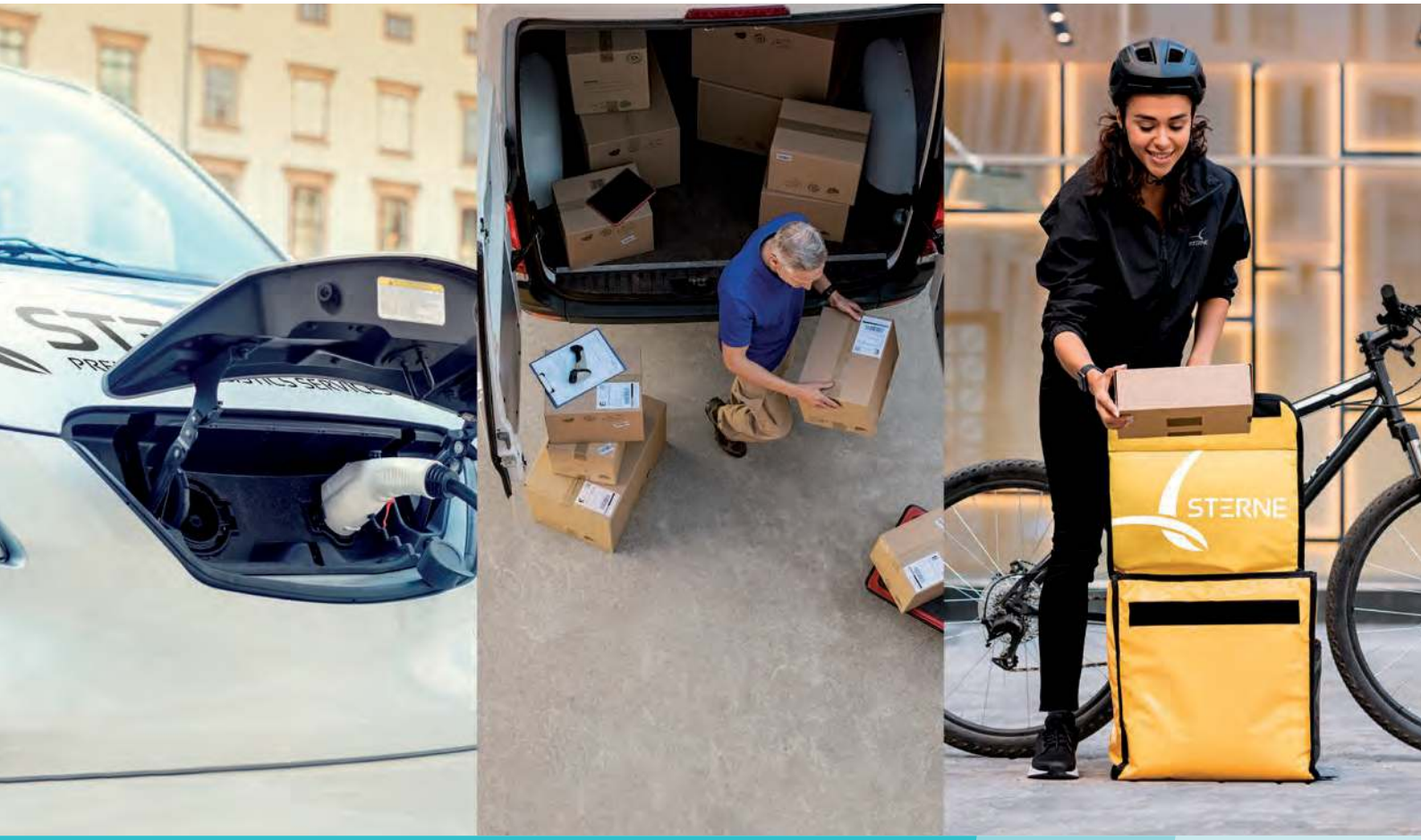
STERNE
PREMIUM LOGISTICS SERVICES

Non-Financial Performance Declaration

STERNE GROUP

EDITION I - 2023



CONTENTS

Getting to know Daniel Desage and Laurent de Rosnay 4
Our identity 6

1. THE STERNE GROUP 8

1.1 History and development 8
1.2 The transport and logistics sector 8
1.3 General overview of the STERNE group 8
1.3.1 Our service offers 9
1.3.2 Expertise in the industry 10
1.3.3 The Group's stakeholders and value chain 11
1.3.4 Simplified organisational chart 12
1.3.5 Governance of the CSR approach 13
1.4 Value creation model 14
1.5 Strategy 16
1.5.1 Contributing to improving global economic performance 16
1.5.2 Stimulating innovation 16

2. SOCIETAL AND ENVIRONMENTAL RESPONSIBILITY 17

2.1 the STERNE group, a growth model aimed at more virtuous logistics 17
2.2 Analysis of the main impacts, risks and opportunities 17
2.2.1 Materiality analysis 18
2.2.2 Summary table of the main impacts, risks and opportunities 19
2.3 Commitments to our planet 22
2.3.1 Climate change 22
2.3.2 Energy savings 30
2.3.3 Air pollution 32
2.3.4 Circular economy, including waste management 32
2.3.5 Other nuisances 34
2.3.6 Water and soil pollution 34
2.3.7 Protecting biodiversity 35
2.4 Social commitments 36
2.4.1 Characteristics of our colleagues 37
2.4.2 Development of human capital and management of jobs and skills 37
2.4.3 Developing effective conditions for quality of life at work 39
2.4.4 Creating a diverse, inclusive and fair working environment 41
2.4.5 Organising dialogue between employees and management 43
2.4.6 Application of a fair, consistent and attractive remuneration policy 43

2.5 Societal commitments **45**
2.5.1 Fairness of practices **45**
2.5.2 Responsible procurement **46**
2.5.3 Issues relating to customers, consumers and local residents **48**
2.5.4 Development of local areas **49**
2.6 Methodological note **50**
2.6.1 Scope of material risks covered **50**
2.6.2 Reporting period and frequency **50**
2.6.3 Reporting scope **51**
2.6.4 Consolidation and internal control **51**
2.6.5 External control **51**
2.7 Summary of indicators **52**
2.8 Table of correspondence with regulatory texts **54**

GETTING TO

DANIEL DESAGE AND LAURENT DE ROSNAY

Daniel Desage
President of the STERNE Group

Laurent de Rosnay
Managing Director of the STERNE Group

How would you say that CSR forms an integral part of the business model and strategy of the STERNE Group?

David Desage: We are a service company.
In essence, the most fundamental value within our Group is the women and men who compose it. It is our responsibility to establish the conditions in which they both wish, and are able to, pool their resources and offer the best possible service to our customers.

From an environmental perspective, each kilometre we do not travel during our assignments is beneficial for our customers, for us and also for the climate and resources. Optimised and cumulative rounds enhances both the quality of life of our teams and that of our customers.

This is the goal of all our innovations: we shake up established models by focusing on the impact the new organisation might have on our entire ecosystem. The relevance of this model can be gauged through the Group's organic growth and the evolution of its workforce. These reflect the trust placed in us by our customers.

Laurent de Rosnay: On an everyday basis, our responsibilities mainly lie in three areas.

First, ethics and regulatory compliance - both our own and those of our partners. These are the cornerstones of our activities.

And then, the creation of sustainable offers and industrial processes. Our low-carbon approach is structural, and we make considerable investments to be able to demonstrate its impact. We are obsessed with measuring things and evaluating our performances transparently and openly, in the conviction that such rigour is of value. This is something that makes our offer stand out from the crowd: as a leader, we must educate the market and establish high standards. We can measure the savings made by offering reusable packaging or putting a spare part in the boot of our technician before the start of his or her working day. With 10% of our colleagues working on reducing our environmental impact, we help our customers to move from commitments to actions.

The third issue is our conviction that a company cannot be built to last without getting as many people on board as it can. Inclusion, fairness and diversity must be implemented on the ground, through concrete measures, such as the **#Tousàbord** initiative, launched in 2020.

You have just defined your raison d'être. *How does that represent a step forward in your approach?*

DD: The rationale we have formalised this year focuses on actions. In our quest to become the first mission-led business in our sector, we are providing a more structured and visible framework to what we have already been doing.

As we regularly integrate new companies, this formalisation allows us to convey the Group's values even more clearly to those who join us. We also need to ensure that we provide the means, wherever necessary, to enable every employee to participate in the project with the right resources.

LdR: We have sound CSR governance in place and are seeking to further bolster it. Every year, we adopt increasingly astute indicators to monitor our progress. We must now capitalise on this expertise and the virtues of our new model.

In time, the market will no longer be able to overlook the optimisation of resources and respecting the individual.
Our companies are built to last. Our approach helps us to bring out all the value contained within our offers.

What are your prospects?

DD: We shall continue to improve in all our areas of business, to become a creative force for our customers. Our role as leader pushes us to think outside the box with ground-breaking innovations every time we are able to demonstrate their benefits.

At the same time, we shall continue to consolidate our presence in Europe, wherever we have customers seeking to improve their CSR processes. We encourage them to always heighten their expectations.

LdR: We gradually become able to quantify multi-criteria approaches, enabling them to choose the optimal solution in terms of time, energy and fuel, fostering and protecting biodiversity, workers' health, relations with local residents... Managing all this complexity is what lies at the heart of our mission.

Our identity

STERNE, A MULTI-MARKET INTEGRATION STORY

Key figures[1]

EUR 519 million Turnover in 2022[2]

2,212 employees[3]
10% of whom are working on reducing the carbon footprint of the Group's activities

Over 6,000 customers

5,000 Transporter partners

89 Branches in Europe and around the world, 49 of which are located in France

57,000 m² of logistics platforms in France

Countries where we have a presence: France, Spain, Portugal, Germany, Netherlands, Belgium, Luxembourg, Austria, Italy, Poland, Romania, Morocco, China.

180 countries covered with our partners

170,000 recipient customers
3,500 deliveries made per day
75% of deliveries made at night or outside peak times
93% of our fleet of vehicles are Euro 6
10,000 tonnes eqCO_2 saved per year thanks to the use of reusable containers

Our business lines

THE LEADER OF PREMIUM LOGISTICS IN FRANCE

- Late collection and night-time delivery before 8 a.m., 7 a.m. or according to specifications
- Day-time delivery before 1 p.m. or before 6 p.m. - B2B and B2C
- Urban delivery and distribution
- Transport of sensitive products (valuables, luxury items, health and beauty)

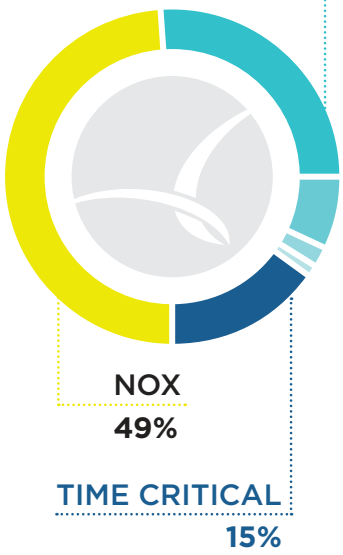
LEADER OF PREMIUM LOGISTICS IN GERMANY, AUSTRIA AND THE BENELUX

- Late collection and night-time delivery before 8 a.m., 6 a.m
- Day-time delivery before 12 p.m.
- Weekend service dedicated to the agricultural industry, with deliveries 24/7

SPECIALIST IN DEDICATED URGENT ON DEMAND TRANSPORT INTERNATIONALLY

- 24/7 urgent transport solutions by road, air, sea & rail
- 'Extra care' services for sensitive deliveries
- 'Project' service for unusual deliveries

With breakdown of turnover by activity



1 - Data as at December 31 2022
2 - Of which EUR 290 million for nox NachtExpress, consolidated on 31/12/2022
3 - Of which 1,159 employees for nox NachtExpress, consolidated on 31/12/2022

Our areas of expertise

SERVICES SECTOR
- Banks
- Insurance providers/ mutual funds
- Administrations
- Freelance professions
- Associations/ NGOs

HEALTHCARE
- Dental prostheses
- Med-tech
- Diagnosis/ analysis
- Pharmaceutical industry
- Healthcare establishments
- Pharmacies
- Animal health

MAINTENANCE
- Automotive and mobility
- Agriculture
- Household goods and food equipment
- BTS and handling
- Building upkeep
- Industrial maintenance

DISTRIBUTION
- Optical
- Photo
- Baked goods and foodstuffs
- Media
- Mass distribution

LUXURY GOODS
- HBJO[4]
- Precious metals
- Fashion and haute couture
- Cosmetics and perfumes
- Art, Decoration, Design
- Gastronomy

INDUSTRY
- Automotive
- Aeronautics and space
- High-tech
- Industrial equipment
- Defence
- Energy
- Transport and logistics

Our mission

The **STERNE Group** creates innovative and flexible logistics solutions, with four key objectives:

- **To optimise the *supply chain* of its customers**
- **To contribute to the ecological transition**
- **To foster an optimal quality of life at work**
- **To act ethically and transparently**

Our values

Service: STERNE strives for operational excellence. STERNE's employees, partners and subcontractors are committed to delivery a quality service to ensure customer satisfaction.

Speed: STERNE's goal is to offers its customers the broadest possible range of options for urgent deliveries and to propose logistics solutions tailored to the level of criticality of each situation.

Reliability: coordinating and supervising significant flows without interruption or faults and executing both scheduled and unscheduled orders on D or D+1.

Innovation: innovation lies at the heart of the development strategy of the **STERNE Group. STERNE** integrates new technologies to provide excellent service to its customers, ensure them full transparency and an optimal customer experience.

About this report

For this first edition of its Non-Financial Performance Declaration (NFPD), the **STERNE Group** is providing a voluntary report on its environmental, social and governance issues, its impacts on society and how it positions its activities to offer sustainable transport and logistics solutions.

The Group doubled in size in 2022. Thus, for the year just ended, the reporting scope is the Group's financial consolidation scope as at 31 December 2022 excluding the activities of the German group NachtExpress, acquired during the year. The reporting thus covers 51% of consolidated turnover at the end of 2022 and 47% of the workforce at year end. The consolidation of the non-financial data of nox NachtExpress will be included in the 2023 NFPD.

4 - Timepieces, Jewellery and Gold

1. The STERNE group

1.1 HISTORY AND DEVELOPMENT

With 51 years' experience, the **STERNE Group** has built a global, integrated and multimodal offer.

The **STERNE Group** was constructed around the company TCS, established in 1972 in Aquitaine and the French leader in bespoke regular transportation. Since 2017, following its takeover by Meeschaert Capital Partners, the Group has pursued a global offer and growth strategy, based on the acquisition of companies known for their know-how on their respective markets. Thus, in 2018, with the purchase of the ATS Group and NOVEA, the Group gained an international dimension and rolled out its first urban delivery services. This international presence was bolstered by the acquisition of Transport Manager in 2021, which opened up access to 160 countries with the assistance of local express delivery firms.

The **STERNE Group** has continued its development since November 2021 thanks to the backing of its majority shareholder Tikehau Capital, which includes it in its T2 Energy Transition Fund, and implementation of an SLL[3] integrating two Sustainable Development indicators.

The acquisition, in April 2022, of the nox NachtExpress Group, the leading night-time delivery company in Germany, the Benelux and Austria, enabled the Group to once again double in size. It has become the European leader in premium logistics, especially on the after-sales market.

1.2 THE TRANSPORT AND LOGISTICS SECTOR

The logistics sector lies at the heart of a trade-based economy. With 150 companies of all sizes, it now represents 10% of French GDP and is the 5th-largest recruiter in France.

The sector offers attractive opportunities for career development, with or without qualifications. 50% of management posts are the result of internal promotion, with most companies adopting proactive policies in this regard. The sector, under pressure in terms of recruitment, is working on boosting the appeal of its potential careers.

The profession is also committed to the energy transition. Warehouses enable the massification of flows, transported by vehicles that are becoming cleaner by the year[4].

1.3 GENERAL OVERVIEW OF THE STERNE GROUP

The **STERNE Group** is a French logistics group, established in 1972, and now the European leader in premium logistics. It operates all types of high-added value urgent transportation, scheduled or unscheduled, for over 6,000 customers.

The historical heart of our activities lies in the organisation of regular and scheduled delivery rounds. This expertise offers numerous operational and environmental benefits:

- **The delivery of parcels and the collection of return flows are simultaneous**.
  This simultaneousness considerably reduces the number of rounds. Inverse logistics makes it possible to put into circulation or recycle spare parts rapidly.
- **Flows are pooled**, thanks to a widespread network of branches and warehouses.
  Every new customer thus improves the economic and environmental efficiency of the round.
- **The reliability and speed of deliveries and collections** enable customers to reduce their stocks, which can be managed through just-in-time deliveries. This results in a reduction in storage spaces.

The national and international network of the **STERNE Group** enables it to supplement the offer of scheduled services with a global, multimodal, on-demand offer.

