

CSR
OVERVIEW
2023

HEPPNER





In the light of profound economic and social transformations, our companies' responsible commitment has now become a necessity. We at Heppner cannot conceive our company's future without taking part in the major environmental and societal challenges we are currently facing.

Convinced that it is through action that we can make a positive contribution to these changes, all our teams are united around a clear strategy and ambitious objectives, which form our daily roadmap.

First of all, as part of our effort to preserve the environment, we are accelerating the pace of our decarbonisation initiative, launched several years ago. That is why we have chosen commitment at every level. On the roads, we continue to integrate ever cleaner transport modes in our energy mix and we provide training in eco-driving to our drivers.

In our buildings, we are implementing our sobriety plan in our branches in France, with the goal of improving our properties' energy efficiency. For our stakeholders, we provide support to our suppliers to help them convert their vehicle fleets, moving forward

together in the energy transition.

And to further our employees' well-being, we are stepping up our quality of working life and career development initiatives. Once again, we have been awarded the Great Place To Work label in six of the countries where we are present. This recognition is proof of our ongoing efforts to foster our employees' identification with our company, promote inclusion and diversity, and enable each of our talents to reach their full potential. All of our projects, such as the QWL Week, our student traineeships, or the training courses offered to our employees, are geared towards fulfilling these objectives.

Continuing to Foster the Entrepreneurial Spirit, we reaffirm our undertakings toward our partners and communities. With the ambition of setting an example for all the stakeholders we work with; we are committed to fostering excellence and boldness wherever we operate. That is why we are constantly deepening our knowledge of our customers and suppliers to improve their satisfaction. At the same time, this ambition also feeds our commitment to local players and projects that have an impact, serving local communities and those in need.

Setting increasingly ambitious goals to make Heppner a responsible company, we are proud to be actively contributing to the positive transformation of our industry. Our successes in 2023 reflect our employees' commitment every day, and I thank them sincerely for that. In 2024, we will continue to build together a future for our company that respects the environment, our employees and society.

Jean-Thomas SCHMITT,
Chief Executive Officer

editorial

summary

04 **Almost a century of entrepreneurial adventure**

06 **Our CSR approach**

07 **CSR governance**

30 **Measure, act and progress**
Our CSR indicators

08 **#1**
COMMITTING TO ENERGY AND ECOLOGICAL TRANSITION

- 10 Carbon footprint and trajectory
- 11 Evolution of the fleet's energy mix
- 13 The Energy Transition Pact
- 14 Optimising energy consumption
- 15 2023: biodiversity as a priority

16 **#2**
SUPPORTING WOMEN AND MEN OF OUR COMPANY

- 18 Heppner boosts its attractiveness
- 20 Integrate and develop every talent
- 22 Inclusion and diversity
- 23 Continuation of Heppner's Safety First programme

24 **#3**
CONTRIBUTING TO A MORE SUSTAINABLE SOCIETY

- 26 (More) responsible purchasing
- 27 Optimising and measuring the supplier experience
- 28 The customer experience, a strategic challenge
- 29 Acting in solidarity: a corporate vision

 You can find out more about our actions online by scanning the QR code you will find throughout our CSR Overview.

ALMOST A CENTURY OF ENTREPRENEURIAL ADVENTURE

€938M

IN SALES IN 2023

60%

OF SALES GENERATED OUTSIDE FRANCE

10,000

CUSTOMERS

3,570

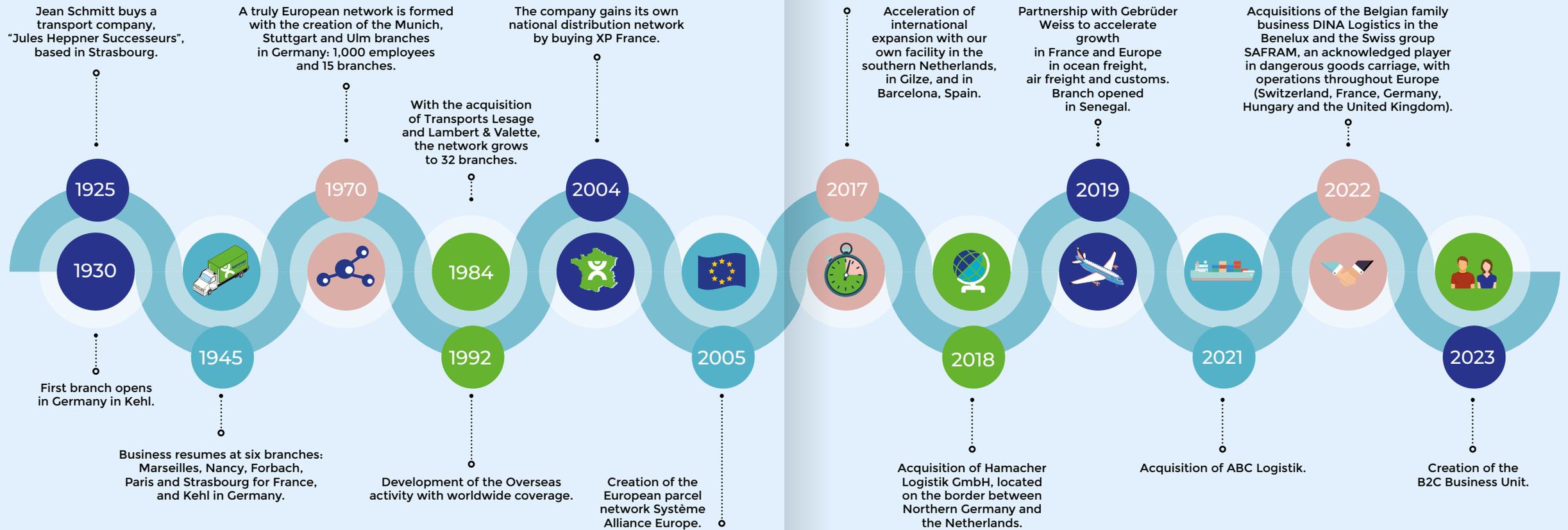
EMPLOYEES WORLDWIDE

157

COUNTRIES SERVED

+ 100

BRANCHES WORLDWIDE



OUR CSR APPROACH

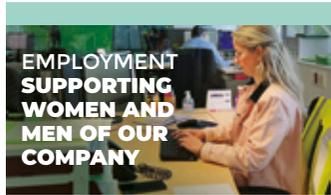
Driven by a long-term vision, we have placed CSR at the heart of the Group's strategy and governance. Alongside our stakeholders, we work every day in an ecosystem based on responsibility.

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.



