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# EDITORIAL

2023 was an important stage for our group with the celebration of our 75th anniversary in September. This anniversary symbolises a significant stage for our family-owned group, which has always been committed to a long-term vision and the sustainable development of its activities.

After years of external growth in France and Europe, 2023 proved to be a year of consolidation and structuring. Our strong performance has confirmed that our strategy is the right one, and has encouraged us to continue to implement effective processes and solid governance. We have also continued to successfully optimise our information systems and accelerate our digital transition. I'm delighted about this, as interoperability and data security remain key areas for sustaining our growth.

At the same time, we have bolstered our commitment to social and environmental responsibility.

In environmental terms, the urgency of climate change has become clear, as extreme phenomena multiply and the impact on our sector's activities increases. We are working every day to decarbonise our activities; for example, by experimenting with new technologies (alternative fuels and propulsion), at a time when no single obvious solution has emerged.

I am convinced that to ensure sustainable growth, it is imperative to take account of all CSR issues and act accordingly. This is a challenge we must rise to together.

In 2023, we completed our dual materiality matrix, which is the basis for implementing a CSR strategy and action plan tailored to our activities and challenges. This approach, together with the daily commitment of our teams, is enabling us to make progress towards our end goal: to build a European group that serves a more sustainable economy.

Ensuring sustainable growth is also a challenge for our entire ecosystem. Everyone must assume their responsibilities and act accordingly, so that the entire value chain can move towards a common goal. We need to mobilise all participants and support all our stakeholders: our financiers, to support us in this transition; the public authorities, to facilitate the necessary regulatory changes, particularly in sectors such as hydrogen; and, of course, our customers.

**Pascal Girardet,**  
Chairman and Chief Executive Officer,  
Sogestran



@Christophe Pouyer



# OUR BUSINESS MODEL



The Sogestran group specialises in transporting high value-added goods and delivering services to its industrial customers.

In 2023, the Group celebrated its 75<sup>th</sup> anniversary and achieved a turnover of 352 million euros. Avec le th en exposant. It now has over 940 employees in Europe, across more than 30 companies, united around four values: trust, agility, pride and commitment.

As part of its corporate social responsibility strategy, the Group is constantly fine-tuning its business model, with the twofold aim of increasing the resilience of its economic activities and maximising their positive impact.

Its ambitions are environmental, social and societal. For this reason, it is essential to maintain a constant dialogue with all stakeholders: commercial, local and association, financial, institutional and internal.



# OUR GROUP

The Sogestran group specialises in transporting high value-added goods and delivering services to its industrial customers. The Group operates in France and Europe, and its various activities are organised into four business lines.

## Barging

The Group operates a diversified, specialised fleet (double-hulled barges, ballastable barges, etc.) on the Rhône, Seine, Loire, Rhine and Danube rivers and the navigation network between Dunkirk and Rotterdam.

## Maritime

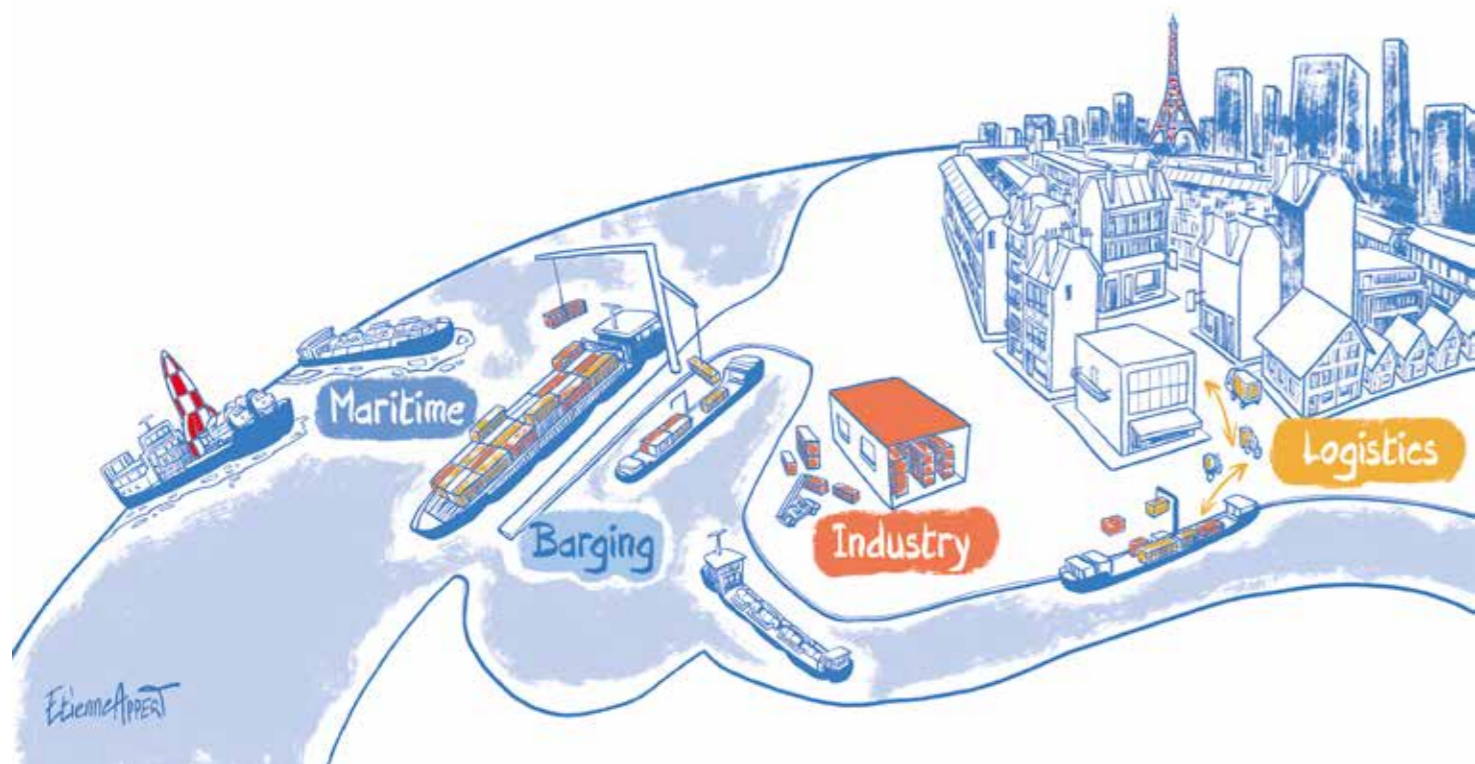
Shipowner of 35 specialised vessels, the Group also has its own international chartering department and shipping agency.

## Logistics

The Group is developing combined European container transport from seaports to platforms by river, rail and road. It is also expanding urban distribution in major cities.

## Industry

The services on offer have been created to support the logistical flows of industry, and include the repair and cleaning of containers, tanks and freight wagons, and also the storage of hazardous products.



## OUR PURPOSE



**IMAGINING**



**COMMITTING OUR RESOURCES**



**SUPPORTING THE ASSETS ENTRUSTED TO US BY OUR CUSTOMERS**

## OUR AMBITION

### TO BUILD A EUROPEAN GROUP THAT SERVES A MORE SUSTAINABLE ECONOMY

We design, invest in, manage and operate our fleet and industrial facilities.

Since our creation in 1948, the professionalism of our teams, our technical expertise and taste for innovation, along with the confidence of our customers, have made Sogestran the leading French river shipping group and a recognised maritime shipping company.

One of the challenges facing our group over the next decade is to keep pace with environmental and societal issues.

Our group is focused on energy transition: the products we transport today will not be the same products we transport tomorrow.

The experiments we are carrying out to help advance the development of sail propulsion, qualify hydrogen technology for river transport and identify alternative fuels all bear witness to our determination and our ability to transform.

## OUR VALUES



**TRUST**

We keep our word, and act with integrity.



**AGILITY**

We're ready to take business risks, and encourage boldness.



**PRIDE**

We work with pride, and are humble in our successes.



**COMMITMENT**

We don't count the cost, and we see things through to the end.

# OUR STRENGTHS, HOW WE CREATE VALUE

## OUR ASSETS

### HUMAN CAPITAL AND INNOVATION

- 1 integrated **design office and 1 new-build department**
- 1 in-house network of **17 QSE employees and 7 hazardous materials transport safety advisers** (classes 1 to 9)
- 1 **integrated insurance broker** dedicated to the Group
- 1 **integrated customs department** dedicated to the Group
- 1 **team** responsible for **raising green funds**
- 1 **expert cybersecurity team**

**93** employees  
Head office

**352** million euros  
in **turnover**

### COMPLETE CONTROL OVER ASSETS

- A family-owned group that owns, operates and maintains its own river and maritime fleet
- A group that operates its own SEVESO and ICPE warehouses, giving it a long-term view of investments
- 15% of turnover is reinvested each year in innovations and fleet renewal

### GEOGRAPHICAL PRESENCE

- **More than 30 companies operating in Europe:** France, Belgium, Spain, Luxembourg, Netherlands, Slovakia.
- Geographical scope: Worldwide

## OUR VALUE CREATION

### EMPLOYEES

- HR and safety policies
- Company agreements tailored to each entity
- Provision of help for difficult times in life
- Sports motivation programme

### CUSTOMERS

- Secure, specialised transport and storage of dangerous goods (all classes) and high added-value goods
- Expertise in the *door-to-door* transport chain in France and abroad
- Decarbonising their value chain

### THE PLANET

- Decarbonisation roadmap by business line
- River transport: an alternative to road transport, using natural infrastructures that do not require land to be artificialised.
- Control over our gas and liquid industrial effluents

### LOCAL ENTITIES AND ASSOCIATIONS

- Co-financing of the Class40 Sogestran-Seafrigo as part of the Normandy Offshore Program
- Partnership with Imagine for Margo association
- Sponsorship and partnerships with higher education establishments (ENSM, École 42, CFANI)

## OUR BUSINESS LINES

### Barging

To become Europe's leading inland waterway transport operator

**Markets**  
Petrochemicals  
XXL heavy parcels  
Industrial and specialised products



**5,125,000**  
tonnes transported

**327**  
employees in Europe

### Maritime

To be the leading player in the high value-added maritime segment

**Markets**  
Refuelling  
Petrochemicals  
Cement  
Oversized industrial parcels  
Passengers



**1,682,000**  
tonnes transported

**290**  
employees in Europe

### Logistics

To establish itself as an innovative and ethical leader in the organisation of logistics flows

**Markets**  
Combined transportation of "urban distribution" containers



**183,000**  
TEUs transported

**98**  
employees in Europe

### Industry

Expanding our range of skills in order to benefit industry and double our turnover

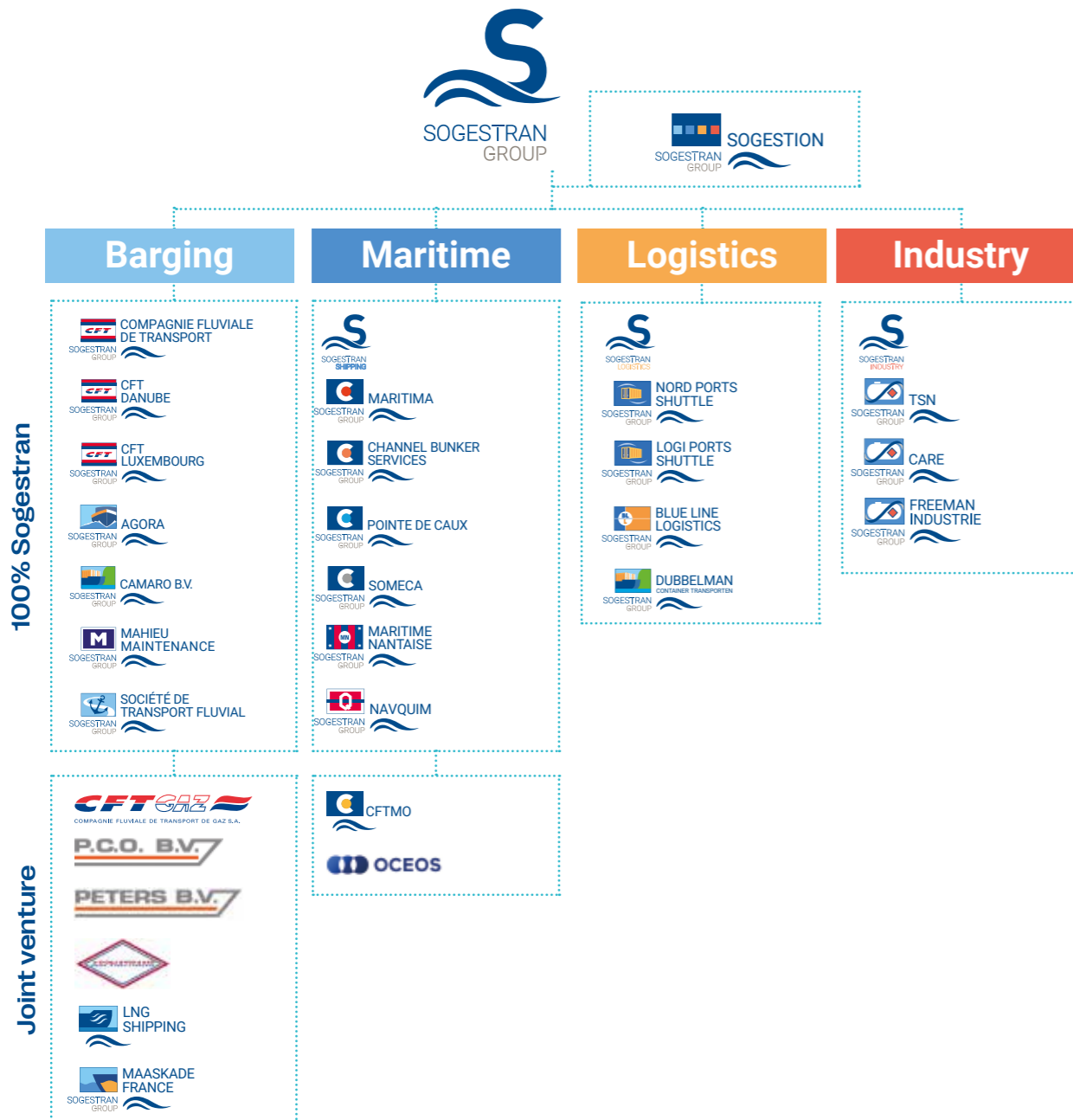
**Markets**  
Repairing and cleaning tanks and wagons  
Storing hazardous products



**135**  
employees in France

# OUR ECOSYSTEM

## Simplified Group organisation chart



## Interactions with our stakeholders



# HIGHLIGHTS OF 2023

## Group 75<sup>th</sup> ANNIVERSARY

In September 2023, the Group celebrated its 75th anniversary. More than 400 employees, spouses and retirees gathered to celebrate the event in Le Havre, the birthplace of the Group.