Its expertise lies in:

- **The guarantee of D+ or H+ delivery times**, according to the specifications, with full traceability;
- Thorough knowledge of **its vertical markets**: spare parts and industry, healthcare, service sector, distribution and luxury goods;
- The focus on **energy efficiency**, **environmental responsibility and the decarbonisation of activities**.

3 - SSL: sustainable linked loan
4 - Source: Union des Entreprises Transport et Logistique

1.3.1 _ Our service offers

STERNE France

STERNE Regular is the leader in regular transportation, with H+ precision in France.
The division ensures the regular, often daily, dispatch of spare parts, documents, products, small pieces of equipment or consumables for professional clients.

By way of example, with just one stop, a STERNE Group employee can deliver parcels and collect returnable packaging from one industrial site. They can also operate the entire e-mail flows of a bank.

The majority of our deliveries are made during the night and early morning, at our customers' sites, or even in the vehicles of their employees (sales staff,, technicians, etc.). Sterne Regular also has 360 professional branches, enabling the deposit and collection of parcels at most hours of the day.

STERNE Regular serves the whole of France on vehicles with optimal environmental performance, and in its calls for tenders always advocates the use of reusable containers.

STERNE Express handles the delivery and collection of letters and parcels according to a set timetable, both in France and abroad.

The express solutions use the same logistics platforms as STERNE Regular in France. They cover 180 countries, through 1,100 operational sites and 8 strategic hubs for air freight, as a member of the SKYNET and WCA international networks. Ensuring regular deliveries also enables optimisation of environmental performance.

STERNE City delivers urgent delivery solutions in the main, high-population density French conurbations, many of which are subject to LEZ[5] regulations. For both regular rounds and on-demand deliveries, the main constraints are congestion in city centres and seeking decarbonised, non-polluting mobility solutions: electric vehicles, bikes, cargo bikes or electric scooters. For example, STERNE City guarantees delivery in the evening of purchases made by consumers during the day.

STERNE Care is the specialised partner for stakeholders in the medical industry: hospitals, clinics, pharmacies, analysis laboratories, prosthetists, med-tech actors, etc. These deliveries are frequently made at controlled and traced temperatures, using specialised vehicles that guarantee both compliance with the cole chain and satisfaction of local environmental standards.

STERNE Time Critical

The specialist in urgent and sensible transportation in Europe and around the world.

STERNE Time Critical offers a 24/7 bespoke urgent delivery solution, by road, air, or a combination of the two. This offer satisfies situations of extreme urgency where time is the most crucial factor. This may mean, for example, delivery of an organ necessary for a transplant, of parts without which production would have to shut down, or the submission of a key official document. STERNE Time Critical's expertise lies in the management of flows and the chartering of multimodal means of transport. It helps its customers reduce their carbon footprint through bulking and co-loading.

5 - LEZ: Low-emission zones

1.3.2 _ Expertise in the industry

	SERVICES SECTOR	MAINTENANCE	HEALTHCARE	DISTRIBUTION	INDUSTRY	LUXURY GOODS
URGENT	✗	✓	✓	✓	✓	✓
URBAN	✓	✓	✓	✓	✓	✓
NIGHT	✓	✓	✓	✓	✓	✓
DAY	✓	✓	✓	✓	✓	✓
REVERSE	✓	✓	✓	✓	✓	✓

The **STERNE Group** has developed outstanding sectoral expertise, enabling it to meet the needs and expectations of customers on 6 key markets.

In-depth knowledge of customers' expectations allows the **STERNE Group** to offer the most suitable solution for every one of them.

Spare parts (maintenance)

The challenges on the spare parts market are considerable: availability of parts, speed of interventions, productivity of teams, reduction of stock, inverse logistics, reducing carbon footprint.
The **STERNE Group** provides the spare parts, maintenance and repair markets

- Proximity: the place of delivery for spare parts is chosen to minimise the kilometres travelled by the technician or sales rep (at their place intervention, near their home or in their vehicle, at night),
- The simultaneous collection of new parts and defective parts,
- Delivery using vehicles with an optimised environmental footprint.

Industry

From automobiles to industrial equipment, from high-tech to energy production, the entire industrial world is subject to the same supply chain optimisation requirements. The **STERNE Group** offers solutions tailored to each situation, scheduled or unscheduled, local or around the world, with the same traceability and reduced carbon footprint requirement for all.

Luxury goods

The **STERNE Group** has been a partner of high fashion houses and luxury goods, art and gastronomy professionals for over 25 years. It has designed an 'extra care' range for exceptional goods that required particular expertise that combines discretion and security. To do so, it draws on the experience and know-how of its employees, who are perfectly familiar with the needs of these markets.

Services sector

For companies in the services sector, the management and transport of documents and small parcels are essential cogs in their activities. The **STERNE Group** boast 30 years' experience serving financial institutions, mutual funds and insurance companies. It offers them a pooled service, providing efficiency with a lower environmental impact.

Distribution and e-commerce

Logistics has become a key element of the growth strategy of distributors, wholesalers and retailers.
It must adapt to new consumption practices, such as e-commerce, ship from store or click and collect.
The **STERNE Group's** service enable daily supplies to stores, before they open, thus allowing customers who benefit from our offers to improve their quality of service and reduce their stock.

Healthcare

The STERNE Group's expertise enables actors in the healthcare industry to keep their commitments to their customers or patients, while satisfying public health regulations. Whether regular rounds, the delivery of medicines or the urgent transport urgent of organs, the Group can ensure optimal thermal traceability and meet the specific challenges posed by this market.

1.3.3 _ The Group's stakeholders and value chain

The **STERNE Group** seeks to generate a positive impact on its entire ecosystem and to create value for all its stakeholders.

To achieve this, it develops relationships of trust with its employees and their families, its customers, owners and shareholders, subcontractors and suppliers, financial partners, public authorities, supervisory bodies and the whole of civil society (media, NGOs, associations).

Map of stakeholders

The stakeholder dialogue mechanisms are specific to each category of actors.

Dialogue with stakeholders enables fine-tuning of the Group's CSR strategy on a regular and consistent basis.

In 2022, the Group updated an analysis of its stakeholders according to criteria of mutual interests and powers.

This analysis led to fruitful reflections on the strategy of the **STERNE Group**, on the definition of its *raison d'être* and on its societal responsibility approach.

THE VALUE CHAIN OF THE **STERNE GROUP**

• Customers

The Group's customers may be large companies or SMEs.
The services are tailored as closely as possible to the individual needs of each, while allowing them to reap the benefits of a process standardisation approach.

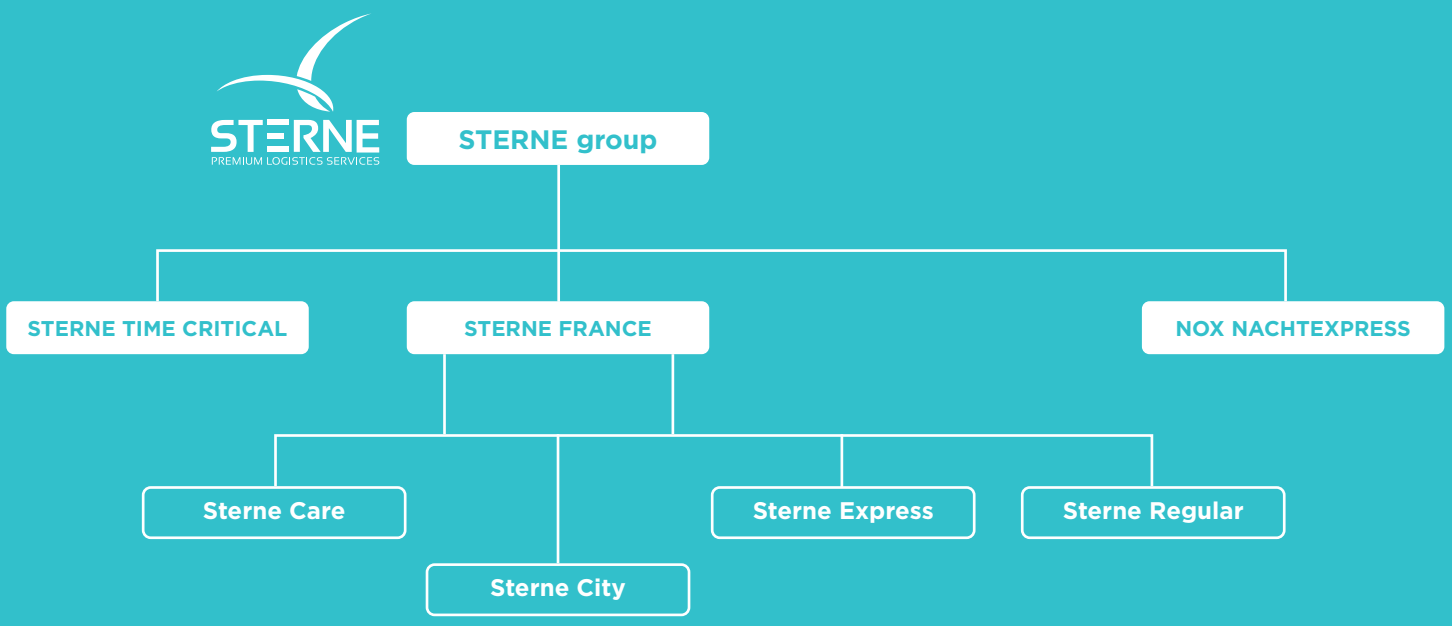
• Suppliers, subcontractors and partners

The Group's subcontractors are mostly transporters.
These partners enable the provision of services as closely as possible to where they are needed, using all human and material resources.

The Group has a direct impact on the local economy of its establishments. Selecting service providers located near to our operating sites gives us a strong local presence.
75% of our suppliers are SMEs.

1.3.4 _ Simplified organisational chart

Composition of the **STERNE Group**



1.3.5 _ Governance of the CSR approach

The CSR approach of the STERNE Group relies on a rationale of continuous improvement, initiated and guided by the Group's General Management and implemented by the QHSE – CSR - ESG Department.

The presence of the **Quality, Health, Safety, Environment and CSR Director** within the Executive Committee since his appointment in 2020 illustrates the importance of CSR within the Group's strategy.

The **QHSE – CSR - ESG Department** is responsible for structuring and implementing the CSR - ESG approach, in conjunction with the other general departments. It employed a total of 5 people at the end of 2022.

The Group's **Human Resources Department** is a member of the Group's Executive Committee. It handles the social aspect of the CSR approach and rolls it out within the *Business Units*.

The **Purchasing Director**, a permanent member of the Executive Committee, guides the Group's Purchasing policies and their tools (supplier charter, purchasing rules, controls, etc.) and monitors their harmonised application on the ground.

Compliance is handled by a **cross-functional team.** The activities are managed by:

- The Managing Director
- The Administrative and Finance Director
- The Human Resources Director
- The Purchasing Director
- The Head of Quality, Safety, Security and the Environment – CSR – ESG
- The Information Systems Director

The Group ensures commitment from all employees through a global process of operational certifications and labelling which recognises all aspects of CSR according to the principles of ISO standard 26000.

Thus, for the period 2022-2023, the Group has embarked on a certification and assessment process using the following eight standards:

ISO 9001	***Quality Management***
ISO 13485	***Quality Management for the Medical Devices Industry***
ISO 14001	***Environmental Management***
ISO 28001	***Security Management for the Supply Chain***
ISO 28000	***Supply Chain Resilience***
ISO 45001	***Occupational Health and Safety Management***
ISO 50001	***Energy Management***
ISO 27001	***Information Security***

The entire Group has been certified since January 2023 according to the ISO standards 9001, 13485, 14001, 28000, 28001 and 45001 and has obtained and assessment for ISO standard 50001

The Group has also obtained high levels or recognition through Ecovadis, for all of its *Business Units*:

Business Unit	Status	Level
Sterne Regular	Platinium	99th percentile
Sterne Time Critical	Gold	97th percentile
Sterne Express	Silver	81st percentile
Sterne Care	Silver	76th percentile
Sterne City	Platinium	98th percentile
Transport Manager	Silver	83rd percentile

1.4 VALUE CREATION MODEL

STERNE group
Expert in premium logistics

STERNE
PREMIUM LOGISTICS SERVICES

OUR RESOURCES

HUMAN CAPITAL
1,053 employees
29% women

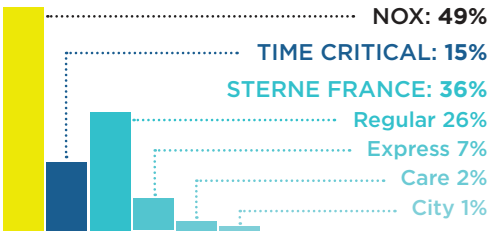
SOCIETAL CAPITAL
Over 6,000 customers
Over 5,000 partners

MANUFACTURING CAPITAL
5 logistics platforms
48 branches
57.886 collection points
100% of vehicles Euro 5 and 6

FINANCIAL CAPITAL
Sound balance sheet
Stable share ownership

NATURAL CAPITAL
1,758,952 kWh of electricity
450,930 kWh consumption of natural gas
2,289,102 l of diesel
17,151 kg of BioCNG
77,495.35 m² of floor space

SCHEDULED AND UNSCHEDULED PREMIUM LOGISTICS SOLUTIONS



DIVERSIFIED BUSINESS EXPERTISE

- Aftermarket
- Industry
- Healthcare
- Luxury goods
- Mass distribution
- Services sector

Megatrends

New consumption and production practices
Optimisation of the value of stocks
Increasing outsourcing rationale for the supply chain
Integration of sustainable development concerns

A CSR APPROACH THAT FILTERS THROUGH INTO ALL OUR ACTIVITIES

To contribute to the ecological transition

To foster an optimal quality of life at work

To act ethically and transparently

RAISON D'ÊTRE

To optimise transport and logistics flows and associated services to support our customers in the implementation of environmentally responsible, innovative and high-added-value services, by contributing to bolstering more sustainable ethical and economic performance, preserving natural resources and guaranteeing a constructive and inclusive workplace environment.

STABLE AND COMMITTED GOVERNANCE

OUR PRESENCE

A presence in 14 countries

180 countries covered

OUR CORE VALUES

Service, Speed, Reliability, Innovation

OUR IMPACTS AND ACHIEVEMENTS

FOR OUR CUSTOMERS

170,000 recipients
3,500 delivery rounds per day

FOR OUR COLLEAGUES

+50% of employees trained
Workplace accident rate lower than the branch rate in France

FOR OUR SHAREHOLDERS

EUR 519 million turnover

FOR THE BENEFIT OF THE PLANET

- 85,867 tCO2e in 2022
- 253 tCO2e/million EUR in T/O in 2022

A science-based commitment to reduce GHG emissions*
Fleet 100% compatible with LEZ 6.6 tonnes of cardboard saved per annum through the use of reusable containers

** In the process of signing up to the SBTi*

1.5 STRATEGY

1.5.1 _ Contributing to improving global economic performance

The **STERNE Group's** international development is bolstered by targeted acquisitions and internal growth, driven by its premium offer, while contributing to an improved, sustainable economic performance.

These ambitions are structured into three areas:

- **Financial performance and capacity for innovation**
  The Group's 'asset light' model fosters agility, creativity and a capacity for innovation. Its investments have consolidated its position as the European leader in premium logistics.
- **Minimised environmental impact**
  The Group implements a global greenhouse gas reduction and energy efficiency policy, for itself and for its customers.
- **Optimal quality of life at work**
  The continuous improvement of working conditions and social inclusion have been the bedrock of the Group's culture since its creation.

1.5.2 _ Stimulating innovation

The **STERNE Group** has set innovation at the heart of its development strategy, with four main objectives:

- **Creating added value for customers**
- **Boosting logistics and energy efficiency**
- **Improving service and the customer experience**
- **Increasing agility to adapt to market evolutions**

The digital strategy of the **STERNE Group** is central to customer relations, through the act or purchase satisfaction and loyalty building.

It is structured around two main areas:

- **The customer experience**
- **Operational excellence.**

Its constant investments and innovations enable optimisation of delivery rounds and unscheduled solutions with ever-greater precision, giving both economical and environmental benefits.

They satisfy the new regulatory constraints, especially the LEZ in urban areas, and enable multimodal deliveries.

2. Societal and environmental responsibility

2.1 THE STERNE GROUP, A GROWTH MODEL AIMED AT MORE VIRTUOUS LOGISTICS

Aware of the need to combine economic, social and environmental performance, the **STERNE Group** has made sustainable development an absolute priority. It has set itself the responsibility of unifying its ecosystem around a shared societal project.

The Group is particularly committed to contributing to these United Nations Sustainable Development Goals:

Environment, climate and energy

The Group wishes to achieve an effective energy and environmental transition.

Its goal is to become a benchmark in its sector with respect both to its environmental impact and its use of energy.

The target is to reduce its GHG emissions by 42% for scopes 1 and 2, and 25% for scope 3 between 2021 and 2030.

Collective and societal well-being

The Group strives to continuously improve the living standards of its employees and stakeholders by guaranteeing an optimal work environment that promotes efficiency and togetherness.