**ENVIRONMENT
COMMITTING
TO ENERGY AND
ECOLOGICAL
TRANSITION**





**EMPLOYMENT
SUPPORTING
WOMEN AND
MEN OF OUR
COMPANY**





**CORPORATE
CONTRIBUTE
TO A MORE
SUSTAINABLE
SOCIETY**



THE SILVER ECOVADIS CERTIFICATION

 For the second year running, Heppner has scored 68/100, qualifying it for the **SILVER ECOVADIS** certification. This certification puts the Group in the top 10% of the 125,000 companies assessed by ECOVADIS.

BENCHMARKS AND CERTIFICATIONS OF OUR COMMITMENTS

 <p>EcoVadis The French company EcoVadis is developing a platform to rate the social and environmental performance of supply chains.</p>	 <p>Signatory of the RFAR Charter Heppner is a signatory of the Responsible Purchasing and Supplier Relations (RFAR) charter.</p>	 <p>Global Compact Signatory of the Global Compact since 2019.</p>
 <p>Carbon Disclosure Project Rated «C» in 2023 and aiming for «B» in 2024.</p>	 <p>Great Place to Work Labelled in 2023 in Spain, France, Great Britain, Hungary, Netherlands and Senegal.</p>	 <p>Objective CO₂ Charter Member of the ADEME's Objective CO₂ charter since 2010.</p>
 <p>Global Reporting Initiative Heppner uses the Global Reporting Initiative (GRI) for its CSR reporting.</p>	 <p>Coq Vert Heppner received the Coq Vert (awarded by the BPI and the ADEME) in recognition of its exemplary approach to energy transition and its commitment to the Objective CO₂ charter within the Coq Vert Community.</p>	

The Group moves forward by detecting opportunities for action and partners in the territories, then sharing local best practices, and deploying or duplicating them. CSR is a collective compass: little by little, Heppner is expanding its ambitions and widening the scope of the indicators it monitors.

CSR GOVERNANCE

Deployment of a network of CSR representatives in the regions

In 2023, the Group continued to deploy its network of CSR representatives worldwide. Numbering 21 people, they complement the network represented in the territories, regions and countries and support the CSR team and the Energy Transition Department in the field. This new form of governance increases the link between local environmental, employment or social initiatives and those of the head office. The ambition is to bring CSR issues to the forefront at all levels in the territories, regions and countries and to share best practices within the Group. In the process, the Group is strengthening tracking and harmonisation of its CSR indicators.

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.



+300

CSR INITIATIVES LAUNCHED AND 40 ASSOCIATIONS SUPPORTED AT LOCAL LEVEL

21

CSR REPRESENTATIVES WORLDWIDE

CSR and Energy Transition, one of the Group's 6 strategic pillars

CSR and Energy Transition are at the heart of the Group's strategy, together with internationalisation, digitisation, customer experience, supplier experience and employee experience. A total of **4 people are dedicated full-time to the CSR and Energy Transition** targets set in branch and manager road maps and more than 300 local CSR and energy transition initiatives in the regions where the Group operates.

76%

OF THE EMPLOYEES APPRECIATE THE GROUP'S COMMITMENT TO CORPORATE CITIZENSHIP

Top 10%

OF THE COMPANIES ASSESSED ON CSR PERFORMANCE BY ECOVADIS

"I became a CSR representative at the end of 2022 following the takeover of our company by the Heppner Group. Representing our Business Unit and being part of a quality CSR programme motivates me both professionally and personally. The stakes are high in our industry and they will become critical in the future, so we need to be prepared. We now have the opportunity to build a personalised action plan tailored to our local challenges, while benefitting from the structure and strength of a large company. We were welcomed immediately by the Group and we hope to be able to develop measures with increasing impact over the years."



Marjorie BAUDOIN,
CSR Representative, SAFRAM

#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 footprint wherever possible, with all the players in our value chain.

-30%

reduction in emissions in France by 2030

10.22 GWH

of electricity (-10% vs. 2022)

23%

low-emission routes for parcels in France
Target: 30% in 2024



VIEWPOINT

Anne-Marie IDRAC

Former Minister and President of France Logistique



France Logistique is the association of private players in the French logistics industry, representing the industry's common interests before public authorities.

What is your vision for the ecological transition?

On the issue of ecological transition, we advocate realistic and reasonable planning, that is, adapting the planning to local needs (network, available fuels, etc.) and implementing it at the right pace, taking into account the adaptation of the industrial fabric (vehicle availability and efficiency, power supply, charging points, etc.). Manufacturers in the EU are under strong pressure to move towards electric vehicles; however, they are not suitable for all uses and are not accessible to everyone. Cities that have introduced Low Emission Zones (LEZs) realise this, and are showing flexibility in their implementation, because if the electric vehicles are not available on the market, they cannot be imposed on transport operators.

How do you view the work of responsible players like Heppner?

I think Heppner's focus on the entrepreneurial spirit is sensational. When it comes to decarbonising business activities, it is a way to engage their employees with this dynamic, and instil a sense of ownership and pride. Externally, this spirit helps drive progress, get subcontractors on board, and support customers in moving successfully towards greener growth. It is a dynamic, positive process in which steps forward are made lucidly and responsibly, choosing the right time for each step for the company's economic equilibrium and that of its partners. This is fully in line with France Logistique's vision of fair ecological planning, for which we advocate «the right pace and the right mix».



Read the full interview on our website.



CARBON FOOTPRINT AND 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's decarbonisation plan was defined in 2021

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 2024. In 2022 and 2023, its action plan was based primarily on:

Scope 1: evolution of the energy mix of the Group's fleet with the conversion of its heavy goods vehicles to NGV and bio-NGV. In addition, since 2022, it has started using biofuels and is committed to electrifying its urban truck fleet. The eco-driving training plan for drivers also significantly reduces fuel consumption.

Scope 2: the Deepki monitoring tool, in place since 2021, enables real-time monitoring of energy consumption in all of the Group's buildings. 50 energy representatives take part in implementing Heppner's energy sobriety plan. It precedes the energy efficiency plan based on the renovation of the Group's buildings for heat and energy efficiency. In addition, a budget of €2.5 million was allocated in 2023 to modernise our lighting with an innovative, connected LED solution.

Scope 3: to extend its decarbonisation action beyond its own fleet, Heppner is developing modal shift solutions where possible and is continuing to support its subcontractors in their own carbon reduction efforts with its Energy Transition Pact. Since 2022, the Group has also been using the Klaxit car-sharing solution, and in 2023 it introduced a sustainable mobility package enabling employees to combine different, greener modes of transport.

