

**ALREADY
100 YEARS
AND THE
FUTURE
AHEAD.**





- 3 Editorial
- 4 Our business model
- 6 CSR governance

1 COMMITTING TO THE ENERGY AND ECOLOGICAL TRANSITION

- 8 Joint interview: Noémie Feldbauer & Olivier Poncelet
- 9 Carbon footprint and trajectory
- 12 An increasingly electric fleet
- 13 Transport mode complementarity: an essential lever for achieving our decarbonisation goals
- 14 Working with our subcontractors in their energy transition
- 15 Optimising our buildings' energy consumption

2 SUPPORTING THE WOMEN AND MEN OF OUR COMPANY

- 17 Joint interview: Lysiane Fromentin & Alice Courmont
- 18 People at the heart of our strategy
- 19 Developing skills to support the group's and employees' ambitions
- 20 Health and safety: a clear priority
- 21 QVCT fortnight: all on board

3 CONTRIBUTING TO A MORE SUSTAINABLE SOCIETY

- 23 Joint interview: Anne Sophie Serra & Éric Frot
- 24 Committed employees driving our social impact initiatives
- 25 Biodiversity: working together to protect living ecosystems
- 26 More responsible purchasing
- 27 Optimising and measuring the supplier experience
- 28 Compliance and ethics: demanding standards shared by everyone
- 29 The customer experience, a strategic lever and core pillar of our corporate responsibility

30 Indicators

Over the last few years, uncertainty has become the norm for businesses. In this context, and as we celebrate Heppner's centennial, we have made a clear choice: **to make 2025 a year of continuity.** Continuity in our strategy, in our commitments and in our long-term vision, true to our DNA. Obviously, we have also chosen to apply this choice to our CSR strategy, which we continue to develop with the aim of taking concrete steps to address the challenges currently transforming our industry.

First and foremost, 2025 has been a decisive year for our environmental transition. Building on the commitments made to reduce the CO₂ emissions from our operations, we have continued to evolve our energy mix by integrating increasingly sustainable energy sources. The past few months have marked a key stage in this evolution, with the recent addition of our first electric trucks to our fleet. A transformative project that was made possible thanks to the extensive preparatory work carried out by our teams, including testing phases for both drivers and charging solutions.

2025 was also a year of progress in social inclusion. Convinced that our teams' well-being is central to our success, we have continued to optimise and harmonise the experience of all our employees. We focused on all our talent, at every stage of their journey: recruitment, retention and development.

Thus, we have increased our employment rate of people with disabilities by one percentage point – a milestone that reflects our commitment to enabling everyone to thrive within our community. This dynamic was once again recognised by our employees, who have again distinguished us this year as a Great Place To Work.

Finally, 2025 was also a year of active corporate contribution. As every year, we have continued to support organisations and positive initiatives wherever we operate, thanks to our employees' unwavering commitment to awareness-raising and charity actions. At the same time, we have strengthened our commitments to our customers and suppliers, who have reiterated their trust in us and, this year too, have awarded us among the highest satisfaction scores in the industry.

« In a context where everything is changing, **WE HAVE CHOSEN CONTINUITY.** More than ever before, we are moving forward with a clear direction to take concrete steps to address the challenges that are transforming our industry.

As we celebrate 100 years of history, we have reflected on the progress achieved in environmental, social and corporate responsibility. From ambitious goals to concrete achievements, our path remains unchanged: **to help build a more sustainable, more inclusive and more positive future.** A path that we will continue to follow with constancy and commitment, during the next hundred years.



Jean-Thomas SCHMITT
CEO, Heppner

BUSINESS MODEL

OUR MISSION

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

OUR RESOURCES

human and operational

1 billion euros in sales in 2025, of which: **60%** generated outside of France

3,570 employees

33% female employees

over **100** branches worldwide

Our strong, powerful land transport networks connect **more than 40** countries in Europe

Deliveries to the main European cities in **24-72h**

business partners & shareholders

An independent company that is

100% family-owned

With our strong international business connections, our exclusive partnership agreements enable us to offer our customers transport handling services to and from

157 countries around the world.

DIGITAL TRANSFORMATION



INTERNATIONALISATION



EMPLOYEE EXPERIENCE



OUR BUSINESSES

LAND FREIGHT SOLUTIONS



OVER SEAS SOLUTIONS



LOGISTICS SOLUTIONS



SUPPLIER EXPERIENCE



CUSTOMER EXPERIENCE



CSR & ENERGY TRANSITION

OUR VALUE CREATION

for our employees

8 countries certified as Great Place To Work
More than **17,000 h** of training

86/100 gender equality index

"Safety First" health and safety policy

for our customers

79/100 EcoVadis Award

89% customer satisfaction rate (CSAT score)

26.2% of deliveries made with low-emission vehicles

ISO 9001 and Certipharm certifications

for the planet

7,231 TCO₂ avoided

B CDP rating

69% waste recovery rate

for our partners and NGOs

NPS: 59
Responsible Purchasing and Supplier Relations label

€196,000 in monetary donations and **217 h** in skills-based volunteering

STRATEGIC GOAL

Heppner is harmonising its services to offer a consistent experience to all its stakeholders across all the regions where the group operates.



BEST
Better Everywhere Stronger Together
2027

CSR GOVERNANCE

As part of an approach aimed at controlling risks, attracting talent, engaging employees and boosting overall performance, the Group has made CSR a central part of its strategy and governance.

THE NETWORK OF CSR REPRESENTATIVES: ESSENTIAL PARTNERS FOR OUR APPROACH IN THE TERRITORIES

The 21 CSR representatives play an essential role in the success of our approach: they implement the Group's actions in the regions and countries where we operate, launch local actions, and help identify issues specific to each territory. And lastly, they facilitate the sharing of best practices, helping to advance our commitment day after day.

OUR EMPLOYEES SPEAK OUT...