The **STERNE Group** closely monitors respect for human rights, prohibiting an y form of child or forced labour throughout its production process.

Economic stimulation of society

Through its environmental and social commitments, the **STERNE Group** wishes to foster economic stimulation in all places where it has a presence.

It seeks to bolster the local economy through a carefully developed responsible procurement policy.

2.2 ANALYSIS OF THE MAIN IMPACTS, RISKS AND OPPORTUNITIES

The social responsibility approach of the **STERNE Group** depends on listening to all internal and external stakeholders.

With a view to ranking its potential impacts, risks and opportunities connected with environmental, social and governance (ESG) issues, the **STERNE Group** conducted a materiality analysis, based on the Group's risks mapping.

2.2.1 _ Materiality analysis

In 2022, led by the CSR Department, the **STERNE Group** drew up an in-depth materiality analysis of its CSR issues.

This analysis had 3 stages:

- **Identification** of the main CSR issues based on the Transport and Logistics frame of reference.

  This was fully aligned with ISO standard 26000, which it rolls out and tailors to the specific characteristics of logistics activities. It was prepared jointly by the representatives of private and public actors (the Ministry of Transport, Ministry of the Economy and ADEME (Environment and Energy Management Agency)).

  The seven CSR action areas are structured into 27 issues in the frame of reference. The **STERNE Group** has chosen to group the issues analysed into three categories: social, societal and environmental.

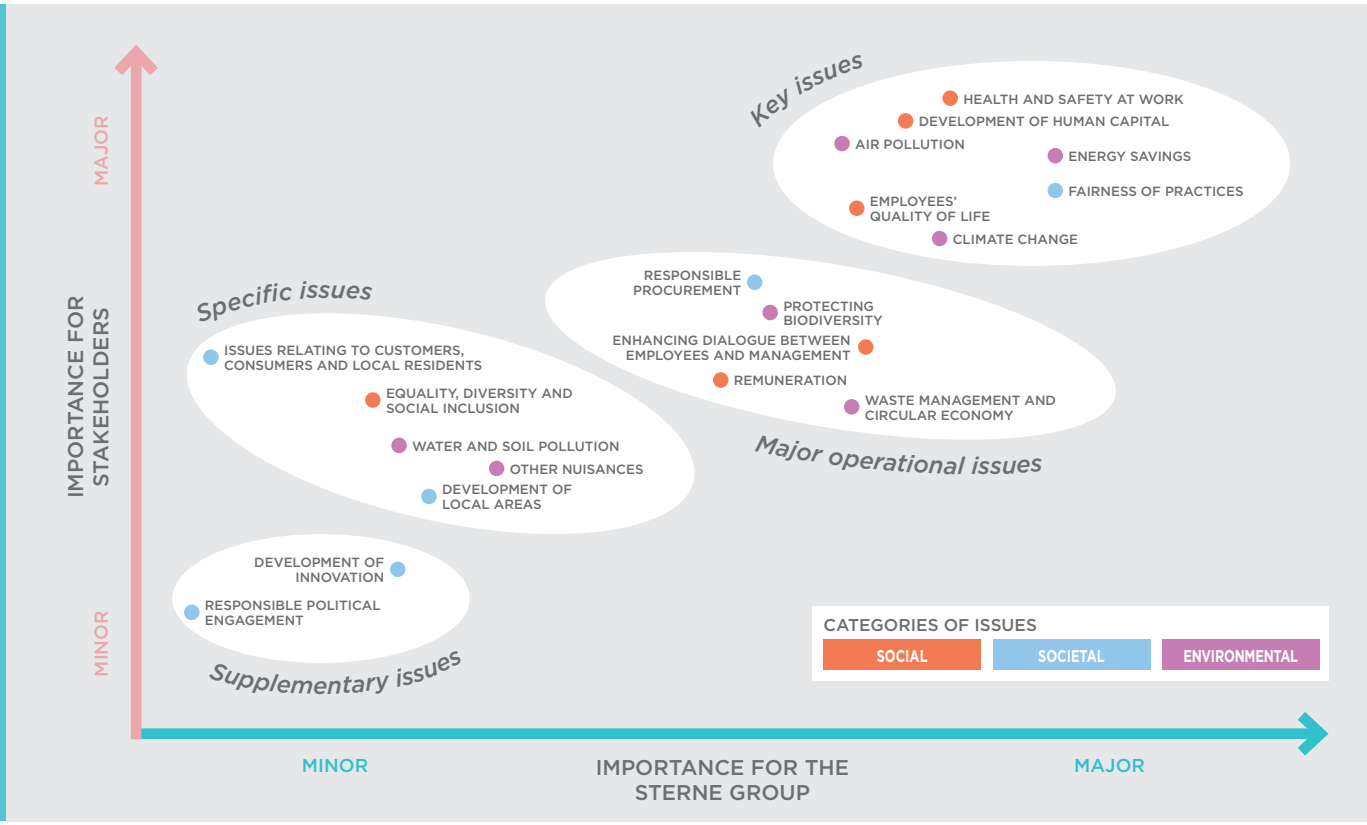
  Reducing the number of issues enables a more easily readable analysis to pinpoint the key and major CSR issues to be addressed as a priority.
- **Consultation**with the managers of all operational units with knowledge of the Group's commercial and strategic prospects, in close cooperation with the Group's stakeholders (employees, customers, regulators, politicians, etc.).

  These stakeholders completed two consecutive questionnaires to rank the issues from two perspectives:

  - the importance for the **STERNE Group**, i.e. the positive or negative impact that the issue may have over the Group's short-, medium- and long-term financial performance;
  - the importance of the issue in the eyes of our stakeholders
- A **detailed review and final validation** of the materiality matrix by the Group's general management and strategic committee.

The materiality matrix shown below highlights the measures which the **STERNE Group** must focus on as a priority. It will be used as a tool for discussion during future consultations with stakeholders.

Materiality matrix

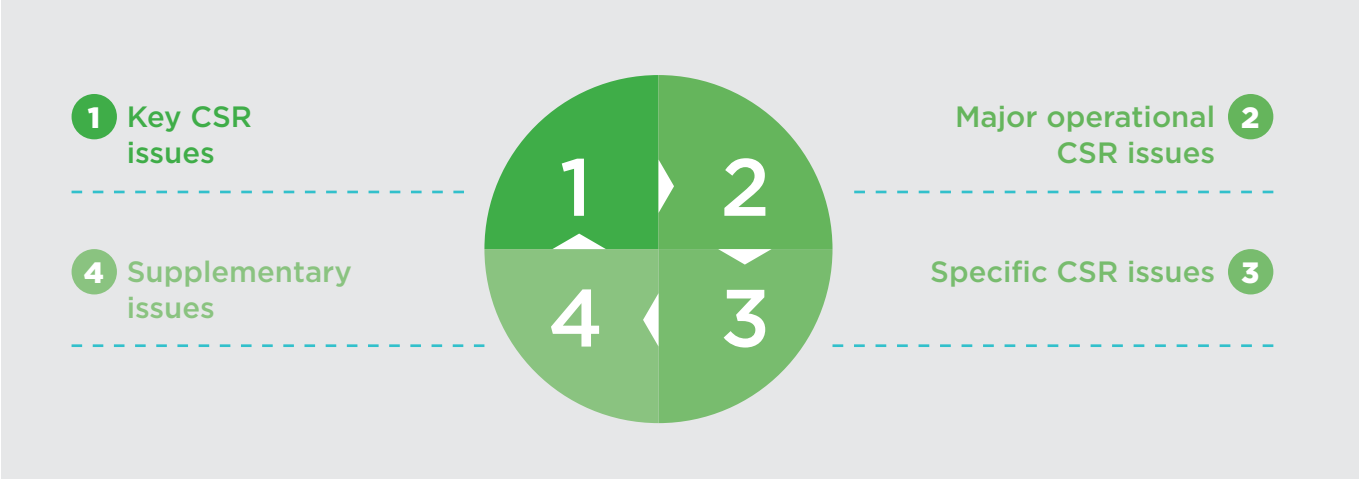


6 - *Articles R225-105 and L225-102-1 of the French Commercial Code*

Thus, the ranking of CSR issues for the **STERNE Group** was drawn up as follows:

- **Key issues** common to all activities are those issues for which policies and actions plans must be rolled out as a priority;
- **Major operational issues**, to be deployed subsequently;
- **Specific issues**, also to be rolled out after the key issues, are the specific geographical or business issues to be addressed by the **STERNE Group**;
- **Supplementary issues** with a lower impact in the Group's performances and those of its stakeholders.

Order of priority
CSR issues and risks/opportunities



2.2.2 _ Summary table of the main impacts, risks and opportunities

To satisfy the requirements of the non-financial performance declaration[6], the Group uses the risk mapping and materiality analysis to define the policies and actions plans to roll out. It thus aims to:

- Take account of the social and environmental consequences of its activities;
- Prevent, identify and mitigate the occurrence of risks connected with its activities and, in a relevant and proportional manner, the risks created by its business relationships, products or services.

Indeed, ever since its creation, the Group has been committed to a continuous process of control and reduction of the main risks connected with its activities, especially as regards the environment and safety.

Through its expertise and capacity for innovation, it develops processes and solutions which represent a broad field of opportunities to contribute to sustainable development.

These priority issues are the object of structured programmes and their progress is monitored through indicators, as shown in the table below.

These programmes are detailed in the various sections of this report.

The key performance indicators are summarised in paragraph 2.7.

6 - Articles R225-105 and L225-102-1 of the French Commercial Code

Theme	Materiality matrix issues	Risks for the Group/potential negative impacts for stakeholders
SOCIAL ASPECTS		
SOCIAL ASPECTS	Health and safety at work	Transport and logistics are sectors marked by a high rate of accidents that can affect all workers. Poor working conditions may be dangerous to employees, leading to absenteeism, disaffection, a loss of customers, fines or penalties.
	Development of human capital	With the recent and current transformations of logistics business areas, including transport, the skills required are changing. The sector lacks appeal.
	Employees' quality of life	Poor working conditions can lead to disaffection, absenteeism and poorer productivity and quality of service.
	Enhancing dialogue between employees and management	If employees feel that their views are not taken into account, there is a risk of disaffection. This can have repercussions on the Group's financial performances and appeal.
	Remuneration	Remuneration (amount of salary, fringe benefits, bonuses, etc.), the sums paid for employee savings plans (profit sharing, participation, etc.), or pension contribution procedures are key factors when choosing a job. They also represent an issue for employees' motivation and productivity.
	Equality, diversity and social inclusion	Failing to consider issues of equality, diversity and inclusion might impair the Group's ability to attract the best candidates and offer equal opportunities for all. This could lead to legal problems or tarnish the Group's image.
ENVIRONMENTAL ASPECTS		
ENVIRONMENTAL ASPECTS	Climate change	Transition risks: Reducing GHG emissions in the logistics and transport sector is a crucial goal within the framework of the Paris Agreements. Physical risks: the sector must also adapt to the consequences of climate change predicted by the experts.
	Energy savings	Energy resources are strategic for the functioning of logistics activities. They represent a significant share of costs. If energy consumption were not controlled, it would also have a negative impact on combating climate change and atmospheric pollution.
	Air pollution	Local and immediate, the issue of air pollution is particularly important in urban logistics activities, in densely populated areas. Cold stores also emit atmospheric pollutants such as CFCs, HCFCs and HFCs. They contribute to the deterioration of the ozone layer.
	Water management and circular economy	Some consumables used during operations (pallets, packaging, films, cardboard) have a limited duration of use. They require the consumption of energy for their shaping and transport. Their destruction causes pollution (incineration or putting in landfill). For the Group, all these resources are costly, both on purchase and at end of life.
	Protecting biodiversity	Logistics buildings and equipment can have an impact on an area rich in biodiversity through their footprint in soil and water (river and sea transport).
	Water and soil pollution	Logistics activities may potentially result in the release of pollutants into the water or soil, either deliberately or by accident. This pollution might be harmful for the environment, biodiversity and the health of local people. It can result in fines.
	Other nuisances (including noise and traffic congestion)	Land transport and urban logistics activities may be sources of nuisances such as noise or congestion in cities, or even odours. They can impair the health and well-being of local populations. Logistics platforms and warehouses can affect the integrity of the landscape and be the object of a backlash from local people.
SOCIETAL ASPECTS		
FAIRNESS OF PRACTICES	Fairness of practices	The Group is unable to carry out its activities without ensuring fair practices as regards marketing, information and contractualisation with its customers and main subcontractors, and in the implementation of fair competition. The risk of corruption or fraud might result in unfair competition, damage its image and result in legal action.
RESPONSIBLE PROCUREMENT	Responsible procurement	The complexity of the value chain in transport and logistics (level 1 and 2 subcontractors) could cause risks linked to respecting human rights. The duty of vigilance must be exercised in a way that ensures perfect compliance with the regulations and the effectiveness of controls.
A STRONG LOCAL PRESENCE	Issues relating to customers, consumers and local residents	The Group's stakeholders may suffer assaults on their health or safety if the Group fails to take every step to prevent this and remedy it where necessary. Specific attention must be paid to respecting the cold chain, in particular. After-sales services, reception, assistance and the resolution of complaints are some of the major expectations not only of the Group's principals but also of its end consumers. In response to the digitisation of services, raising the level of consumer protection and privacy is necessary to guarantee the confidentiality of information provided and stored in the company's databases. This issue will only increase in importance over time.
	Development of local areas	Logistics activities may prove unpopular with local people, in view of their impact on the landscape, local traffic, etc.

Red: Key issues / **Orange: Major operational issues** / **Green: Specific issues**

Opportunities for the Group or for its stakeholders	Sections of the NFPD	Indicators
A proactive approach to issues of health and safety helps reduce accidents and build greater trust with employees. It is a prerequisite for our commercial approach.	**Section 2.4.3** Developing effective conditions for quality of life at work	• Number of employees who have received road safety training • Workplace accident frequency rate • Workplace accident seriousness rate
The development of skills is an essential element of quality of service and facilitates the Group's adaptability. It contributes to the Group's appeal and reduces recruitment costs.	**Section 2.4.2** Development of human capital and management of jobs and skills	• Hours of training • Share of employees that have been trained • Average number of hours of training per employee trained • Share of employees that have obtained a training certificate
Improving work conditions and quality of life helps create a healthy, attractive and productive working environment.	**Section 2.4.3** Developing effective conditions for quality of life at work	• Absenteeism rate
Dialogue contributes to better understanding and the establishment of healthy relationships among the management and the employees, fostering a more fluid business dynamic and reducing the risk of social conflict.	**Section 2.4.5** Organising dialogue between employees and management	• Share of employees represented by staff representatives • Share of employees covered by collective agreements
Fair and equitable remuneration improves employee performances, the employer brand image and loyalty.	**Section 2.4.6** Application of a fair, consistent and attractive remuneration policy	
An inclusive working environment contributes to the Group's appeal. It constitutes a cultural foundation for the conducting of business.	**Section 2.4.4** Creating a diverse, inclusive and fair working environment	• Women/men equality index • Rate of disabled persons • Number of apprentices and students on work/study programmes
Gains of market share with low-carbon offers Anticipation of physical effects of climate change to mitigate its effects.	**Section 2.3.1** Climate change	• GHG emissions of scopes 1, 2 and 3 • Intensity of GHG emissions per EUR million in turnover
Reduction of costs connected with energy consumption (electricity and fuel).	**Section 2.3.2** Energy savings	• Energy consumed
Gain of market share in urban logistics.	**Section 2.3.3** Air pollution	• Renewal of fleet of vehicles owned or subcontracted
Waste can become a resource if recovered, reused or recycled. Optimising the duration of use, along with the reuse and recycling of raw materials, reduces their environmental impact.	**Section 2.3.4** Circular economy, including waste management	• Tonnes of waste • WEEE recycling rate
Compliance with the regulations and voluntary actions aimed at restoring biodiversity can encourage local people to be more accepting of our sites.	**Section 2.3.7** Protecting biodiversity	• Mapping and management of sites to limit their impact on biodiversity • ISO 14001 certification
Greater trust from stakeholders thanks to a robust and certified system.	**Section 2.3.6** Water and soil pollution	
The focus on visual integration of logistics installations makes local people more likely to accept them.	**Section 2.3.5** Other nuisances	
The Sterne Group seeks lasting relations with its principals and main subcontractors marked by a willingness to listen on both sides and a rationale of genuine partnership. The Group's practices enable it to establish lasting relationships of trust with its principals, customers and suppliers.	**Section 2.5.1** Fairness of practices	
Direct access to SMEs/VSBs is preferred. This enables enhancement of the value chain and avoids a whole succession of subcontractors with zero added value.	**Section 2.5.2** Responsible procurement	• % of the Group's transport service providers who have signed the supplier and partner Responsible Procurement Charter
	Section 2.5.3 Issues relating to customers, consumers and local residents	• % of sites covered by ISO 9001, 14001 and 45001 certifications and by an induced risk analysis • % of sites subject to a flooding risk prevention plan • % of sites subject to a flooding risk prevention plan • % of employees concerned that have been trained in data protection
By focusing on its socio-economic impact in the areas where it has a presence, the Group is improving its acceptability with local people, the pride of its employees and its image. As part of its territorial responsibility, the Group contributes to job creation and the development of skills in the areas where it has a presence.	**Section 2.5.4** Development of local areas	

2.3 THE GROUP'S COMMITMENTS TO OUR PLANET

The logistics sector faces considerable challenges, in an economy that replies on growth and the acceleration of exchanges of goods to satisfy societal imperatives [7] and the demands of economic efficiency[8]. Logistics is a genuine stimulus towards the transformation of its entire ecosystem, at the heart of environmental transitions.