Heppner has joined the SBTi (Science Based Targets initiative)



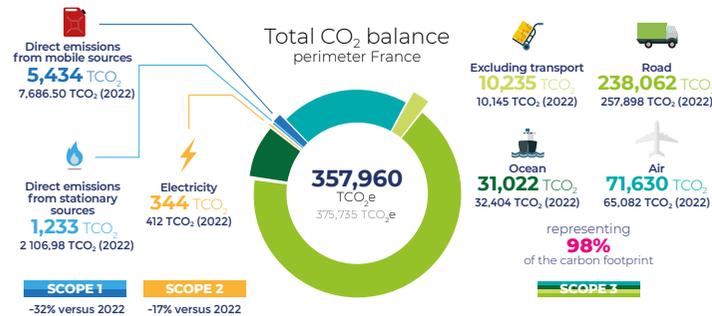
Signed in October 2022, this undertaking will provide Heppner with an external validation of its decarbonisation plan in the third quarter of 2024.

“Joining the SBTi forms part of the Group's Net Zero commitment to progress and transparency. We want to be ambitious and credible in our decarbonisation actions, targeting both transport and other areas. Membership of the SBTi will enable us to define all possible decarbonisation avenues and obtain concrete evidence of our results.”



Antoine GUICHARD, CSR Manager, Heppner

-30%
REDUCTION IN EMISSIONS
IN FRANCE BY 2030
Benchmark year 2018 - Scenario + 2°C



-60%
REDUCTION IN EMISSIONS
IN FRANCE BY 2040
Benchmark year 2018 - Scenario + 2°C



EVOLUTION OF THE FLEET'S ENERGY MIX

Heppner is meeting the challenge of responding to the growing need for freight transport while decarbonising this activity by regularly enriching its fleet's energy mix in an ongoing dialogue with its stakeholders.

The ever-increasing share of biofuels

Derived from the circular economy, as they are produced from used oils, biofuels have been complementing Heppner's energy mix since 2022. By the end of 2023, 32% of Heppner's vehicles were running on XTL biofuel.

Increasing the number of Euro 6 distribution rounds and developing low-emission (LE) rounds

Our energy transition programme is also committed to modernising our diesel fleet, with the aim of eliminating vehicles that are Euro 5 or lower on all rounds by January 2025. Reducing fine particulate matter, which causes respiratory diseases, particularly in large cities, is one way of improving our energy mix.

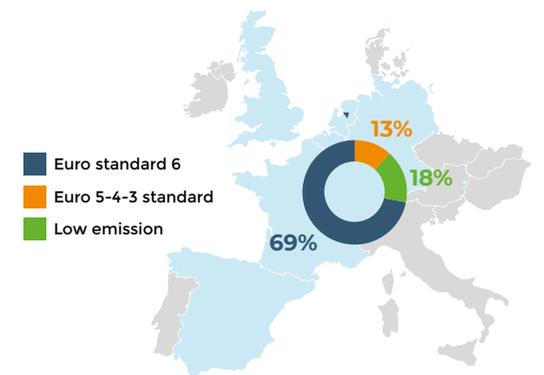
On all Heppner France routes (operated by Heppner vehicles or subcontractors), use of Euro 5 vehicles and lower has been reduced from 21% in January 2023 to 11% in January 2024, replacing them with Euro 6 and Low Emission vehicles.

The branches exceeded their Euro 5 conversion targets by 6% (94 rounds converted vs. 89 in the 2023 target). This transformation will continue in 2024, with the goal of eliminating vehicles with Euro 5 or lower engines from all routes by 1 January 2025. 66% of the 2023 low-emission (LE) round conversion targets have been achieved, with 35 partner commitments out of the 52 planned.

Continued development of bio-NGV

Started in 2020, the conversion to gas of part of Heppner's fleet accelerated in 2023, highlighting in particular the transition to bio-CNG. Thus, at the end of 2023, 15% of Heppner vehicles were running on bio-NGV and 21% on NGV, which means that 36% of the fleet was running on gas at the end of 2023, compared to 18% at the end of 2022.

At Group level, almost 20% of our routes are made with low-emission vehicles (combining Heppner and subcontractor-owned fleets).



“By the end of 2023, Heppner France was able to deliver to 23% of the positions entrusted to us with low-emission vehicles. The most advanced regions reached 50% of positions delivered with LE vehicles (Vendée Charentes, for example). Implementation of the conversions obtained in 2023 will enable us to reach an average of 30% of positions delivered with LE vehicles by the end of 2024.”



Noémie FELDBAUER, Energy Transition Director, Heppner



To find out more

FOCUS

THE ADVANTAGES OF BIO-CNG VEHICLES

-80% less CO₂ for bio-CNG compared to Euro 6 diesel (-5% for fossil CNG).

-95% less fine particulate emissions compared to Euro 6 diesel.

Bio-CNG, derived from the circular agricultural waste-to-energy chain, is an energy produced locally, in France.



> EVOLUTION OF THE FLEET'S ENERGY MIX

Growing use of multimodal transport

Heppner is stepping up its efforts to develop piggyback 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. This expertise is being developed in cooperation with the Group's various branches, driving experience-sharing in these solutions.



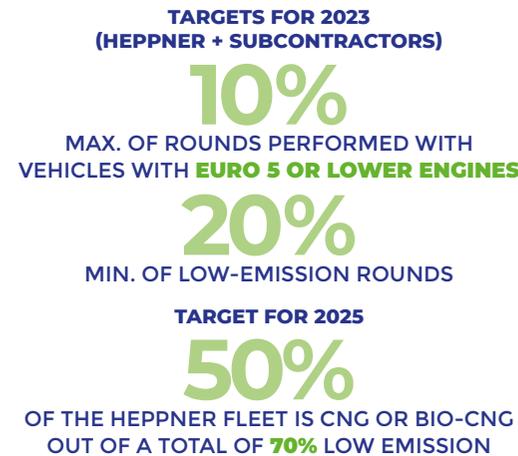
Evolution of the urban fleet

At the end of 2023, the rounds operated by electric and hybrid vehicles were still marginal, basically due to structural reasons such as the availability of vehicles and charging systems. It is planned to deploy operational solutions by 2025 and this will require:

- **Fleet evolution.** Heppner won the "Ecosystem" call for projects for electric heavy goods vehicles launched by the ADEME in 2023. Signature of the agreement with the ADEME will enable Heppner to obtain €470,000 in funding to prepare the deployment of 16 electric heavy goods vehicles and 36 charging points for 9 Heppner branches in France by 2025. The project will save an estimated 438 TeCO₂/year in carbon emissions.

- **The installation of recharging solutions** (recharging stations, transformers and civil engineering), in which Heppner will have to invest more than €1 million for the first 9 branches concerned.

- **The development of cycle logistics.** This new urban delivery format offers many benefits, such as easy access to city centres, no noise and no GHG emissions. With the use of battery-assisted vehicles, it is possible to transport volumes up to one pallet, and it fosters local employment and entrepreneurship. At the end of 2023, this mode of transport accounted for 1% of Heppner's delivered positions, but it has already been adopted in 20 French cities and one city in Germany.