« With a score of 79/100 and the Silver EcoVadis distinction, Heppner is one of the top 2% of its industry's highest-performing companies worldwide, achieving a 4-point increase in one year and 25 points since 2020, mirroring our ambition to improve constantly and aim for excellence. This result is also grounded in a sincere commitment, embodied in the voluntary annual audit of our ESG indicators. This audit guarantees the reliability of our methods, the quality of our reporting, and the robustness of our data. »



Cédric Frachet
Operations Manager, Heppner

BEST 2027: CSR AND THE ENERGY TRANSITION, KEY DRIVERS OF OUR NEW STRATEGIC PLAN

In 2025, its centenary year, Heppner launched its new strategic plan BEST 2027, an ambitious roadmap focused on internationalisation, digitalisation and energy transition.

Heppner's CSR and energy transition strategy is driven by a clear objective: ensure our long-term sustainability and transform the Group into a fully engaged company.

- To achieve this, we are focusing our efforts on 5 key areas:
- concentrate on projects that maximise impact on CO₂ reductions;
 - create value for all stakeholders and generate economies;
 - put in place a data-driven process for monitoring the energy transition programme;
 - show our commitment at all levels of the company.

ECOVADIS: HEPPNER IN THE TOP 2% OF ITS INDUSTRY



Certified SILVER ECOVADIS in 2025, Heppner has improved its rating by 4 points since 2024, with a score of 79/100. Heppner ranks among the top 6% of the highest-rated companies assessed by the organisation (all industries taken together) and among the top 2% in the transport industry.

VOLUNTARY ESG AUDIT

In 2025, Heppner repeated the audit of its ESG reporting to include 2024.

Covering seven ESG indicators, the assignment, which was commissioned to Crowe HAF, an auditor accredited by H2A, with the support of Sustainable Metrics, aimed to verify the compliance and accuracy of the various indicators examined in order to strengthen external credibility, prepare for CSRD compliance and support the Group's climate ambitions.

The exercise enabled it to clarify methods, validate reporting practices and confirm the robustness of critical data.

OUR COMMITMENTS AND LABELS

THE SILVER ECOVADIS CERTIFICATION

Heppner has scored **79/100**, qualifying it for the **Silver ECOVADIS** certification. This puts the Group in the top 6% of companies assessed by EcoVadis and the **top 2% of its industry**.



RFAR LABEL

Heppner, the **first company in its industry** to receive the RFAR label for its responsible purchasing policy.



GLOBAL REPORTING INITIATIVE

Heppner uses the **Global Reporting Initiative (GRI)** for its CSR reporting.



SIGNATORY OF THE RFAR CHARTER

Heppner is a **signatory** of the Responsible Purchasing and Supplier Relations (RFAR) charter.



GREAT PLACE TO WORK

Heppner, labelled in **8 countries in 2025**: France, Germany, Spain, Switzerland, Belgium, Hungary, United Kingdom and Senegal.



GLOBAL COMPACT

Signatory of the Global Compact since 2019.



OBJECTIVE CO₂ CHARTER

Member of the ADEME's Objective CO₂ Charter since 2010.



CARBON DISCLOSURE PROJECT

Rated **"B"** in 2025.



GREEN ROOSTER

Heppner received the Green Rooster (awarded by the BPI and the ADEME) in **recognition of its exemplary approach to energy transition**.



1. COMMITTING TO THE ENERGY AND ECOLOGICAL TRANSITION

Fully committed to meeting the challenge of the energy transition and reducing the carbon footprint of our operations and facilities, we are pursuing our sustainable transformation with determination and conviction, engaging all stakeholders in our ecosystem.



7,231 TCO_{2e} avoided in 2025



Heppner rated **B** by the CDP (vs. C in 2024)



18 electric heavy goods vehicles delivered in 2025



« By acting to reduce their negative impacts on the environment, transport companies are demonstrating to all stakeholders the transport industry's true value as an essential pillar of the economy. »

How far has the Heppner Group come in 2025 in its energy transition?

Noémie Feldbauer: Launched in 2019, the Group's energy transition has since been strengthened and structured to encompass all our activities. In 2025, beyond the decarbonisation of last mile and parcel deliveries, we also developed an action plan for national haulage with a target of reducing CO₂ emissions by 20% by 2027 compared to 2019. We have also worked on freight outsourcing by monitoring the energy mix of our chartered vehicles. Finally, electric and rail transport are currently the two main levers of decarbonisation in our industry and, in this, we have been supported by the National Grouping of Combined Transport (GNCT) (with ADEME backing) within the framework of the REMO programme to prepare for the integration of rail transport over the coming years. In line with this work, we received delivery of our first electric heavy goods vehicles at the end of December. Involving 10 sites in France, this delivery has required major electrical work to adapt the buildings.

What challenges are transport companies currently facing in driving the energy transition?

Olivier Poncelet: The present instability and uncertainty of the legal, fiscal and regulatory frameworks are creating acute difficulties for the multi-year investments required for the industry's transition. Thus, changes in public policies regarding support for biofuels or the lack of clarity regarding the relationship between European, national and local regulatory frameworks can hinder the efforts made by companies in the industry.

N.F.: The current electrification drive at Heppner, as a key pillar of our transition, demands continued, long-term investment in capital-intensive infrastructures, in a fluctuating, unpredictable environment.

We must also ensure the ongoing commitment of our local teams, as our challenge also has a cultural element: our task is to allay fears and support the evolution of business lines and practices.

Why is it essential for companies to continue their transition?

O.P.: The industry is bound to evolve in response to its customers' demands and the expectations of the financial and regulatory communities. But if transport operators are committing to the energy transition, it is also out of a passion for their profession, because they feel part of the solution to a global challenge. Thus, by taking action to reduce their negative environmental impact, they are demonstrating to all stakeholders the industry's true value as an essential pillar of the economy.

N.F.: We see it every day. The Group's commitment to the energy transition strengthens our internal cohesion and our company's appeal to future employees. Projects linked to decarbonisation bring teams together, encouraging greater creativity in meeting their customers' expectations for low-carbon transport. The opening of our new site in Hoerd, which has been certified BREEAM Very Good, is a powerful symbol in this respect. It shows our determination to prepare for the future and, starting today, to adapt Heppner to the effects of climate change, whose impact is already being felt in our operations.



Noémie Feldbauer
Energy Transition Manager,
Heppner

Olivier Poncelet
General Delegate
of the TLF Union

3 questions for...

CARBON FOOTPRINT AND TRAJECTORY

We measure our GHG emissions to the transport industry's most comprehensive standards and act on all emission scopes in line with a decarbonisation plan defined in 2020.