In his introductory speech, Pascal Girardet looked back on the major milestones in the company's development and outlined the outlook for the future.

A 70-strong concert band then performed a dozen works related to the Group's activities. Following this emotional occasion, the event concluded with a social evening.

Watch the video



## Group SOGESTRAN DAY

Every year in June, the Group brings its managers together for Sogestran Day. A day for both study and socialising, it also offers an opportunity to share results and news from the Group and its business lines, get the latest news on flagship projects, work in workshops and exchange ideas in a friendly social atmosphere.

The discussions focused on CSR, with proposals for collective and individual action. Workstreams on issues such as sustainable mobility and the development of a partnership focused on protecting the seas and oceans have been established, and are to be implemented in 2024.

## River CHANGES TO THE TRANSPORT MANAGEMENT SYSTEM

As part of the overhaul of the Group's information system and the rollout of an integrated multi-application system, the river business changed its transport management system (TMS) in 2023.

The project team updated processes, listened to user needs (office-based and seagoing staff) and supported the changeover to the ISS software.

This project has had a positive impact on operations departments (ergonomics, data entry times, purchasing) and crews (simplification of data entry). It enables the real-time geolocation of power and capacity units in Europe, *geofencing* to automate certain tasks, and the implementation of an operational data analysis tool. It can also be used to activate additional modules, such as events management/fuel/crew matrix.

This project has been a multi-subsidary, multi-department, multi-region collective success story.

## Group LAUNCH OF THE NEW SOGESTRAN-SEAFRIGO CLASS40

The Group sponsors ocean racing by supporting young athletes from Normandy. It gives talented youngsters the chance to prove themselves in competitive sport. It shares strong values with the Normandy Offshore Program: trust, agility, pride, commitment, and learning by doing.

In 2023, Sogestran and Seafrigo Group, the two title sponsors, launched Class40 197. Guillaume Pirouelle, a rising star in French sailing, has joined team manager Cédric Chateau's team to race this new boat.



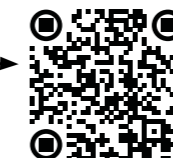
Find out more



## Multimodal AN INTEGRATED CUSTOMS SERVICE

In 2023, the multimodal business line, which specialises in *door-to-door* transport, decided to offer a new service to the Group's customers by recruiting a customs declarant. This enables our customers to entrust their goods to a single operator for operational transportation, in compliance with all the regulations in force in France and internationally. All our processes are AEO-certified; this authorisation is issued by the customs authorities.

Read the interview with the Head of Customs



## Maritime MEETING THE NEW SIRE 2.0 REQUIREMENTS

Since its launch, the OCIMF\* Ship Inspection Report Programme (SIRE) has contributed to the continuous improvement of safety in the maritime sector by providing a robust risk assessment tool for tankers and a database of ship inspection reports.

In 2022, the SIRE reference system will be overhauled to include, among other things, human and organisational factors in the creation of dangerous situations. In order to meet the new SIRE 2.0 requirements as effectively as possible, the Group's oil shipping entities (Maritima, Sogestran Shipping and Navquim) have worked hand in hand: monthly meetings and workshops; presentations to crews; training in the Behavioural Competency Assessment Program; implementation of internal tools and processes to satisfy requirements relating to certificates, *photographic reports* and inspection observations.

The first inspections will take place in 2024.

\*Oil Companies International Marine Forum





# OUR CSR STRATEGY



As a family-run business, we are committed to sustainable development, taking into consideration the environmental, social and societal impacts of our activities.

River transport – the Group’s historic activity – is intrinsically driven by a CSR rationale: it is an effective way of combating CO<sub>2</sub> emissions, road congestion, land artificialisation and road accidents.

For their part, maritime, multimodal and industrial services activities must also respond to environmental challenges, including decarbonisation, protection of the maritime ecosystem, industrial water management, etc.

In 2023, the Group carried out an impact analysis to define the priority issues and draw up the CSR strategy for the coming years.





# OUR CSR GOVERNANCE

## Our group bodies...

<p><b>GROUP BOARD OF DIRECTORS</b></p>  <p>12 directors, including 7 outside directors, who are specialists in our business lines</p>  <p>At least once a year</p>  <p>Determines the business strategies of Group companies and ensures that they are implemented</p>	<p><b>DECISION-MAKING COMMITTEE FOR EACH OF THE BUSINESS LINE SUB-HOLDINGS</b></p>  <p>7 members (the Group CEO, the relevant business line director, the legal and finance directors, two representatives of the Girardet family and an external director)</p>  <p>At least three times a year on a case-by-case basis</p>  <p>Approves budgets, defines the investment plan and the major policy areas of the business line concerned</p>
<p><b>EXECUTIVE COMMITTEE</b></p>  <p>Management Committee and two representatives of the Girardet family</p>  <p>At least twice a year</p>  <p>Defines the Group's development strategy, shares the investment plan and approves the Group's organisational development requirements</p>	<p><b>GROUP MANAGEMENT BOARD</b></p>  <p>12 people (Group CEO, business line managers and Group support managers)</p>  <p>Weekly</p>  <p>Implements the strategy approved by the Board and the necessary structures, proposes and implements projects approved by the Board, manages the action plan, analyses the departments' KPIs</p>

## ...and CSR governance

**THE EXECUTIVE COMMITTEE** is regularly involved in defining strategy and major CSR issues. In May 2023, it updated the criteria for approving major investment projects, including environmental issues, in line with its ambition to "build a European group that serves a more sustainable economy".

**THE GROUP MANAGEMENT BOARD**, chaired by the Chairman and Chief Executive Officer, is also involved in major decisions on CSR and decarbonisation issues, and ensures that the resulting action plans are properly implemented.

**THE CSR DEPARTMENT**, which reports to the Legal and Risk Management department, is responsible for consolidating information from across the Group, with the support of the relevant departments: Sales, Legal and Risk Management, Human Resources, Technical, Finance and the heads of the four business lines.

It is also responsible for advising and guiding operational staff in the introduction of certain Group initiatives, with the support of a network of 6 CSR advisers, in order to respond effectively to the 10 priority areas for action identified for the Group.

## Interview with Valérie-Anne Sezeur, Group QSE and CSR Manager



Valérie-Anne Sezeur joined the Group in 2021 to manage quality, safety and the environment at Group level. In March 2023, she was given responsibility for CSR.

### HOW DO QSE AND CSR FIT TOGETHER?

The quality, safety and environment (QSE) and corporate social responsibility (CSR) approaches are closely linked, and similar. Indeed, QSE and CSR are two general approaches that must permeate all business lines and departments, thus ensuring that the dynamic benefits the company's performance and is not confined to one-off initiatives. In addition, protecting the health and safety of our employees is one of the pillars of the social approach in our CSR strategy.

### WHAT WAS THE CSR DYNAMIC IN 2023?

After finalising the third edition of the Group's CSR report, to be published in June 2023, we began to structure the approach. The Group's cross-functional CSR strategy was drawn up in response to requests from some of our customers, financial backers, partners and employees, as well as emerging regulatory constraints (CSRD, decarbonisation of the maritime sector by 2050, etc.). We have given ourselves two years to define all the layers of the strategy and ensure all our employees are on board, so that everyone can contribute in their own way. The aim is to publish a CSRD-compliant report in 2026. Our focus is on decarbonising our value chain and satisfying our stakeholders.

### WHAT ARE YOUR PLANS FOR 2024?

In 2024, we are starting to roll out a calendar of CSR events that will mobilise our employees: Family Day, Sustainable Mobility Day, etc. The Year of the Sea will begin in September 2024. In response to the priority SDG chosen for the Group in 2023 at the Sogestran Day (see highlights on pages 12-13), the protection of marine and aquatic environments, we are working with Ifremer to set up awareness-raising initiatives aimed at the general public, as well as equipping our vessels to provide scientific data for the institute. Lastly, we are aiming to emphasise the social dimension. Retaining our talent is essential!



### DEPLOYING A NETWORK OF CSR OFFICERS

Valérie-Anne Sezeur is supported by six CSR officers appointed in 2023 in the Group's various business lines.

Their role is to participate in working groups on the initiatives to be implemented (organisation of events, themed discussions such as sustainable mobility), to roll out CSR actions and to share initiatives.

The CSR officers played a particularly important role in drafting this declaration of non-financial performance.

They all work closely with the QSE officers. Together, they form a team of 17 people who work closely with the Group's businesses and employees.

Following their appointment in 2023, the CSR Representatives met with their QSE counterparts in a seminar for the first time in March 2024.



# OUR DUAL MATERIALITY ANALYSIS

From 2026, the Sogestran group will be subject to the new CSRD<sup>1</sup> directive, which aims to increase the transparency and comparability of corporate ESG (Environmental, Social and Governance) reporting.

It introduces the concept of dual materiality, i.e. it analyses...

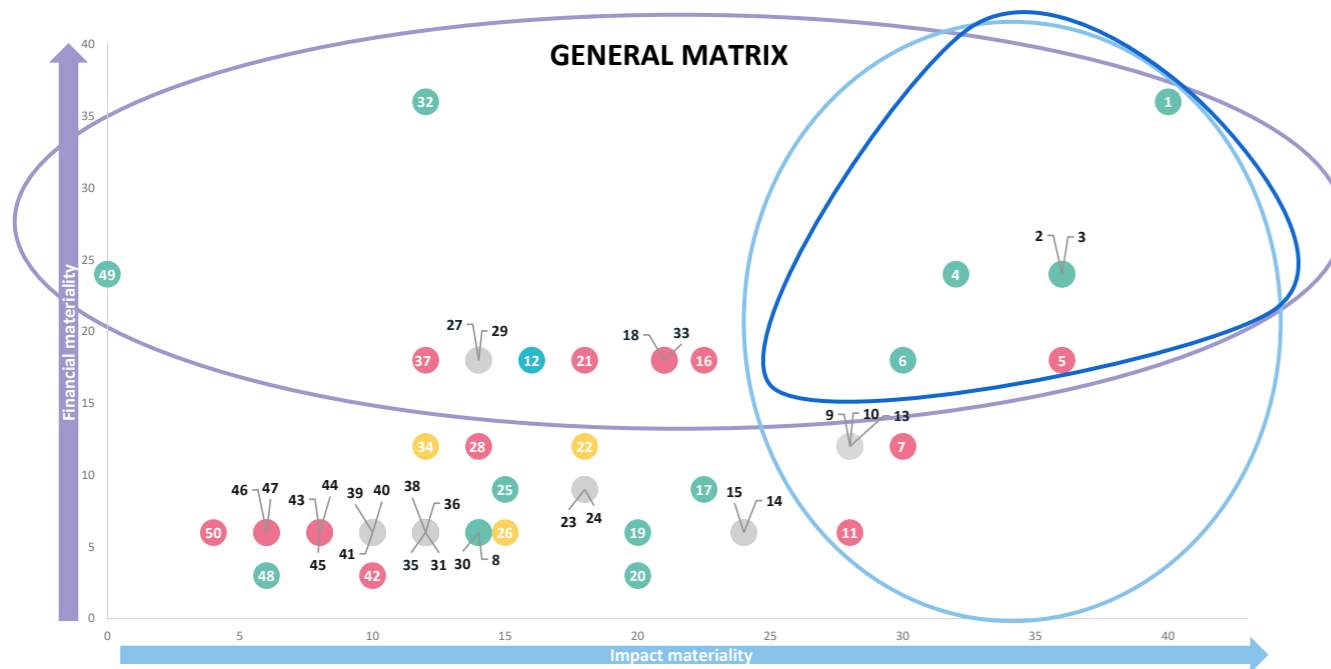
- the impact of environmental and social issues on the company's business model (financial materiality);
- the impact of the company's activities on the environment and society (materiality of impact).

The aim is to assign the same level of importance to financial information and sustainability information.

The Group has decided to take early action on these regulations and carry out a dual materiality analysis this year.