“Linvosges has signed a charter with the ADEME to reduce its CO₂ emissions during transportation of its products. The introduction of piggybacking on our flows from Portugal with Heppner will help us meet our CO₂ emission reduction commitments in our transport operations.”



Sylvaine **BARON**, Procurement and Quality Manager, Linvosges Group

THE ENERGY TRANSITION PACT

Heppner has formalised an Energy Transition Pact with the goal of engaging and supporting its partners in a shared emission reduction process.

A system that continues to evolve

Concluded between the Group and its participating subcontractors, this 5-year partnership helps small and medium-sized companies in the transport sector to convert their fleets to low emission. In an ongoing dialogue with the Group's branches and subsidiaries, the Energy Transition Department detects all solutions or opportunities to support subcontractors in their evolution towards transport systems with lower GHG emissions.

What the Pact has offered from the beginning:

- increased awareness of the energy transition in goods transport,
- negotiated prices for buying new vehicles and NGV fuel,
- support in the financing process with partner banks,
- tracking and information on government-financed support available locally.

The new services that have been added:

- negotiated prices for supplying B100 biodiesel, with a preferred supplier,
- negotiated conditions for the rental of second-hand gas, electric and Euro 6 vehicles.

40

PARTNERS SIGN THE ENERGY TRANSITION PACT EVERY YEAR, REPRESENTING 119 SUBCONTRACTORS SUPPORTED SINCE THE PROGRAMME WAS SET UP

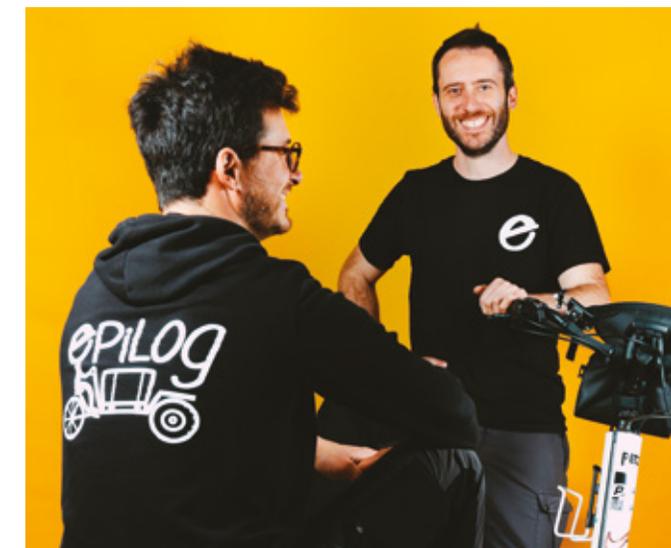
“A small Lyon-based company specialised in cycle logistics, Epilog seeks to respond to the new constraints affecting goods transport in city centres. Heppner was our first partner, and the relationship has continued to grow ever since. We make most of our deliveries by bicycle and we benefit from their framework agreement with Engie to refuel our NGV vehicle.”



Simon **DU ROUCHET**, Managing Director, Epilog

DECISION SUPPORT TOOLS

"EcoTransit" software enables full calculations for all links of the transport chain (energy consumption, GHG emissions, air pollutants). Compliant with the current ISO 14083 and GLEC Framework standards. Through the Heppner portal, this solution enables customers to monitor their CO₂ and transport activity data (number of positrons, weight, kilometres travelled, etc.).



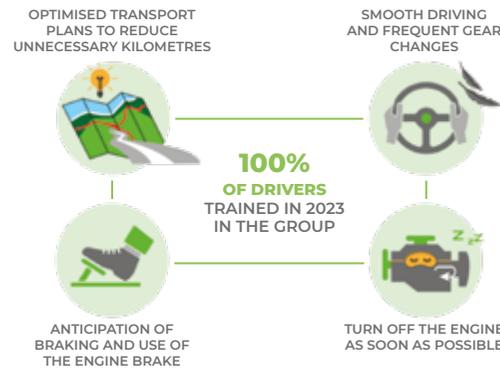
OPTIMISING ENERGY CONSUMPTION

Faced with the challenges of reducing its carbon impact, Heppner has put in place an energy sobriety plan while continuing to renovate its facilities and improve their energy efficiency.

In addition to its sobriety plan, Heppner is continuing to improve its buildings' energy efficiency by rolling out a LED relamping plan, involving a total of 35 branches in France at a cost of €2.5 million. This lighting modernisation plan is being carried out in partnership with Le Studio Led. It includes an energy performance contract, as well as circular management of the material installed (recycled or reused). The first results are convincing, with energy savings in lighting up to 90% and greater comfort for Heppner employees.

This system will be rolled out internationally to the Heppner Group's various branches and subsidiaries in 2024.

THE RIGHT ECO-DRIVING REFLEXES AT HEPPNER



Eco-driving: Heppner acts and progresses

In 2023, Heppner continued to train its drivers in eco-driving, a practice that aims to reduce fuel consumption by 10% on average, as well as reducing accidents and driver stress. All of the Group's drivers (Heppner fleet) completed eco-driving training courses between the end of 2021 and mid-2023. In addition, all of the French branches have adopted the Michelin Connected Fleet solution, an online tool that measures key eco-driving indicators: sharp braking and acceleration, compliance with speed limits, engine idling time, and can be used to set up eco-driving management systems, or even eco-driving challenges.

These training courses are very important; if you drive economically, and therefore with less environmental impact, the vehicles last longer and you avoid lots of bumps and scrapes, and even accidents.



Philippe VANPARYS, Fleet Manager, Heppner Lyon

-13%

REDUCTION IN ENERGY CONSUMPTION (ELECTRICITY AND TOTAL ELIMINATION OF GAS) AT THE ROSNY SITE BETWEEN 2022 AND 2023

FOCUS

ENERGY SOBRIETY AND EFFICIENCY: WINNING BACK KWH

The Group is on the hunt for unnecessary kWh. Here are the key points of its energy sobriety plan:

- **optimisation of energy consumption**, monitored by the Deepki tool and the energy management service contracted by Heppner in 2023,
- **50 energy representatives** in the field relay guidelines (heating, air conditioning, lighting, etc.) in each branch and subsidiary, and identify actions for improvement,
- **site closures and teleworking weeks** help **reduce energy consumption**.

2023: PRIORITY FOR BIODIVERSITY

Biodiversity erosion is one of the 9 planetary boundaries, and the challenges of preserving biodiversity are now better known and integrated into CSR guidelines.

Speeding up action to preserve biodiversity

The Heppner Group made biodiversity a priority for 2023. A large number of local projects have been started, such as eco-pasturing (Metz branch), planting a collaborative vegetable garden (Saint Priest branch) or installing beehives in 9 branches. Heppner also contributes to reforestation programmes and provides financial support to environmental protection associations.



