

CSR  
ESSENTIALS  
**2022**

# editorial

CSR is an inseparable part of our daily strategy. More than a common corporate responsibility, it guides all of our decisions and activities over the long term, providing us with the opportunity to meet the many challenges: health and energy crises, climate change, international tensions, digitalisation, etc.

Committed to the environment, we are already one step ahead. Our efforts have led to concrete successes in 2022. On the roads, we have increased our use of electric vehicles through a promising and ambitious partnership with Volta Trucks, enabling us to acquire 16 new vehicles. In the air, our partnership with Air France KLM Martinair Cargo is a concrete commitment to deploying lower impact fuels in aviation. In our offices, we are actively reducing our energy consumption with the support of Deepki, and in December we saw a 28% reduction in our electricity use at our headquarters.

Through our CSR policy, we also want to create a working environment that promotes well-being and fulfilment. Obtaining the Great Place To Work label in three new countries (France, England and Senegal, in addition to Spain, which already has the label), rewards all our efforts. Behind this label are many very concrete initiatives such as the Quality of Life at Work week, or the modernisation of several of our branches to make them even more welcoming.

We are proud of all these successes, which have been rewarded with the EcoVadis Gold medal for this year 2022. This report reflects all of these successes, a symbol of our unflinching collective commitment. It shows real progress and the daily investment of our employees, whom I sincerely thank. All towards a common goal, we are continuing our efforts to build the future of Heppner.

Jean-Thomas SCHMITT,  
Chief Executive Officer



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Find all our actions online by scanning the QR code throughout our CSR Essentials

# ALMOST 100 YEARS OF ENTREPRENEURIAL ADVENTURE

**+1 MM**

OF TURNOVER IN 2022

**60%**

OF TURNOVER MADE ABROAD

**10,000**

CUSTOMERS

**3,700**

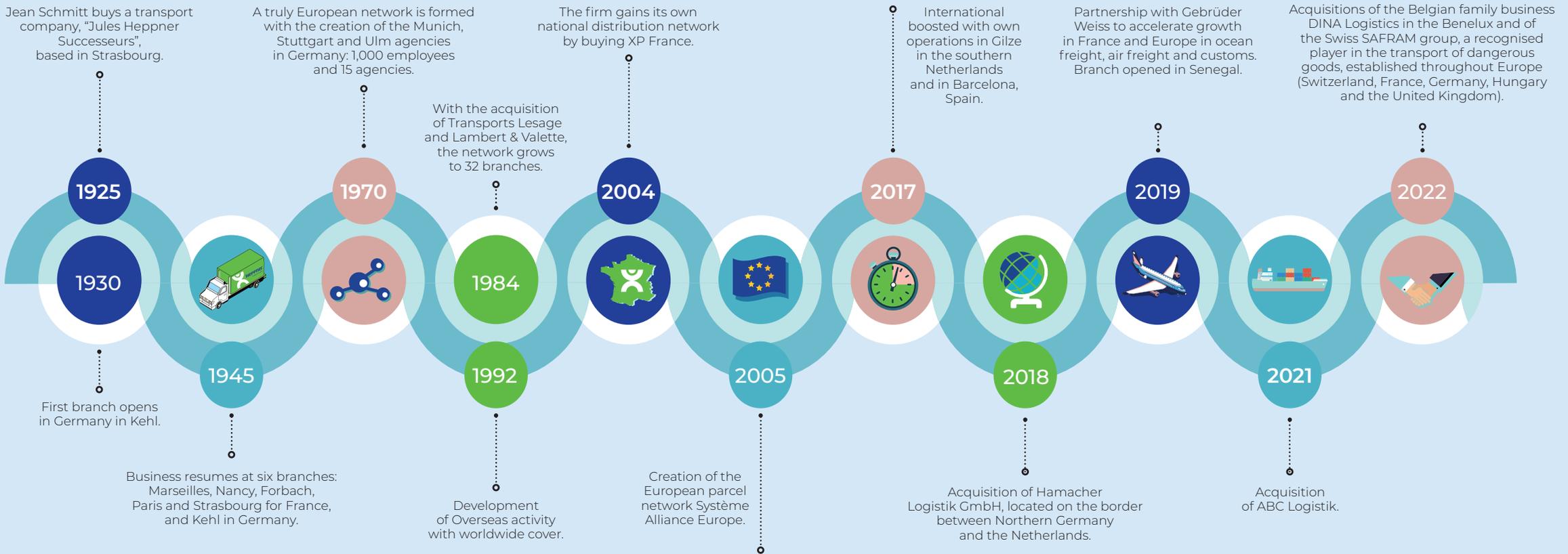
EMPLOYEES AROUND THE WORLD

**157**

COUNTRIES SERVED

**+ 100**

AGENCIES AROUND THE WORLD



**BENCHMARKS AND CERTIFICATIONS OF OUR COMMITMENTS**

- Ecovadis**: Heppner is awarded "Gold" status.
- Global Compact**: Signatory of the global compact since 2019.
- Carbon Disclosure Project**: Go from C (2021) to B in 2024.
- Great Place To Work**: Certified in 2023 in France, Spain, UK and Senegal.
- CO<sub>2</sub> objective charter**: Member of the ADEME's CO<sub>2</sub> objective charter since 2010.
- Coq Vert**: Heppner received the Coq Vert (awarded by the BPI and ADEME).