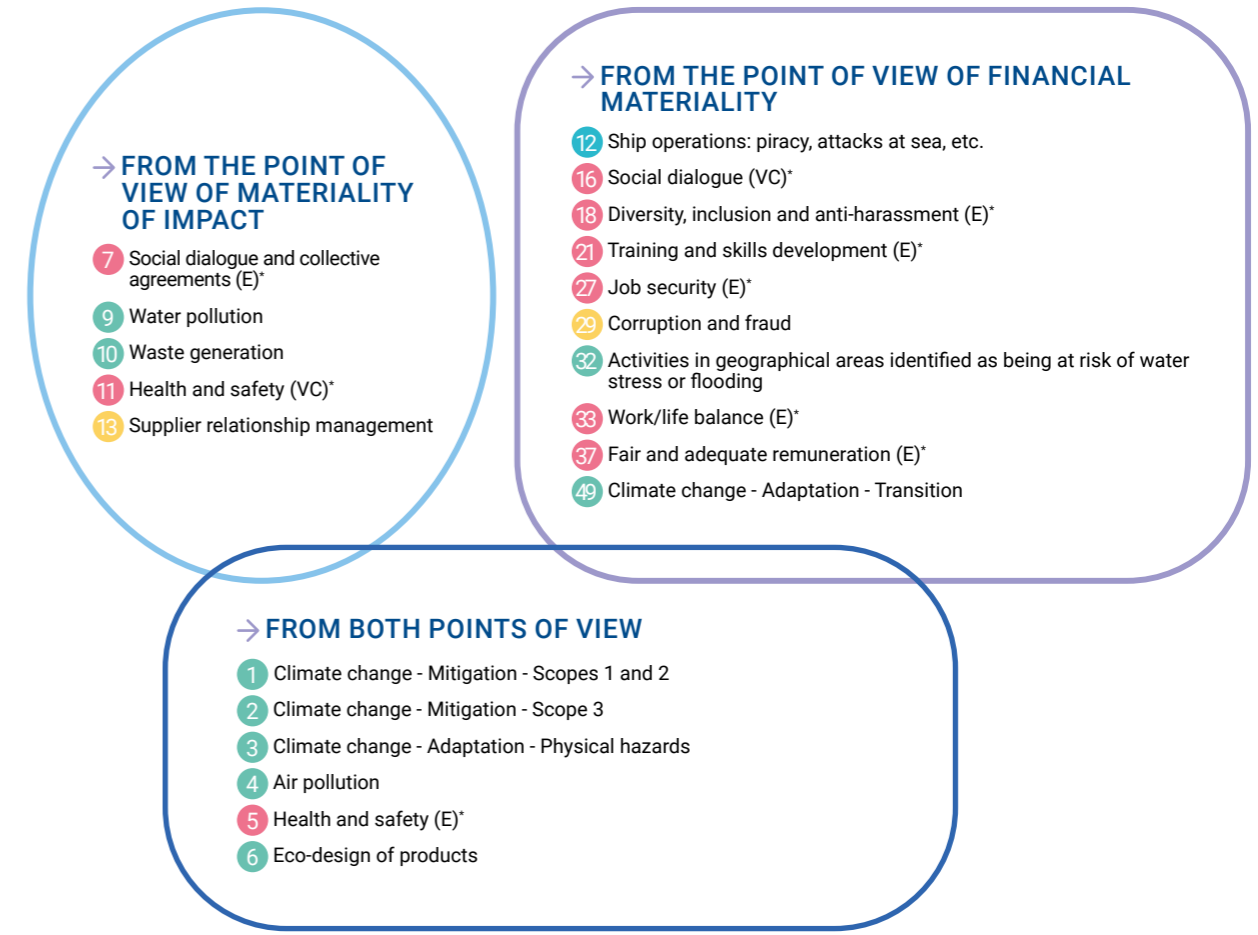
This enables us to rank impacts, highlight the most important issues and prioritise the actions to be deployed as part of our CSR strategy.

The dual materiality matrix highlights 20 key issues based on two criteria: whether the Sogestran group's activity has an impact on this issue (global warming, for example), or whether the issue has an impact on the group's business model (climate hazards such as droughts or storms, etc.). Certain issues are identified as significant from both points of view.



- Environmental issues
- Social issues
- Government issues
- Material issues specific to Sogestran
- Financial materiality
- Impact materiality
- Dual materiality

## ISSUES IDENTIFIED AS MATERIAL



## ISSUES IDENTIFIED AS NON-MATERIAL

- 8 Use of substances of very high and very high concern
- 14 Respect for human rights in the workplace: housing
- 15 Wastewater management
- 17 Optimising water management and consumption
- 19 Impact of activities on the integrity of ecosystems
- 20 Degradation of marine habitats and resources
- 22 Corporate culture
- 23 Involuntary transportation of stowaways
- 24 Affected communities - Pressure on local natural resources and nuisances
- 25 Circular economy (recycling and reuse of materials used)
- 26 Protection of whistleblowers
- 28 Customer safety
- 30 Responsible sourcing
- 31 Soil pollution
- 34 Political influence and lobbying
- 35 Diversity, inclusion and anti-harassment
- 36 Training and skills development (VC)\*
- 38 Affected communities - Economic, civil, political, social and cultural rights of local communities and indigenous peoples
- 39 Illegal subcontracting
- 40 Fair remuneration
- 41 Job security (VC)\*
- 42 Responsible communication
- 43 Protection of customer privacy
- 44 Work/life balance (VC)\*
- 45 Respect for human rights in the workplace; respect for privacy (E)\*
- 46 Respect for human rights at work: child labour and forced labour (E)\*
- 47 Respect for human rights at work: child labour and forced labour (VC)\*
- 48 Production or distribution of goods that may generate microplastics
- 50 Respect for human rights in the workplace: adequate housing, water and sanitation, respect for privacy (VC)\*

\*(E): Company (VC): Value chain



Environment, Society and Governance

# OUR 10 PRIORITY AREAS FOR ACTION

To facilitate the implementation of an action plan over several years and a clear CSR strategy shared by all, material challenges have been grouped into 10 areas of action.



## OUR ENVIRONMENTAL CHALLENGES

### PRIORITY AREAS

→ Climate change and GHG emissions

→ Air pollution

→ Physical hazards linked to climate change

→ Waste management and planning product end-of-life

→ Water pollution

### MATERIAL ISSUES

- 1 Climate change - mitigation for scopes 1 and 2
- 2 Climate change - mitigation for scope 3
- 49 Climate change - adaptation - transition
- 6 Eco-design of products
- 4 Air pollution
- 6 Eco-design of products
- 3 Climate change - adaptation - physical hazards
- 49 Climate change - adaptation - transition
- 32 Activities in identified geographical areas at risk of water stress or flooding
- 6 Eco-design of products
- 10 Waste generation
- 6 Eco-design of products
- 9 Water pollution
- 6 Eco-design of products



## OUR SOCIAL CHALLENGES

### PRIORITY AREAS

→ Workplace well-being and employee skills management

→ Social dialogue with and for employees in the value chain

→ Diversity and inclusion

→ Health and safety of staff and employees in the value chain

### MATERIAL ISSUES

- 27 Job security
- 33 Working hours/Work-life balance & personal life
- 37 Fair and adequate remuneration
- 21 Training and skills development
- 7 Social dialogue and collective agreements
- 16 Social dialogue and collective agreements for employees in the value chain
- 18 Diversity, inclusion and anti-harassment
- 5 Health and safety
- 11 Health and safety of employees in the value chain
- 12 Ship operations: piracy, attacks at sea, etc.



## OUR SOCIETAL CHALLENGES

### PRIORITY AREAS

→ Ethics, responsible commercial relations and anti-corruption

### MATERIAL ISSUES

- 13 Supplier relationship management
- 29 Corruption and fraud





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# OUR ENVIRONMENTAL CHALLENGES



As a player in the transport and logistics sector, Sogestran's development strategy focuses on meeting environmental challenges.

The very nature of the Group's business will be profoundly altered by the effects of energy transition: the products we are transporting today are not the same ones we will be transporting tomorrow.

At the same time, we are continually innovating to reduce our CO<sub>2</sub> emissions and protect the environments in which we operate, whether natural (and rivers and oceans in particular) or urban (industrial zones, towns and cities).

Our many initiatives bear witness to our awareness and constant determination to move towards a more sustainable economy.



Climate change and GHG emissions -Scopes 1, 2 and 3

# REDUCING OUR ENVIRONMENTAL FOOTPRINT



Better design, better consumption and better operation are the cornerstones of our efforts to reduce our greenhouse gas (GHG) emissions.

## GOVERNANCE

### A STRATEGY DEFINED BY BUSINESS LINE

Each of Sogestran's business lines has adopted decarbonisation strategies or initiatives to reduce GHG emissions as appropriate for its own activities and the challenges it faces (regulatory, contextual, geographical, etc.). The activities with the greatest environmental impact have been certified (ISO 14001 and SQAS) or awarded labels (Ecovadis and Green Marine Label).

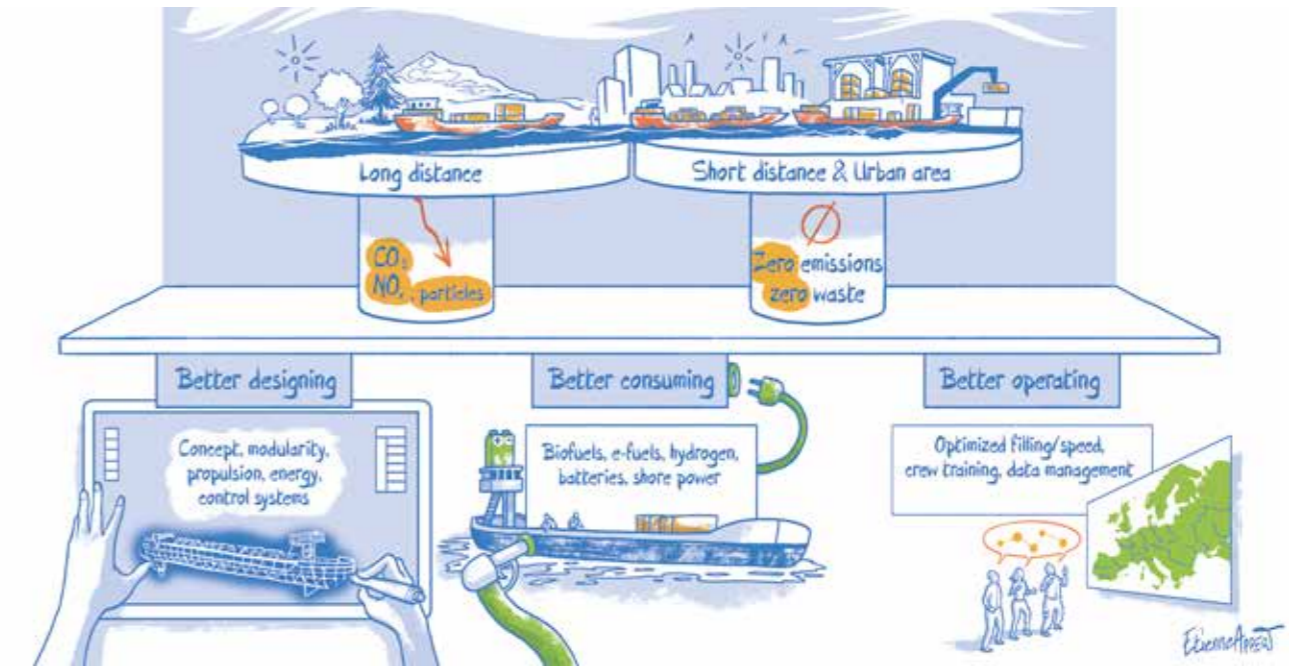
Each approach requires a strong commitment from management, who must define a strategy and quantified objectives each year, as well as actions based on 3 axes: better design, better consumption and better use.

In 2023, the river and maritime professions formally set out their strategy in an explanatory plan to raise awareness among the various stakeholders (customers, suppliers, employees, etc.). The multimodal and industry services business lines will be rolling out their plans in 2024.

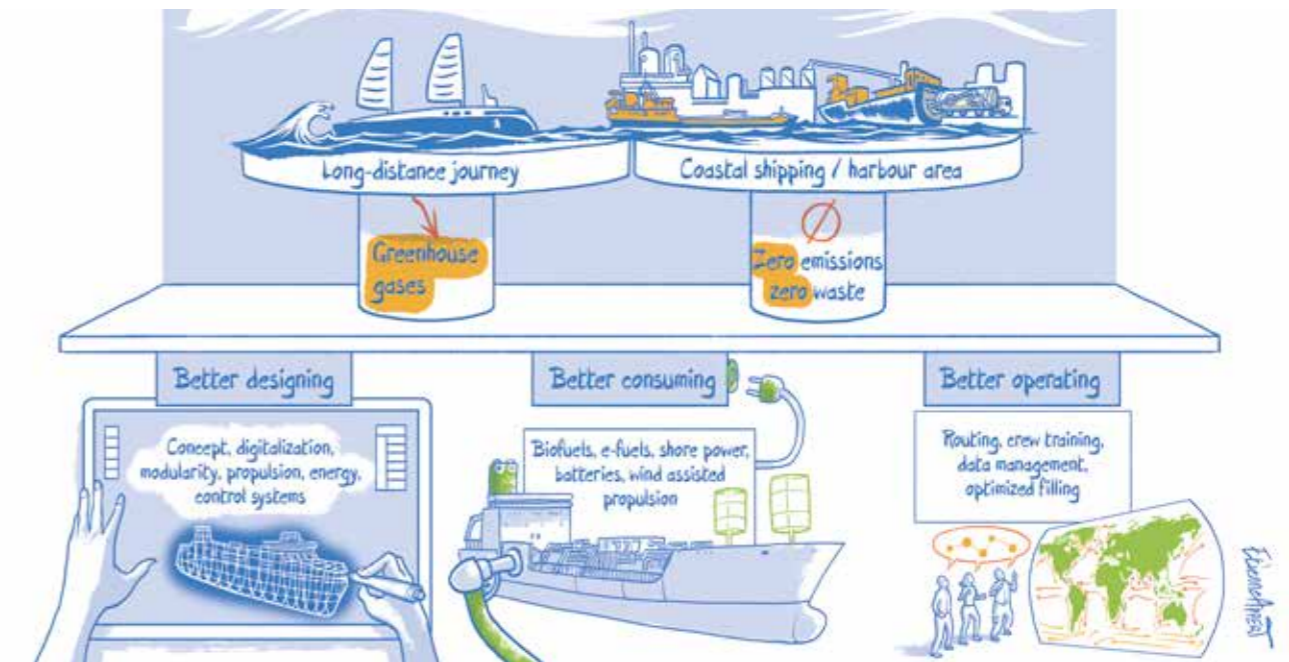
At the same time, CARE, a Seveso high-threshold site for the storage of hazardous products, has for several years included an analysis of scopes 1, 2 and 3 in its annual management review.