CONTINUATION OF THE DECARBONISATION PLAN

Heppner's decarbonisation plan is structured around a variety of initiatives aimed at reducing greenhouse gas emissions:

Scope 1: Energy transition of the company's own fleet, with conversion to NGV/bioNGV and integration of XTL biofuels, starting in 2022. The first electric trucks were delivered at the end of 2025. Furthermore, the eco-driving challenge, now rolled out internationally, has improved control and monitoring of fuel consumption.

Scope 2: Ongoing improvement of the buildings' energy efficiency through a series of thermal renovations. In addition, the smart, connected lighting solution has been rolled out to 34 sites in France and abroad between 2023 and 2025, with a total investment of €3.38 million.

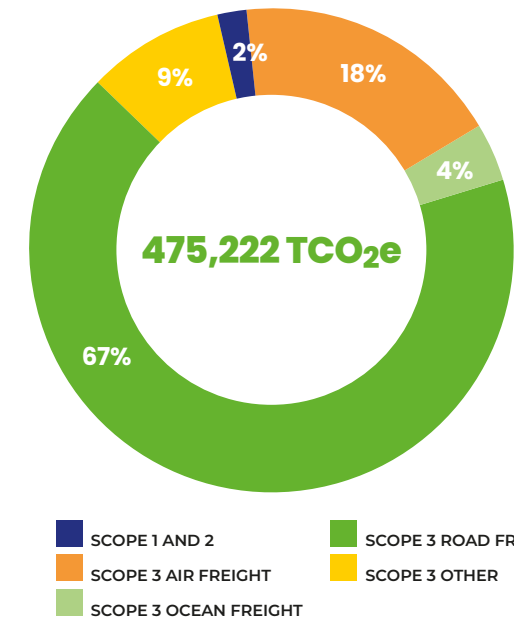
Scope 3: Extending the strategy to partners with the development of modal shift and supporting subcontractors via the Energy Transition Pact. The approach includes moving forward in decarbonising freight outsourcing operations. Also, within the framework of the RFAR label, a new carbon assessment tool for non-transport suppliers was implemented in 2025.



CARBON CALCULATION METHODOLOGY: A NEW STANDARD FOR TRANSPORT

Since 2023, Heppner has been using the EcoTransIT World calculation tool, whose methodology has been recently adapted to incorporate the requirements of the international ISO 14083 standard, which aims to increase the reliability of carbon data for transport and logistics by providing a precise, uniform framework.

DISTRIBUTION OF SCOPES 1, 2 AND 3



OBJECTIVE CO₂ CHARTER: -12% GHG EMISSIONS BY 2027

In 2025, Heppner also renewed its commitment to the Objective CO₂ programme, which supports transport and logistics companies in achieving a sustainable reduction in their environmental impact.

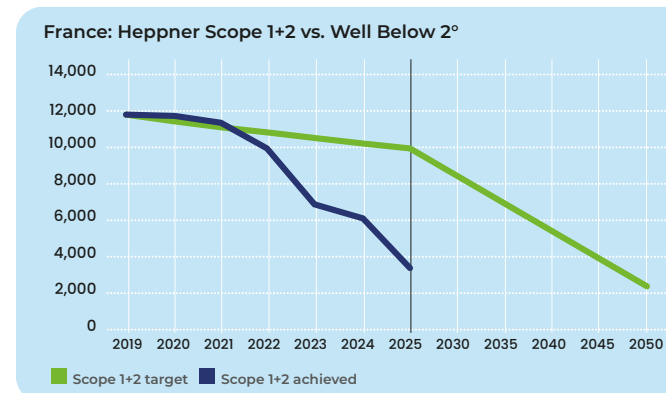
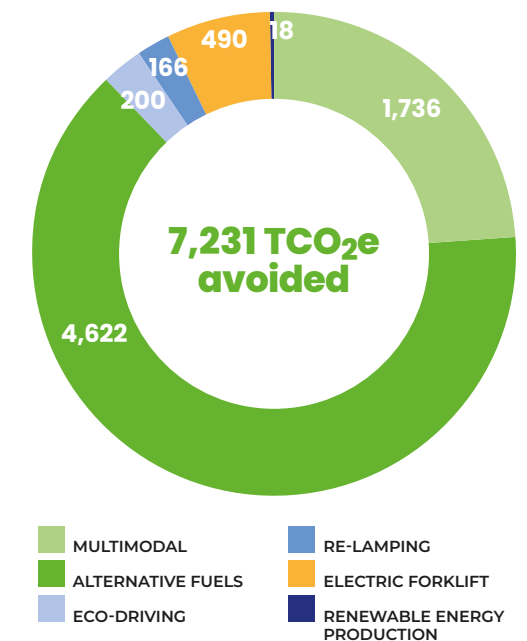
After having achieved a 21% reduction in our GHG emissions between 2022 and 2024 (exceeding the original target set at 18%), we have set ourselves a new ambitious target: a further reduction of 12% by 2027 (vs. 2025). Our ambition is clear: remain in the "very high environmental performance" category awarded in 2025 and actively contribute to more sustainable logistics for the future.

THE EXTERNAL ASSESSMENT OF OUR CARBON ACCOUNTING METHODOLOGY HAS BEEN RENEWED

The Group has undergone an annual external verification of its carbon footprint in France since 2024, covering 97% of its emissions. Conducted by an independent third-party body, the audit performed in 2025 identified no material issues, thereby validating the methodology and its alignment with the GHG Protocol.

This process helps prepare Heppner for meeting the requirements of the CSRD and ESRS climate regulations. In addition, EcoVadis awarded the Group the "advanced" level for its carbon management, acknowledging its comprehensive GHG management system, its commitment and its decarbonisation reporting capabilities.

TCO₂e AVOIDED IN 2025 (VS 6,144 TCO₂e IN 2024)



IN 2025

Heppner rated "B" by the CDP

The CDP (Carbon Disclosure Project) awarded Heppner a "B" rating for the transparency and management of its "climate" data, substantially exceeding the industry average (D). This rating provides proof to our customers of our alignment with their expectations in sustainable development.