FOCUS

In 2023, Heppner dedicated €36,640 to biodiversity, almost half of which went to environmental protection associations. It is planned to undertake local actions with these associations during 2024.

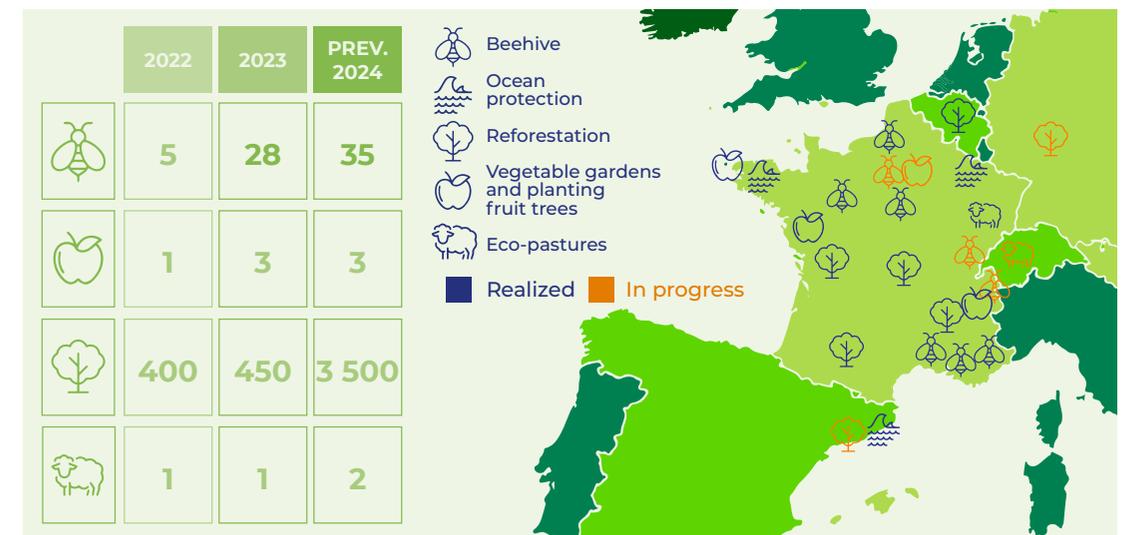
Biodiversity and preservation of coasts and oceans

Two associations working to preserve marine ecosystems were supported by Heppner's Strasbourg and Saint Brieuc branches in 2023:

- the Strasbourg-based **NGO Octop'us** working to preserve, clean up and raise awareness of the need to protect the oceans,
- **Vivarmor** has been working for 50 years to understand and preserve biodiversity and protect the environment in the Côtes d'Armor region. Biodiversity and animal protection. On the initiative of the Union des Entreprises de Transport et de Logistique de France (French Union of Transport and Logistics Companies), Heppner is taking part in the production of a guide against the illegal trafficking of wild animals and plants, due to be published in the first half of 2024.

23

BIODIVERSITY ACTIONS WITHIN THE HEPPNER NETWORK COMPARED TO 5 IN 2022



#2 SUPPORTING WOMEN AND MEN OF OUR COMPANY

OUR AMBITION

In a spirit of dialogue and fostering personal initiative, we are committed to enabling each individual to find his or her place and gain fulfilment through working in our community.

73/100
Results in the Great Place To Work trust index (Group companies)

+7 points
compared to 2022

39%
women
(+ 5 pts vs. 2022)

92/100
gender
equality index



VIEWPOINT
Frédérique VIVIER
Human Resources Director, Heppner



Frédérique Vivier joined Heppner as Human Resources Director in November 2023, after a career in Human Resources in a wide variety of environments.

What are the main HR challenges currently facing Heppner?

The Group's international expansion is a major challenge. There is also a real challenge in attracting and retaining talent in the Transport environment. Fortunately, Heppner has a lot to offer. In particular, this means being able to draw inspiration from the best practices, but also to generate value from our «made-to-measure» expertise for our customers. The diversity of profiles, the emphasis on the integration of disabled people, a real concern for safety, the space given to the transfer of skills from older to younger generations, training and skills development are just some of the company's genuine strengths. Heppner's commitment to being an environmentally virtuous company and a contributor to society are

also differentiating factors, and particularly notable in the Transport sector.

What is your reading of the GPTW results, which show an improvement the third year running?

Obviously, we feel proud about these results, but we also accept them humbly; increasing our employees' well-being has become an integral part of Heppner's DNA. We are not just looking for a score; beyond that, we want to instil a sense of belonging in our employees, give meaning, draw on our complementary career paths, origins, skills and commitments... Heppner has a deep respect and genuine consideration for every individual. So we are going to continue training and developing everyone, and offering more comfortable workspaces that our teams enjoy sharing. Together, we are building a positive corporate culture... and which is enshrined in each one of us!



Read the full interview on our website.



HEPPNER BOOSTS ITS ATTRACTIVENESS

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



The 4 countries that maintained their certification – United Kingdom, Senegal, Spain and France – were joined in 2023 by Hungary and the Netherlands. Survey highlights for the Group:

- a **quality managerial relationship**, with a high level of trust,
- a **high level of employee commitment** and identification with the company,
- **appreciated work conditions**, with a heightened perception of this item.

+7 points
 COMPARED TO 2022
 IN THE TRUST INDEX:
73/100 (GROUP SCOPE)

HEPPNER IS GPTW-CERTIFIED
 IN
6 countries



“
 In a tight job market, being a Great Place To Work is a very valuable asset and it increases our organisation’s appeal as an employer! It provides a means for measuring the degree of trust, pride and pleasure in working within our organisation. This knowledge and job satisfaction not only give an added boost to our corporate culture, but also enable us to work specifically on Heppner’s future development.”



Martijn VAN HEUMEN,
 Branch Director Heppner
 Netherlands

FOCUS

**GREAT PLACE TO WORK:
 6 CERTIFIED COUNTRIES**

In 2023, for the 4th year running, Heppner took part in the Great Place To Work survey, with employee satisfaction once again showing continued improvement. Specifically, **Heppner’s trust index rose by 7 points in 2023.** The teams continue to be 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 four years **the response rate has risen from 59% to 85%.**

**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.

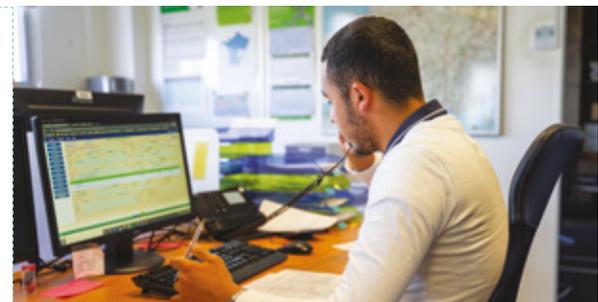
“
 I have been building my career with Heppner for more than 20 years. From my beginnings as a trainee to when I started a family and I was able to work part-time to look after my children when they were young, and now, Heppner has always supported and positively influenced my professional development. My commitment and motivation and being able to communicate my ideas and goals have enabled me to progress within the Heppner Group and obtain the internal promotion I was hoping for. By working in different departments and areas, for example as Team Leader Dispatch, or as member of the customer service team or now as a sales representative, I have always had the opportunity to grow in Heppner.”