## RSE GOVERNANCE

Heppner's business model is based on subsidiarity: involvement in the local ecosystem and the trust placed in employees close to the regions are sources of sustainable value creation.

### GOLD ECOVADIS certification



Heppner has been certified GOLD ECOVADIS two years ahead of schedule, with a score of 68/100. This certification puts the Group in the top 5% of the 100,000 companies assessed by ECOVADIS.

1

CSR COMMITTEE AND 1 ENERGY TRANSITION COMMITTEE

4

EMPLOYEES DEDICATED FULL-TIME TO THE ENERGY TRANSITION AND CSR



### Deployment of a network of CSR representatives in the regions

The Group has deployed a network of 16 CSR representatives to support the CSR team and the Energy Transition Department in the field. The ambition is to bring CSR issues to the forefront at all levels in the territories and to share best practices within the Group. In the process, the Group is strengthening tracking and harmonisation of its CSR indicators.

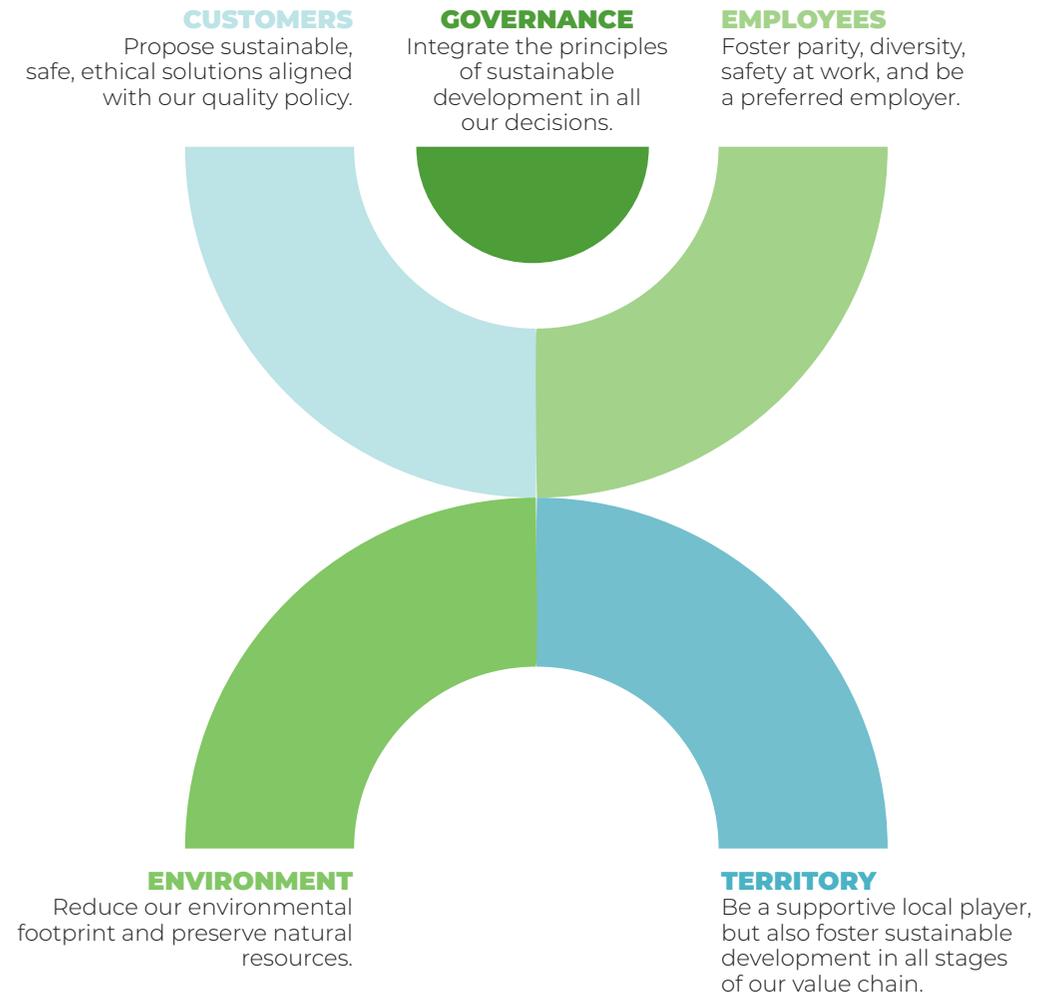
*“We move forward by detecting opportunities for action and partners in the territories, then sharing local best practices, and deploying or duplicating them. CSR is our collective compass, and we are gradually increasing the number of indicators monitored and raising our ambitions.”*



Cédric FRACHET, Chief Operating Officer

## RSE APPROACH

Driven by a long-term vision, we have placed CSR at the heart of the Group's strategy and governance. Alongside our stakeholders, we work every day in an ecosystem based on responsibility.



For more information

## THE GROUP'S CARBON TRAJECTORY

Heppner has defined its decarbonisation trajectory and is acting on all emission scopes to reduce its footprint. In 2022, the Group joined the Science Based Targets initiative (SBTi) to benchmark its progress.