## Reducing the environmental footprint of our river fleet



## Reducing the environmental footprint of our shipping fleet



## INITIATIVES INTRODUCED

### DESIGN BETTER

#### PLAN FOR THE FUTURE FROM THE CONSTRUCTION STAGE

Within the Technical Department, an Energy Transition Engineer is working specifically on decarbonisation issues. They feed information into a decision-making tool and identify solutions for renewing the units. They orchestrate three main tools to guide users towards the most efficient technologies: technology monitoring, modelling of boats in operation, and maintenance of a database with up-to-date, reliable data on the various solutions.

This enables the best technical decisions (e.g. engine sizing, battery fleet, etc.) to be taken, so that fuel consumption can be reduced by up to 50%.

Two studies were also carried out in 2023. The first focused on the use of renewable fuels with a low impact on atmospheric emissions (LNG, methanol, ammonia, hydrogen, etc.) and the second on sail-assisted solutions for energy-efficient boats.

“Design better” also applies to buildings. The Group’s head office in Le Havre is covered by the service sector decree, which requires all companies with an operating area of 1,000m<sup>2</sup> or more to reduce their energy consumption by 60% by 2050. A study has been carried out with an architectural firm in Le Havre to specify the measures required to meet this need. A major redevelopment project has been selected to rethink the way the site is organised, interactions between teams, and consumption (energy, operation, insulation, selection of materials, orientation of offices, etc.).

### RETHINKING THE COMPOSITION OF THE FLEET

The river business line is rethinking the composition of its fleet by initiating a policy of replacing its barges with self-propelled units that offer better environmental performance.

The multimodal business line has undertaken a similar review and, in July 2023, replaced a two-barge pusher used on the Rhône with two smaller self-propelled vehicles that are better suited to the volumes being transported. These units produce fewer emissions, thanks to a better loading rate.

AT Group level, the vehicle fleet will undergo structural change over the next few years. The implemented car policy includes the criterion of CO<sub>2</sub> emissions. For the past two years, all new company vehicles purchased have been petrol, E85 or electric vehicles, whereas they had previously been diesel vehicles. Vehicles are now changed every 200,000 km or every 7 years (rather than every 5 years), in order to reduce the carbon footprint over the entire life cycle of the product.

### CONSUME BETTER

#### INCREASE THE USE OF NATURAL ENERGIES

A wide choice of energies is available to reduce CO<sub>2</sub> emissions. Many of them are designed for long-term investment in their use. A single solution will not be able to meet all needs, as their introduction depends on various criteria (regulation, cost, availability, efficiency), so a varied energy mix seems to be the solution.

At the Freeman Industrie site in Béziers, an in-depth study into the installation of solar panels over an area of almost 7,000m<sup>2</sup> was conducted in 2023. This would have enabled the Group to supply nearly 2 million MWh of its own energy annually – more than the total consumption of all the Group’s entities. The project was not approved by the authorities on the grounds that its proximity to the Canal du Midi could lead to flooding that would be incompatible with the operation of a solar panel park. But the idea has not been abandoned, and a study is underway for the Group’s Le Havre sites.

The sun is not the only source of natural energy that can help to make sustainable use of assets. Compagnie Maritime Nantaise-MN, which specialises in the transport of high added-value products, has developed a partnership with French company Michelin to test a sail on one of the Group’s ships. This is the Wisamo project. Since July 2023, the sail under test has been recognised as an effective solution for environmentally friendly economic growth, thanks to the Solar Impulse Foundation’s certification.

Water is also a source of energy. Sogestran has decided to build a green hydrogen-powered river unit. Green hydrogen is created by electrolysing water using electricity from renewable sources. The project is currently in the implementation phase, and is coming up against a number of regulatory issues that need to be resolved with all the institutions involved to enable this energy of the future to become a reality as quickly as possible.

### CONTRIBUTING TO DEVELOP SAIL PROPULSION



In 2023, Compagnie Maritime Nantaise-MN implemented the “proof of concept” for the Wisamo solution. To make the technology more reliable, a 1/8-scale prototype sail (100m<sup>2</sup>) was installed on the Pelican for 6 months, making several weekly round trips in the Bay of Biscay, well known to sailors for its capricious weather and winds.

MORE INFORMATION ABOUT THE WISAMO PROJECT



### USE ELECTRICITY AT BERTH

The Group is promoting the electrification of wharfs, giving priority when stopping to wharfs that can be connected to mains current, and asking managers of wharfs that are not already equipped to install electrical sockets.

This action has been in place for a long time on river transport, with monthly monitoring of consumption by crews.

For maritime transport, the Pointe de Caux, which was built in 2021, has been equipped with an electrical connection, which will limit the need for diesel to run the ship when it is at berth. This initiative will be extended to all new ships.

### TURNING WASTE INTO A SOURCE OF ENERGY

Using waste as a source of energy is also an avenue that is being explored and deployed by several Group companies.

TSN uses the vapours produced by Sedibex, an industrial waste incineration site, for its road tanker cleaning business.

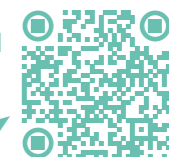
The Group offers its customers the use of HVO to propel its river and maritime units.

### HYDROGEN PROPULSION: FIRST UNIT TO APPEAR ON THE SEINE SOON?



The Zulu06 is a self-propelled hydrogen-powered urban distribution unit that should be taking to the Seine in the coming months. The Group has been working on this project for 3 years as part of the European Flagships project. In Europe, only one project has been launched, in the Netherlands. Finalising the project in France is taking longer than expected because the regulatory framework needs to be put in place.

MORE INFORMATION ON THE ZULU06 PROJECT



### HVO: A FUEL WITH DUAL BENEFITS THAT REQUIRES SHIPPER SUPPORT

HVO – a fuel made from agricultural waste and used edible oil – has the dual advantage of reducing CO<sub>2</sub> emissions by 90% over the product's entire lifecycle and not requiring any modification to engines.

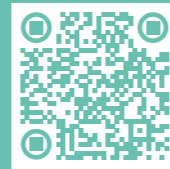
In 2023, Sogestran Logistics developed SoBlue, the first river service in France to use HVO fuel. Its introduction followed a rigorous protocol. Tests were carried out by an external body, demonstrating the non-emission of other atmospheric pollutants such as NOx.

However, although HVO has many advantages, it costs twice as much as the fossil fuel used in most cases.

Shipper support is therefore necessary for mass deployment.

The regional councils of Brittany and Pays de la Loire have clearly understood this, and in 2023 renewed their confidence in the Sogestran group to supply fuel to Belle-Île and Île d'Yeu. The Anatife, a dedicated unit, will use HVO to provide this service from 2024.

**MORE INFORMATION ON THE SOBLUE OFFER**



### HELP SHIPPERS TO DECARBONISE THEIR SUPPLY CHAIN

Following the success of HVO with the regional councils of Brittany and Pays de la Loire, **the river and multimodal business lines are now systematically offering an alternative fuel:** the usual diesel propulsion of river vessels is replaced by bio-fuel (HVO or B100). In addition, for road transport, Sogestran Logistics is offering its customers the option of using LNG<sup>1</sup>, which emits 20% less CO<sub>2</sub> than conventional diesel, even though it is more expensive. By 2023, 17% of the truck fleet in the Paris Region will be running on LNG. The Group also aims to work with road hauliers using B100<sup>2</sup> fuel.

However, the aim remains to reduce the use of road transport. To achieve this, **customers are offered the use of a rail link between Dunkirk and Metz.**

In the same vein, **BLL has had a warehouse at the Port of Gennevilliers since November 2023.** This allows lorries to stop at this warehouse, enabling the rest of the journey to Paris to be made by river via the Seine.

**Maritime transport, for its part, is subject to stringent regulations aimed at reducing greenhouse gas emissions.** As part of the European ETS Directive, which comes into force in 2024, the Group has prepared the necessary system to pay for carbon quotas. Customers have been informed of these regulations, which will have an impact on the price of transport services. The aim is clear: to penalise shippers and carriers financially in order to encourage them to move towards decarbonised maritime transport. The Group's maritime entities work to provide customers with guidance in their decisions, particularly with regard to the operation of ships (journey times, departure and arrival times, routing, etc.).

But it is still impossible to move away from fossil fuels completely, given the various technologies available. For this reason, it is essential to work on how to make better use of our facilities so that they consume less.

### OPERATE BETTER

#### CAPITALISE ON NATURAL ELEMENTS

The sea and rivers offer a major opportunity to reduce energy consumption. **Every day, the crews and operations departments of the river and maritime units analyse winds, tides and currents to ensure the best possible combination of reduced energy consumption and customer satisfaction.**

A number of measures have been implemented, such as planning sailings to factor in tides and currents, choosing to stop sailing in times of flooding when thresholds are exceeded to avoid over-consumption, offering scheduling with longer journey times to reduce consumption, and monitoring the performance of these actions by tracking consumption indicators. Testing of 3 routing software packages is underway.

**An analysis of virtual arrivals and availability of unloading quays at the port is also carried out by the operations teams.** It identifies the availability of quays before arriving in port in order to reduce the speed of the vessel, and thus reduce fuel consumption. There's no point in arriving quickly if you can't unload!

#### MONITOR INDICATORS TO REDUCE CONSUMPTION

To be effective, it is necessary to monitor consumption using reliable and appropriate data.

**For river transport, fuel consumption is monitored for each unit** in order to identify measures to be taken in the event of over-consumption.

**For its shipping activities, the Group is aligning itself with the IMO's commitment to reduce the carbon intensity of all ships** by 40% by 2030 compared with 2008<sup>3</sup>. In order to reduce their carbon intensity, ships must calculate two scores: their existing ship energy efficiency index (EEXI<sup>4</sup>) and their annual operational carbon intensity indicator (CI<sup>5</sup>). These two scores are subject to annual monitoring and the implementation of measures to reduce emissions from ships whose performance does not meet the objectives.

**The other indicator monitored to reduce fuel consumption is the loading factor.**

This KPI is closely monitored, especially by the multimodal business, both for self-propelled vehicles and for trucks (arriving/leaving).

**For the industrial services business, improved operations means reducing energy consumption.** A number of measures have been implemented, such as replacing conventional lighting with LEDs, shifting forklift loading to off-peak hours, and end-of-day rounds to detect anomalies, etc.

In addition, as CARE and TSN are SQAS-certified entities, they also calculate their respective greenhouse gas emissions. The entire value chain is considered and preference is given to local service providers. Only companies with a particular speciality can come from another department of France (e.g. generator maintenance or fire extinguishing system maintenance). The TSN and Freeman sites have an on-site maintenance team, reducing the need for external service providers and the number of return journeys.

## KEY PERFORMANCE INDICATORS

BUSINESS LINES	INDICATORS	2021	2022	2023
River	Electricity consumption at berth (MW)	176,943	201,476	215,292
	Fuel consumption (L)	8,941,140	6,593,038	6,164,874
	CO <sub>2</sub> emissions from ships (tonnes CO <sub>2</sub> eq)	30,533	20,834	19,706
Maritime	CO <sub>2</sub> emissions from ships (t CO <sub>2</sub> eq)	115,771	118,125	108,549
	CO <sub>2</sub> emissions from ships per tonne transported per mile travelled (g / t.nm)	0.05 (SOSH) 0.76 (MN)	0.06 (SOSH) 0.812 (MN)	0.01 (SOSH) 0.916 (MN)
	Quantity of fuel used by ships (tonnes)	36,853	37,377	35,434
Multimodal	Average load factor	78%	80%	84%
	Number of TEUs carried with HVO	0	0	1018
Services to industry	Electricity consumption (MWh)	-	2,597.63	2,470.46
	Fuel consumption (L)	-	141,945.5	70,242

1 - Liquid natural gas

2 - The generic name B100 stands for 100% plant-based fuel (B for biodiesel and 100 for its proportion of plant components)

3 - This reduction target is converted into a decarbonisation trajectory in transportable tonnes per mile travelled.

4 - The EEXI takes engine and generator emissions, the ship's capacity, its reference speed and correction coefficients into account.

5 - This indicator is expressed in g CO<sub>2</sub>/tnm. It takes the amount of fuel consumed over the year, the capacity of the vessel and the distance travelled into account



Air pollution

# LIMITING ALL OUR EMISSIONS



The Sogestran group uses advanced technologies to limit emissions of fine particles and nitrogen oxide.

At a time when major cities, faced with high levels of pollution, are seeking to limit city centre greenhouse gas emissions, river transport definitely has a role to play. For several years now, Sogestran has been developing its multimodal offering to adapt to the constraints of urban environments and the needs of the customers who operate there.