The Group's commitments and action plans focus on the environmental issues defined as most material: combating and adapting to climate change, energy savings, tackling pollution, noise and other nuisances, and contributing to a circular economy.

2.3.1 _ Climate change

CHALLENGES AND AMBITIONS

Reducing GHG emissions in the logistics and transport sector is a crucial goal within the framework of the Paris Agreements and the UN Sustainable Development Goals.

So, 86% of goods transported in France go by road. Heavy goods vehicles and light-duty vehicles emit 13% of national greenhouse gases[9]. GHGs from the transport and logistics sector are chiefly emitted during transport, but also by activities in warehouses.

The CSR Department has identified the risks and opportunities linked to climate change according to two scenarios:

- **Physical risks**, connected with the multiplication of extreme weather events. They require an adaptation and climate risk mapping phase integrated by the Risks Department into its sites review.
- **Transition risks** chiefly concern regulatory aspects (engine specification changes for the fleet of vehicles, introduction of low-emissions zones, etc.). They also concern commercial aspects, since the contribution of logistics actors to the fight against climate change is a key expectation of principals.
- Conversely, the Group's proactive approach to climate change has given it a favourable position compared with other stakeholders, which is opening up commercial development **opportunities**.

  On the other hand, taking physical risks into account means they can be anticipated and their effects mitigated.

The **STERNE Group** has been committed for a long time now to combating climate change, by harnessing the stimuli over which it has the greatest control.

Since 2014, its efforts have focused on the use of low-carbon vehicles and the optimisation of distances travelled. These approaches allow the Group and its customers to save almost 10,000 tonnes eqCO2[10] on average every year. These encouraging results formed the foundations for an even-greater ambition.

In 2022, the structure of the Group's climate policy reached a whole new level, with the implementation of 3 policies:

- the measurement of its GHG emissions for its 3 scopes (2021 and 2022);
- bringing its carbon trajectory in line with the recommendations of the SBTi[11];
- and the deployment of measures to adapt to any extreme events connected with climate change.

7 - Transport of medical materials, administrative and legal documents...

8 - Management of stocks...

9 - Source: https://www.notre-environnement.gouv.fr/themes/climat/les-emissions-de-gaz-a-effet-de-serre-et-l-empreinte-carbone-ressources/article/les-emissions-de-gaz-a-effet-de-serre-du-secteur-des-transports

10 - According to the internal analysis of the lifespan of reusable containers and the ADEME frame of reference

11 - Science-based Target Initiative: frame of reference recommended by the European Sustainability Reporting Standards, ESRS1 – AR25. In late 2022, the STERNE Group took its first steps towards signing up to the initiative.

POLICY NO. 1 - MEASURING GHG EMISSIONS FOR THE 3 SCOPES

In 2021, the **STERNE Group** drafted its first complete carbon audit, for the entirety of its scopes 1, 2 and 3 and for all of its activities, according to the methodology in the GHG Protocol global frame of reference.

The firm Ecoact joined forces with it in 2022 to refine its work and validate its results.

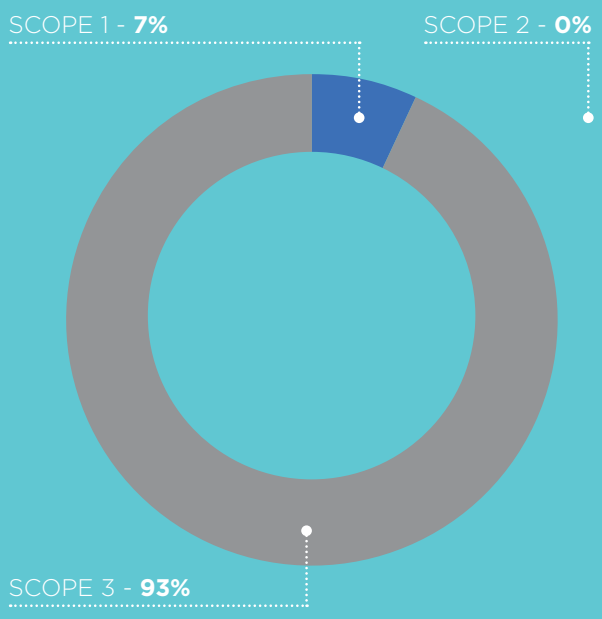
These measures are necessary to act as a anchor point for the Group's decarbonisation targets, which have taken the year 2021 as a reference.

The scope taken into account is the Group's entire consolidated financial scope, except for the German subsidiary acquired in October 2022, i.e. 51% of the Group's turnover as at 31 December 2022.

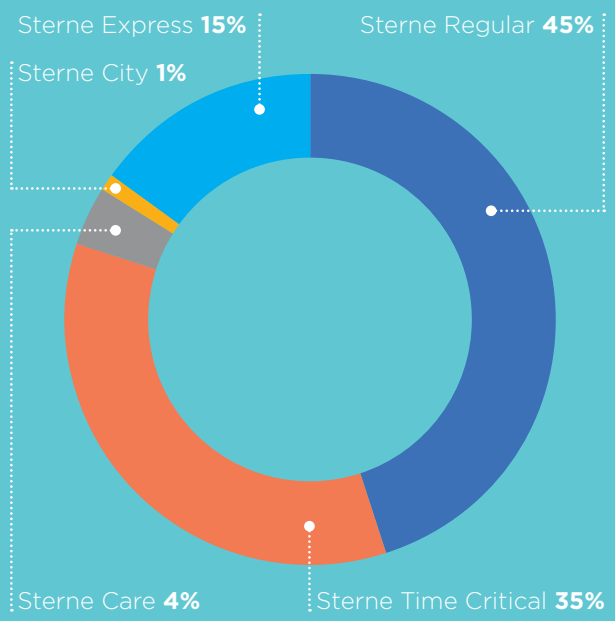
The carbon audit of nox NachtExpress will be consolidated on 31 December 2023.

The results of the carbon audit are summarised below.

Distribution of the Group's GHG emissions by scope



Distribution of the Group's GHG emissions by Business Unit



Variation of the Group's GHG emissions by scope

Business Unit	2022	2021	Variation (%)
Scope 1			
Scope 1 Emissions	5,778	7,704	-24.62 %
Of which: Consumption of diesel by directly owned vehicles	99%	99%	
Scope 2			
Location-based emissions	67	68	0%
Scope 3			
Scope 3 Emissions	80,022	72,332	+10.54 %
Of which: subcontracted transportation	91%	92%	
Total scopes 1+2+3	85,867	80,104	+7.2 %

Performances

The Group emitted 85,867 tonnes eq CO2 in 2022, up by 7.2% compared to 2021.

The STERNE Regular and STERNE Time Critical divisions emitted 37% and 51.5%, respectively, of the Group's GHGs in absolute terms, while representing 53% and 26% of turnover.

In tCO2e/EUR million of turnover	2022	2021	Variation (%)
Group Average	253	306	-17.32%

STERNE Time Critical has the Group's highest carbon intensity, which can be explained in particular by the longer distances travelled and the intensive use of subcontracted transportation, especially by air.

Scope 3 represents 93% of the Group's carbon footprint, emissions linked to the subcontracting of transportation represent 92% of the Group's scope 3 and air transport 34% of the footprint of STERNE Time Critical.

POLICY NO. 2 - CONTROLLING AND REDUCING GHG EMISSIONS ACCORDING TO A TRAJECTORY ALIGNED WITH THE RECOMMENDATIONS OF THE SBTI

SBTi commitment

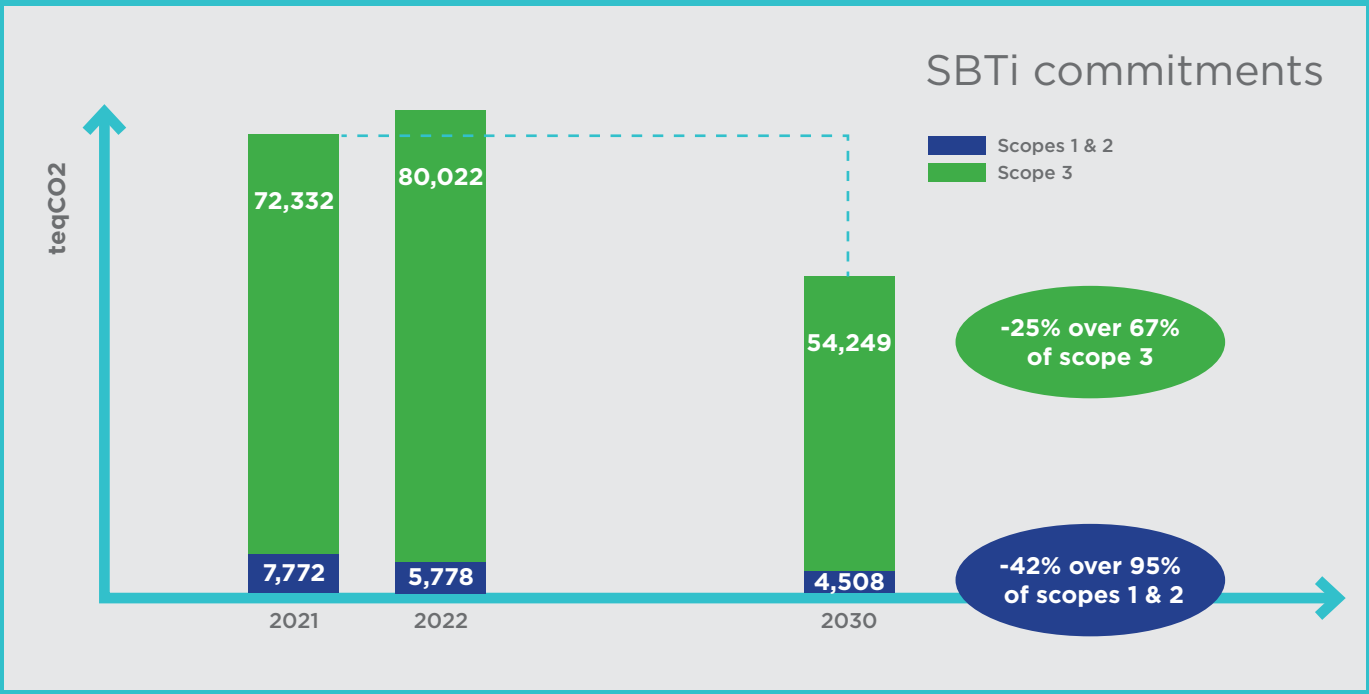
By relying on its carbon audit, the Group has reinforced its commitment to combating climate change by committing to a carbon trajectory that contributes to global warming 1.5°C from now until the end of the century. This trajectory is compatible with the target set by the Paris Agreements and with the European Union's 'Fit for 55' plan.

Thus, during the fourth quarter of 2022, the **STERNE Group** submitted its transition plan for validation by the Science-based Target Initiative, thus putting into effect its full commitment to combat global warming, using science-based targets.

By signing up to this, the President is reaffirming the Group's ambition to take a leading position in its sector and to be an environmentally responsible actor, a stakeholder in the transformation of the transport sector in general, and urban logistics in particular.

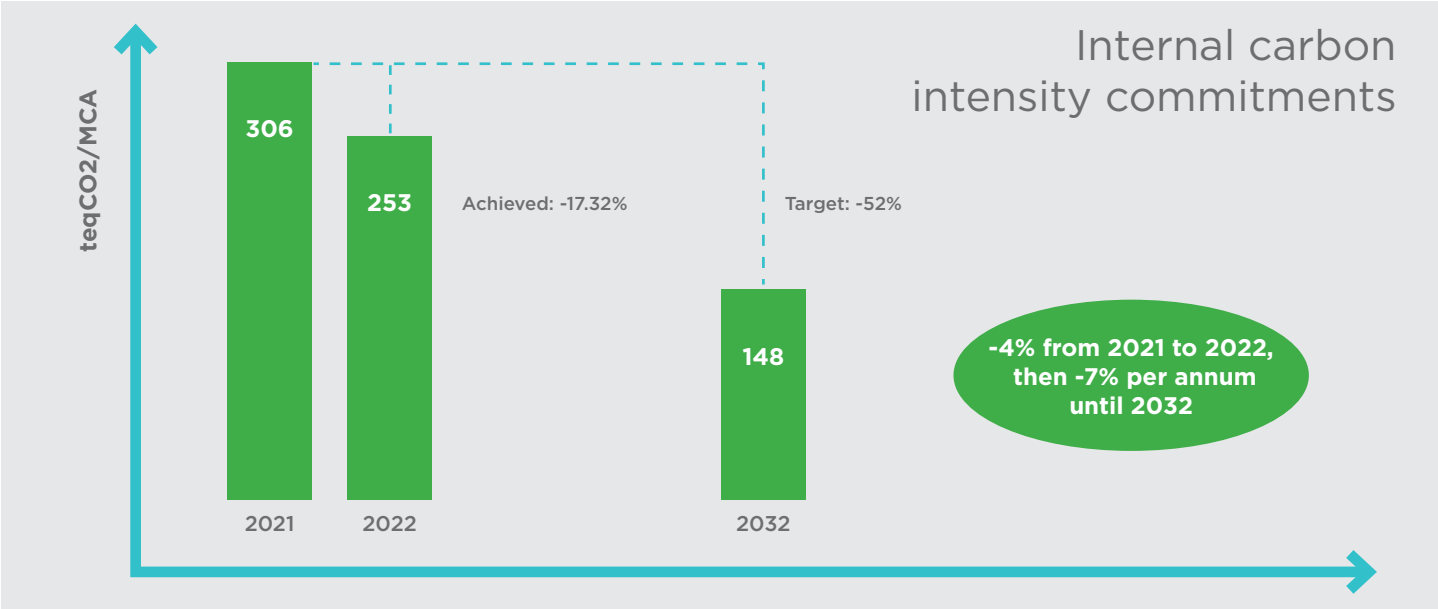
The trajectory subject to validation by the SBTi concerns the period 2021-2030:

- **A reduction of 42% in GHG emissions for scopes 1 and 2**.
  This commitment covers 95% of scope 1 and 2 emissions.
- **A reduction of 25% in GHG emissions for scope 3.**
  This commitment covers 67% of scope 3 emissions items.



To enable their operational management, these commitments are accompanied by specific carbon intensity targets:

- In the short and medium terms: a reduction of 4% in the Group's carbon intensity in 2022 compared with 2021, then 7% per annum, from 2022 to 2032.
- In the long term: the annual review of carbon audits to observe the efforts made and monitor the trajectory.



Carbon offsetting projects

The **STERNE Group's** transition plan firstly seeks to reduce GHG emissions.

But, aware of the irreducible nature of part of the GHG emissions linked to its activities, the Groupe is committed to contributing to the global carbon neutrality target through offsetting projects.

To ensure the most transparent implementation of these projects, the Group seeks solely reforestation projects or the creation of forests in France. To do so, it proposes to its customers an offsetting offer through the creation of carbon wells, for EUR 50 to 80 per tonne.

The carbon offsetting projects proposed to customers seek to purchase and manage natural surfaces in France with the aid of recognised specialists. The goal is to enhance a natural wilderness composed of wetlands and forests, to encourage biodiversity. These projects also facilitate the inclusion of people in return-to-work programmes or the disabled through selected local subcontractors.

To achieve its carbon emission reduction targets, the **STERNE Group** relies on a set of programmes and actions, detailed below.

Action plan #1
A clean vehicles policy

The clean vehicles policy is tailored to the requirements of each of the Group's business lines.

The Group regularly renews its fleet of motorised vehicles, to ensure it has the most recent models, thus optimising fuel consumption. 100% of the new specifications since 2021 with transportation services providers have included requirements regarding engine specifications.

In fact, 92% of the Group's scope 3 emissions are linked to subcontracted transportation.

At the end of 2022, 93% of the fleet of the Group and its service providers was composed of EURO 6 vehicles.

On average, light-duty vehicles are renewed every 3 years and heavy goods vehicles every 5 years.

Electrification of the fleet is implemented where possible, especially at **STERNE Regular** and **STERNE City**. Charging stations are systematically installed in new buildings.

The **STERNE Group** is currently testing several alternative fuels, such as BioNGV, BioCNG, xTL/HVO and B100, in partnership with fuel distributors. These fuels enable a reduction in GHG emissions over their life cycle[12] and satisfy the criteria of Low-Emission Zones (ZFE) introduced in France.