Heppner has joined the Science Based Targets initiative (SBTi)



“  
Joining the SBTi forms part of the Group's commitment to progress and transparency. Membership of the SBTi will enable us to define all possible decarbonisation avenues (for example, commuting, waste, etc.) and obtain concrete evidence of our results.”



Antoine GUICHARD,  
CSR Manager

This commitment, signed in October 2022, provides Heppner with external validation of its decarbonization plan.

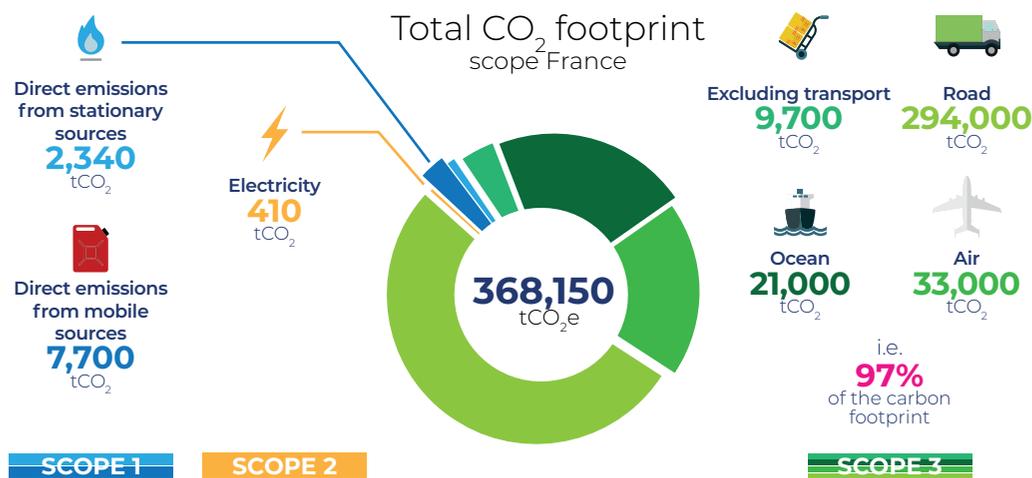
The Group is working in all possible action areas to reduce its emission factors; it expects to have this plan validated by the SBTi by the end of 2023.

**-30%**

REDUCTION IN EMISSIONS IN FRANCE BY 2030  
Reference year 2018, +2° scenario

**-60%**

REDUCTION IN EMISSIONS IN FRANCE BY 2040  
Reference year 2018, +2° scenario



## HEPPNER CONTRIBUTES TO THE SDGs OF THE GLOBAL COMPACT

We measure our actions and progress using widely recognised benchmarks and certifications in order to achieve optimal integration in our stakeholders.

**LOGISTICAL SUPPORT:**  
650 pallets transported for the NGOs Emmaüs, Agence du Don en Nature and for non-profits working in connection with the conflict in Ukraine.



**LOGISTICAL SUPPORT:**  
more than 100 pallets of foodstuffs transported for Banques Alimentaires and Restos du Cœur.

**FINANCIAL SUPPORT**  
amounting to 20,000 EUR for the Magie à l'Hôpital (Magic in Hospitals) association, which offers group and/or individual magic shows to hospitalised children and their families on a voluntary basis.



**FINANCIAL SUPPORT**  
to the University of Strasbourg Foundation (50,000 EUR paid in 2022).

**GENDER EQUALITY INDEX:** 88/100 in 2022 (ISO 2021). 32% of the workforce are women, compared to the industry average of 19%.



**CONTRIBUTION TO BETTER AIR QUALITY:**  
€15 million invested to convert 50% of our HGV fleet to gas and development of low-emission solutions in 28 French cities.

**3,400 tCO<sub>2</sub>e AVOID** thanks to multimodal transport and the modernisation of our truck fleet.



**PARTNERSHIP**  
with Emmaüs Défi to fight against poverty and exclusion. Partnership with Volta Trucks for our energy transition.

# #1 COMMITTING TO ENERGY AND ECOLOGICAL TRANSITION



**OUR AMBITION**  
We are taking action to meet the challenge of the energy transition and reduce our carbon impact wherever possible, with all the players in our value chain.



## DEVELOPING THE FLEET'S ENERGY MIX

Responding to the growing need for freight transport while decarbonising this activity is a challenge that Heppner takes up by regularly enriching its fleet's energy mix.

### The advances in 2022

#### Increasing the share of biofuels

Since the beginning of 2022, the switch to XTL – a biofuel based on used vegetable oils – and, to a lesser extent, to B100 biofuel (used by some subcontractors) has helped Heppner advance in the decarbonisation of its energy mix.

#### Continued development of CNG account for 8.3% of positions delivered in France

Started in 2020, the conversion to gas of part of Heppner's fleet continued in 2022 despite delivery delays of some vehicles until 2023.

Inflationary conditions caused significant price increases in this fuel after the summer, generating an additional operating cost of €600,000 on the exercise.

#### Increasing the number of Euro 6 distribution routes and the development of low-emission (LE) routes

Taking all of Heppner France's routes together (both Heppner-operated and subcontractor-operated), the euro 3 tractions have been removed and the euro 4 have almost disappeared, 5 routes has decreased (-10pts) while the number of Euro have increased (+6pts).