In terms of urban logistics, river transport has the advantage of:

- relieving congestion on urban and suburban road networks;
- avoiding the need to create new roads;
- making deliveries more reliable (lead times, etc.);
- reducing nuisance and pollution (noise, odours, etc.);
- participating in *the reverse logistics* chain by means of collecting and disposing of the waste generated by these deliveries.

## GOVERNANCE

The issues of greenhouse gas emissions and air pollution are closely linked.

Each of the Group's business units has put in place a strategy and real-world measures to limit the risks associated with air pollution. QSE decarbonisation policies provide a framework for managing the risk of air pollution, and set the objective of reducing environmental impacts from one year to the next.

In the maritime transport sector, the Group is subject to IMO regulations, which define SECA<sup>1</sup> zones in which SOx emissions are limited to 0.1% (compared with 0.5% out to sea). The policy of reducing environmental impact through the safety management system, and participation in the Green Marine Europe environmental label, embody Sogestran's commitment to limiting air pollution. The entire maritime fleet is covered by these procedures.

## INITIATIVES INTRODUCED

### MAINTENANCE TO AVOID EMISSIONS

A safety management system specific to each entity sets out the safety procedures to be followed in order to minimise the risk of pollution. These procedures take various forms: emission source maintenance procedures, quality control, equipment operating instructions and pollution management.

Regular maintenance is planned to keep any equipment that could present a pollution risk in optimum working order. The units are equipped with CMMS systems for monitoring preventive and corrective maintenance (e.g. checking air conditioning systems and changing filters in paint or shot-blasting booths).

All maintenance work is recorded, and equipment is regularly checked by both in-house teams and external service providers.

The Group's capital-intensive model encourages "prudent management", which means regularly maintaining equipment to ensure that it performs optimally for as long as possible.

### INVESTING FOR EVER-GREATER EFFICIENCY

For the river business line, a strategy to reduce impacts has been implemented; this applies to the entire fleet and its value chain. The strategy is based on:

- limiting the release of vapours from transported products into the atmosphere;
- washing and degassing transport units using vapour treatment systems.

Subcontractors and service providers are involved in implementing this strategy: work in partnership with dock managers is necessary, particularly for implementing gas return systems where these do not yet exist.

In practical terms, a number of measures have been taken in 2023 to limit air pollution:

- identifying infrastructures that do not have a gas return for products that must be zero-discharge and requesting that they be brought into compliance;
- bringing several customer sites up to standard and installing two filtration units at the current Mahieu Maintenance site;
- setting up mobile vapour reprocessing facilities on the Rhône for washing/degassing operations;
- installation for CLT of an SP95 vapour reprocessing unit by the customer during unloading on Belle-Île at the end of 2022. Fully operational since early 2023;
- start of the study for the construction of a new cleaning and degassing site in Le Havre, with two activated carbon filters and an oven, enabling current capacities to be doubled (delivery scheduled for the end of 2025).

In the maritime sector, Sogestran has fitted three ships with flue gas cleaning systems in recent years to reduce sulphur emissions. This involves installing a scrubber in the exhaust to capture all the impurities in the gases. Sogestran also uses low-sulphur fuels (<0.1%) for other vessels.

As an illustration of its commitment to environmental issues, the Pointe de Caux, owned by Sogestran Shipping, has been included in the Environmental Ship Index, enabling it to obtain a reduction in port taxes.

For multimodal transport, road hauliers are required to comply with Euro 5 and Euro 6 standards. These new trucks generate fewer fine particles. This is a necessary condition for listing a new carrier.

In the industrial services business, CARE – a high-threshold Seveso site – has implemented an internal operations plan and a site safety plan to limit the risks of air pollution. Risk limitation is also based on the accident and pollution prevention policy, which is an integral part of the QSE policy. Given that CARE's business is the storage of products, air pollution is only possible in the event of an accident. The company has defined its internal operations and site safety plans to satisfy government requirements to measure air pollution in the event of an accident.

At the TSN site (road tanker washing), an odour and toxicity management system has been put in place. The regulations impose compliance with thresholds, with monitoring conducted using specific equipment.

At the TSN and Freeman sites, paint booths have been installed with VOC (volatile organic compound) treatment and dust capture systems. Filters are managed to comply with regulations.

## KEY PERFORMANCE INDICATORS

### SOx EMISSIONS

Compagnie Maritime Nantaise (kg)



Maritima (kg)



Sogestran Shipping (kg)



### NOx EMISSIONS

Compagnie Maritime Nantaise (kg)



Maritima (kg)



Sogestran Shipping (kg)



1 - Atmospheric emission control zones





Physical hazards linked to climate change

# MONITORING HAZARDS TO ENABLE THE RIGHT DECISIONS



The intensity and frequency of physical hazards linked to climate change are increasing every year. Violent winds, storms, cyclones, drought, heavy rainfall, extreme cold and heatwaves are just some of the physical hazards that are exacerbated by climate change. The Group's activities, and therefore its employees, may be directly affected by these phenomena. Various measures are taken to ensure the best decisions are made, where necessary.

## GOVERNANCE

**For maritime activities**, decisions relating to the management of this risk are taken on a case-by-case basis by the ship's captain. He/she is responsible for the safety and security of the crew and the ship, and therefore has the right to stop the ship for safety and security reasons.

**For river transport**, specific navigation procedures have been defined for each area, prohibiting navigation above a certain level of wind, swell or flood. The aim is to guarantee the safety of the unit, the crew and the goods being transported. Within the caution area (within the thresholds but still potentially dangerous), one of the Group's golden rules is that the captain has the power to stop the boat.

**For industrial services**, site QSE managers are responsible for drafting policies, which are then approved by the site manager. The lack of water due to drought is a real problem, prompting rationalisation of the use of this resource. This is monitored and steered during management reviews.

The main measures to prevent the risks associated with climate hazards are as follows:

- analysis of weather warnings, for each business line and even for each ship in circulation, to adhere as close as possible to the traffic zones;
- the creation of alert thresholds and airworthiness limits;
- constant monitoring of potential physical hazards that could have an impact on operations.

For the **inland waterway and maritime transport business lines**, alert thresholds and seaworthiness limits have been set within the navigation processes. For example, the alert thresholds set in the procedures make it possible to limit external handling in the event of strong winds.

Monitoring the occurrence of physical hazards is particularly important for Sogestran's business relationships. By anticipating bottlenecks and risks to navigation, continuity of service for customers is ensured. This monitoring limits possible delivery delays, additional logistical costs due to delays in berthing or docking, or damaged cargo.

## NECESSARY ORGANISATIONAL AND STRUCTURAL DECISIONS

With regard to **river transport**, a simulator has been set up on the Rhône to estimate the water level on the river and its tributaries and terminate navigation if this level proves insufficient. To deal with the risks of drought and rivers drying up, Sogestran is also working on widening boats to enable their draught to be reduced.

On the Rhine, the latest boats purchased have been designed to be able to sail with shallow draughts, anticipating the drop in water levels due to repeated droughts.

## INITIATIVES INTRODUCED

### ENHANCED MONITORING FOR OPTIMUM DECISION-MAKING

Commitments for monitoring physical hazards are formally set down within the navigation processes applicable to Sogestran's various business lines. These processes specify the responsibilities incumbent on the various crew members with regard to the navigation rules to be adhered to, particularly in terms of safety and consideration of sailing conditions.

For **maritime transport**, three routing software packages are currently being tested on part of the fleet to help analyse sailing conditions and prevent physical hazards.

**Services to industry** are particularly sensitive to the risk of heatwaves and drought. In the event of a water shortage, the teams have drawn up a plan to reduce water consumption in order to comply with local regulations. Heatwaves can also have an impact on the physical/

chemical quality of stored products: employees are therefore attentive to the chemical characteristics of products when temperatures rise.

Finally, the risk of a heatwave can have an impact on site employees, so it was decided to adjust working hours for the Freeman site, located in Béziers, in the event of very hot weather.



The Pointe de Caux in a storm © Sogestran Shipping

## SUPPLYING DATA TO THE MÉTÉO FRANCE OBSERVATION NETWORK

Under the VOS (Voluntary Observatory Shipping) Agreement, MN ships are equipped with meteorological equipment that enables them to retrieve weather data continuously based on the ship's position. This enables the observation network to be extended, providing more accurate information on weather conditions and thus improving navigation safety. This automatic transmission system is implemented by Météo France, and is not intended to make a profit. However, Météo France works with sailors and pays them to manually transmit additional visual data, including sea state, visibility, etc.

## KEY PERFORMANCE INDICATORS

The indicators tracked differ according to the business lines, to match their specific characteristics as closely as possible.

### MARITIME

Number of events resulting in days of delay

Compagnie Maritime Nantaise



### RIVER

Number of days without navigation due to flooding<sup>1</sup>



<sup>1</sup> - This indicator is calculated on its own fleet for the Rhône and Loire basins



Waste management and planning product end-of-life

# PRODUCING LESS, RECYCLING BETTER



Several of the Group’s transport activities generate waste: inland waterway and maritime transport, particularly during the manufacturing and dismantling of ships, but also during their service life (cleaning, maintenance, etc.); industrial services, particularly cleaning, maintenance and repairs.

The Group is committed to a strategy of waste reduction and management, and to anticipating the end-of-life of its boats.

## GOVERNANCE

Management of this issue is an integral part of Sogestran’s overall QSE policy; it is handled by the company’s business lines. Each of them implements policies, awareness-raising initiatives and targeted key actions. Policies are presented at management meetings and then publicised via posters on board the boats and in the Group’s offices.

**Industrial Services has also introduced a policy of reducing waste at source** by ceasing to use aerosol cans to test containers for leaks, and replacing them with hand sprayers. This will result in savings of 3,000 packs by 2023.

Along with the Group’s reduction of the quantity of waste from its activities during technical shutdowns, it has also included a criterion for efficient and rapid waste management in its calls for tenders.

## INITIATIVES INTRODUCED

### LIMITING WASTE PRODUCTION

**To reduce hazardous waste, the river transport industry is currently carrying out research** to replace certain products with bio-sourced ones. Cleaning processes have also been improved by replacing one of the solvents with a less hazardous one. All sorted waste is recovered by collection service providers.

**For multimodal transport activities, orders are now being sent electronically** to avoid printing and save paper. **A boat waste recovery service has also been set up in Lyon.**

**Several types of initiative are being implemented in the maritime sector:**

- **a strategy to reduce plastic waste** by ordering in bulk or in large quantities to reduce the number of containers;
- **raising awareness among employees** of Compagnie Maritime Nantaise and Sogestran Shipping of ocean-related issues and their impact on these environments through the provision of “ocean fresco” workshops;
- **reducing waste at source**; for example, by requiring the use of returnable bottles for water fountains and the provision of water bottles on board ships from 2024;

### SORTING FOR BETTER RECYCLING

**Among the actions undertaken by the river teams, a system for sorting hazardous and non-hazardous waste at source has been installed** both on board the boats and on land. All the sites have sorting facilities by category: hazardous waste is all reprocessed through approved channels (hydrocarbon liquids, soiled rags, paints, filters), and used or unsuitable hawsers are donated by the sites to associations.

**In the maritime sector, waste is sorted on board ships** and solid waste is unloaded at ports of call. **Some boats have incinerators or compactors** for better waste management. In this way, Sogestran’s maritime activities comply with the MARPOL international convention for the prevention of marine pollution from ships, which requires waste not to be discharged at sea but to be treated on board or in port.

The management of grey water is dealt with under the “Water pollution” issue.

**The Group’s French shipping companies have been awarded the Green Marine Europe label. Two of the criteria for this label are directly linked to this theme: oily run-off and waste management.**

### A WASTE SORTING FACILITY AT EACH OF THE RIVER BUSINESS LINE SITES



Waste sorting area to be installed in 2023 on the CFT site at Loire-sur-Rhône

*“Everyone needs to be involved, from the moment the waste is generated right through to its disposal”*

*Ramzi Bellamine, QSE coordinator at the Loire-sur-Rhône site.*

**In the case of industrial services activities, the entities provide evidence that all their waste is sorted and that new employees have been given dedicated training.** An annual awareness-raising campaign for all employees is also organised.

Hazardous waste is sorted, identified and destroyed separately. For the TSN entity, solid waste from the management of the wastewater treatment plant is collected and incinerated.

**For all the Group’s activities, old computers and telephones are donated to a specialist association** in Le Havre, Web Solidarité, to give them a second life.

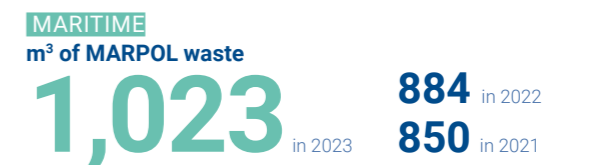
**The river transport industry has identified ship dismantling as a major stage in the life cycle of a vessel.** Ship dismantling is mainly carried out in France because of local expertise and control of pollution risks. However, in recent years, no boats have been dismantled: they have been given a second life in Europe.

### ANTICIPATING THE END-OF-LIFE OF PRODUCTS

For maritime transport, Sogestran has set up a working group for ship dismantling, in addition to Compagnie Maritime Nantaise’s commitment to “safe and environmentally sound ship recycling”. This commitment, which is designed to comply with European regulation 1257/2013, includes among its stipulations a requirement for companies to:

- ensure that ships destined for recycling are recycled only in facilities on the European list;
- monitor the ship dismantling process;
- undertake not to attempt to abandon or re-flag vessels at the end of their useful life;
- draw up an inventory of hazardous materials to facilitate ship recycling and prevent pollution and health risks.