In late 2022, the Group directly owned 33 electric vehicles (22 dedicated to STERNE Regular and 11 to STERNE City), 30 bikes and cargo bikes, enabling 100% carbon-free transportation in urban zones. They meet the expectations of customers and civil society perfectly, while satisfying the LEZ regulations.

With the aim of rolling out these alternative solutions on a large scale, the Groupe works with transport unions, such as the TLF Union[13] and motorway operators, in order to deploy the appropriate pumps for these alternative fuels.

The Group also works with schools specialising in energy, such as the IFP Énergies Nouvelles, in researches into hydrogen.

A long-standing commitment

2014
- *First e-bike*

2018
- *First electric vehicle*

2019
- *First NGV*

2021
- *First 'health' cargo e-bike*

2022
- *Since 2022, each 6 m³ vehicle will be replaced at end of life by a clean vehicle*

STERNE Regular

The STERNE Regular distribution network is a national, powerful and evolving network. It serves the whole of France on an H+ basis, through over 1900 daily delivery rounds, chiefly using recent vehicles (Euro 6) and other electric vehicles or NGV[14]. The business unit is directly concerned by experiments with new fuels.

STERNE City

STERNE City has had a structured environmental approach since 2006.

A pioneer in green delivery in Paris, STERNE City shares its expertise with the entire Group and makes it possible to anticipate LEZ [15] (Low-Emission Zone) regulations. 11 French cities were subject to LEZ regulations in 2022 and the French government has set itself the target of reaching 43 regulated conurbations by 2025.

In these zones, the most-polluting vehicles, identified by Crit'Air 5, 4 and 3 stickers, may be subject to restrictions on circulation.

At the end of 2022, 100% of the vehicles operated by STERNE City were compliant with the conditions of the LEZ regulations.

STERNE City prefers to use bikes and cargo bikes, 2- or 4-wheel e-bikes, NGVs and thermal vehicles compliant with the EURO 6 standard.

All these engine specifications are compliant with LEZ regulations.

Target: 100% of the fleet of vehicles equipped with engine capacity that emits fewer than 130 g of CO2/km by 2023 (87% in 2022)

STERNE Time Critical.

In a business where speed is a priority and grouping parcels is rare, the STERNE Group has implemented a multimodal operational solution enabling optimisation of transportation flows, including the rail, air or road. The optimisation cell is in charge of optimising loading rates and reducing 'empty kilometres'.

Sterne Express

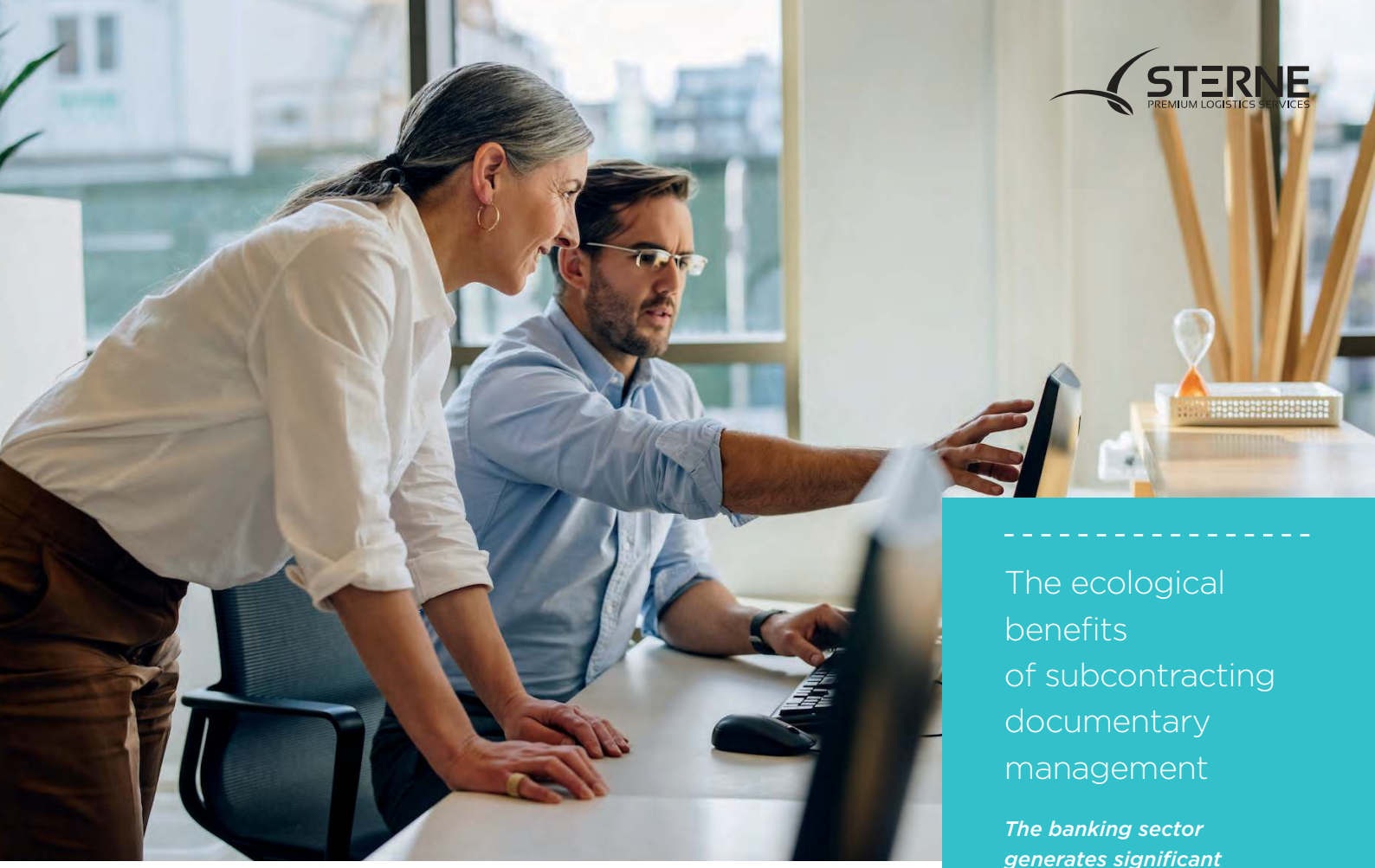
The group is studying the possibility of using NGV and electric vehicles where replacement is possible and appropriate.

12 - Well-To-Wheels Analysis

13 - TLF: Transport et Logistique de France

14 - NGV: Natural Gas Vehicle. This fuel, also known as biomethane fuel, produces -37% CO2, -70% nitrogen oxide (Nox) and -84% particulate matter compared with traditional fuels. Derived from the recycling of agricultural and green waste, it is considered renewable energy. XTL is a synthetic diesel fuel, produced from natural gas and vegetable oils. B1OO is a biofuel obtained from rapeseed, compatible with EURO 6 diesel engines

15 - Decree no. 2020-1138 of 16 September 2020 on regular breach of air quality standards leading to an obligation to establish a mobility low-emissions zone



The ecological benefits of subcontracting documentary management

The banking sector generates significant exchanges of paper documents between branches.

With all its years of expertise, STERNE enables all bank branches in a conurbation to pool their document flows, securely and confidentially.

Compared with a fleet operated directly, the flows operated by STERNE do not generate additional CO_2 emissions.

Action plan #2
Optimisation of delivery rounds

10% of the Group's workforces are responsible for analysing, optimising and pooling routes and rounds.

Local networks and synergies between the Group's business lines form a key part of this approach: the optimisation and pooling of flows makes it possible to reduce the distances travelled and optimise the filling of vehicles.

This expertise is particularly effective for the management of scheduled rounds. Since the vast majority take place at night, they also reduce congestion in cities and therefore also help save fuel.

The Group invests in sophisticated software solutions to enable its teams to pre-assign the deliveries as closely as possible to the removal point and optimise collection rounds.

Coordinated removal and delivery, as closely as possible to the customer's location (including its vehicle), also make it possible to avoid the consumption of fuel, for both the Group's teams and for its customers.

STERNE's teams are some of the only ones that enable the collection of goods at the same time as delivery, cutting the distances travelled for the same service in half (e.g. new and used spare parts). They propose an offer of direct delivery in the vehicles of customers, technicians or sales reps. This avoids return journeys to a warehouse and allows them to start their working day directly.

Action plan #3
Reducing packaging and the sound management of containers

For its **STERNE Regular** division, the Group always gives its preference, in its calls for tenders, to the use of reusable containers.

Its experience enables it to select packaging with a lifetime of 10 years, with just one or two repairs: canvas sacks and recycled polypropylene boxes, known as crocodile-lid boxes.

The 30,000 sacks make it possible to save 7,500,000 carboard boxes per year, around 1,770 tonnes of cardboard.

In 10 years, **STERNE Regular** consumed 30,000 sustainable packages, with a recyclability rate of over 62%:

- Emissions of eqCO2 generated by the sacks (production and after-sales): 10,200 tonnes
- Emissions of eqCO2 generated by cardboard boxes[16] : 991,693 tonnes

In cooperation with its partners and customers, the **STERNE Group** opts to use crocodile-lid boxes (made from recycled polypropylene).

At the end of 2022, 20,000 crocodile-lid boxes were in transit on the network.

Every year, the latter avoid 99%[17] of eqCO2 emissions compared with the use of single-use cardboard packaging to transport the same quantity of goods.

This reusable packaging prevented the emission of 100,000 tonnes of eqCO2 over 10 years, i.e. 10,000 tonnes per year.

Action plan #4
More environmentally responsible logistics buildings

The property holdings of the **STERNE Group** is composed of logistics platforms, branches and collection points. The main ecological impact is generated by its logistics platforms and branches.

The Group's efforts are focused on these as a priority.

The approach has two strands:

- Choosing logistics buildings heated with electricity, each time the company moves or creates a new establishment, rather than those heated with gas.
  Almost all of the Group's buildings were therefore heated with electricity at the end of 2022.
- The choice of BREEAM very good or HQE très bon certified buildings, which integrate systems that reduce the environmental impact of the project, from design to completion of the work.
  For example, this level of certification guarantees the 80% of site waste will be recycled or reused.

When in use, these buildings are subject to optimal insulation and ensure a material reduction in the consumption of energy, heating or air conditioning.

They also make use of natural light, thanks to openings in roofs or façades.

Centralised meters enable optimisation of energy consumption.

16 - Emission factor: 964 kg CO2 / tonne of cardboard

17 - For a breakage rate of 5% at 5 years and 15% at 10 years

Action plan #5
Involving suppliers in energy transition

The sustainable procurement policy includes a key environmental strand.

In this context, the Group encourages its suppliers and service providers to opt for strategic and operational modifications in order to reduce their carbon footprint.

For example:

- Encouraging subcontractors to opt for vehicles other than diesel
- Supporting service providers by training them in eco-driving
- Developing the know-how of the **STERNE Group** among subcontractors
- Requiring subcontractors to use vehicles that are minimum Crit'Air 2 to be able to circulate freely within LEZ
- Opting for suppliers with EcoVadis or ISO 14001 certification

An audit programme for these energy transitions will begin in 2023.

POLICY NO. 3 - PREPARING THE ADAPTATION OF LOGISTICS ACTIVITIES TO ANY EXTREME EVENTS LINKED TO CLIMATE CHANGE WHICH MIGHT HAVE AN IMPACT ON THE COMPANY

Logistics infrastructure may be subject to extreme weather events (violent winds, hail, long-term drought) which might damage them or impair their functioning.

In addition, the risk department includes in its risk mapping, for 100% of the sites, the industrial, natural and pollution risks, within the framework of ISO standard 14001.

The continuity plans drawn up for all the sites have been reinforced to include climate risk.

A single site is identified as posing a flooding risk.

2.3.2 _ Energy savings

CHALLENGES AND AMBITIONS

Energy resources are strategic for the functioning of logistics activities.

They represent a significant share of the costs incurred by the operators. Controlling energy consumption also makes it possible to reduce the impact of activities on climate change and air pollution.

The Group is fully subscribed to the energy savings programme initiated by the French government through decree no. 2022-1294 of 5 October 2022.

To do so, it contributes to the European Green Deal, which provides for a reduction in the use of fossil fuels, improving energy efficiency and reducing final energy consumption by 40% from 2019 to 2050 in Europe.

The Group's energy policy is aimed at a reduction of 40% in the Group's energy consumption in France by 2030 and 10% by 2024, in accordance with the service sector decree.

Energy consumption outside France is negligible for the 2022 scope.

The Group's energy savings approach is structured into two areas:

- Reducing consumption
- Developing the use of alternatives to carbon-based energies

POLICY NO. 1 - CONTROLLING AND LIMITING ENERGY CONSUMPTION

There are two strands to controlling the energy consumption of buildings.

- Choosing buildings designed to minimise energy consumption in use, as detailed in the climate change section. The Group works as a priority with partners who can build or renovate buildings in compliance with HQE or BREAM standards.
  From this perspective, the Group also seeks to move from buildings that consume the most energy.
- The evolution in collective and individual behaviours, as described in the energy savings protocols disseminated throughout the Group. Thus, the Business Continuity Plan deployed within all the Group's branches establishes useful rules and habits within the premises, for the period 2022-2025:
  - Limiting heating to 19°C and air conditioning above 26°C,
  - Rationalisation lighting (both internal and external),
  - Turning off electrical devices when not in use,
  - Replacing standard bulbs with LED versions,
  - Optimising workplace organisation, as part of close dialogue between employees and management, to facilitate remote working, the use of spaces, etc., especially during days where there is strain on the electricity network.

Performances

Evolution of energy consumption by STERNE Group buildings since 2018
(expressed in kWh)

Energy consumed	2022	2021	2020	2019	2018
Electricity:	1,758,953	862,713	1,255,416	1,294,243	1,286,614
	+103.9%	***+31%***	***-3%***	***+0.59%***	-
Gas:	450,930	432,695	652,196	645,738	610,741
	+4.21%	***-34%***	***+1%***	***+6%***	-
Total:	2,209,883	1,295,408	1,907,612	1,939,981	1,897,355
	+70.59%	***-32%***	***-2%***	***+2%***	-

The Group also optimised its IT infrastructure in 2021 and 2022.

Almost a dozen local servers were migrated to a single IT infrastructure, spread across two data centres (virtualisation & consolidation).

This organisation has enabled a drastic reduction in the energy consumption of computer servers while optimising calculation resources.

POLICY NO. 2 - DEVELOPING THE USE OF ALTERNATIVES ENERGIES TO REPLACE FOSSIL FUELS

The gradual abandonment of fossil fuels offers opportunities in both ecological terms but also as regards energy independence (self-production) and economically, with a reduction in the cost of solar panels and the aid of the public authorities.

Action plan
Installation of solar panels

Where the structures of the buildings are compatible, the **STERNE Group** seeks to install solar panels on the roofs of its branches.

This policy is mandatory for new projects, starting in 2022.

For historical branches, the feasibility of this project is studied on a case-by-case basis, either on the roof, or on external masts.

In addition to their ecological benefits, these installations reinforce the Group's energy independence, which contributes to reducing the risk of a power cut in the event of a network overload.

The new Lyon branch illustrates the Group's energy policy

Optimised natural lighting thanks to the layout of the skylights and the polycarbonate strips on the façades

100% LED lighting (building, offices, plant rooms, etc.), presence sensing and dimming

Optimised energy management through centralisation of meters

Installation of a photovoltaic plant on the roof

2.3.3 _ Air pollution

CHALLENGES AND AMBITIONS

Local and immediate, the issue of air pollution is particularly important in urban logistics activities, in densely populated areas.

The transportation of goods issues a high quantity of atmospheric pollutants, especially NOx, SOx and particulate matter. For these reasons, crossing urban areas in motorised vehicles is increasingly regulated.

POLICY NO. 1 - CONTROLLING AND LIMITING EMISSIONS OF ATMOSPHERIC POLLUTANTS AND THEIR IMPACT ON LOCAL POPULATIONS

The **STERNE Group's** commitment to cutting its consumption of carbon-based energies, both on site and for vehicles, also has a positive impact on reducing air pollution.

For example, the EURO 6 standard for vehicles imposes an extra reduction of limit values of 80% for nitrogen oxides (NOx) and 50% for particulate matter compared with the EURO 5 standard.

The EURO 5 standard itself cut by 20% the limits for NOx and 80% for particulate matter compared with EURO 4.

The policy of systematically renewing the fleet of vehicles within the Group, for both purchases and subcontracting, enables the almost total elimination of vehicles with standards below EURO 5 (less than 10%). This dynamic is accelerating with the taking into account of LEZ regulations.

The goal is to only use Euro 5 or 6 vehicles by 2026.

The deployment of solar panels at the site also grants access to energy that does not emit atmospheric pollutants.

2.3.4 _ Circular economy, including waste management

CHALLENGES AND AMBITIONS

Some consumables used during operations (pallets, packaging, films, cardboard) have a limited duration of use. They require the consumption of energy for their shaping and transport. Their destruction causes pollution, whether through incineration or putting in landfill.