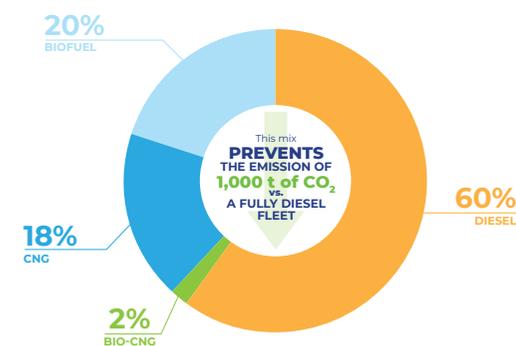
68% of the low-emission (LE) route conversion targets for 2022 have been met, Our goal by the end of 2023 is to reach 20% of low emission routes (gas, biofuel, electric vehicle or tricycle/bicycle).

#### Electrifying the urban fleet

By the end of 2022, 0.4% of the routes were operated using electric or hybrid vehicles. Deployment of these solutions requires:

- **an evolution of the fleet:** Heppner has signed a pre-order for 16 electric trucks with Volta Trucks. A trial in the first half of 2023 will enable us to confirm the feasibility of this innovative investment;
- **implementing charging solutions** (charging points, transformers, and civil engineering) in which Heppner is investing approximately €1 million for the La Courneuve and Lyon sites.

Energy mix of our vehicle fleet.  
% of our own routes per fuel.



### FOCUS

#### THE ADVANTAGES OF CNG VEHICLES

- 5% less CO<sub>2</sub> (and -80% for its bio-CNG version) compared to Euro 6 diesel
- 95% less  $\neq$  particulate emissions compared to Euro 6 diesel
- Compatible with bio-CNG (or biogas), a circular agricultural waste recovery process currently under development.



For more information



## GOING FURTHER TOGETHER: THE ENERGY TRANSITION

In order to engage and support its partners in a shared emission reduction process, Heppner has formalised an Energy Transition Pact.

### The Energy Transition Pact: a system being further enriched

This five-year partnership between the Group and its subcontractors will help small and medium-sized businesses in the transport business convert their fleets to low-emission vehicles.

#### The new fuel arrangements

Through its Overseas division, Heppner joined the Sustainable Aviation Fuel (SAF) programme in the autumn of 2022 in partnership with Air France KLM. This partnership offers possibilities for reducing carbon emissions attributable to air freight.

### Piggybacking, combining to decarbonise

Heppner is stepping up its efforts to develop piggyback (rail + road) and barge transport solutions, with the aim of doubling the tonnage using these modal shifts by 2025. Whether at the request of its customers or on its own initiative, Heppner looks for less carbon-intensive routes adapted to the geographical location of the departure and arrival points.



#### The example of Parker Hannifin

For its customer Parker Hannifin, Heppner has set up a piggyback system between Spain and Belgium for transporting products between the Group's sites and, in the process, reducing the GHG emissions of the activities of the American group's Low Pressure Connectors Europe Division, based in Brittany.

*“This environmentally friendly solution provides a very satisfactory service quality for long distances: less weather and traffic-related imponderables, safer conditions for drivers and improved shipment planning. We plan to expand this transport mode to other intersite routes.”*



## OPTIMISING ENERGY CONSUMPTION

Faced with the challenge of reducing its carbon impact, Heppner put in place an energy saving plan while continuing to renovate its premises and improve energetics.

### Improving the energy efficiency of buildings

- 28% reduction in energy consumption achieved at the HQ at Rosny-sous-Bois and 14% reduction in France between 2021 and 2022.
- Deployment in 2023 of a LED relamping plan for the branches not yet equipped with LED lighting in 35 agencies in France with an investment of €2.5M over 10 years.

### The energy saving plan

Anticipating shortages before the winter of 2022, Heppner implemented an energy saving plan. With a two-pronged approach consisting of data and usage analysis and awareness raising of these issues among all its people, the Group has been able to optimise its consumption and cut down on unnecessary kWh.

*“In 2022 energy audits were carried out on 8 sites with the highest energy intensity (kwh/m²). These audits allowed us to determine our roadmap for energy efficiency investments, but also to better understand our sites and to prioritise the actions of the sobriety plan.”*



Noémie FELDBAUER  
Energy Transition Director



For more information

#### FOCUS

#### IT COMMITS TO A MORE FRUGAL DIGITAL WORLD

The IT Department has played an active role in the Group's energy saving plan. In 2022, Heppner's digital energy consumption (printers, IT equipment and servers) was measured and an action plan to reduce energy consumption was drawn up. In addition, in early 2023, the entire IT team will take part in a training session at the Fresque du Numérique (IT Fresk) workshop to share the fundamentals of a new approach that integrates extended duration and second life for equipment, including measures to prevent breakage.

## REINVENTING LOGISTICS FOR TOMORROW

Heppner has reduced its CO<sub>2</sub> emissions by 8% between 2018 and 2021 and intends to continue on this path. Measuring, acting and progressing are the Group's commitments to (re)invent logistics more responsible.



With its *Fit for 55* package, Europe aims to reduce its greenhouse gas emissions by 55% by 2050. Heavy goods vehicles account for 20% of emissions from the transport sector in France. It must of course undergo a gradual transformation.