## KEY PERFORMANCE INDICATORS



Water pollution

# PRESERVING WATER, OUR SHARED ASSET



Water is a shared asset that is essential to life and socio-economic development. It is a resource, a living environment, necessary for climate regulation and the functioning of ecosystems and human development. That's why the Sogestran group is taking a number of practical steps to limit its impact on this resource.

## GOVERNANCE

QSE policies have been defined for each of the Group's entities, and each of Sogestran's business lines has adopted strategies to limit water pollution in a way suited to its own activities and the challenges it faces. Policies are presented and approved at the annual management review.

## INITIATIVES INTRODUCED

### CONTROLLING RISKS

The Group takes action on a daily basis to control the risks of waste and reduce its impact on the environment, as each business has its own specific characteristics in relation to water pollution.

For river transport, the strategy is based on:

- the implementation of **procedures to control the risk of leaks**: all stages, including loading and unloading, are designed to reduce the risk of pollution, quality defects and accidents. Emergency response kits (boom, absorbents, recovery materials, etc.) have been set up in strategic places on the boat so that sailors can act quickly;
- **training employees and raising their awareness** of these risks through exercises and talks;
- **a ban on discharging contaminated or oily water**: discharge valves are sealed and it is compulsory to complete a register of these seals with the State in order to trace all discharges of oils and hydrocarbon products. The proper functioning of the seals is checked and recorded every month.
- **internal and external checks (client vetting)** every 6 months, enabling advance planning and continuous improvement.

To provide a framework for this strategy, the QSE policy applies to all river transport and covers all products transported, both hazardous and non-hazardous<sup>1</sup>.

Although there are no specific obligations relating to river transport, the Group is currently working on the installation of wastewater treatment plants on boats.

**Green Marine Europe certification for maritime transport illustrates compliance with strict criteria concerning oily discharges, spill prevention and rainwater management.**

**Industrial Services have set a target of zero accidents and zero negative impact on the environment.**

Regular site audits and checks on emergency kits are the main measures taken to limit the negative impact of water-related issues. Regular disaster management exercises are carried out so that teams can learn the appropriate responses needed to limit the spread of pollution.

All our sites are equipped with emergency kits (absorbents, gloves, boots, etc.), enabling employees to react quickly in the event of a spill. In the event of an accident, an automatic retention system with alarms and valve closures to prevent the release of products into the environment is activated on the CARE site.

### TREATING WATER BEFORE DISCHARGING IT

**Maritime transport activities present more specific water pollution challenges than the Group's other activities.**

**Oiled water treatment systems (known as oily water separators) are installed on maritime vessels** to store oils and ensure that no water containing more than 15 ppm of hydrocarbons is discharged.

Each operation is recorded in a register on board, and all equipment is regularly maintained: for example, it is regularly inspected by approved service providers and classification societies.

## BALLAST WATER TREATMENT

Ships operating on international routes must have a ballast water (water contained in large tanks to improve stability) treatment system. When this water is collected in one area, it is forbidden to discharge it into another (except under restrictive conditions) in order to prevent the proliferation of invasive species that disrupt ecosystems. It must therefore be treated before being discharged.

**This year, the Florence-B was the first Maritima bunkering ship to have a ballast water treatment plant installed on board.** The model chosen is a BIO-SEA manufactured by BIO-UV, a French company based in Occitanie and the only French manufacturer approved by the IMO. This system combines mechanical and physical water treatment, and has the advantage of requiring no chemical treatment.

## GREY WATER MANAGEMENT

**In terms of grey water management, the Group complies with European regulations:** toilets on all boats built after 2008 must be connected to a retention system that complies with European standards. It is forbidden to discharge this water more than 3,000 kilometres from the coast. Out at sea, a grinding and disinfection system is compulsory for treated water. Each boat has on-board registers for waste water and solid waste.

## TANK CLEANING SYSTEM

Finally, when it is necessary to clean the tanks on the boats, this is done at berth. If this is not possible, a barge recovers the water to prevent any accidental pollution.

## A WASTEWATER TREATMENT PLANT FOR INDUSTRIAL SERVICES

**The TSN road tanker cleaning site operates its own wash water treatment plant.** Daily monitoring is defined and the teams have to analyse the data in order to react quickly

(adding bacteria, etc.) to prevent any pollution. Every year, ICPE (Installations Classées pour la Protection de l'Environnement) data is declared in the dedicated national tool, GIDAF. The new TSN prefectural decree authorises a discharge of 300 COD, but the company has chosen to keep the more restrictive value of 120 in-house.

## KEY PERFORMANCE INDICATORS

### SERVICES TO INDUSTRY

#### Accidental pollution



### RIVER

#### Spraying on the BRIDGE<sup>3</sup>



#### Pollution of the aquatic environment



### MARITIME

#### Accidental pollution



## FANNY, WATER TREATMENT TECHNICIAN AT TSN

*"My job is to operate the wastewater treatment systems generated by tank washing at TSN Sandouville and TSN Gonfreville-l'Orcher.*

*The aim is to ensure that the water comes out clean, in compliance with the prefectural decree, and can be discharged into the Grand Canal du Havre.*

*To achieve this, the water passes through various types of filter and undergoes physical-chemical treatment, followed by biological treatment. The plant treats 48,500 m<sup>3</sup> per year, with a maximum of 250 m<sup>3</sup> per day"*



READ THE INTERVIEW WITH FANNY

<sup>1</sup> - Including products classified as dangerous within the meaning of the European Agreement concerning the International Carriage of Dangerous Goods by Inland Waterways (ADN), those not classified in the ADN but dangerous within the meaning of the Environment Code or the Labour Code, cargo residues, oily or dirty water, maintenance fluids (oil, etc.), and sanitary water discharges.

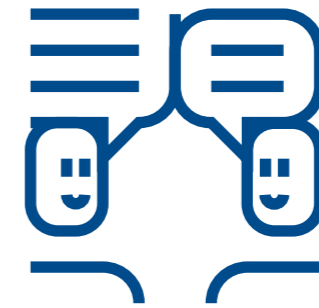
<sup>2</sup> - Chemical oxygen demand

<sup>3</sup> - This indicator is calculated on the basis of raw monthly data and includes the self-owned fleet in all areas





# OUR SOCIAL CHALLENGES



Our employees are the Sogestran group's greatest asset. Our responsibility is to ensure their health, safety and professional development.

With this in mind, and in constant dialogue with employee representatives, the Group strives to achieve a balance between work and private life, to offer support in difficult times, and to provide other assistance including training and career development opportunities.



Well-being at work and skills management

# ENCOURAGING PROFESSIONAL DEVELOPMENT



The Group is attentive to the well-being of all its employees in the workplace. This issue can be particularly important for certain professions that involve “non-typical” working patterns (e.g. seafaring life) and can have an impact on work/life balance.

## GOVERNANCE

The key aspects of Sogestran’s human resources policy are defined by the Group’s Management Committee and then implemented by the various entities. This is achieved through the signature of agreements following discussions with union delegates and works councils or, for smaller entities, following an employee referendum.

Workplace well-being issues are regularly discussed at management committee meetings. The Human Resources department, in collaboration with the business line and department managers, gathers information on employee expectations in terms of well-being in the workplace; for example, through discussions with the works councils and union representatives.

An HR coordinator has been appointed for each business line. This team of advisors ensures that we are as familiar as possible with the issues facing our business lines, and that information is passed on to the Group level.

## INITIATIVES INTRODUCED

### BETTER UNDERSTANDING FOR BETTER ADAPTATION

Everyday life requires flexible working hours not only to deal with unforeseen circumstances and difficult situations, but also to organise moments of special importance. For this reason, the Group allows flexible working hours for roles which offer this option (without operational constraints), as long as breaks and the number of working hours are adhered to. This has been the case for more than 15 years in the Group’s historic companies (CFT and Sogestion), which have implemented an agreement on the organisation of working hours. New entities such as BLL have also adopted this way of working.

## TELEWORKING ARRANGEMENTS

In July 2020, the Group signed its first teleworking agreement, which has since been rolled out to almost all sites (excluding employees for whom teleworking is not an option, such as operational staff).

This new approach was devised and agreed upon with the members of the works councils or through direct consultation with employees, depending on the size of the subsidiaries. The aim is to give Group employees greater flexibility in the way they organise their day-to-day lives, while preserving team cohesion and the company’s dynamism.

All employees must be present at the same time at least 1 day a week and can opt for a maximum of 1 to 2 days’ teleworking, depending on the department and/or company. Everyone retains their workstation at the company’s premises, and also the freedom to go there as often as they like.

This flexibility is appreciated by employees, particularly those who travel a lot on business and who see teleworking as an opportunity to be more present at home and improve their work-life balance.

## “SWITCHING OFF” FOR BETTER BALANCE

It can be difficult to separate personal and professional life. During all the individual interviews carried out each year, employees are asked about their job satisfaction, their well-being at work and their work/life balance. Employees may, if they wish, request a further interview with the HR department.

It is also necessary to alert employees to their login times. For this reason, CFT has set up an alert system for late emails. The aim is twofold: to remind senders that they can return to their personal life, and to protect recipients by avoiding contacting them during their free time. This system will be extended to all Group entities.

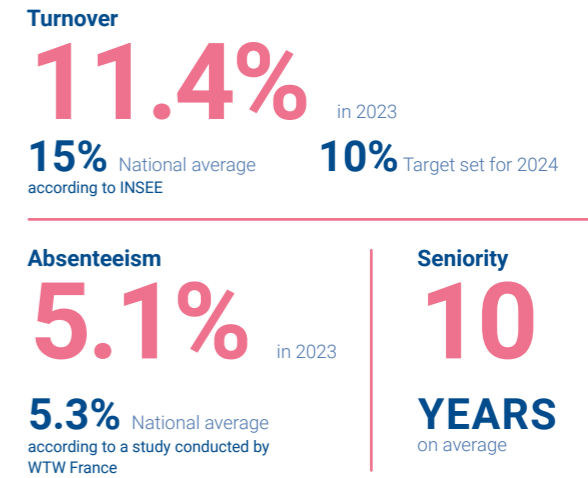
## SUPPORT IN DIFFICULT TIMES

Life isn’t always a smooth ride, and it’s sometimes difficult to take a step back from life’s events. The Sogestran group has chosen to set up a service to help employees and their dependants in the event of problems (complex administrative procedures, debt problems, psychological assistance, etc.) via a telephone hotline managed by its mutual insurance company.

This free, confidential service enables staff to:

- talk with someone and get help with administrative formalities from a social assistant;
- apply for financial support of up to €1,500;
- speak to a psychologist 24 hours a day, 7 days a week, who can monitor the employee or their dependants for 5 sessions.

## KEY PERFORMANCE INDICATORS



## IMPROVING EMPLOYEE HEALTH

Two flagship initiatives have been implemented in partnership with the mutual insurance company chosen by the Group.

### SPORTS MOTIVATION PROGRAMME

60% of premature deaths are attributable to poor lifestyle habits, including a sedentary lifestyle. To encourage employees to engage in regular physical activity, this programme records the activities they carry out (walking, running, cycling, etc.) and converts them into vouchers worth between €5 and €10, redeemable at major retailers (Decathlon, Fnac, Amazon, etc.). All the Group’s French employees benefit from this programme free of charge.

### FLU VACCINATION CAMPAIGN

In November 2023, 78 Group employees were vaccinated against influenza at the 8 French sites. Nurses visited the workplace to vaccinate employees wishing to benefit from this preventive measure. On the strength of this success, we will be running the programme again in 2024.



Well-being at work and skills management

# TARGETED, EFFECTIVE TRAINING

Sogestran has a duty to ensure the continuity, growth and international development of its activities, while retaining the sometimes highly specific skills of its employees. Its role as an employer also involves ensuring the employability and development of its employees.

## GOVERNANCE

Each Group company sets its own annual training plan, which takes into account the needs identified by management and the wishes expressed by teams. These training plans are presented to the Works Council. They aim to cover regulatory changes, the need to strengthen technical skills and more general topics (management, IT, etc.). Training budgets are the responsibility of the business units, while the Human Resources department is responsible for defining the training methods to be used for each course, taking into account budgetary constraints: in-house/external, classroom/learning, etc.

The Human Resources department is responsible mainly for e-learning and cross-disciplinary training (languages, management, IT). Business-specific training courses are managed by the business divisions, which can obtain support from Human Resources in finding training organisations, for example, or in implementing the CPF scheme.

Apprentice recruitment is managed by the Human Resources Department. A new recruitment manager has been hired to increase the number of apprentices, providing a means for Sogestran to get involved in training young people.

## INITIATIVES INTRODUCED

### ASSESSMENTS TO ENABLE BETTER DEVELOPMENT

A skills framework is currently being finalised by the Group. It will include several categories:

- business/operational skills,
- cross-disciplinary skills,
- managerial skills,
- behavioural skills.

This skills framework will be used as a basis for individual interviews. It will initially be tested at Sogestion.

Its aim is to improve the relevance of the training provided, and also to identify potential internal mobility opportunities.

Every inland waterway sailor already has a skills record which is updated every year by management and helps to identify future captains and unit managers, thus ensuring sufficient resources for these key positions that are in short supply.

The personal appraisal is the main tool used by employees to review the past year and discuss their performance with their manager. During this appraisal, employees can share their training requests and express a desire for internal mobility.

Every two years, a people review is held for all the Group's managers, to discuss their wishes and willingness to move. The aim of people reviews is twofold:

- to take stock of employees' skills and future developments (e.g. retirements);
- to offer career development opportunities to employees identified as having high potential.