Heppner's emission reduction targets (2019 baseline)

-30%
by 2030

-60%
by 2040

Intensity factor 2025

390 g CO₂/€
of turnover (-1% vs. 2024)

Reduction of CO₂e emissions since 2024

SCOPE 1
-28%

SCOPE 2*
+1%

SCOPE 3**
+14%

OUR EMPLOYEES SPEAK OUT...

« In 2025, we received a "B" rating from the CDP, which was a clear improvement on 2024 (C). This recognition confirms our commitment to environmental transparency and our determination to continuously improve our performance in CSR. This improvement also reflects the collective efforts made year after year to reduce our carbon footprint and increase the robustness of our environmental practices. We are proud of this achievement and we remain fully committed to a path of continuous progress in climate mitigation. »



Antoine Guichard
CSR Manager, Heppner

* The increase in scope 2 is explained by the growth of electromobility, in spite of the continuous improvement of the buildings' energy efficiency.
** The increase in scope 3 is explained by the integration of new organisations and the growth of our business.

AN INCREASINGLY ELECTRIC FLEET

EVOLUTION OF THE FLEET'S ENERGY MIX

Since 2019, Heppner has been diversifying the energy mix of its fleet, adapting the strategy in each country in order to take into account the specific characteristics of each territory. This transition has been gaining momentum, thanks to the dedication of its teams and sites: A total of 57% of its goods vehicles use alternative energies (70% in France), and the Group took delivery of its first electric trucks in late 2025.

- At Group level, our main objectives for 2030 are the following:
- Increase the share of electric vehicles to 20-30%, with a renewal plan that is revised each year.
 - Maintain the XTL biofuel at about 20%.
 - Replace more than 80% of fossil CNG with BioCNG.
 - Reduce the share of diesel to less than 30%.

HEPPNER IS ELECTRIFYING ITS FLEET WITH SUPPORT FROM THE ADEME

The shift to electric vehicles marks a turning point in Heppner's commitment to decarbonising road transport. Within this transition, since 2023, the Group has received financial support from the ADEME through the "Electric Heavy Vehicle Ecosystem" call for projects.

The first electric vehicles, 18 in total, were delivered between November 2025 and January 2026. To date, 6% of the deliveries by Heppner's fleet are made using electric vehicles.

2025 ECO-DRIVING CHALLENGE: THE RESULTS SHOW STRONG PROGRESS

Beyond the evolution of the energy mix, Heppner continues to work on controlling fuel consumption and promoting safer driving through the Eco-driving Challenge. Now in its 3rd year in France, the 2025 Eco-driving Challenge has been extended to Germany, Belgium and Spain. The results show a marked improvement: +0.4 points for the Group as a whole and up to +4.4 points for some of the branches.



Achievements 2025

57%

of the fleet's heavy goods vehicles use alternative energy sources

18

electric heavy goods vehicles delivered in 2025

OUR EMPLOYEES SPEAK OUT...

« Our region has been a driving force in the "greening" of its fleet, introducing CNG/BioCNG, HVO and, now, electricity. Our vehicles stopped using diesel fuel almost three years ago. We also involved our transport partners in these energy sources, including B100, right from the start. The diversity of our energy mix helps mitigate supply issues and price volatility. Our customers also challenge us and view Heppner as a partner that is ahead of the curve when it comes to decarbonisation. »



Laurent Baccaglioni
Regional Manager Vendée-Charentes, Heppner

TRANSPORT MODE COMPLEMENTARITY: AN ESSENTIAL LEVER FOR ACHIEVING OUR DECARBONISATION GOALS

The development of multimodal transport is a key lever for achieving the ambitious decarbonisation goals set by the Group for 2030, 2040 and 2050.

A RAIL DEVELOPMENT STRATEGY FOR HEPPNER'S TRANSPORT OPERATIONS

A working group has been formed to develop multimodal transport at Heppner. Jointly with the National Grouping of Combined Transport (GNCT), this group is taking part in the REMO study, supported by the ADEME, to assess its potential for boosting rail transport by analysing its regular long-distance flows.

Launched in 2025, this strategy will be further developed in coming years to ensure the sustainable growth of multimodal activities.

In 2025, we carried 45,200 tonnes of goods by rail (+2% compared with 2024), and increased the kilometres travelled by rail by 75%, though with very different trends from one business unit to another.

Spurred by the REMO working group, the freight outsourcing business line has increased the kilometres travelled by 160% and the number of shipments by 180%.

Achievements 2025

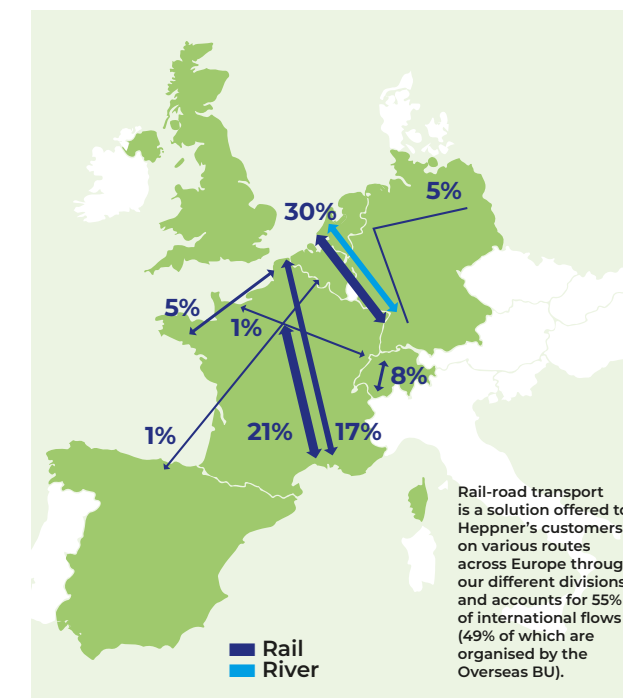
45,200

tonnes carried using multimodal transport (+2% vs. 2024), of which:

34,700 t
by rail

10,500 t
by river

MODAL SHIFT: RAIL AND RIVER TRANSPORT ORGANISED BY HEPPNER IN 2025



OUR EMPLOYEES SPEAK OUT...