For Heppner, this is achieved by a multi-prong approach:

- decarbonisation of transport itself with **the evolution of fleets** towards vehicles using fuels with lower CO<sub>2</sub> emissions – such as biofuels or CNG and, of course, electricity – as well as through a modal shift (piggybacking, rail, inland waterways, etc.);
- optimisation of transport through **eco-driving**, as well as **optimisation of loads carried and kilometres travelled**;
- involvement in **the evolution of customers' outlook** by helping to promote alternatives to transform the expectations in terms of delivery times;
- **an innovative mindset**, often based on the *test and learn* principle, as well as **partnerships with disruptive players** that are changing industry outlooks.

### Heppner X Volta Trucks, a committed partnership

As an entrepreneurial player, the Heppner Group has partnered with Volta Trucks in a spirit of co-construction. A wager? Volta Trucks – which will run production vehicles only after the homologation of its prototype – has a disruptive approach to urban delivery with a principle of service offering around its electric lorries, which are also designed to improve safety in the city.

16

VOLTA ZERO VEHICLES ARE EXPECTED TO JOIN HEPPNER'S FLEET IN 2023

*“This project bears the decided ambition to accelerate Heppner's energy transition and that of its customers, after having successfully transitioned to gas.”*



Anthony BURON,  
Area Sales Manager  
at Volta Trucks



### XTL, a fuel from the circular economy

Heppner is diversifying its energy mix with the introduction of XTL biofuel for its fleet of vehicles.

XTL has several advantages:

- in terms of the environment, this biofuel emission reduction CO<sub>2</sub> of up to 83% and fine particulate emissions by 65%;
- another advantage: it is 100% compatible with diesel vehicles without retrofitting – no adaptation is needed for the engines or refuelling tanks;
- it allows long tours of up to 500 km in autonomy. On the other hand, it does not allow to obtain the Crit'air 1 sticker, which will be necessary to enter certain LEZ, unlike CNG or electric vehicles.

*“By enabling Heppner to reduce GHG emissions in the short and medium term, XTL can play a transitional role before hydrogen solutions reach maturity in 5 to 10 years' time.”*



Sébastien LODDÉ,  
Director of National  
Groupage in France

### HEPPNER X DC BRAIN : optimising transport plans with AI

Alongside DC Brain, a specialist in AI applied to flow networks, the Group plans to digitise its parcel network in 2023 using an innovative planning assistance tool. The aim is to ensure that the Group's transport plans evolve in line with its development. This will enable optimisation of vehicle loads and miles driven to contain CO<sub>2</sub> emissions and costs.



#### FOCUS

#### LOW EMISSION ZONE "LEZ" AND URBAN LOGISTICS

To date, 11 cities have set up LEZs, limiting entry to certain types of vehicles. By 2025, the number is expected to reach 45.



For more information

# #2 SUPPORTING WOMEN AND MEN IN OUR COMPANY



**OUR AMBITION**  
In a spirit of dialogue and by encouraging initiative, we are keen to enable everyone to find their place and to fulfil their potential in our collective in action.



## STRENGTHENING ITS ATTRACTIVENESS

The Heppner Group is committed to enabling each employee to flourish in his or her work and daily environment while at the same fostering career mobility.

Great Place To Work :  
4 countries certified  
in 2022



In 2022, Heppner achieved a 3-point increase in its *trust index* over the previous year while integrating new subsidiaries. The teams are highly motivated to answer the questionnaire; this can be explained by the Group's active approach, with prompt reporting of the results and the associated action plan. This approach is bearing fruit, since in three years the response rate has risen from 59% to 80% in 3 years.

**Survey highlights for the Group :**

- a strong trust culture, particularly in the area of management support;
- a feeling of pride among employees with respect to the company's structure;
- a business model where employees can see the impact of the added value they contribute, which in turn gives meaning to their work.

### QWL Challenge: "feel good"

**Main figures:**

- 800 participants in total in the challenge;
- 400 participants in the yoga workshop;
- more than 25,000 km travelled;
- €32,000 collected by the companies participating in the challenge to support the action of Max Havelaar in France.

Career progression within the company: internal mobility on the rise

Heppner promotes the internal mobility of its employees by supporting them in their career plans, regardless of their level of educational attainment or previous experience. Through this approach, each employee is encouraged to develop their own skills and career, on their own initiative. Changes in "loading bay" teams account for 34% of professional mobility (handling operative > team leader > bay manager).

**Tools that promote mobility:**

- **annual interviews** allow us to evaluate each person's skills and potential;
- **publication of the job exchange** (intranet, posters) and videos of employees' testimonials about their jobs to "inspire" mobility (29% of positions are filled internally).

*“Teamwork is essential as is values and attention to detail for a better working environment. This is what has enabled us to achieve GPTW certification for the second year consecutive with a better result than the previous year. Thanks to the whole team.”*



Daniel FERNÁNDEZ,  
Director Heppner  
Barcelona



For more information



## INTEGRATING AND DEVELOPING OUR TALENTS

Heppner makes room for all talents, ensuring that everyone is able to join the team, develop their skills and advance their career, regardless of their initial background.

### Disability: continuation of the 2021-2023 plan

Launched in 2020, Heppner's voluntary drive for the integration of disabled people is based on 3 main areas monitored by the Group's disability mission and community: recognition of disability, implementation of conditions for maintaining employment and active recruitment. The target of 4.5% of employees with disabilities by 2023 was achieved one year ahead of plan at the end of 2022.