Waste management also concerns the Group's equipment, such used parts, vehicles, computer equipment and the life of its buildings. In addition to their ecological impact, all these resources are costly, both on purchase and at end of life.

Moreover, waste can become a resource if recovered, reused or recycled.

Optimising their duration of use and reuse and the recycling of raw materials, reduces their environmental impact. This is why the Group is mobilising its employees to encourage, through simple gestures, the everyday deployment of a circular economy by:

- Reducing the generation of waste as much as possible
- Encouraging reuse (water, wood, plastic, cardboard, etc.)
- Encouraging the recycling of waste

In 2022, waste reduction enabled emission savings of 100.03 tonnes eqCO_2.

Key figures: 2.4 million tonnes of waste produced at work per annum
130 kg of waste produced per employee per annum*
+17% waste recycled between 2009 and 2021

Type of waste	2022	2021	Variation (%)	eCO_2 saved
Wood	296,080 kg	337,163 kg	-12.18%	2.83 tCO_2e
Paper/cardboard	538,920 kg	678,527 kg	-20.58%	102,89 tCO_2e
Plastic	237,680 kg	269,626 Kg	-11.85%	16.93 tCO_2e
Domestic	117,360 kg	56,870 Kg	+106.37%	0 tCO_2e

** ADEM*

POLICY NO. 1 - REDUCING THE GENERATION OF WASTE AS MUCH AS POSSIBLE THROUGH REUSE

The use of reusable containers (sacks and polypropylene boxes) instead of single-use packaging (cardboard boxes) perfectly satisfies the principles of the circular economy: not only does it save resources and prevent GHG emissions, but it also optimises the service provided.

The standardised polypropylene boxes make it possible to increase loading capacities and secure goods with more efficient wedging. They are used for inverse logistics in e-commerce, and in healthcare (laboratories and dentists).

Sacks are essentially used to transport documents in the service sector, but may be extended in the near future to all transportation of low-volume items.

For customers, reusable containers reduce the cost of treating cardboard waste, which makes this a key area for development.

For employees, the fact that they have handles makes them more ergonomic.

POLICY NO. 2 - ENCOURAGING WASTE RECYCLING

WEEE

Waste Electrical and Electronic Equipment (WEEE) is waste composed of electrical or electronic products at end of life. The end of life of such equipment constitutes a major issue for society:

- They have a short lifespan (3 to 5 years for a computer, 3 years for a smartphone, 4 to 5 years for a tablet, over 5 years for a printer or mouse);
- Their manufacture requires large quantities of metals, some of which are rare or not easily accessible. Extraction of these materials can cause great environmental and societal harm.

The **STERNE Group** has always implemented a rigorous WEEE recovery and recycling policy.
It is treated at local level in partnership with the relevant municipalities.

In 2022, in seeking a greater involvement in the treatment of this equipment, the **STERNE Group** initiated cooperation with Waste Marketplace, which will be its main partner for the recovery of WEEE.

The partner enables the centralisation of WEEE from several operators at a single site, which reduces the GHG emissions connected with their transport. Waste marketplace also calculates for the Group the exact quantity of rare metals consumed in the electronic devices used and ensures greater traceability of recycling.

	2022	2021
WEEE (kg)	4,380	1,345
WEEE recycling rate	100 %	50%

The increase in volume of WEEE in 2022 is due to the elimination of a stock of computer equipment that was several years old, following the repurposing of a storage premises.

Offices and site consumables

The recycling of office consumables and small equipment from the sites is subject to a waste management procedures deployed throughout the Group.

Thus, each colleagues knows the sorting instructions and the right waste container.

Batteries, bulbs and neon lights are collected and deposited by the General Services Manager of each site in the dedicated places, for end-of-life treatment.

Ink cartridges are collected and returned to the service provider for reuse.

2.3.5 _ Other nuisances

CHALLENGES AND AMBITIONS

Logistics activities cause nuisances that may have harmful impacts on the health and well-being of local populations.

- In urban areas, these nuisances are mainly noise and road traffic congestion and, to a lesser extent, odours.
- With regard to logistics installations (warehouses, etc.), these nuisances may be linked to their visual integration (introduction into the landscape, light pollution). Visual integration is a key issue for the acceptance of logistics installations by local people.

The Group thus strives to control these nuisances and keep them and their impact on local populations to a minimum.

POLICY - CONTROLLING AND REDUCING NUISANCES AND THEIR IMPACT ON LOCAL POPULATIONS

Nuisances are minimised thanks to several factors:

- The use of vehicles that are as suitable a size as possible for their purpose, equipped with recent, or even electric, engines. The Group carries out regular noise pollution control campaigns with its fleet of vehicles.
- Since activities are chiefly carried out at night, this avoids increasing traffic congestion.
- Delivery and loading operations are fast and do not generate much noise.
- During the installation of a new platform or warehouse, the site's integration into the landscape is incorporated into the specifications.

2.3.6 _ Water and soil pollution

CHALLENGES AND AMBITIONS

Preventing water and soil pollution seeks to stop the direct release, whether deliberate or accidental, of pollutants into surface or ground water and the soil.

This pollution is harmful for the environment, biodiversity and the health of local people.

Any logistics platform that might host vehicles is concerned (diesel or oil leaks, vehicle cleaning, etc.).

The logistics activities particularly concerned by this issue are as follows:

- Modes of water transport (maritime, port, river)
- Bulk liquid storage activities
- Storage of hazardous materials...

POLICY - CONTROLLING AND LIMITING EMISSIONS OF LIQUID POLLUTANTS INTO THE WATER AND SOIL

Pollution control is ensured through:

- A formal and monitored ban on voluntary discharges from Group processes.
- An antipollution kit (see section 2.3.7 Protecting biodiversity, below).

2.3.7 _ Protecting biodiversity

CHALLENGES AND AMBITIONS

Ecosystems contribute to the development of resources useful for society, the richness of our environment, the absorption and treatment of certain pollutions caused by man.

Their protection and development are thus vital. Maintaining biodiversity will be a huge challenge over the coming years. The company must ensure that its activities do not contribute to the disappearance of species, or natural or agricultural spaces.

Water modes of transport in particular, through their emissions into the aquatic environment, can have an impact on biodiversity (e.g. river and sea transport in the event of accidental leaks of toxic liquids).

Logistics buildings equipment (warehouses, bulk storage facilities, car parks, loading or intermodal transport zones), through their impact on the soil, can have repercussions in an area rich in biodiversity.

POLICY NO. 1 - KEEPING THE DESTRUCTION AND DEGRADATION OF NATURAL ENVIRONMENTS TO A MINIMUM

The Group has conducted a mapping of its sites, none of which is located near to a Natura 2000 zone. In the context of new deployments, impact studies are carried out in compliance with the regulations, which may impose offsetting measures, if applicable.

The Group strives to manage the spaces it occupies in a way that protects local species and their habitat. For example, it has implemented conservation grazing at one of its sites and chooses indigenous species which require little upkeep for the green spaces around its logistics buildings.

Moreover, through certified processes (ISO 14001) for all its activities, the Group seeks to control and limit its emissions of pollutants, whether accidental or diffuse.

In particular, each branch is equipped with an antipollution kit. This makes it possible to contain an accidental discharge of pollutants and clean it through absorption for treatment in a suitable chain.

POLICY NO. 2 - ENCOURAGING MEASURES FOR THE RESTORATION OF BIODIVERSITY

In order to compensate for the loss of biodiversity resulting from its activities, the Group initiated various projects during the 2022-2023 project, including:

- The implementation of refuges through the deployment of wetlands and hedges to encourage the installation of indigenous birds, such as the new Lyon branch site in 2022.
- The signature of agreements with beekeepers, to install gives on buildings and compensate their loss of productivity.

2.4 SOCIAL COMMITMENTS

The **STERNE Group** if first and foremost a provider of premium services. To this end, the Group has always felt that success is the fruit of commitment from all its teams and the strength of a network.

The Group's human resources policy seeks to foster a collaborative working environment and to retain talents who drive the Group's dynamism and excellence, ensuring them safe and adequate working conditions.

The policies connected with the Group's human resources are defined and managed by the Group's Human Resources Department in conjunction with the Management of the Business Units and approved by the executive committee.
They are then deployed within the branches and Business Units.

In consideration of the diversity of its sites in various territories, the Group has decided to provide local support to teams and managers by establishing local HR managers, per scope. This enables the Group to provide its teams with assistance where it is needed and to be more responsive through more in-depth knowledge of local issues.

The HR team at head office coordinates policies, according to 3 strands:

- Administrative management, including payroll,
- The development of human resources,
- The coordination of local HR staff.

It also manages relations between employees and management.

The Group has implemented increasingly digitised, structured and robust HR management processes and tools.

They enable standardised processing of data, increase their reliability, ensure they can be verified and enable faster roll-out of policies.

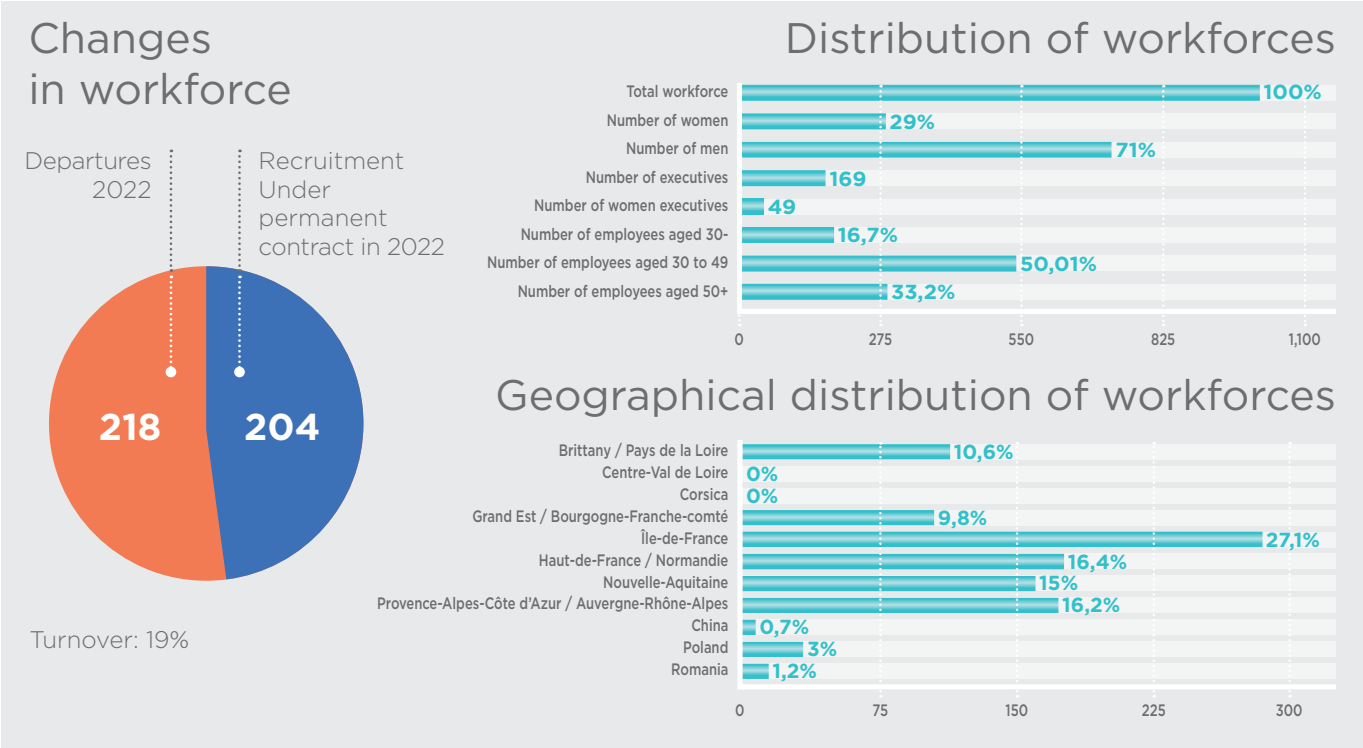
In countries where the information system is not yet interfaced, reports are provided through direct exchanges with the Management. The philosophy and objectives of the policies are the same throughout the Group.

The Group's information systems are continually enhanced to further improve processes.

The HR policies seek to address the following challenges:

- Attracting and retaining talents whose expectations with regard to work have evolved. The Group is evolving in a sector experiencing rapid growth and a labour market under pressure.
- Ensuring well-being at work, inclusion and combating all forms of discrimination.
- Developing skills to ensure the employability of our employees and the Group's development, especially with respect to regulations, digital technologies and professional certifications.
- Building loyalty and supporting employees and managers throughout their careers.
- Protecting the mental and physical health of employees.
- Integrating employees from companies subject to acquisition, by sharing and applying the same value and principles that already exist within the Group.

2.4.1 _ Characteristics of our colleagues



Workers under the Group's responsibility are understood as company employees, but also trainees and apprentices.

2.4.2 _ Development of human capital and management of jobs and skills

CHALLENGES AND AMBITIONS

In the logistics sector, where activities are connected to physical flows of goods, manpower plays a crucial role. The Group's success is intimately tied to that of its staff. The skills needed evolve, to meet new challenges and changes to logistics and transport jobs.

The importance of this issue is amplified by the lack of appeal of certain logistics jobs to younger generations, such as lorry driver. The development of digital technologies, automation and robots has impacts mainly on the work of warehouse staff.

The Group therefore seeks to ensure its appeal and the development of its employees' careers, a willingness to listen to their expectations and facilitate their employability.

POLICY NO. 1 - ATTRACTING, RECRUITING AND INTEGRATING EMPLOYEES

Action plan #1
Developing the Group's visibility and appeal

The Group develops its visibility and the appeal of its employer brand by enhancing its growth dynamic and career prospects and optimal, multicultural and inclusive working environment it offers.

A careers site can be accessed from the Group site **https://www.groupe-sterne.com/fr/carrieres/**

The corporate culture and CSR also contribute to the Group's appeal, especially among young children, and the pride and sense of belonging of its employees.

The Group boosts its recruitment opportunities by welcoming students and apprentices on work/study programmes.

Action plan #2
Deploying recruitment tools and effective integration of employees

The Group has deployed in every country procedures and tools for the various phases of recruitment and the integration of employees.

The internal frame of reference defines the job descriptions and candidate profiles sought. Job announcements are drafted in a way that avoids all forms of discrimination, with only the skills and experienced required studied. The e-recruitment platform makes it possible to handle a large number of recruitments simultaneously, in cases of the launch of a branch, for example.

The phase of integrating new employees is essential for ensuring rapid and effective integration and a successful experience right from the start. A mentor supports the new recruit in discovering his/her working environment, by introducing the Group, its offer, values, methods and processes.
It organises meetings with teams and branch visits.

POLICY NO. 2 - DEVELOPING EMPLOYEES' SKILLS BY LISTENING TO THEIR EXPECTATIONS TO CONTRIBUTE TO THEIR FULFILMENT AT WORK AND PROFESSIONAL CAREERS

In a constantly evolving business line, it is vital for the Group to continuously develop the skills of its employees, in order to:

- Always respond better to the expectations of our customers,
- Support the motivation and engagement of teams,
- Develop their performance and maintain their employability.

In order to tackle these challenges, the Group deploys various actions:

Action plan #1
Supporting employees' career development

Employees benefit from professional interviews monitored carefully by the central HR team, which go far beyond the regulatory annual appraisal: 'senior' interviews at the end of the trial period, on departure and return from maternity, adoption or parental leave.

These exchanges allow the employee and manager to review activities, targets and professional development goals.

Action plan #2
Proposing tailored training and development courses

The Group offers its employees a range of courses to enable them to acquire or reinforce skills. It defines a budget and training plan based on the resource needs of all the entities.

Needs are linked in particular to regulatory developments (CACES[18], FCO[19], etc.), technological evolutions (electronic, increasing computerisation, etc.) and the need to take better account of sustainable development.

Foreign language skills, especially in English, are increasingly in demand.
The Group has implemented an inventory of skills necessary within the company.
It takes account of the pyramid of employees' ages, the turnover rate, technological changes and the evolving needs of the company.

Training plans can be targeted at specific populations (sales teams, managers, operational staff, support services, etc.) according to regulatory changes or when new missions are introduced.

Systems granting access to a higher level of qualification, such as VAE[20],
skills assessment and CPF[21], are the object of a communication and information programme.

	2022	2021
Hours of training	4,216	4,593
Share of employees that have been trained	71.3%	33.6%
Average number of hours of training per employee trained	5.6	12
Share of employees that have obtained a training certificate	50%	34.7%

18 - Certificate of aptitude to drive machinery safely
19 - Mandatory continuous training of goods transport drivers
20 - Validation of prior experience
21 - Personal training record

2.4.3 _ Developing effective conditions for quality of life at work

CHALLENGES AND AMBITIONS

Transport and logistics are sectors marked by a high rate of accidents that can affect all workers. This sector is more likely to suffer accidents than the average French business sectors. In addition, the seriousness of accidents within logistics and transport activities is high.