« Our ability to provide support and develop customised solutions addressing decarbonisation challenges is becoming a key strategic driver of business growth. For example, we have developed a decarbonised solution combining rail-road and biofuel for the British subsidiary of a leading cosmetics company. With this approach, our relationship with this customer has become stronger and it has opened up new opportunities. »



Sabine Deuxdeniers
International Coordinator South East, Heppner

WORKING WITH OUR SUBCONTRACTORS IN THEIR ENERGY TRANSITION

Heppner's energy transition strategy includes supporting the evolution of its subcontractors' practices, both in France and abroad.

SUPPORTING OUR SUBCONTRACTORS' ENERGY TRANSITION

Heppner continues to encourage its subcontractors – who account for 75% of deliveries in France – to adopt low-carbon transport solutions through the Energy Transition Pact.

In 2025, 26.2% of our "last mile" deliveries were made using low-emission vehicles, which is 3.6 points more than in 2024.

Heppner is also working to decarbonise all the segments of its parcels business.

Haulage operations represent a major area for decarbonisation, with about 32,000 tonnes of CO₂ emitted annually. Today, 17.8% of the kilometres travelled by domestic daily haulage services are covered using low-emission solutions. The goal is to achieve a 20% reduction in CO₂ emissions in 2027 and for 30% of the kilometres travelled to be covered using low-emission solutions.

Achievements 2025

26.2%
of "last mile" deliveries are made using low-emission vehicles (+3.6 points vs. 2024)

18%
of deliveries made by our subcontractors use low-emission alternative energy sources

CYCLE LOGISTICS

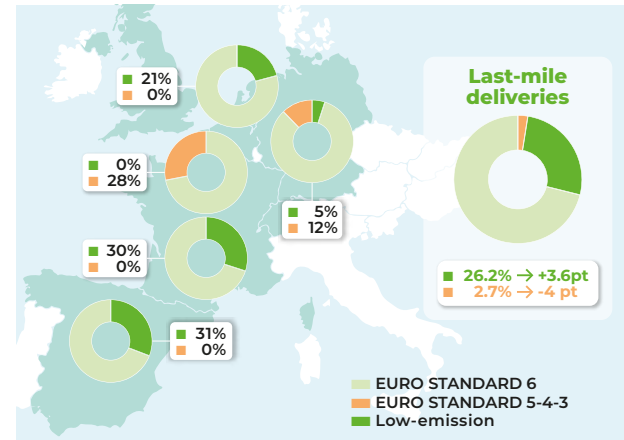
A lever for relieving congestion in city centres, improving service quality and reducing CO₂ emissions

Combining the power of its trucks with the agility of cargo bikes, Heppner developed a flexible operating solution that is still being rolled out today. In 2025, this service was available in 18 towns and cities thanks to a group of committed partners.

Heppner was awarded the "Jury's Special Mention – Green Supply" at the Supply Chain Night at the end of 2025.

Confident of the viability of this innovative, sustainable and agile transport mode, we will continue to develop cycle logistics wherever it makes sense.

GROUP ENERGY MIX AND EVOLUTION COMPARED WITH 2024 (BELGIUM, NETHERLANDS, GERMANY, FRANCE, SPAIN, IN% OF DELIVERIES IN 12/2025)



OUR EMPLOYEES SPEAK OUT...

« We view the energy transition as a moral obligation but also as an economic opportunity. Investing in sustainable technologies gives us an advantage in innovation, resilience and long-term viability. The use of HVO represents a concrete and immediately achievable step towards reducing our CO₂ emissions, without having to replace all our existing infrastructure. »



Ali Riza Pekmeczi
Heppner Subcontractor, Stuttgart

OPTIMISING OUR BUILDINGS' ENERGY CONSUMPTION

Heppner continues to pursue energy efficiency, as exemplified by the new Hoerdts site which opened in 2025, while also renovating existing facilities.

IMPROVING THE BUILDINGS' ENERGY EFFICIENCY AND EMPLOYEE COMFORT

Since 2021, Heppner has relied on the Deepki Ready tool to monitor its buildings' energy consumption and increase the effectiveness of its actions, investments and good practices, with the goal of improving the buildings' energy efficiency.

By the end of 2025, more than 89% of the Group's square metres already comply with the relative or absolute energy efficiency targets set for 2030 (tertiary decree).

Tried and tested for several years at Heppner France, these best practices are being rolled out progressively to the sites located abroad.

Furthermore, in 2025, a budget of €80,000 has been set aside for renovating staff facilities and toilets to improve quality of life and working conditions at 10 sites in France.

IT'S HAPPENING AT...



Strasbourg-Hoerdts: a branch that looks to the future

After more than 60 years in Strasbourg, our historic site in the Grand Est region has moved to Hoerdts. This transition marked a significant milestone for all our teams and for the company as a whole and has opened a new chapter firmly focused on the future.

Located at the heart of major European transport routes, this new site has become a strategic hub, enabling us to improve our service to customers and partners. Occupying 95,000 m², of which 18,200 m² are devoted exclusively to logistics, Hoerdts is also a modern, competitive, sustainable site.

Hoerdts offers:

- A 42-million euro investment.
- 185 loading bays to handle 10,000 parcels/day from 55 routes.
- A warehouse equipped with the latest technology: a 22-m parcel carousel and two 150-m conveyors equipped with automatic gantries for smart weight and volume control.
- Environmentally responsible facilities: solar panels, rainwater harvesting for the truck washing station, double-skin cladding for improved thermal and acoustic insulation.
- A work environment specifically designed to ensure employee well-being and safety.



Achievements 2025

> 89%
of the m² are already compliant with the relative or absolute energy performance targets set for 2030 (tertiary decree)

34
sites equipped with a smart, connected lighting solution (in France and abroad)

2. SUPPORTING THE WOMEN AND MEN OF OUR COMPANY

Our Group's success depends on the commitment of the people who bring its raison d'être to life in their daily work. Caring for our employees' health and safety, working to ensure that everyone finds their place, develops their skills and continues to grow within our company, are strategic priorities for us.



« The steady improvement in Heppner's results, year after year, shows that the Group is committed for the long term, that the efforts made are paying off, and that they meet employees' expectations. »

What is the role of Great Place To Work and how does the evaluation undertaken with Heppner help improve the employee experience within the Group?