Julia OHRT,
 Sales Representative, Heppner Germany

TOOLS THAT PROMOTE INTERNAL MOBILITY

- The individual reviews enable assessments of each person’s skills and potential.
- Publication of the job exchange (intranet, posters) and videos of employees’ testimonials about their jobs to “inspire” internal mobility (29% of the vacancies to be filled).



FOCUS

QWL CHALLENGE: “JOY WEEK”

For the 2023 Quality of Life at Work (QWL) Week, Heppner had adopted the theme of “joy week” in partnership with Café Joyeux, a third-sector company whose goal is to help mentally challenged people integrate in society through work. Supervised by OUILIVE, online challenges were proposed to all Group employees (head office, branches and subsidiaries), enabling them to get involved in various causes.

900 participants in total took part in the challenge.

more than 35,500 km travelled.

€4,000 in committed donations, particularly to Café Joyeux.

Sustainable mobility package

Heppner has introduced a number of measures to encourage its employees to use soft mobility. Launched in 2022, the Klaxit car-sharing solution is already used by 11% of employees in the Paris region, for example. The Group also introduced a sustainable mobility package in September 2023 that allows employees to combine different, greener modes of transport. The scheme’s appeal for employees is undeniable.

117

MOBILITÉS EN 2023 (VS 112 EN 2022)

INTEGRATE AND DEVELOP EVERY TALENT

Heppner makes room for all talents, so that everyone can join the team, develop their skills and advance their career, regardless of their initial background.

2023 Training Plan

Heppner's 2023 training plan has offered a wealth of opportunities, with a variety of training courses and expanded availability.

- **Stand-up training sessions** for bay team leaders (face-to-face + online).
- **Climate Fresk training courses** for 350 employees and members of the Group's management committees. This programme will be rolled out internationally in 2024.

- **Gradual roll-out of a new online training catalogue**, "my heppner", which agglutinates all the courses offered by the Group, including:

- "Heppner Progress for all" field modules (online), with specific modules accessible to bay agents, forklift operators, drivers and maintenance personnel (eco-driving, EHS, customer relations, etc.),
- the introduction of 4 modules devoted to CSR, such as "sustainable practices" or "what nature can teach us",
- increased availability of language courses,
- over 8,000 resources available for everyone.



95 %
OF EMPLOYEES HAVE PERMANENT CONTRACTS

FOCUS

MAKING ROOM FOR YOUTH: STUDENT TRAINEESHIPS AND MENTORING

Heppner has put in place an effective policy to facilitate student traineeships. The policy's success is borne out by the figures; between 2019 and 2023, the percentage of students hired after completing their training increased from 30% to 38%. The HR team identifies regional needs in the field and then provides support to ensure recruitment of the right profiles. *"At the beginning of the academic year, student trainees follow an induction programme to meet business line managers, student trainees on assignments or former student trainees who have since joined the Group. This helps them network. Of course, we train all our tutors, because it is a real commitment,"* explained Cécile Marcelino, Training and Skills Development Manager for the Heppner Group.



The Digital Fresk to meet a growing challenge

Faced with the growing impact of digital technology in terms of energy consumption and waste production, part of the DIDS (Information Technology and Information Systems Department) was made aware of these issues with the Digital Fresk organised at the company's headquarters in Rosny-sous-Bois.

The company also partners with a number of schools, including the EM Normandie and the EST, and 2nd chance schools, which provides opportunities to present its career openings and recruit talent.

Teams in the Alsace region, meanwhile, have set up a mentoring project to support young school leavers as part of the equal opportunities partnership "Nos Quartiers ont du Talent" (NQT, Our Neighbourhoods have Talent).

18,224
HOURS OF TRAINING,
OR 10.25 HOURS PER EMPLOYEE

34
STUDENT TRAINEES HIRED,
GROUP COMPANIES

HIRING RATE 2023:
38%
OF THE 89 STUDENT TRAINEES
WORKING IN THE GROUP

FOCUS

EQUAL OPPORTUNITIES: THE ALSACE REGION BECOMES AN NQT PARTNER

NQT, which stands for "Nos Quartiers ont du Talent" ("Our Neighbourhoods have Talent"), is a mentoring project in which Heppner employees help young people leaving school to find their first job or apprenticeship. Three mentors have started this experience in Alsace and help young people write their CVs or prepare for job interviews. It is intended to take this partnership to the rest of France during 2024.

INCLUSION AND DIVERSITY



Continuation of the 2021-2023 disability 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.

4.3%

OF OUR EMPLOYEES ARE DISABLED

51

NATIONALITIES WITHIN THE GROUP

Job retention actions

- **Renewal** for one year of the agreement signed with Made in TH.
- **Financing of equipment** to maintain employment (electric pallet truck, ergonomic seat, headrest, etc.).

33%
OF EXECUTIVE COMMITTEE MEMBERS ARE WOMEN (16% IN 2022)

92/100

GENDER EQUALITY INDEX (88/100 IN 2022)

An equality index moving in the right direction

With an index of 92/100, considerable progress has been made in 5 key criteria:

- the gender pay gap,
- the difference in the distribution of merit raises,
- the difference in the distribution of promotions,
- the number of employees receiving a raise on their return from maternity leave,
- parity among the 10 highest earners.

With respect to this last criterion, we have significantly improved our score and 4 women are now members of our Executive Committee.

CONTINUATION OF HEPPNER'S SAFETY FIRST PROGRAMME

The SafetyFirst@Heppner programme consists of 44 resolutions selected at collaborative workshops held in 2021. This programme is based on 4 pillars: induction, training, prevention and leadership.

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

To ensure that these 15-minute "stand-up" flash sessions on the bays 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.

- 2 days face-to-face + 1 hour coaching for each team leader.
- Managerial involvement.
- Internal quality auditors to ensure that the course is properly implemented.

This course is one of the cornerstones of the SafetyFirst@Heppner programme.

The benefits of this training programme specifically designed for field managers:

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

Focus on the Safety First programme in the South-East Region

This programme is bearing fruit, as the South-East region has more than halved its accident rate (8.6 in 2023) and halved the number of workplace accidents.