4

DISABLED PEOPLE RECRUITED



For more information

### Formation

2022 has marked the launch of a rich and varied training plan at Heppner which enabled the training of 2,465 people in 2022:

- **stand-up training sessions** for bay team leaders (face-to-face + online);
- the development of **field modules, "Her r ner Progress to all"** online, with specific modules accessible to loading bay operatives, forklift operators, drivers and maintenance technicians (eco-driving, QSE, customer relations management, etc.);
- **Her r ner University**, which brought together 25 talented people for two to three days a month of face-to-face training, supplemented by projects and remote independent work for six months.

### Making room for youth: student traineeships and mentoring

Heppner is deploying a dedicated work-study policy with a hiring rate of 50% in 2022 (vs. 30% in 2019) of the 111 work-study students in the Group. This policy is characterised in particular by the contractualisation of partnerships with several schools such as EST or EM Normandie, which enable us to introduce students to our business lines and discover the talents of tomorrow.

50%

HIRING RATE 2022 (VS. 30% IN 2019)



## LAUNCHING THE SAFETY FIRST@HERRNER PROGRAMME

In April 2022, Heppner launched its *Safety First* programme on the occasion of World Day for Health and Safety at Work. It is the result of work carried out at the end of 2021 during participatory workshops.

The *SafetyFirst@Heppner* programme consists on **4 pillars: induction, training, prevention and leadership**. The Group has set up an ad hoc training programme to address safety issues in the field, as well as providing specific communication tools.

*"I am proud of this process because it has mobilised employees who have taken the time to endow the Group with a strong, comprehensive programme to ensure that everyone stays safe. We all have a role to play in workplace safety, whether it is in the loading bays, in the offices or on the road."*



Sofia BOUZIDI,  
QSE and Performance  
Manager

## Training in "leading a stand-up": responding to realities on the ground

### The principle of stand-up

Every week, a 15-minute flash meeting is held in the loading bays, the "stand-up". A safety topic is systematically discussed for three minutes and, once a month, the quality team adds a compulsory common theme. To ensure that these stand-up sessions are properly conducted and that safety issues are integrated into them, Heppner's Training and Quality teams have jointly developed this specific training course for bay team leaders.

- Two days of face-to-face training + one hour of coaching for each team leader.
- Senior management commitment.
- Internal quality auditors who ensure proper deployment of this training programme.

### The benefits of this training programme are specifically designed for field managers

- Make delivery more effective (speaking techniques, tempo, etc.).
- Meet the needs of the field: safety issues, handling complex management situations...

## Animated short: The Safety Minute: "It's happened in our branches"

Distributed monthly in five countries and available in four languages (French, English, German and Dutch), "The Safety Minute" is based on real-life incidents and accidents that have occurred in the branches, and analyses the facts, their consequences and the best practices to be adopted, with supporting diagrams, to ensure that employees are safe in their work.



For more information

## ADAPTING IN A CHANGING SECTOR

The transport industry is dynamic, but suffers from a shortage of talent. Heppner is taking action to move toward more sustainable transportation. With its values of loyalty, valour and sense of responsibility, anyone wishing to commit themselves to this adventure.

### Societal and sectoral issues that are sometimes contradictory

The transport and logistics industry is now at a crossroads in regard to many challenges. First of all, the young generation is looking for meaning and flexibility in their approach to work (telecommuting, management of their free time, etc.). The supply chain has been growing in recent years with the development of online sales. However, suffering from a lack of image and knowledge, the sector is going through a period of recruitment tension.

### Launch of climate, IT and biodiversity fresks

This is a strategic training for the Group to ensure that all employees have a good knowledge of the ins and outs of climate change. The first murals were launched at the end of 2022 and will continue in 2023.

320

EMPLOYEES TRAINED IN FRANCE IN THE INTERNATIONAL DIVISION BY THE END OF 2023



Emmanuel LEDROIT,  
Human Resources  
Director

#### QUESTIONS TO

#### What are the main HR challenges facing the transport and logistics industry?

The transport and logistics industry is now at a crossroads in regard to many challenges. First of all, the young generation is looking for meaning and flexibility in their approach to work (telecommuting, management of their free time, etc.). Second, it is a fast-paced, absorbing industry that is facing a shortage of human resources. It is also an industry that suffers from an image problem, and that we must make more attractive.

#### How do you meet these challenges?

We are very active in communicating and promoting our professions and showing their variety to the teaching staff. As far as commitment is concerned, Heppner is nevertheless recognised in the GPTW survey for its flexibility in taking leave, for example, and managing the well-being of its employees. We have also introduced a teleworking agreement for suitable positions.

Finally, 72% of the employees questioned in the GPTW survey confirm that they find meaning in what they do, and this is a key element of motivation.



## Heppner University: a breeding ground for talent

Held every two years, the last Heppner University took place in 2022. It aims to:

**1/ Teach:** participants to develop their skills, as the Group's future leaders, by giving them Heppner's strategic vision, developing their leadership and helping them lay out their career plan.

**2/ Build and collaborate:** so as to develop an entrepreneurial culture among participants, Heppner's DNA, by allowing a good idea to take form, mentoring and steering its progress, and taking risks.