### TRAINING TO PROVIDE SUPPORT

To meet identified training needs, the Group has set up Sogestran University. This refers to the resources and means provided to help employees develop their skills.

The 360 Learning platform is a key tool in this strategy. It hosts internal and external training courses, available remotely, as part of an overall policy that seeks to facilitate and optimise career paths for different roles.

Sogestran has linked the 360 Learning platform to other tools such as LinkedIn Learning, which can be used, for example, to offer general management training (appropriate culture, managerial attitudes, etc.). All employees have the opportunity to take training, as and when they wish, on subjects related to management, current IT software or

work arrangements in project mode. More than a hundred items of content are available in English and French, enabling employees from all entities to find answers to specific questions. By the end of 2023, 147 modules were available on the platform. Employees have access to over 22,000 training courses via LinkedIn Learning.

At the same time, the Group continues to offer face-to-face training courses, which are sometimes more effective in fostering a collective learning dynamic. For example, training courses such as "The role of managers in safety" are delivered face-to-face to encourage discussion and learning.

### GETTING INVOLVED IN TRAINING YOUNG PEOPLE

The Group has decided to work closely with young people, not only to help them find their vocation, but also to ensure the long-term future of its business. All the Group's business lines aim to attract young talent and give them a choice by presenting them with professions that lack visibility but are in line with their aspirations (navigation, shipbuilding, precision technician, etc.).

Each business line has targeted the training courses that correspond to its activities, and is actively involved in schools. For example, Compagnie Maritime Nantaise takes part in exams for ENSM students and offers experience for officer cadets on all its ships. A similar approach is being taken by the river business line, which takes on a large number of apprentices each year – 12 in 2023.

The office-based professions are also involved in this support, and the "support" functions also take on work-study students or trainees: human resources, IT and communications have taken on 3 work-study students in 2023, with a target of 8 in 2024. All received a detailed programme that matched their training and expectations.

A partnership with Ecole 42 Le Havre has also been developed.

## KEY PERFORMANCE INDICATORS

Training (France)

8 HRS 83%

per employee per year

of the training plan is completed

90% target in 2024

Conversion

7.7%

of apprenticeships in France are converted to contracts (permanent or fixed-term)



ALEXANDRA BRICOUT, Director of Ecole 42's Le Havre campus

Can you tell us a little about Ecole 42?

École 42 is a training programme for excellence in computer science, issuing certificates. It is free of charge and accessible to everyone, with no particular requirement for an educational background. Our methodology is disruptive: it emphasises projects and group work, rather than theoretical teaching.

Why was Ecole 42 established in Le Havre?

The network of 42 schools has 54 campuses worldwide, including 7 in France. The Le Havre campus is part of the higher education development strategy being pursued by the Le Havre Seine Métropole urban community in the area, particularly to meet the digital skills needs of businesses.

Have you been well received by the region?

19 companies have come on board as sponsors: they finance more than 90% of the school's budget! So it's fair to say that our school is very popular.

Apart from the financial aspect, what do the sponsors – of which we are one – bring you?

The partnership with corporate sponsors, such as Sogestran, lends credibility to the school: it is recognition of the usefulness and quality of the training we offer. What's more, every week one of our partner companies comes to the school to give meaning to the skills they have learned; this is vitally important, especially for students who are not yet familiar with the business world. Finally, our corporate sponsors are potential outlets for internships, work-study contracts and, of course, permanent contracts.



Social dialogue

# INTERACTING SO WE CAN BUILD TOGETHER



Sogestran is attentive to the expectations of its employees, and maintains an open dialogue with them to ensure a positive social climate, thereby improving their working conditions and ensuring business continuity.

## GOVERNANCE

Dialogue can be via trade union delegates, works councils or, in the case of smaller entities, directly with employees. Social dialogue is regulated at CSE level. The Group's Head of Social Affairs ensures compliance with these regulatory requirements. She assists the managers of the Group's various companies with presentations to staff. When specific issues arise, consultations can be arranged and prepared in collaboration with the Human Resources department.

Group companies are covered by 11 different collective bargaining agreements (as at 31/12/2023), which means that negotiations must take account of specific issues (such as employment status, pay and the valuation of overtime).

- attendance time,
- the level of remuneration (a ceiling has been defined for this last criterion).

## PROFESSIONAL EQUALITY: CENTRAL TO WHAT WE DO

In 2023, CFT also signed an agreement on professional equality, which deals in particular with gender equality and the professional inclusion of people with disabilities.

This agreement is currently being negotiated by Compagnie Maritime Nantaise, Maritima, Sogestion and TSN. Through this agreement, management undertakes to implement measures to ensure equality between women and men in terms of both actual pay and access to employment:

- The period of maternity leave is considered as actual working time for the purpose of calculating bonuses;
- For the achievement-based bonus, pregnant employees' annual objectives are immediately reviewed jointly by the employee and her line manager so that they can be achieved during the period(s) of the calendar year during which she is present in the company;
- Sogestran takes part in annual open days at a number of secondary schools and training centres to introduce the company's river-related professions and show how they are accessible to women;
- The Group also encourages the participation of women sailors as ambassadors during presentations at schools or job forums;
- Increased female representation in the image portrayed by the company's business communication tools (brochures, films, etc.) is underway.

## INITIATIVES INTRODUCED

### INTRODUCTION OF A GROUP PROFIT-SHARING SCHEME

The Group has decided to set up a profit-sharing agreement covering all the Group's French companies in the interests of fairness (which goes well beyond the regulatory requirements for profit-sharing).

Signed in 2023, this agreement is based on the desire to give all employees a financial stake in the performance of the Group and the business line to which they belong. In this way, gains can be shared both via more efficient organisation and through the quality, reliability and consistency of everyone's work.

The calculation of this incentive, carried out for the first time in 2024 (based on 2023 results), is based on:

- the Group's results (EBITDA),
- the results (EBITDA) of the associated business line,

## IMPLEMENTING A NEW COLLECTIVE AGREEMENT: A JOINT PROJECT FOR THE GROUP HR DEPARTMENT AND THE WORKS COUNCILS

11 collective agreements apply within the Group.

In 2023, the **Human Resources** teams provided support to four Group entities (Mahieu Maintenance, Sogestran Industry, Tank Solutions Normandie-TSN and Freeman Industrie) in implementing the new national collective metallurgical agreement of 7 February 2022, applicable from 1<sup>st</sup> January 2024.

This new agreement replaces the four metallurgical agreements that previously applied within the Group. It contains a number of innovations for the metallurgy branch, including the creation of a single, objective classification for all jobs, to take account of changes in business lines and the diverse range of skills represented.

The **CSE (social and economic committee)** for each of the entities concerned, where one exists, has been involved in the implementation of the new classification; for example, by expressing its opinion on the arrangements for its introduction.

As a result, each works council has voted in favour of the process to be implemented:

- identify jobs,
- describe each benchmark job,
- provide the job description,
- rate the job,
- classify the job,
- share the job classification,
- and ultimately, apply the classification.



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## KEY PERFORMANCE INDICATORS

### Social dialogue and collective agreements

**100%**

of French entities are covered

### Incentives

**99%**

of employees are covered by an agreement<sup>1</sup>

0% in 2022

0% in 2021

### Teleworking

**76%**

of employees are covered by an agreement

75% in 2022

55% in 2021

### Gender equality

**28%**

are covered by an agreement

0% in 2022

0% in 2021

1 - One of the Sogestran companies is excluded from this indicator because it was not signed by the deadline.



Diversity and inclusion

# DIVERSITY: MAKING US ALL STRONGER



Our business success depends on our ability to enable everyone to work in a climate of goodwill. A number of initiatives are being implemented in this respect: human, administrative and sometimes technical support, but also the obligation to flag up behaviour that could endanger the physical and mental health of our employees and those in our value chain.

## GOVERNANCE

The business divisions enjoy autonomy in their management of diversity and inclusion issues, with the support of the Human Resources department. If necessary, employees can contact their company's harassment officer or the Group's harassment officer.

## INITIATIVES INTRODUCED

### FEMALE REPRESENTATION IN OUR JOB ROLES

Historically, the Sogestran group's job roles have been predominantly male: boilermakers, sailors, bargemen, etc.; but more and more women are now interested in these professional careers. That's why the Group and each of its business lines are incorporating this dimension into the design of their workspaces (both on board and on shore).

Our communication campaigns always spotlight both women and men, whether in testimonials or in clips promoting our professions on social networks, on the Group's WEBSITE(www.sogestran.com), or at trade fairs.

### SUPPORTING PEOPLE WITH DISABILITIES

With regard to the integration of people with disabilities, the Group intends to continue its collaboration with ESATs<sup>1</sup>, which began in 2014. In 2023, the Group purchased over €60,000 from these establishments for just over a hundred services.

## RAISING AWARENESS

Compagnie Maritime Nantaise and Sogestran Shipping have asked the *Service social maritime* to take part in the 2023 seafarers' seminar. The Service social is an association that supports companies and their seafarers throughout their career. The event raised staff awareness of the risks of harassment and sexual and gender-based violence in the maritime environment through quizzes and role-playing exercises.

## BLOWING THE WHISTLE

Because it is important to give every employee the opportunity to alert us to any inappropriate situation, in 2018 the Group introduced an anonymous whistleblowing system. See more on page 53.

In addition, for maximum awareness of real-world situations, each Group company has been able to implement its own measures. For example, Maritima has defined an on-board complaints procedure designed to ensure that seafarers' complaints are dealt with fairly, efficiently and quickly.



WATCH THE CLIP PROMOTING JOBS IN THE MARITIME SECTOR

## KEY PERFORMANCE INDICATORS

Percentage of women in management

**26%** 30% target in 2026

Percentage of women on the Board

**8%**

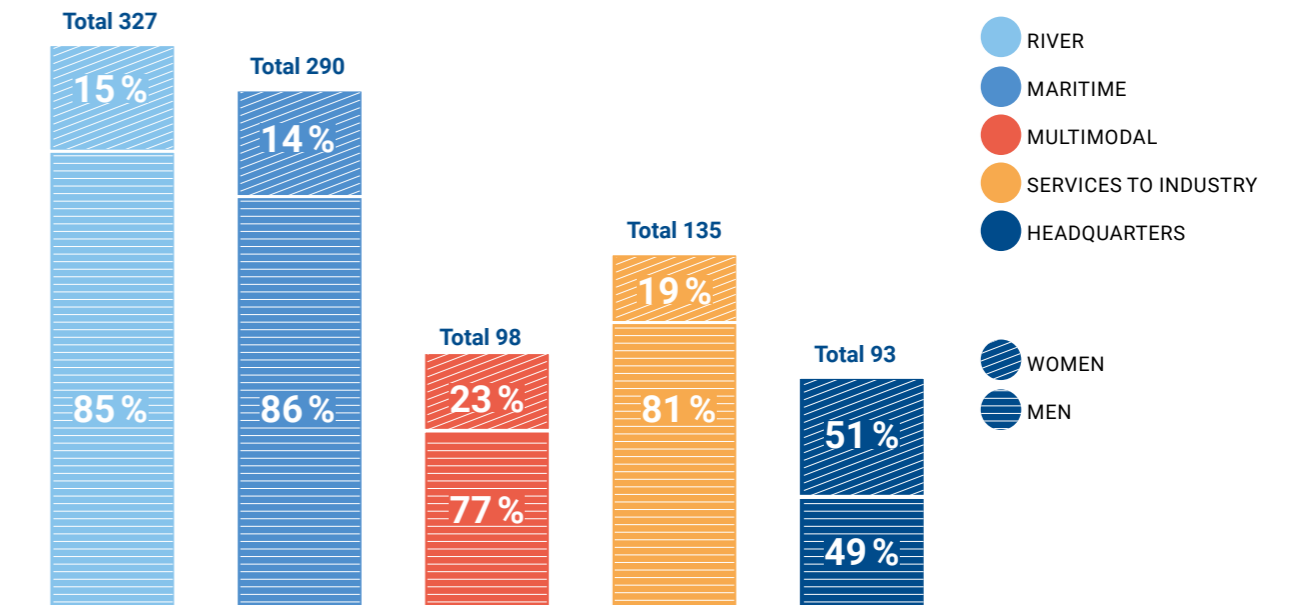
Rate of achievement of our target for the number of employees recognised as disabled

**30%**

Cases of harassment reported in 2023

**0**

### Breakdown of workforce by gender



1 - ESATs (établissements ou services d'aide par le travail) are medical-social establishments that provide disabled people with a range of work-related activities.





Health and safety of employees in the value chain

# EVERYONE HAS A PART TO PLAY IN SAFETY



As a shipowner and operator of a Seveso high-threshold and ICPE site, Sogestran faces a number of challenges relating to the health and safety of its employees and workers in its value chain. To meet these challenges, the Group has implemented specific measures for each of its business lines. The prevention and management of accidents, occupational illnesses and psychosocial risks are treated as critical issues for the long-term future of our business.

## GOVERNANCE

The Sogestran group Management Committee is aware that employee health and safety is a major issue, and regularly monitors the policies and performance of each of its entities in this area.

**In 2023, the Group changed its structure to create the Legal and Risk Management Department. The CSR and QSE departments were incorporated into it in order to develop a global risk management culture.**

The compliance, insurance, CSR and QSE departments that make up this new division share the same risk management and control method, which consists of the following stages:

- risk identification and analysis;
- risk assessment and prioritisation;
- risk management and control measures;
- continuous monitoring and updating of the list of risks.