Alice Courmont: GPTW's mission is to help organisations create the best possible employee experience, as we firmly believe that the companies that are most successful economically are those that put the employee experience at the heart of their strategy. Each year, we survey more than 20 million employees in 70 countries. Our methodology is based on the central importance of the notion of "trust". The questionnaire we send to employees explores this in three areas: their relationship with management, their relationship with the company, and their relationship with their work colleagues. The fact that the questionnaire is always the same enables companies to track their progress over time and compare themselves with other companies in their industry.

Lysiane Fromentin: Every year since 2020, all Group employees receive and complete the GPTW questionnaire online. Its aim is to ascertain employees' perception of the company's practices. The results are analysed and then aggregated at Group level and in each region in order to develop tailored action plans. In this sense, the GPTW survey is much more than an award to hang on the wall! It is a real tool for improving the employee experience with very tangible effects at branch level.

Why is the employee experience important for Heppner?

L.F.: The employee experience is one of the Group's strategic pillars, alongside the customer experience and the supplier experience. Above all, we are a people-driven business.

Over the past 100 years, the company's creation and continued growth have been made possible by the men and women who have worked in it. It is to them that Heppner owes its success and longevity. So taking care of our people is essential for us. We firmly believe that employees who feel valued are more engaged, more dedicated to their customers, and more committed to service excellence.

What can you tell us about the latest survey results (progress, areas for improvement, etc.)?

A.C.: The steady improvement in Heppner's results, year after year, shows that the Group is committed for the long term, that the efforts made are paying off, and that they meet employees' expectations.

L.F.: Overall, the GPTW survey shows that our employees are happy working with us, they can see their future here and they recommend the company to others, which is a great source of pride for us. Through this survey, we have seen that they are satisfied and feel that management listens to their needs and expectations, as shown by the extremely high response rate to the questionnaire: 85%, an excellent score! Based on the survey's results, we are paying considerable attention to improving work conditions on-site, to raising awareness of our safety initiatives and to improving our managers' communication skills... These are all areas which require ongoing effort in order to achieve even greater financial and social success!

3,570
employees worldwide

8
GPTW-certified countries

5.1%
of our staff have some kind of disability

-17%
reduction in workplace accidents vs. 2024



3 questions for...



Lysiane Fromentin
Human Resources Manager, Heppner



Alice Courmont
Key Account Manager at Great Place To Work France

PEOPLE AT THE HEART OF OUR STRATEGY

Driven by the conviction that its success is, above all, a human success, the Group is strengthening its human resources policy to attract and retain top talent, enabling each individual to thrive alongside us while contributing to the Group's growth.

NEW HR POLICY: GOING FURTHER TOGETHER

In 2025, Heppner updated its Group Human Resources policy. Structured around 7 key priorities supported by appropriate targets and resources, it demonstrates a proactive commitment to measurement, action and progress.

<p>1 RECRUITMENT AND INTEGRATION OF EMPLOYEES Attract, select and induct future talent.</p>	<p>2 TRAINING AND SKILL DEVELOPMENT Enable each employee to develop their knowledge, skills and interpersonal abilities throughout their career.</p>	<p>3 CAREER AND MOBILITY MANAGEMENT Support our employees' professional development while meeting the organisation's needs through a dynamic, personalised, structured career roadmap.</p>	<p>4 SALARY AND BENEFITS Recognise employees' contributions fairly and competitively, while fostering team engagement, motivation, and loyalty.</p>
<p>5 WORK CONDITIONS AND QUALITY OF LIFE AT WORK Guarantee safe, respectful, sustainable working conditions, preventing accidents, protecting (physical and mental) health and fostering a trust-based work atmosphere.</p>	<p>6 DIVERSITY AND INCLUSION Guarantee a fair, open, respectful work environment regardless of background, gender, age, disability, sexual orientation, beliefs or life experience.</p>	<p>7 INDUSTRIAL RELATIONS AND SOCIAL DIALOGUE Foster open communication and understanding of decisions, ensure that rights are respected, anticipate organisational changes, and maintain a stable and dynamic work environment.</p>	

GREAT PLACE TO WORK: HEPPIER, A GREAT PLACE TO WORK

For the sixth year running, Heppner has taken part in the Great Place To Work survey, the global benchmark for measuring the employee experience. The results, which show a steady improvement year on year, reflect a culture of continuous improvement and the implementation of structure-building actions, both at head office level and locally, to make the Group a great place to work.



Achievements 2025

Participation rate in the GPTW survey:

85%

8

GPTW-certified countries: France, Belgium, Germany, Switzerland, Spain, United Kingdom, Hungary and Senegal

OUR EMPLOYEES SPEAK OUT...

« For Safram, the employee experience is an essential pillar of sustainable performance. From the moment they join, a structured induction programme helps new employees embrace the corporate culture, accelerates skill development and strengthens their sense of belonging. This stage lays the foundation for long-term commitment. »

Véronique Klay Scheidegger
Human Resources Manager, SAFRAM



DEVELOPING SKILLS TO SUPPORT THE GROUP'S AND EMPLOYEES' AMBITIONS

Skill development and transfer is a strategic priority for Heppner. This commitment is reflected in a continuously evolving training plan and the expansion of work-study programmes.

TRAINING TAILORED TO BOTH COMPANY AND EMPLOYEE NEEDS

Heppner is fully committed to offering a rich, comprehensive, accessible training portfolio aligned with the needs of the business lines and the company's ambitions. It is based on listening to employees' needs and aims to support their professional development so that they can continue to grow alongside the company.

Among the new initiatives introduced in 2025: an enhanced cybersecurity awareness programme and new role-specific training courses for empowered, committed teams (sales training, GoFluent Language Academy, etc.).



Achievements 2025

17,644
hours of training

119
trainee contracts

TRAINING TOMORROW'S TALENT THROUGH STUDENT TRAINEESHIPS

As part of its commitment to increasing the appeal of the transport and logistics industry, the Heppner Group has implemented a proactive student traineeship policy within the training programme for its future talent. In 2025, 119 student trainees were taken on.

This approach reflects the Group's family values and the importance placed on knowledge and skill transfer between generations.

Viewing student traineeships as a veritable gateway to employment, Heppner believes in the potential of its young talent and actively promotes their career paths within its recruitment policy.