The multiple interfaces, constraints to be taken into account and concurrent activities (customers, suppliers, principals, subcontractors) call for coordination of preventive measures with the other actors.

The Group strives to control and reduce all these risks through active prevention policies, and to improve employees' well-being while ensuring good quality of life.

POLICY NO. 1 - HEALTH AND SAFETY AT WORK

Most employees have office or sedentary jobs and around a quarter are drivers.

The main risks to health are the carrying of loads, repetitive gestures and manual handling operations which can cause musculoskeletal disorders (MSD), which mainly affect the upper limbs and the back.

Despite the mechanisation of maintenance equipment, order preparers, sorting agents, drivers and delivery officers are always required to lift, move or transport loads, sometimes under pressure of time.

While the physical activities that operators must carry out is more visible, it goes hand in hand with increasingly demanding mental activities (anticipation of tasks to be carried out, vocal guidance, frequent modifications of timetables, etc.) which may cause risks to health and especially psychosocial risks.

The health and safety policy is coordinated by the QHSE Manager, who handles the application of standards throughout the Group. It has representatives in each Business Unit, through CSE presidents. The Group has also appointed safety advisors (2 internal, 1 external) to ensure compliance for the transport of hazardous products.

QSSE software was deployed throughout the Group in 2022. It has been operational since September 2022 and makes it possible to ensure homogeneous reporting. ISO 45001 certification has been deployed and has been active since January 2023 throughout the Group.

The responsible procurement policy includes health and safety policy obligations for all subcontractors.

Action plan #1
Promoting and maintaining at the highest level the importance of safety and the physical, mental and social well-being

The group ensures:

- Compliance with the regulations in force and safety rules
- Training, awareness-raising and integration of employees, with multilingual courses, online training and the deployment of documentation
- The provision of information and the raising of awareness of risks connected with illegal substances such as drugs and alcoholic drinks
- A commitment to reducing road risks:
  on recruitment, new employees receive training in road safety. They can then benefit from a monthly good driving bonus, provided that there are no accidents during the previous months.
- Training employees in combating harassment

	2022	2021
Number of employees who have received road safety training*	373	7

** To address the growing problem of road accidents, a road safety training campaign was implemented in 2022. This was a major objective this year, which explains the major change in the number of employees trained*

Action plan #2

PREVENTING AND PROTECTING EMPLOYEES FROM NEGATIVE EFFECTS ON HEALTH RESULTING FROM WORK CONDITIONS

The Group has set itself the goal of reducing workplace accidents and occupational disease.

To do so, it:

- Identifies and anticipates risky situations through training (sensitive and hazardous or military transports),
- Conducting corrective actions, as necessary. For example, it requires the use of harnesses which enable a distribution of loads, or tables which can reduce the arduousness.
- Provides verified and secure safety equipment. Personal protective equipment has been replaced by more durable French brands: it encompasses two pairs of shoes, hand protection with gloves adapted to each work situation and high-visibility jackets to limit any risk of collision with moving vehicles.

The process aspects of health and safety policy are fundamental. They include:

- The updating or professional risk assessment documents,
- Checks in situ of the application of the management system through annual audits in 100% of sites,
- Indicators enabling the measurement of actions over 100% of the sites since 2021,
- The sharing of policies, objectives and values with customers, suppliers and partners,
- The choice of partners with a safety policy,
- The organisation of safety conditions (PCA, PCAMS, PRA[22] verified and tested).

	2022	2021
Workplace accident frequency rate	34.6%	30.97%
Workplace accident seriousness rate	1.75%	1.76%
Absenteeism rate	7.7%	4.68%

The accident frequency rate rose to 34.6% in 2022 and the seriousness rate to 1.75%.

This reduction in accidents is the result of constant analysis of workplace accidents, seeking their causes and adapting work and tools to enable a reduction in risks.

In particular, the deployment of Personal Protective Equipment makes it possible to reduce musculoskeletal disorders and facilitating the wearing of equipment is a complementary solution that goes towards ensuring the safety of our teams.

POLICY NO. 2 TO IMPROVE THE WORK/LIFE BALANCE AND PARENTHOOD

Improving working conditions and the quality of life of employees are priorities for the Group. This makes a major contribution towards its appeal and the improvement of performances.

The Group is committed to ensuring a better work/life balance every time that there are opportunities to do so. The measures are firstly tested in France, then deployed in all geographical areas where relevant.

For example, all new sites are chosen by taking account of the proximity of public transport and ease of access, which contributes to the attractiveness of the site and reduces transport times. Remote working is facilitated where possible.

22 - Plan de continuité d'activité, plan de reprise d'activité

Moreover, the Group has implemented key actions for some time now in favour of parenthood; these were formalised in 2022.
The approach includes:

- A partnership with 'Babilou' crèches since 2020, offering reduced-price places to employees in all sites in France,
- Pre- and post-maternity, adoption or parental leave interviews.
  The aim is for leave not to be an obstacle to employees' professional development. Interviews address adapting the position until departure on leave, replacement, the procedures for returning, training needs and mobility or development ambitions. If an employee wishes, s/he may ask to continue to receive e-mails while on leave to facilitate his/her return,
- Encouraging fathers to take paternity leave,
- Organising hours for the start of school,
- 3 days' leave for sick children,
- The obligation to organise internal workplace meetings at usual hours, no later than 7 p.m.,
- Arranging working conditions for pregnant women (remote working, parking spaces, adapting the role, reducing hours, breastfeeding).

2.4.4 _ Creating a diverse, inclusive and fair working environment

CHALLENGES AND AMBITIONS

The **STERNE Group** encourages and supports diversity in all its forms, gender, ethnicity, nationality, religious beliefs, sexual orientation, disability, age, as a source of individual and collective enrichment.
It takes particular care to avoid any form of discrimination during the recruitment and career development stages.

It believes that its societal role entails integrating the largest number of people, including those who have suffered misfortune or who may be victims o prejudice due to their differences.
The Group's ambition is to contribute to this inclusion through concrete measures and initiatives led by the human resources department.

SKILLS- AND DIVERSITY-ORIENTED RECRUITMENT POLICY

In order to combat stereotypes that can influence recruitment processes, these processes had to be revised:

- Job titles were revised.
- The content of offers was analysed to eliminate problematic terminology and possible stereotypes, using gender-neutral wording.
- Efforts were made on communication to the Group's business lines and opening them up to diversity, to mark International Women's Day.
- The Group's website features inspiring portraits of colleagues that highlight their experience and professional success.

ANTI-DISCRIMINATION POLICY

The Group seeks to prevent discrimination and takes action against potential harassment, by training social partners and employees.

It relies on a network of harassment contacts at the sites, who can rapidly report disputed cases, so that they can be decided upon and handled.

Action plan aimed at gender parity

The Group strives to ensure that everyone can benefit from fair, equal, objective and reasonable treatment. This calls for the classification of jobs, functions and posts within the professional branch, according to the activities carried out, qualifications and skills. It enables the use of an associated remuneration grid to maintain equality between genders and business lines.

As evidence of the Group's vigilance on this point, the Gender Equality Index in France has made great progress, rising from 71 in 2018 to 90 in 2022. It highlights the ongoing and targeted actions undertaken by the HR teams in this regard.

Governance of the issue has been reinforced with the signature of a Gender Equality Agreement in 2023 and a Quality of Life at Work Agreement in 2022.

The signature of national charters is currently being studied, according to the French model.

#TOUSABORD (all aboard) Action Plan

In 2021, as part of its societal commitment implemented at the highest level, the Group launched an HR social cohesion approach, **#TOUSABORD**.

The objective of this approach is to implement concrete measures to meet the main societal challenges. It seeks to rally teams around this significant project and to enhance it, both internally and externally. For this first edition, two key areas were selected:

Disability

The approach focused on fostering a culture of inclusion of disabled persons among the teams in the Group's business lines, from recruitment to support.

	2022	2021
Rate of disabled persons	0.03%	0.03%

Equal opportunities

With an unemployment rate of almost 20% among 18 to 24-year-olds, the focus is on helping young people access the company, and how to attract, train and retain them...

	2022	2021
Number of apprentices and students on work/study programmes	30	21

The 'Jeune Pousse' initiative includes a partnership with Job Centres, to give young people a first professional experience.

Each *business unit* must implement measures to facilitate the integration of young people within the company.

2.4.5 _ Organising dialogue between employees and management

CHALLENGES AND AMBITIONS

Dialogue contributes to better understanding and the establishment of healthy relationships among the management and the employees, fostering a more fluid business dynamic and reducing the risk of social conflict.

Dialogue between employees and management requires both formal consultation, but also informal discussions that form part of decision making. The Group is committed to facilitating such exchanges, and involving employees, through the structuring of organisations that integrate such attentiveness.

SOCIAL DIALOGUE POLICY

The Group's social dialogue policy seeks to facilitate discussions of environmental and social issues within the company, through negotiations, consultations and exchanges of information between employers, managers and employees.

Social dialogue bodies make it possible to involve employees in discussions leading to the taking of decisions within the company.

	2022	2021
Share of employees covered by staff representatives	78.9%	73.8%
Share of employees covered by collective agreements	93.8%	No data

Moreover, the Groupe organises processes to listen to employees to anticipate transformations, the evolving expectations of new generations, including in their relationship to work.

POLICY OF GOOD EMPLOYER/EMPLOYEE RELATIONS

The Group's policy seeks to ensure a fair and respectful employer/employee relationship, which complies with the fundamental principles of the International Labor Organization and reinforces legislation, regulations and collective agreement in force in the countries where it has a presence.

It respects the economic, social, civil and political rights of its staff.

In detail, it seeks to ensure, in particular:

1. That the work carried out adheres to the legal framework of the articles of association in force,

2. That there is no forced or child labour,

3. To facilitate job stability and therefore that of employment contracts,

4. To remove all forms of discrimination among employees, so as to ensure equal opportunities and equal treatment, especially between men and women,

5. To protect personal data of employees and their privacy.

2.4.6 _ Application of a fair, consistent and attractive remuneration policy

CHALLENGES AND AMBITIONS

Remuneration (amount of salary, fringe benefits, bonuses, etc.), the sums paid for employee savings plans (profit sharing, participation, etc.), or pension contribution procedures are key factors when choosing a job. They also represent an issue for employees' motivation and loyalty.

The main goal is to satisfy and reward staff in connection with the development and performance of the company. The Group strives to maintain a balance between individual aspirations and financial and social issues within the company.

POLICY NO. 1 - IMPLEMENTATION OF A TRANSPARENT AND FAIR REMUNERATION POLICY BETWEEN THE VARIOUS EMPLOYEES AND SECONDED WORKERS

The remuneration system deployed within the Group guarantees fairness of treatment among employees. As often as possible, it includes a variable remuneration plan based on performance criteria that depend on the achievement of targets.

It integrates the economic advantages connected with collective bonuses, profit sharing and/or participation.

Salary benefits complete the remuneration plan according to the functions performed (company car, gift vouchers, computer equipment and telephone, loans).

The Group wishes to bridge any remuneration gaps between genders through a salary equality plan between women and men (see above).

Salaries on recruitment and pay rises proposed by managers are validated both by HR managers and by the Business Unit manager. The managers are supported by the Human Resources teams in the application of pay rise award criteria.

The pay system is automated, which enables employees to be paid according to a timetable set in advance. The payroll department checks the applications in force every month both beforehand and afterwards. Any anomalies are flagged where the minimum wage has not been respected in France and in Europe, in accordance with the legal and contractual minimums in effect.

In addition, what differentiates the **STERNE Group** is the involvement of a large portion of its employees in its development and the creation of value, through share ownership.

At the time of the LBO, 85 managers were thus able to take stakes in the Group's capital.

	2022
Median salary of permanent employees	27,855
Number of shareholder employees	85
Share of capital held by employees	12%

POLICY NO. 2 - PROVIDING WORKERS WITH AN EFFECTIVE SOCIAL PROTECTION SYSTEM

The Group's goal is to offer safety and protection to its employees, to allow them to work with total peace of mind.

The Group is committed to ensuring that everyone has a good level of protection with respect to health, incapacity and disability risks, beyond the legal obligations and in consideration of the economic and regulatory environment of each country.

The mandatory healthcare contract is implemented for all employees, who are signed up to it automatically.

	2022	2021
Rate of employees with mutual cover	86.4%	73.1%

2.5 SOCIETAL COMMITMENTS

The **STERNE Group's** responsibility towards society concerns the following subjects:

- Absolute respect for ethical and compliance rules, including combating risks of corruption and fraud, and relations of trust with customers and suppliers,
- Respecting Human Rights in its value chain, especially as part of a responsible procurement policy,
- Protecting customers and end consumers,
- Its involvement in territories covered by **STERNE**.

2.5.1 _ Fairness of practices

CHALLENGES AND AMBITIONS

Respecting ethical principles and combating corruption and fraud are an integral part of the strategy, culture and everyday activities of the **STERNE Group**.

The Group's activities would be impossible without the framework of established, fair and lasting commercial relations with its principals and main subcontractors, as part of a partnership rationale.
The Group fosters medium- or long-term visibility in relations with its principals.
This enables it to make structural investments, especially in favour of the environment.
Within that spirit, it refrains from anti-competition actions.

Long-lasting relations with subcontractors increases the reliability of the service and boosts mutual trust.
The Groupe strives for fairness in the treatment of its suppliers and opts for a 'complete costs' approach, so as to establish lasting links and avoid social dumping.
These are reinforced by the clarity and transparency of the mutual undertakings made in the agreements concluded.

The management of ethical and compliance questions is handled by a cross-cutting team, which comprises:

- The Managing Director
- The Administrative and Finance Director
- The Purchasing Director
- The Information Systems Director
- The Head of Quality, Safety, Security and the Environment – CSR – ESG

This point is addressed during the quarterly CODIR meeting with the collection of significant events by Branch and Operational Managers. In the event of any suspicion, an investigation is ordered.

POLICY NO. 1 - ETHICS AND COMPLIANCE, FAIR PRACTICES

The **STERNE Group's** development is tied to strict compliance with the laws and regulations in the countries in which it operates, but also to an unstinting desire to apply the ethical principles inherent in the Group's values.

The Code of Business Ethics

These principles are echoed in the Code of Business Ethics, signed by Daniel DESAGE, President of the Group, revised in 2020 and in March 2023. The Code is aimed at all the Group's shareholders and employees, without exception. Every new employee is provided with a copy. It is also aimed at all the company's suppliers, partners and customers, who are required to respect the same rules.

The Code of Ethics reiterates the Group's commitments with regard to Human Rights, compliance with the legislation and free competition, both as an employer (see Commitments to employees chapter) and with respect to its value chain. It details the fight against corruption, money laundering and tax fraud, and obligations in terms of information security and confidentiality.

Lasting relations with the value chain are guaranteed through the transparency and reliability of the information sent:

- To principals, together with compliance with the contractual commitments made
- To subcontractor, under contracts providing clear and sufficient information that do not include unfair contractual terms.

The whistleblowing mechanism

The supervision plan includes an ethical whistleblowing system that covers business ethics, human rights and situations of harassment.

POLICY NO. 2 - COMBATING CORRUPTION AND FRAUD

As with any economic activity, the Group might be subject to a risk of corruption and fraud. This might result in unfair competition, damage its image and result in legal action. In order to prevent any risk of corruption or fraud, the Group has deployed all the pillars of the Sapin II law:

- A Code of Ethics
- A guide of good anti-corruption practices and a responsible procurement charter issued to each employee.
- A whistleblowing mechanism
- A whistleblowing point of contact
- Training aimed at all the Group's employees whose duties expose them the most to the risk of fraud and corruption will be rolled out from 2023.

Since risks of corruption were higher in certain geographical areas where the Group operates, it implements supplementary controls. The risk of fraud and corruption are part of the Group's risk mapping.

The good anti-corruption practices guide provides a reminder of the conduct to adopt during potentially risks situations, such as hospitality, conflicts of interest, sponsorship... and introduces the Group's whistleblowing procedure.

Whistleblowing mechanism

In order to guarantee the smooth functioning of its anti-corruption policy, the **STERNE Group** has implemented a whistleblowing procedure, for the attention of the employees and any other natural person in contact with the **STERNE Group**, which seeks to describe the conduct to adopt when a person becomes aware of a hazard, risk or scandal.

If an employee is personally aware of facts that constitute an offence or crime, that may be qualified as a conflict of interests, constituting a serious violation, threat or significant prejudice for the general interest, he or she can blow the whistle. Reports must be sent by post, in writing and in two envelopes, sent to the employee's line manager, to any executive of the same or a higher rank, or to the whistleblowing contact at the **STERNE Group**.

No measure concerning recruitment, training, discipline, promotion or posting may be adopted with respect to an employee for having reported or borne witness, in good faith, to facts that constitute an offence or crime of which he or she becomes aware.

In the event of breach of the code of ethics, the **STERNE Group** shall apply the disciplinary system implement and applied by HR. This is obviously compliant with the rules and obligations established by the Labour Code.