**3/ Create a structure-building project:** by relying on networking and lobbying while participants organize themselves to operate as a team.

25

TALENTS TRAINED AND COACHED DURING 6 MONTHS OF HEPPIER UNIVERSITY IN 2022 (PROMOTION RATE OF THE MODULE: 24%)



For more information



*Participating in the Heppner University has allowed me to work in a stimulating environment with talented people from different backgrounds. It has given me an enriching experience and it was an opportunity to contribute to the future of the company.*



Nikos PIJNENBURG  
Supervisor Planning & Fleet  
Operations Heppner Gilze

## The entrepreneurial culture: a Group asset

At Heppner, everyone is responsible for developing the means to achieve their goals: employees work with a high level of independence and subsidiarity; it is a truly enterprising culture. And this is reflected in the commitment of our teams, who find meaning in what they do in their daily work, as the latest GPTW survey has highlighted.

# #3 CONTRIBUTING TO A SUSTAINABLE SOCIETY



**OUR AMBITION**  
 Helping to make a positive impact on our suppliers, our customers and the territories in which we operate is at the heart of our *raison d'être*: “encouraging entrepreneurship”.



## PURCHASING MORE RESPONSIBLY

CSR commitments permeate all of Heppner’s actions and ecosystem: the responsible purchasing policy carries its values beyond the Group and enables it to build lasting relationships with its suppliers.

### Optimising the supplier experience

New strategic pillar defined by the Group in 2022. It is essential for establishing long-term partnerships that are beneficial to both parties. To achieve this, Heppner is committed to 6 pillars:

- **administrative efficiency:** simpler processes and visibility for its suppliers;
- **operational performance:** operations optimisation to reduce production constraints;
- **recognition and consideration;**
- **fluidity:** smoother interactions with suppliers through a powerful management interface;
- **support:** a long-term commitment to its suppliers;
- **measurement:** regular assessment of the supplier experience.

### New car policy

As a reminder, the objectives of the Law on mobility orientation (LOM) with respect to the proportion of hybrid and/or electric vehicles in the fleet are 10% in 2022, 20% in 2024, and 70% in 2030. In 2022, 19% of Heppner’s fleet was electric/hybrid. With the orders scheduled for delivery in 2023, the low-emission fleet is expected to reach 27%, which is ahead of regulatory requirements.



### Responsible purchasing: a philosophy in progress

With an **ECOVADIS score of 60/10 for responsible purchasing compared to an industry average of 33** – Heppner has improved by 20 points since 2021. This score reflects the Group’s commitment to creating lasting value and acting as a responsible player in the territories where it operates.

In 2022, the entire purchasing team was trained in the Group’s responsible purchasing policy. The responsible purchasing charter and the supplier assessments seal the mutual undertakings of the partnership.

**100%**

OF THE BUYERS TRAINED IN RESPONSIBLE PURCHASING

### Ethics and corruption: acting in compliance

Heppner is committed to active compliance both by the Group itself and by its main suppliers.

- **The code of business conduct** is distributed internationally in 4 languages and given to each employee, everyone undertakes individually to comply with it.
- **Zero corruption:** a didactic, digitised training course that is accessible to everyone ensures proper understanding of the risks linked to corruption.



For more information

## PUTTING CSR AT THE HEART OF THE TERRITORIES

As a decentralised group, Heppner is committed to put CSR at the heart of its actions in the territories where it operates.

### The role of our CSR referents

In 2022, the Group integrated a CSR indicator in the “control room”<sup>(1)</sup> and set up a network of CSR representatives in the regions. This new form of governance increases capillarity between local environmental, corporate or social initiatives and those of the head office. The objective is to share and deploy best practices in this area.

**CSR representatives play a two-fold role as CSR ambassadors and to relay the actions undertaken by the head office or by the region they represent.**

In 2022, for example, Heppner signed a national charter that formalises the Group’s partnership with Emmaüs Défi, begun three years ago by the Île-de-France region. Heppner’s “entrepreneurial” value takes on full meaning here, since each individual is able to contribute their own vision and project and present it to the network of representatives.

“*I am proud to be able to represent my region and to be an ambassador for these issues in our interactions with the local ecosystem’s stakeholders. As a transport company, we have a real impact on our territory, and Heppner is a player recognised for its commitment to a more responsible supply chain.*”



Anthony GUÉRIN,  
CSR referent  
for the region of Brittany

### 2023: Biodiversity priority

While the United Nations Conference on Biodiversity (COP15) was being held in Montreal in December 2022, **Heppner’s CSR representatives took part in a biodiversity mural at the Rosny headquarters.** This event marked the starting point of the Group’s 2023 roadmap, which focuses on this issue, which is as essential as climate change. The actions undertaken will also be evaluated in the various reference frameworks. (CDP, CSRD, European taxonomy, etc.).

144

NUMBER OF CSR ACTIONS UNDERTAKEN IN 2022



For more information

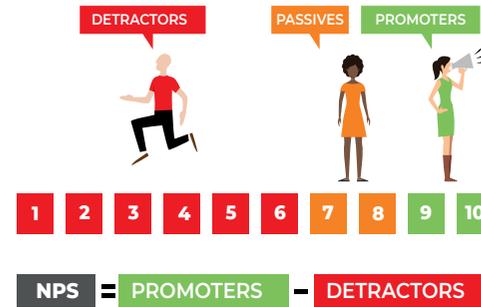
(1) Monthly meeting to monitor the various indicators by the management committees (regional or subsidiary).