DISABILITY: MOVING FORWARD TOGETHER FOR INCLUSION

Heppner continues working to increase inclusion. Launched in 2021, the Group's approach to the integration of people with disabilities is based on three main pillars, tracked by the company's disability community: recognition of disability, implementation of measures to support continued employment, and active recruitment.

In 2025, one year after renewing the first Disability agreement, signed in 2022, Heppner reported a significant increase in the employment of people with disabilities in France: +1 point, bringing the Group closer to the objective of 6% that it wishes to attain by the end of 2026.

HEALTH AND SAFETY: A CLEAR PRIORITY

Safety is a priority at Heppner. Designed by and for employees, the SafetyFirst@Heppner programme is based 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 concrete communication tools.

A PROGRAMME THAT HAS PROVEN ITS WORTH

In 2025, this approach has continued to prove its effectiveness, enabling the Group to reduce workplace accidents by 17% and the work-related accident rate by 26% compared with 2024, bringing it below the industry benchmark for this indicator. The SafetyFirst@Heppner programme, launched in 2022, has now been rolled out to the entire Group, including all land and overseas business units.

Achievements 2025

-17%
reduction in workplace

-26%
reduction in the work-related accident rate vs. 2024

Safety Day 2025 followed by more than
55.8%
of the Group's employees



QVCT FORTNIGHT: ALL ON BOARD

For its 5th edition, the Heppner Group's Quality of Life at Work fortnight (now extended from one week), deployed in all the countries in which the Group operates, was aligned with France's 2025 National Cause – mental health – through a wide range of activities with a common theme: "A sound mind in a sound body." Looking back at the highlights of a meaningful and engaging programme.

THE CONNECTED CHALLENGE: COLLECTIVE ENERGY DRIVING SOLIDARITY

From 16 to 27 June, 66 teams and nearly 800 participants coming from all our sites, in France and abroad, took part in the connected challenge led by the Group's CSR team. What was it about? Using the OuiLive app, participants completed a series of challenges (quizzes, surveys, sports activities and creative tasks) related to this year's themes. This year's three themes have focused on the links between Ocean and Health (with our partner Surfrider Foundation), inner balance, and the importance of movement for well-being.

The Commitment Award, won by the Saint-Brieuc branch in Brittany, enabled it to donate to the SNSM (National Lifeboat Society), while the Rungis branch, which won the Performance Award, donated to UNICEF. The organisations receiving the donations were chosen by majority vote of the employees.

NUMEROUS LOCAL INITIATIVES, FOR ALL EMPLOYEES

The QVCT fortnight also includes a wide range of local activities and events organised across all sites by CSR representatives and local managers: boisterous sports tournaments, shared lunches, wellness sessions (massages, fitness, etc.), to celebrate together quality of life at work and the bonds that unite us, from Paris to Barcelona, from Dakar to Budapest.

OUR EMPLOYEES SPEAK OUT...

« The connected challenge is a time of sharing during which each team member has the same power to achieve a common goal. It is precisely the sum of all these strengths that creates performance – both in this challenge and in our daily work for our customers. This undeniably generates an awareness of the positive impact of collective effort. This type of initiative unites, motivates and strengthens the sense of belonging within the company, which is a key factor in achieving our results. »



Nicolas Ammann
Regional Manager
Île-de-France South, Heppner

HEPPNER ENGAGES

Engagement through play with OuiLive

For the connected challenge, Heppner works with OuiLive, a gamification app that uses play to stimulate employee engagement through collective game experiences. Available in several languages and fully customised by Heppner's CSR teams, the continued success of the connected challenge shows the value of gaming not only for employees' well-being but also for team cohesion, learning, involvement and impact!

In 2025, the connected challenge produced the following results:

795
participants (25% of the Group's employees)

2187
posts (vs. 1115 in 2024)

OUR EMPLOYEES SPEAK OUT...

« In the transport industry, health and safety are an absolute priority to ensure that our teams are protected against daily operational risks. We take concrete action to promote their well-being by actively participating in the Quality of Working Life Week, distributing fresh fruit every week, and sponsoring sports events. With the aim of fully anchoring prevention in the collective mindset, we also organise nutrition awareness campaigns and weekly food distribution. »



Daniel Fernández
Branch Manager, Heppner Barcelona

3. CONTRIBUTING TO A MORE SUSTAINABLE SOCIETY

Through the links we build with our customers, suppliers, and civil society organisations, we are committed, through practical activities performed every day and wherever we operate, to helping to build a more sustainable society, in line with our raison d'être and the values that define our identity.

« Beyond financial and material support, this partnership is, first and foremost, a human story built alongside Heppner's leadership and teams. »

What is the history of the partnership between Heppner and Magie à l'Hôpital?

Éric Frot: Our partnership with Heppner has a long history behind it, built on loyalty and commitment, that has lasted more than 12 years. Initially financial, the support has grown and diversified over the years to become today one of our organisation's most solid partnerships. In addition to the financial support that benefits our actions for children and the Au Tours du Rire festival, we also receive in-kind donations – free transport – that are extremely valuable. But beyond financial and material support, this partnership is, first and foremost, a human story built alongside Heppner's leadership and teams.

Anne Sophie Serra: Heppner's partnership with Magie à l'Hôpital is a long-standing partnership that strongly resonates with our company's values. In 2025, we signed a sponsorship agreement to reaffirm and further anchor our continued commitment to the association.

In your opinion, to what does this partnership owe its success?

É.F.: In my view, if it is to be sustainable and effective, a partnership between a business and a non-profit organisation needs to be based on loyalty and mutual trust between the two parties. With this framework, the agreement allows us to plan ahead and organise our activities over time. The diversity of support (financial, in-kind, and skills-based volunteering) is also essential. Finally, for these partnerships to work, they must be rooted in a shared sense of purpose that is embraced by the company's employees.

A.S.S.: Beyond the cause championed by Magie à l'Hôpital, which all our teams support, this partnership owes its success to our employees' willing commitment to specific actions. Whether it's organising free transport or taking part in flagship initiatives such as the "Magic Run" or the Magi'Bus, they are proud to get involved and give meaning to their engagement.

What role does corporate engagement play at Heppner?