"We are proud to have deployed the Safety First approach in the South-East region, implementing a project aimed at reducing workplace accidents and occupational diseases. We have drawn up a programme which includes an audit and an associated action plan."



Lilian GASTE,
Manager, South-East Region
Director, Heppner

16.8

FREQUENCY OF WORKPLACE-RELATED ACCIDENTS (COMPARED TO 17.85 IN 2022)

FOCUS

"That's happened in our branches" ANIMATED SHORT: THE SAFETY MINUTE

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 happened at the branches, and is aimed at generating an understanding, with supporting diagrams and quizzes, of the best practices to be used to ensure everyone's safety.



145

MEETINGS BASED ON SOCIAL DIALOGUE

#3 CONTRIBUTE TO A MORE SUSTAINABLE SOCIETY

OUR AMBITION

Contributing to a positive impact with our suppliers and customers in the territories where we operate is at the heart of our raison d'être: "Embolden the Entrepreneurial Spirit".

Supplier experience (NPS survey):

95%

of respondents satisfied with their professional relationship with Heppner

Customer satisfaction. NPS of

48

(+24 pts vs. 2022)

€104,000

spent on Sponsorship in 2023



VIEWPOINT
Cédric FRACHET
Chief Operating Officer, Heppner



What does it mean for a Group like Heppner to be a committed local player?

Heppner is above all a territorial organisation. Our business model is based on fostering the entrepreneurial spirit, and we work with independent, local companies rooted in their territory.

Our employees are involved in local associations, business and sports clubs. It is a community we are a part of, and we try to encourage this social aspect inside and outside Heppner, with an alignment that I would describe as congruent in that we want our suppliers and customers to follow the same path as us.

Does the social dynamic that you embody generate any concrete actions?

Yes, we have some fine examples of the emergence of charity initiatives. One such example is the Emmaüs Super Christmas, which we have been running jointly with our

customer Hasbro for the past two years: thanks to our respective employees, we have pooled our energies for this cause. Emboldening the entrepreneurial spirit also resonates with our employees, whom we support in implementing community projects through our "solidarity and territorial initiatives", such as this year's winning project, which consists of distributing fresh food baskets by tricycle to students in Strasbourg. All these charity actions, whether local, national or soon even international, are included in my budgets, in my objectives, and we give ourselves the means, collectively, to achieve them. This contributes to our employees' engagement and commitment to the company, because it is not just about writing a cheque to an NGO, but also about embodying values in the field!



Read the full interview on our website.



(MORE) RESPONSIBLE PURCHASING

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.

Responsible purchasing charter: Heppner strengthens its commitments

Committed to a voluntary CSR approach, Heppner aligns its CSR ambitions with the sustainable development goals of the Global Compact and the principles of ISO 26000, and has begun to act ahead of the requirements of the French Climate and Resilience Act. To encourage suppliers and subcontractors to move in the same direction, the Group's responsible purchasing charter has been revised in 2023. It sets out the framework for Heppner's purchasing function and is an integral part of every contract awarded by the Group. It specifies Heppner's commitments and expectations vis-à-vis its suppliers and subcontractors.



FOCUS

HEPPNER HAS SIGNED THE RESPONSIBLE PURCHASING AND SUPPLIER RELATIONS CHARTER (RFAR)



Through 10 undertakings, this label issued by the French Ministry of Economy and Finance helps build a balanced, sustainable relationship between signatory companies and their suppliers. As part of this charter, Heppner has appointed an internal mediator to resolve any conflicts that may arise between the company and its suppliers.

Heppner uses the Esker accounting solution

Rolled out in 2023, this 100% online solution will enable more efficient and responsible purchasing control and accounting. It will enable the Group to meet its payment deadlines, as well as streamlining exchanges between head office, the branches in France and abroad.

“We want our business relationships to be consistent with our CSR strategy. Accordingly, we ask our suppliers to undertake to abide by it and apply practices in their work that align with it and comply with current regulations and ethical principles. By signing our CSR Charter, the supplier engages both itself and its subcontractors.”



Stéphanie BERTHET, Purchasing Director, Heppner

OPTIMISING AND MEASURING THE SUPPLIER EXPERIENCE

The supplier experience is a new strategic pillar defined by the Group in 2021. It is essential for establishing long-term partnerships that are beneficial to both parties. To achieve this, Heppner has committed to 6 pillars.

- **Administrative efficiency:** simple processes and visibility for its suppliers.
- **Operational performance:** operations optimisation to reduce production constraints.
- **Recognition** and consideration of our subcontractor partners.
- **Fluidity:** smoother interactions with suppliers through a powerful management interface.
- **Support: a long-term commitment** to its suppliers, particularly in their energy transformation and digitisation.
- **Measurement:** regular assessment of the supplier experience, guaranteeing continuous improvement.

This assessment process, with actions to improve the supplier experience, will continue in 2024.

95 %

OF RESPONDENTS SAY THEY ARE SATISFIED WITH THEIR PROFESSIONAL RELATIONSHIP WITH HEPPNER

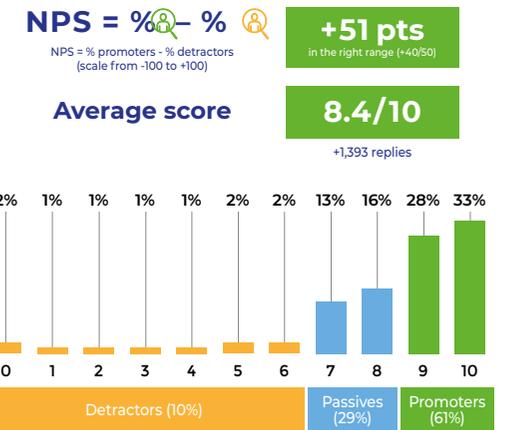
IMPLEMENTATION OF A SUPPLIER RISK MAP

In order to assist buyers in assessing the suppliers and subcontractors used by Heppner, the Group has put in place an environmental, social and economic risk map. Structured as a criticality matrix (rated from 1 to 9) by type of purchase (transport subcontracting, vehicle purchase, IT purchase, telephone purchase, etc.) and complemented with the principles of product life cycle analysis, this risk assessment helps clarify decision-making.

FOCUS

IN 2023, HEPPNER CONDUCTED ITS FIRST NPS BAROMETER AMONG ITS SUPPLIERS

With nearly 1,400 respondents, our suppliers participated on a massive scale. **The results were very positive, with an average NPS (Net Promoter Score) of 8.4/10** for the question “Would you recommend Heppner to a friend or business associate?”. The questionnaire also asked respondents to express their views on the main irritants that Heppner could remove to make their lives easier. Most of these irritants have been addressed in local action plans, with oversight from the head office, whose goal is to increase supplier satisfaction and produce even higher NPS scores in 2024.