## MAKING CUSTOMER EXPERIENCE A STRATEGIC CHALLENGE

Driven by the delivery practices of online retail leaders, the customer experience is a key challenge in the transport industry. Heppner is fully committed to this, both to retain existing customers and attract new customers.

### Measuring for progress: the NPS

In order to improve its customer track record and develop its service offering, **Heppner has been using the Net Promoter Score (NPS) as a measure of customer satisfaction since 2019.** Every year, a questionnaire with about 20 items is proposed to all its customers to ascertain their perception of the services and customer relationship offered by Heppner.



### Current work areas

- Develop additional channels for customers** (a new customer portal, APIs for goods tracking, etc.) to access data that are reliable and as complete as possible (traceability, transport documents, reporting data, tracking of claim files, etc.).
- Improve Heppner’s capacity for proactive response in disseminating information.**
- Develop and offer value-added services** (that meet customer needs better).

Heppner is also working **to strengthen its customer experience community by supporting the Customer Relations teams** in its branch network as first responders in day-to-day customer relations. The local *Customer First* action plans complement Group projects in achieving the satisfaction objectives.

23.76

NPS 2022 SCORE

“*Since 2020, our NPS barometers have confirmed that information feedback, particularly for goods tracking and claims management, is a priority issue for improving our customer satisfaction.*”



Sébastien VIDET,  
Marketing and  
Communication Director



For more information

## ACTING IN **SOLIDARITY**: A CORPORATE VISION

Commitment to society and to the territories in which the Group operates is part of Heppner's DNA. The best practices initiated locally are designed to be shared and rolled out to the entire Group,



### Mobilised for Ukraine

A real chain of solidarity for Ukraine was formed with communities, customers and Heppner employees (Northern France branch), which resulted in 15 full trucks taking supplies to Ukraine. A fundraising campaign among Group employees also enabled a donation to be made to the United Nations High Commissioner for Refugees (UNHCR), which is working in the field with the Ukrainian population to provide basic necessities, shelter and financial support.

**+ 650**

PALLETS TRANSPORTED FREE OF CHARGE FOR NGOS AND ASSOCIATIONS

### Heppner X Banque Solidaire de l'Équipement

Created in 2012 by Emmaüs Défi, the mission of the Banque Solidaire de l'Équipement is to combat poor housing and improve the material security of people in very precarious situations. Initiated locally, in the Rhône-Alpes region, this project has drawn support from the entire network of Group branches, which signed a national sponsorship agreement in 2022 based on:

- expertise sponsorship;
- transport sponsorship (consisting basically of a weekly delivery);
- financial sponsorship.

In order to allow everyone to take part, the Group's employees have the opportunity to take part in various solidarity operations during the year with Emmaüs.



*Our first major joint operation was the distribution of mattresses for shelters and since then, Heppner's support has continued to grow. We feel that there is a strong interest in our cause, the teams are responsive, helpful, and seek all the means at their disposal to help us in our activities.*



EMMAÜSDÉFI



Aurore RUFFIER,  
Corporate Partnerships Manager – Banque Solidaire de l'Équipement – Emmaüs Défi

### Super Christmas 2022 operation: Heppner X Hasbro, boosting impact!

The Emmaüs Défi Super Christmas is a charity toy sale which Heppner has assisted in for several years by helping to collect, sort and transport toys for families in need. In 2022, Hasbro, a long-standing customer of the Group, partnered with Heppner by offering a whole pallet of new toys.

Working together, our teams become stronger and prouder of what they do!



### Magie à l'hôpital : a lasting commitment



In 2022, Heppner renewed its commitment to the NGO to bring joy to hospitalised children and their families. In total, this commitment involved:

- 25,381 km travelled for the children for the benefit of Magie à l'Hôpital;
- 10,000 gifts in 250 hospitals and paediatric departments;
- €20,000 in donations to the NGO.



*We started the relationship with Magie à l'hôpital in 2012. Since then, Heppner has become an important sponsor. We support the festival festival "Au Tours Du Rire", we transport pallets free of charge and for the past two years the group has been organising a connected race for the benefit of the association. It is a source of pride for our agency to be at the origin of this partnership.*



Didier HUVELIN,  
Director of Agencies Tours & Châtelleraut

### Heppner sponsors the Strasbourg Foundation

In line with its raison d'être "Embolden the Entrepreneurial Spirit", Heppner has been involved in a partnership with the University of Strasbourg for more than 10 years now. Industry Chair student research projects on data science and AI are opening the way to the future and having a real impact on our business. Selected students can also benefit from a scholarship financed by the Group.

**€113,000**

SPENT ON SPONSORSHIP IN 2022



For more information

EMBOLDEN THE ENTREPRENEURIAL SPIRIT  
OF OUR TALENTS, PARTNERS, CUSTOMERS  
AND SUPPLIERS, AND CITIZENS  
OF ALL GENERATIONS IN ALL THE TERRITORIES  
WHERE WE OPERATE.



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