Increased interaction between these departments means that accidents or serious events can be dealt with in a holistic way: insurance and ethical data are important starting points for analysing malfunctions and warning signs relating to the health and well-being of all employees in the Sogestran group's value chain.

**At local level, each business line manager is responsible for the governance** of the health and safety aspects of his or her activities, and approves the QSE policies of the entities reporting to him or her. These policies are regularly reviewed by the entities' management committees and by head office.

**In addition, the Group has 17 QSE officers responsible for rolling out the** risk reduction programmes undertaken by the various business lines and the Legal and Risk Management Department.

## INITIATIVES INTRODUCED

At Group level, Sogestran has set itself a **target of zero serious or fatal accidents**. To achieve this objective, the various entities have established QSE policies specific to their business lines.

In addition, to achieve this objective, it was essential to involve employees in the process. For this reason, Sogestran turned to ICSI (Institut pour une culture de sécurité industrielle) to provide personalised support in the form of the **ArchiSécurité project**.

Following the diagnosis carried out by ICSI, a three-pronged programme was defined and rolled out across the Group.

## DEFINING SAFETY RULES AND ASSOCIATED PROCEDURES

In 2022, the Group defined nine golden health and safety rules for the entire Group, to which have been added specific rules for the maritime and river transport businesses. These rules were rolled out to all employees in 2023.

In defining these golden rules, contact persons from each of the Group's business lines have been appointed to take account of the constraints of each business line in drawing up these shared guidelines. In addition, particular attention has been paid to the major risks to employees (falls from height, falling objects, work in confined spaces, etc.) to ensure they are properly managed.

Furthermore, a set of guidelines has been defined to help employees apply these golden rules. This takes human, technical, organisational and environmental considerations into account, and sets unacceptable limits and any related exemption measures.

In 2024, the Group aims to finalise this workstream by rolling out a "Fair Culture" Charter, which is currently being defined.

## CLARIFYING THE ROLE OF CAPTAINS IN TERMS OF ONBOARD HEALTH AND SAFETY

To support captains in their key role in terms of health and safety on board, they have been issued with a letter of command that clearly sets out their rights and duties. Their job descriptions have also been reviewed.

The aim of these initiatives was to remind all captains that their role is to ensure customer satisfaction while upholding health and safety rules on board. This objective must take precedence over all other considerations. Captains have the right and legitimacy to temporarily stop sailing if health and safety conditions are no longer guaranteed.

## INCREASING THE SKILLS AND TECHNICAL KNOWLEDGE OF ALL EMPLOYEES

In 2023, the Group drew up "technical go/no go" rules in the form of a set of procedures shared by all teams to facilitate rapid and rational decision-making.

In addition, *safety coaches* and safety ambassadors have been trained to help spread the health and safety culture throughout the business lines.

Like Archisécurité, **the Group decided not to outsource its obligation to have a dangerous goods transport safety advisor**.

So 7 people were trained for 1 month and passed a national exam which enabled them to act as CSTMDs. This examination must be re-taken every 5 years. This Dangerous Goods Transport Safety Advisor course covers nine classes of dangerous goods. The Sogestran group has at least one person trained in each of these product categories, which is rare in the transport world. This means that the Group can transport explosives, radioactive materials and highly dangerous products while retaining control over the measures required to comply with ADN and ADR regulations in France and Europe.

Other key initiatives are being implemented:

- regular internal audits on health and safety issues for all business lines;
- one crisis unit exercise per year for the maritime and river professions. For the CARE site, which is classified as a high-threshold SEVESO site, monthly indoor exercises are organised and 2 live exercises per year are run involving all the teams;
- Drills for falls into water for river transport workers, to help them adopt the right techniques to reduce hypothermia;
- an individual assessment of employees' compliance with health and safety instructions.

Lastly, the Sogestran group is aware that health and safety issues are also present in its value chain. For this reason, the Supplier Code of Conduct and Ethics mentioned on page 52 includes health and safety commitments, and must be signed by the Group's suppliers. Sogestran carries out supplier audits, including checks on health and safety in the workplace. If the results of the audit are not considered satisfactory, an action plan is defined and a new audit is conducted within 12 months.

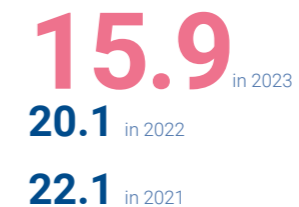
The Group's customers also have strong and legitimate expectations in terms of health and safety issues. As a service provider, Sogestran complies with TMSA (Tanker Management and Self Assessment) when transporting dangerous goods. The Group's customers audit its units and teams at least once a year, particularly on health and safety issues and the risks of accidental pollution.

## KEY PERFORMANCE INDICATORS

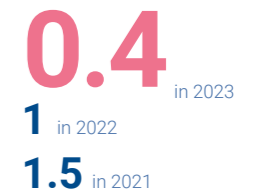
Number of lost-time work accidents



Frequency rate



Severity rate



## CERTIFICATIONS

River transport



Maritime transport



Services to the CARE and TSN industries



Logi Ports Shuttle





# OUR SOCIETAL CHALLENGES



Social issues are at the core of what we do. It is critically important for the Group to work ethically and transparently to strengthen the trust of our partners and customers, while ensuring sustainable and respectful relationships with all our stakeholders.

To ensure the integrity of our business practices, we have put in place an anti-corruption system that is regularly updated by the Legal and Risk Management Department. The updated risk map for 2023 and the new 2023/2025 action plan illustrate the Group's commitment in this area.



Ethics, responsible commercial relations and anti-corruption measures

# ACTING RESPONSIBLY



The Sogestran group acts responsibly at several levels and adopts ethical practices in all its dealings with the players in its value chain.

## GOVERNANCE

The Legal and Risk Management Department is responsible for managing this issue.

It specifies the key initiatives required to continuously update the anti-corruption system. It ensures that these actions are rolled out across all the Group's subsidiaries in Europe.

As A MEMBER OF the Executive Committee, it reports directly to the Chairman and Chief Executive Officer, who is kept informed of changes in the applicable regulations. The Executive Committee is involved annually in approving the strategy (updating risk mapping, launching the new whistleblowing system, changes to the gift policy, etc.).

## OUR POLICIES

### CODE OF CONDUCT

The Code of Conduct is implemented at the highest level within the Group in order to define and apply common rules across all Sogestran group entities. It is available on the intranet so that all employees, regardless of the entity to which they are attached, have access to it. In addition, all new employees are informed of the existence of this Code of Conduct when they join the Group.

### RESPONSIBLE RELATIONS WITH OUR SUPPLIERS

In order to ensure that ethical principles are adhered to throughout its value chain, the Group has also defined a Supplier Code of Conduct and Ethics, which sets out the

principles to be complied with (anti-corruption, respect for human rights, implementation of employment practices, fair working conditions, compliance with environmental protection requirements).

All suppliers undertake to comply with this Supplier Code of Conduct and Ethics, and Sogestran reserves the right to audit suppliers to ensure compliance with this Code.

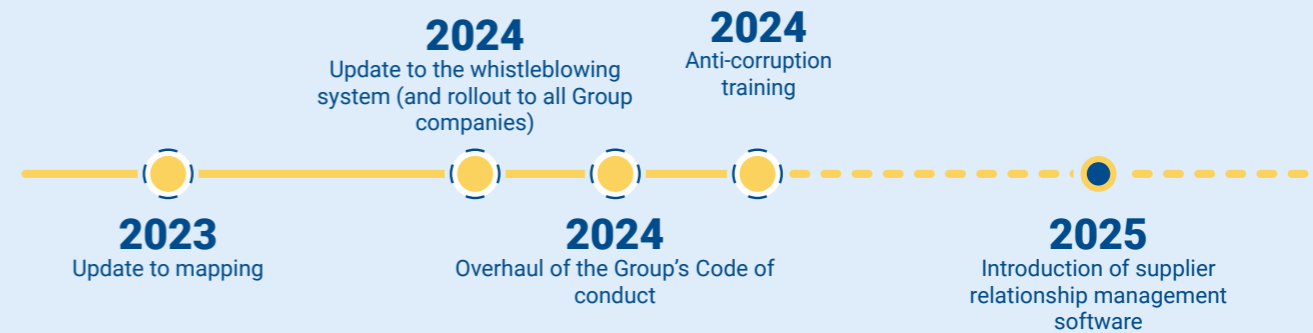
In addition, each Sogestran department that works with high-risk suppliers or service providers must assess them at least every 2 years.

Similarly, Sogestran undertakes to comply with the 7 principles below with its suppliers:

- comply with laws, regulations, external standards, Group values and internal procedures;
- deal with suppliers fairly, transparently and impartially;
- uphold mutual commitments, and ensure that others uphold them;
- maintain the confidentiality of all information shared;
- publicise and comply with the Group's commitments in terms of ethics, sustainable development and social responsibility;
- refrain from any conflict of interest that could affect the objectivity and independence of their judgement;
- sound the alert in any situations that are contrary to these rules.

To this end, an anonymous, outsourced alert system has been rolled out. It is available on the SoLink platform and on all Group company websites. An alert collection charter sets out how the system works.

## THE KEY STAGES IN UPDATING OUR ANTI-CORRUPTION SYSTEM



## INITIATIVES INTRODUCED

### UPDATE TO THE RISK MAP AND THE ANTI-CORRUPTION ACTION PLAN

The Group regularly updates its risk map by conducting interviews; for example, with the Group's management teams and the heads of the various entities. The aim of this approach is subsequently to define relevant actions covering all risks, including emerging risks.

In November 2023, the risk map was updated and presented to the Group Management Committee. A new 2023/2025 action plan to improve our anti-corruption programme was also approved.

A major change in methodology has taken place: mapping is now carried out by business line, and expressly highlights the risks specific to relations with intermediaries. Activities outside France have also been included in the analysis. This change in methodology means that we can think more carefully and produce more relevant results for each business line, taking their specific characteristics and degree of expertise into account. However, no major new risks have been identified following this update.

### EMPLOYEE TRAINING

The Group continues to provide training for employees on the risks of corruption and the application of the Code of Conduct. The aim is for 100% of employees across the Group to have been trained by 2024/2025. This training is already available to new recruits on the Group's e-learning platform, 360 Learning. All office-based employees underwent this training in 2019 and 2020 when the first version of the compliance programme was launched.

## KEY PERFORMANCE INDICATORS

**100%** of companies have adopted the Code of Conduct



**0** cases of identified fraud for which the Sogestran group was liable in 2021, 2022 and 2023



**19%** of new recruits are trained in ethics\*  
63% in 2022  
46% in 2021

\* As of June 2023, new arrivals are no longer required to undergo this ethics training. In 2024, this will be replaced by a new training programme that is better suited to the recently updated risk map. This explains the drop in performance observed in 2023.



# APPENDICES

## **METHODOLOGY**

### IN CONNECTION WITH THE “DUAL MATERIALITY ANALYSIS” SECTION

#### **METHODOLOGY FOR IDENTIFYING THE MAIN ESG RISKS**

In 2023, the Mazars partnership will be working to ensure compliance with regulatory expectations within the framework of the CSRD (Corporate Sustainability Reporting Directive). To achieve this, Sogestran’s teams have been assisted by the firm in carrying out a dual materiality analysis (impact materiality and financial materiality).

We started by identifying the Group’s ESG impacts, risks and opportunities. We worked in line with ESRS standards, benchmarks and industry standards to ensure that the identification of these impacts, risks and opportunities takes the specific nature of our activities into account. Several departments took part in the workshop: CSR, legal, financial, technical, business and human resources.

A methodology for rating financial materiality and impact materiality was then defined. In line with the CSRD’s requirements, this methodology enabled us to assign a level of materiality that took account of:

- the magnitude, extent, remediability (in the event of a negative impact) and probability, for impacts
- the scale and probability of risks and opportunities

The financial materiality of the risks and opportunities was assessed on the basis of their potential impact on the Group’s EBITDA.

Impact, risk and opportunity rating workshops were held with the Group’s legal, risk management, finance, technical, business and HR departments. These workshops produced a provisional dual materiality matrix.

The provisional results of this materiality analysis were compared with views from key clients, enabling us to refine the ratings assigned.

This work was carried out on the basis of the formal interactions that the Group regularly has with some of its stakeholders, as well as on the basis of additional interviews carried out with a selection of stakeholders for whom we felt it would be useful to carry out a more in-depth analysis.

The dual materiality matrix was approved by the Executive Committee.

Lastly, as part of this EPFD, a cross-reference table was drawn up linking the material impacts, risks and opportunities according to the dual materiality analysis in order to derive a list of the ten main issues addressed in this document.

### IN CONNECTION WITH RISK MAPPING AND THE ANTI-CORRUPTION ACTION PLAN

#### **METHODOLOGY FOR UPDATING THE RISK MAP**

In late April 2023, a specialist consultancy was selected to support the Group.

A list of 44 people to be interviewed – women and men, office-based and seagoing staff, administrative and operational staff, employees working in France and abroad, managers, executives and employees representing each of the Group’s business lines – was drawn up.

Most of these interviews were carried out via individual interviews conducted by our consultancy in June and July 2023, following an awareness-raising session on corruption in English and French.

In September 2023, the gross risks identified during these interviews were presented to the business line managers, the Chief Financial Officer, the Chairman and Chief Executive Officer, the Legal and Risk Management Director and the Group Quality Department.

Lastly, an analysis of existing measures to mitigate these risks has enabled us to map the net risks.

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[www.sogestran.com](http://www.sogestran.com)  
[communication@sogestran.com](mailto:communication@sogestran.com)