2.5.2 _ Responsible procurement

CHALLENGES AND AMBITIONS

The complexity of the value chain in transport and logistics, which includes subcontractors from multiple ranks, both in France and abroad, could cause risks linked to respecting human rights.

In order to ensure better control over this type of risk, the Group is convinced that its supervisory duties must be exercised in a way that ensures perfect compliance with the regulations and the effectiveness of controls. The majority of the Group's purchases concern transportation services.

The Group prefers direct access to local VSB/SME subcontractors. This strategy avoids a whole string of intermediaries which might reduce the visibility and verification of the actual practices of subcontractors. The Group can thus apply its responsible procurement policy to ensure optimal support for partners, especially in the rolling out of their corporate responsibility approach.

GOVERNANCE

The Procurement Department, which reports to the centralised General Management harmonises and monitors the procurement practices and tender procedures within the Group. It implements the processes used by the branches for their procurement and price setting practices. The Head of Procurement reports directly to the General Manager twice a month.

The Responsible Procurement Charter for suppliers and service providers

The charter expresses the Group's expectations with regard to its suppliers and service providers.

It is based on the guidelines of the Responsible Procurement Supplier Relations initiative, under the aegis of the Ministry of Economy and Finance.

The charter forms part of the contractual provisions concluded with the partner.
It stipulates the expectations in terms of ethics, human rights and work conditions, health and safety and environmental protection. The Group has deployed measures to satisfy its 10 commitments.

41% of the Group's transportation service providers had signed the charter by the end of 2022.
The 2023 target is to reach 100% of signatories and to expand the commitment to other categories of suppliers, as a priority those with the greatest volume of business with the Group.

The charter will be revised in 2023 to satisfy the regulatory development in the 'Spain II' law and the supervisory duty.

RESPONSIBLE PROCUREMENT POLICY

The responsible procurement policy is aimed at:

- Assessing the risk, among suppliers and subcontractors, of failing to respect human rights, employment law and the environment thanks to central procurement services.
- Preventing, treating and mastering the negative impacts connected with its business relations on human rights, as well as all the social, environmental and economic aspects.
- Promoting CSR and the implementation of an adequate approach with suppliers and subcontractors thanks to the supplier's code of conduct.

It is based on 4 pillars:

Action plan #1
Contribution of subcontractors to ecological transition

See section ***2.3.1 Climate change*** in the ***Commitments to the planet chapter***

Action plan #2
Collective well-being

The goal is to encourage companies managed by women or companies for which the inclusion of disabled persons is a key subject, to support suppliers in the prevention of health and safety risks, and to promote human rights in the supply chain.

Wherever possible, the group encourages the employment of people in an adapted or protected environment.
For example, a partnership with the APF France Handicap association enables the employment of disabled persons in ten sorting rooms in France.

In particular, the Group is committed to auditing 100% of its priority suppliers for human rights at work problems, at least every 3 years, starting in 2023, as part of its supervisory plan.

100% of transport partners must provide all the regulatory compliance documents, including the Code of Ethics, transport licence, administration of foreign workers, etc.

Collection of these documents is guaranteed by a digital platform which reports any failings every week.
The service is only possible where everything is compliant.

Action plan #3
Biodiversity and the environment

The Group has organised the support and awareness raising of the Procurement teams since the end of 2022 on these issues. Biodiversity commitments are materialised in the choice of buildings and associated services (animal shearing, choice of species for green spaces, etc.).

Action plan #4
Creation of added value within the company

By its very nature, with the Group's activities focused on local delivery rounds leaving the branches, its local transportation partners are local SMEs.

The Group opts for partners with 2 to 10 drivers, who can satisfy the requirements of this business line to the full.

2.5.3 _ Issues relating to customers, consumers and local residents

CHALLENGES AND AMBITIONS

The Group's issues cover three aspects:

• Ensuring the protection of the health and safety of customers, consumers and local residents.

During transport and logistics activities, the products stored, transported and handled might suffer damage, causing risks for the health and safety of customers and consumers. Specific attention must be paid to respecting the cold chain, in particular.

• Ensuring prompt resolution of disputes and high-level after-sales service.

After-sales services, reception, assistance and the resolution of complaints are some of the major expectations not only of the Group's principals but also of its end consumers.
The issue is to prevent situations of complaints and to reduce their frequency;

• Protecting customer data

The digitalisation of all business lines has raised the required level of protection of data and privacy of consumers. It must guarantee the confidentiality of information provided and stored in the company's databases. This issue will only increase in importance over time.

An effective response to these different expectations enables the Group to improve its relations with principals and stakeholders and to be perceived as a trusted partner.

POLICY NO. 1 - PREVENTING NEGATIVE EFFECTS ON HEALTH AND SAFETY FROM LOGISTICS ACTIVITIES

The Group strives to prevent negative effects and potential damage caused by the Group itself, but also by its subcontractor, on the health and safety of customers and consumers of the products transported or stored.

In particular, it guarantees the traceability of the products handled. Mastering these risks requires the mapping of sites and the deployment of ISO certifications to ensure an approach of continuous improvement.

	ISO 9001	ISO 14001	ISO 45001	Induced risk analysis (geo-risk)	Sites subject to a technological risk prevention plan	Sites subject to a flooding risk prevention plan
% of sites	100 %	100 %	100 %	100 %	14%	37%

POLICY NO. 2 - ENSURING PROMPT RESOLUTION OF DISPUTES AND HIGH-LEVEL AFTER-SALES SERVICE

In order to improve the satisfaction of principals and consumers, the Group must handle complaints and disputes effectively by ensuring an efficient after-sales service.

Its procedures are designed to be simple and effective.

POLICY NO. 3 - PROTECTING CUSTOMER DATA

In order to limit the risks of collecting personal or professional data from the principal and its customers, the Group has strengthened its processes and tools, which are compliant with the GDPR [23].

It has initiated the implementation of ISO standard 27001 on Information Systems Security with a view to obtaining the associated certification in 2024.

2.5.4 _ Development of local areas

CHALLENGES AND AMBITIONS

Experiencing strong growth and increasing visibility in local areas, logistics activities may be rejected by local populations, in consideration of their impact on the landscape, air quality or road traffic.

By paying attention to its socioeconomic impact in the areas where it has a presence, the Group is increasing the acceptability of its activities with local people, which is vital in cases of a new establishment or expansion.

It enhances the pride and sense of belonging of its employees as well as its image with local bodies and populations.

As part of its territorial responsibility, the Group contributes to job creation and the development of skills in the areas where it has a presence.

For example, 5 jobs were created in the Information Systems Department, in Bordeaux, to internalise the functions performed until then by an external service provider.

The Group's business lines also foster the integration of populations without nearby employment opportunities and of young people.

23 - General Data Protection Regulation

2.6 METHODOLOGICAL NOTE

The **STERNE Group** has drawn up its Non-Financial Performance Declaration (NFPD) with the goal of ensuring a high level of rigour in terms of non-financial reporting through the strict application of regulatory requirements.

This approach thus makes it possible to anticipate future European regulatory requirements.

It satisfies the obligations laid down in articles R.225-105-2 et seq. and L225-102-1 of the Commercial Code, by presenting information on the way in which the Group takes account of the social and environmental consequences of its activities.
A detailed concordance table is provided in ***section 2.8***.

2.6.1 _ Scope of material risks covered

This declaration for the year 2022 relies on a risk analysis, in accordance with the regulatory obligations, and reflects the expectations of the main stakeholders concerning the assessment and management of CSR risks and opportunities.

The description of this analysis is detailed in ***section 2 .2.***

As part of the risk mapping, some themes were not considered relevant or material with regard to the Group's activities.

Indeed, in consideration of its activities, the **STERNE Group** is not directly concerned by issues connected with:

- **Combating food waste,**
- **Combating food insecurity,**
- **Respecting animal well-being,**
- **Respecting a responsible, fair and sustainable diet.**

2.6.2 _ Reporting period and frequency

The data collected cover the period from 01/01/2022 to 31/12/2022, corresponding to the tax year of the **STERNE Group**.

In the absence of any stipulation to the contrary, societal, social and environmental indicators refer to consolidated data as at 31 December 2022.

2.6.3 _ Reporting scope

The scope includes the **STERNE Group** and its subsidiaries subject to more than 50% control, excluding the nox NachtExpress subsidiary acquired in 2022.

The scope represents 42% of the overall workforce and 51% of the Group's turnover as at 31 December 2022.

The scope this defined is entitled "CSR reporting scope" in the ESG indicator summary tables shown in ***section 2.7.***

The ESG data of the subsidiary nox NachtExpress will be consolidated for the NFRD for the year 2023.

As part of its external growth activities, the **STERNE Group** undertakes to integrate the new subsidiaries and activities into the non-financial *reporting* as quickly as possible when acquisitions are made.

In general, the social and environmental indicators may present methodological limits owing to the lack of harmonisation of the definitions and national and international legislations of certain data.

2.6.4 _ Consolidation and internal control

The CSR reporting protocol of the **STERNE Group** subsidiaries was implemented in 2022 when the CSR approach was formalised. It is updated regularly to better satisfy the expectations of the Group's stakeholders.

This protocol enables the application of definitions and homogeneous collection, validation and consolidation rules within the Group entities. To do so, it provides a detailed definition of the methodology for the calculation and collection of indicators and qualitative information concerning CSR, as well as the scope concerned by the reporting.

Environmental data are reported and consolidated through a computerised collection system, the Reporting 21 software. Automatic consistency checks are conducted by the tool on input.

Social data are reported and consolidated at local and central levels thanks to the HR information system tools and using Excel for the foreign subsidiaries.

The other data are collected directly from local and central contributors.

For each indicator, an initial check is conducted by each subsidiary. These indicators are then aggregated and checks by the Group's head office. A second validation is carried out on consolidation.

Lastly, an analytical review and general check ensure the global consistency of social and environmental data.

2.6.5 _ External control

The Independent Third-Party Body of the **STERNE Group** for 2022 is the firm ACTHEOS, which handles the auditing mission as defined by articles L.225-102-1 and R.225-105-2 of the Commercial Code, consisting in verifying the compliance and truthfulness of the NFRD.

2.7 SUMMARY OF INDICATORS

Performance indicator	2022	2021	Variation	Definition	Scope
Environment					
Scopes 1, 2 and 3	85,867	80,104	**+7.2 %**	*Scope 1: Includes the consumption of downstream fuel and downstream gas* *Scope 2: Includes the consumption of electricity* *Scope 3: Includes all other greenhouse gas emissions connected with the Group's activities*	Group
Share of renewable energies	23.80%	21%	**+13.33%**	*Share of renewable energies consumed by the Group (corresponds to the share of French renewable energies)*	Group
Energy consumption Of which electricity Of which gas	2 209 883 1 758 953 450 930	1 295 408 862 713 432,695	**+70.59%** **+103.9%** **+4.21%**	*Group consumption of electricity and gas in KWh over 2021 and 2022 through invoice reports*	Group
Tonnes of waste	1,194.420	1,931.373	**-38.16%**	*Group tonnes of waste over the year 2022*	-
WEEE recycling rate	100 %	50%	**+100%**	*WEEE recycling rate over 2021 and 2022*	Group
Number of sites located in or near to a Natura 2000 zone, protected zone or key zone for biodiversity	0	0	/	*Number of sites located in or near to a Natura 2000 zone, protected zone or key zone for biodiversity*	Group
Social					
Total workforces	1,053	1,138	**-7.47%**	*Group total workforces for 2022*	Group
Distribution of men/women	71% of men, 29% of women	77% of men, 23% of women	**+26.09% women**	*Share of women and men in the company out of the total workforce*	Group
Distribution of men/women in management	71% of male executives, 29% of female executives	74.9% of male executives, 25.1% of female executives	**+15.54% female executives**	*Share of female executives and male executives in the company out of all the company executives*	
Geographical distribution	France: 93.8% International: 6.2%			*Distribution of workforces according to geographical region*	
Distribution by age	> 30: 16.7% 30-49: 50.1% > 50: 33.2%	> 30: 19.2% 30-49: 53% > 50: 27.8%	**> 30: -13.02%** **30-49: -5.47%** **> 50: +19.42%**	*Distribution of workforces by age bracket (-30, between 30 and 49 and 50+)*	
Rate of disabled employees	0.03%	0.03%	/	*Ratio between number of disabled employees and the group's total workforce over 2021 and 2022*	Group
Wage parity	9.59%	13.50%	**-28.96%**	*Non-adjusted remuneration gap by gender (100*(average men's annual wage – average women's annual wage)/average men's annual wage)*	Group
Recruitment Dismissals	204 40	NA	-	*Number of recruitments and dismissals*	Group

Performance indicator	2022	2021	Variation	Definition	Scope
***Social** [cont.]*					
Turnover	19%	NA	-	*Renewal of company workforces following departures (dismissal, end of contract, resignation, retirement) and recruitments of employees.*	-
Number of apprentices and students on work/study programmes	30	21	**+42.86%**	*Number of trainees and apprentices at group level for 2021 and 2022*	Group
Workplace accident frequency rate	34.6%	30.97%	**+11.7%**	*Formula: 1,000,000*"number of non-mortal workplace accidents"/"number of theoretical hours worked"*	Group
Workplace accident seriousness rate	1.75%	1.76%	**-0.57%**	*Formula: 1,000*"Number of days of stoppage following a workplace accident"/"number of theoretical hours worked"*	Group
Absenteeism rate	7.7%	4.68%	**+64.53%**	*Formula: 100*"Total number of hours of absence"/"Number of theoretical hours worked"*	Group
Number of employees who have received road safety training	373	7	**+5228.57%**	*Number of employees trained in road security at Group level for 2021 and 2022*	Group
Number of hours of training	4,216	4,593	**-8.21%**	*Global number of hours of training at Group level*	Group
Share of employees that have been trained	71.3%	33.6%	**+112.2%**	*Ratio between total Group workforce and trained workforce*	Group
Average number of hours of training per employee trained	5.6	12	**-53.3%**	*Ration between number of hours of training and number of employees trained*	Group
Share of employees that have obtained a training certificate	50%	34.7%	**+44%**	*Ratio between total workforce and number of employees who have received training certificates*	Group
Cases of harassment and/or discrimination	0	0	/	-	Group
Share of employees covered by staff representatives	78.9%	73.8%	**+6.91%**	*Ratio between total workforce and number of employees covered by staff representatives*	Group
Share of employees covered by collective agreements	93.8%	NA	-	*Ratio between total workforce and number of employees covered by collective agreements*	Group
Median salary of permanent employees	27,825.5	25,322.975	**+9.88%**	*Median salary of total permanent workforces*	Group
Share of employees on minimum legal wage	0%	-	-		
Number of shareholder employees	85	-	-	*Number of employees holding shares in the company*	
Share of capital held by employees	12%	-	-	*Share of capital held by employee shareholders*	
Rate of employees with mutual cover	86.4%	78.7%	**+9.78%**	*Ratio between total workforce and number of employees subject to mutual cover*	Group
Societal					
Code of Business Ethics	Revisions in 2020 and March 2023	-	-	-	Group
% of transportation service providers who have signed the responsible procurement charter	41%	-	-	*Ratio between the total number of transportation service providers and the number of service providers who have signed the responsible procurement charter*	Group

2.8 TABLE OF CORRESPONDENCE WITH REGULATORY TEXTS

To make the document easier to read, the following concordance table enables identification of information that constitutes the Non-Financial Performance Déclaration according to the provisions of articles L.225-102-1 and R225-105 of the Commercial Code.

Themes	Sections	Pages
Business model	**1.5**	16
Description of the main risks connected with the Company's activities	**2.2.2**	19
Description of the policies applied by the company to prevent, identify and mitigate the occurrence of non-financial risks.	**2.2.2**	19
Information on how the company take account of the social and environmental consequences of its activities, and their effects on both respecting human rights and combating corruption.	**2.2**	17
Results of the policies applied by the company, including the key performance indicators	**2.7**	52
Social information		
• Employment	**2.4.2**	37
• Work organisation	**2.4.5**	43
• Health and safety	**2.4.3**	39
• Social relations	**2.4.3**	39
• Training	**2.4.2**	37
• Equality of treatment	**2.4.4 / 2.4.6**	41 / 43
• Environmental information	**2.3**	22
General environmental policy		
• Pollution	**2.3.3 / 2.3.6**	32 / 34
• Circular economy	**2.3.4**	32
• Climate change	**2.3.1**	22
Societal information		
• Societal information in favour of sustainable development	**2.5.2**	46
• Subcontracting and suppliers	**2.5.2**	46
• Fairness of practices	**2.5.1**	45
Information on combating corruption	**2.5.1**	45
Information on measures in favour of human rights	**2.5 / 2.5.2**	45 / 46
Collective agreement concluded within the company and their impacts on the company's economic performance, as well as the working conditions of the employees	**2.4.5**	43
Declaration from the independent third-party body on information presented in the NFPD	**2.6.5**	51

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