THE CUSTOMER EXPERIENCE, A STRATEGIC CHALLENGE

Driven upwards 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 journeys and develop its service offering, Heppner has been using the Net Promoter Score (NPS) as a measure of customer satisfaction since 2019.

Significant progress in claims management

- Customer perception of claims management has improved to a satisfaction rate of 78%, a 10% increase over the past 2 years.
- Customer satisfaction with claims handling in the event of a dispute has risen, with 70% of customers satisfied, an 11% increase in 2 years.

21%

RESPONSE RATE IN 2023 VS. 18% IN 2022

2024 TARGET:
STANDARDISE RESULTS
ACROSS THE ENTIRE CUSTOMER JOURNEY



Heppner to continue efforts in 2024

This precise monitoring enables Heppner to improve the customer satisfaction rate across the entire customer journey, in all its branches in France and also in its subsidiaries. These are excellent results, which Heppner intends to maintain and replicate in all the Group companies in 2024.



--- To find out more about our Client First roadmap.

FOCUS

THE NPS SCORE IS UP AGAIN

In 2023, Heppner's customer satisfaction rose again: 86% of customers said they were satisfied or very satisfied, with an NPS score of 48, up 24 points on 2022 and 35 points on 2021. The participation rate of 21% in 2023, up 3% on 2022, gives added weight to these figures' representativeness and reliability. These highly positive results confirm the Group's "Client First" roadmap, which aims to update customer journeys, business processes and tools, with a particular focus on claims and compensation management.

THE GROUP'S NPS SCORE HAS INCREASED TO

48

FROM 23.76 IN 2022

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, coordinated by the CSR Department and its network of representatives.

Combatting poverty

Heppner x Banque Solidaire de l'Équipement
Created 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. This partnership is formalised in a sponsorship agreement, which has been renewed in 2023. It is based on:

- financial sponsorship, with a donation of €10,000 in 2023,
- transport sponsorship, with 108 pallets transported in 2023 (school supplies and toys during the Super Back to School and Super Christmas operations, donations of furniture and appliances),
- skills sponsorship at Emmaüs Défi's logistics centre in Rungis, with 35 employees from the Paris region dedicating their solidarity day to Emmaüs Défi's "couch days". In a survey carried out at the end of the day, 91% of respondents said they would like to repeat the experience next year.

The entrepreneurial spirit sparks local projects

The winning Solidarity and Territorial Initiatives project

Every two years, Heppner launches a call for projects entitled "Initiatives Solidarités et Territoires" (Solidarity and Territorial Initiatives) in which employees are encouraged to submit projects that are close to their hearts. In 2023, the bay foreman José Burckle won the challenge with his "Regards Solidaires", a project which aims to help Strasbourg students on low incomes. An endowment of €10,000 enabled the association to purchase an e-tricycle to deliver weekly baskets of fresh fruit and vegetables to these students.

Heppner's Dakar branch distributes kits to schoolchildren

Partnering with the Keba Mbaye Foundation, 1,000 school kits were distributed to 18 schools in Dakar and Thiès, providing material for over 1,000 pupils in need.

€104,000

DONATED AND 40 LOCAL ASSOCIATIONS SUPPORTED UNDER THE 2023 SPONSORSHIP PROGRAMME

TARGET FOR 2024:

€150,000

+ 300

PALLETS TRANSPORTED FREE OF CHARGE FOR NGOS AND ASSOCIATIONS



Heppner is a great support for our association. The company is one of those rare partners that we know we can call on when we are faced with a difficulty and lack the means to respond to it. Sharing their logistics expertise, paying for transport to collect donations, mobilising volunteer employees to come and lend a hand... Our partnership is multi-faceted, marked by a sincere and shared commitment to helping people in situations of exclusion.



EMMAÜSDÉFI



Aurore RUFFIER,
Manager of Corporate Partnerships
at Emmaüs Défi

MEASURE, ACT AND PROGRESS

We closely monitor precise indicators (KPIs) that are relevant for the three pillars of our CSR strategy, with the aim of effectively reducing our impact and continuously improving our processes

ENVIRONMENT			
ACTION	2021	2022	2023
Energy intensity	50.12 kwh/m ²	45.78 kwh/m ² ↘	37.50 kwh/m ² ↘
Number of biodiversity actions	2	5 ↗	23 ↗
Tonnes of CO ₂ avoided	1,680 TCO ₂ e	3,400 TCO ₂ e ↗	4,800 TCO ₂ e ↗
Drivers trained in eco-driving in 2023	100%		
Waste recovery rate	62% of the 3,000 tonnes generated each year		
Water consumption at all sites worldwide	41,705 m ³		
% of our fleet meets Euro 6 standards	97%		

EMPLOYMENT			
ACTION	2021	2022	2023
Number of GPTW-certified countries	1	4 ↗	6 ↗
Gender equality index	88	88 →	92 ↗
% of women in the company	31	34 ↗	39 ↗
Number of student trainees	85	84 ↘	89 ↗
Number of functional mobilities	88	112 ↗	117 ↗
Work-related accident rate	21.08	17.85 ↘	16.8 ↘
Number of employees worldwide/in France	3,570 / 2,287		
Percentage of Heppner employees with some degree of disability	4.3%		
Nationalities through our employees	51		
Hours of training provided	18,224		
Percentage of employees with permanent contracts	95%		

CORPORATE			
ACTION	2021	2022	2023
% of employees who appreciate the group's commitment to corporate citizenship	74	76 ↗	76 →
Customer NPS	13	24 ↗	48 ↗
% of our branches that work with companies from the social economy	35%		
Number of pallets transported for non-profit associations and NGOs	300		
Amount contributed to sponsorship activities	104 K€		
4 th consecutive year in the top 20 of the Choiseul ranking, thanks to the economic contribution by the territories			
Percentage of spending made with local SMEs	68%		

OUR CONTRIBUTION TO THE SDGS:



LOGISTICAL SUPPORT:
108 pallets transported for the Emmaüs Défi association.



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



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



3,400 TCO₂e AVOIDED
thanks to multimodal transport and the energy transition of our truck fleet.



FINANCIAL SUPPORT:
amounting to €20,000 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.



HELPING TO PROTECT BIODIVERSITY:
40 beehives, 450 trees planted, 2 environmental protection associations supported and €37,000 allocated to Biodiversity in 2023.



34 STUDENT
trainees hired by the Group in 2023 after completing their traineeship.



PARTNERSHIP WITH EMMAÛS DÉFI
to fight against poverty and exclusion and with the Food Banks to fight against hunger.



GENDER EQUALITY INDEX:
92/100 in 2023 (88/100 in 2022). 34% of the workforce are women, compared to the industry average of 19%.

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