A.S.S.: Corporate engagement plays a key role in Heppner's CSR policy. As a company, our responsibility commits us to contributing to a more sustainable, more inclusive economy to all our stakeholders. Civic contribution is one aspect of this commitment, which we mostly drive through partnerships with NGOs and charities. These partnerships are designed to foster a collaborative and engaging dynamic for our employees: the company creates a common framework and opportunities for engagement, and the teams take ownership through actions aligned with the United Nations' SDGs, our raison d'être and our values. This dynamic strengthens both our impact and the meaning of our actions, while fostering employee engagement.

What prospects does the partnership between Heppner and Magie à l'Hôpital hold for the future?

É.F.: In 2026, our association will celebrate its 20th anniversary. The year will be marked by several key events to thank our volunteers and sponsors, but also to honour the children and their families.

A.S.S.: Of course, Heppner will be at the association's side this year and beyond. We are very proud of this partnership, which grows stronger with each year that passes.

82% of employees appreciate the company's commitment to corporate citizenship



1st in its industry to receive the RFAR label



4 questions for...



Anne Sophie Serra
CSR project leader responsible for engagement and volunteering, Heppner

Éric Frot
Founding Manager of Magie à l'Hôpital

COMMITTED EMPLOYEES DRIVING OUR CORPORATE ENGAGEMENT

In 2025, Heppner continued and expanded projects launched in previous years and developed new community-focused initiatives. This commitment has been driven by all our employees, in France and abroad, supported by the CSR department and the CSR representatives operating in all the territories.

A YEAR OF COMMITMENT...

... against poverty

By supporting the Banque Solidaire de l'Équipement (BSE), a solution conceived by Emmaüs Défi to combat poor housing and improve the material security of people in very precarious situations. Heppner contributes through financial sponsorship, free transport, solidarity days during which employees take part in the organisation's activities, a toy drive, and the installation of donation boxes at its headquarters.

Super Christmas 2025: Over 1.5 tonnes of toys collected at all the branches in France for Emmaüs Défi.

Heppner also actively supports Regards Solidaires, an organisation founded as part of the Group's call for "Solidarity and Territories" projects in 2023 to provide assistance for students in Strasbourg and boost local charity actions.

... for food security

In 2025, Heppner renewed its support for the French Federation of Food Banks, the leading food aid network in France. With a record mobilisation of employees for the National Food Drive, 70 tonnes of goods were transported free of charge.

... for health and well-being

The Group supports the Medical Research Foundation and partners with Magie à l'Hôpital, an organisation that offers magic shows for hospitalised children and their families and makes their dreams come true.

770 employees took part in the Connected Charity Run in support of Magie à l'Hôpital.

Many branches also organise local activities in support of this goal: drives to collect baby supplies, charity runs in support of cancer research, etc.

... for education

Lastly, Heppner partners with organisations dedicated to promoting equitable access to free, quality education.

BIODIVERSITY: WORKING TOGETHER TO PROTECT LIVING ECOSYSTEMS

Convinced of the need to act to reconcile the preservation of biodiversity with economic development, the Heppner Group continues its commitment alongside recognised players in the field.

CONTRIBUTING TO PRESERVE OCEANS AND WATER ECOSYSTEMS

Being the first year of the partnership with **Surfrider Foundation Europe**, 2025 was devoted to raising awareness of this organisation's activities among employees. Exploring the links between human health and ocean health, the "ONE HEALTH" MasterClass, offered to all of the Group's employees, invited them to reflect on the essential role played by "blue spaces" in climate regulation and our physical and mental well-being, the threats to water quality (plastic, chemical and biological pollution), and above all, to explore specific avenues for taking action – individually and collectively – to preserve this vital resource.

Through a 3-year partnership, Heppner also supports the **European "Water & Sustainability" Chair**, led by the University of Strasbourg, which seeks to envisage and trial new solutions for addressing water-related challenges: urban water management, ecosystem resilience, equitable access, or food and energy security.

Lastly, Heppner provides financial support for the **Fondation de la Mer**, which works to protect the oceans by supporting local players and developing decontamination, study and awareness-raising campaigns.

IT'S HAPPENING...



Branches committed to the preservation of terrestrial ecosystems

Local Heppner branches have undertaken projects across France in support of SDG 15, which focuses on the sustainable management of terrestrial ecosystems, biodiversity and soil conservation, and mitigating the long-term impacts of natural disasters.

Among the initiatives to promote biodiversity close to our sites, we have installed **35 beehives**, launched an eco-grazing initiative in Metz, and started a collaborative vegetable garden in Saint-Priest.

Through its sponsorship of 68 beehives, Heppner also supports the **ADAP** (Association for the Protection of Bees in Provence).

Finally, SAFRAM launched the **Treely Challenge** for the 2nd year running, enabling any employee at any of its branches to use their step counts to promote reforestation.

This year, 333 trees were planted as a result of this challenge.



37%

of total sponsorship in 2025 allocated to NGOs performing activities related to SDG 14 (Life below water) and SDG 15 (Life on land)

OUR EMPLOYEES SPEAK OUT...

« Taking part in the connected Magie à l'Hôpital run was an obvious choice. What could be more rewarding than knowing that the effort put into an activity I enjoy can help ease the daily lives of children facing such difficult situations? »



Magalie Terrisse
Employee at the Toulouse branch who ran 478 km during the connected Magie à l'Hôpital run



Achievements 2025

46
NGOs and charities supported in total (with 5 under Group agreements)

82%
of employees appreciate the company's commitment to corporate citizenship (+3 points)

Nearly
€200,000
in donations

MORE RESPONSIBLE PURCHASING

By fostering fair, sustainable relationships with its suppliers, the Group's responsible purchasing policy reflects the CSR commitments that underpin Heppner's actions and ecosystem. Our approach is based on a process of continuous improvement: building long-term partnerships, listening to our suppliers and fully integrating corporate responsibility in our operational decisions.

HEPPNER'S RESPONSIBLE PURCHASING POLICY

Responsible purchasing is one of the Heppner Group's levers for value creation and sustainable innovation. Based on the ISO 26000 standard and the Responsible Purchasing and Supplier Relations (RFAR) label, it commits its suppliers to an ethical business relationship that enshrines environmental and social responsibility and contributes to meeting the Sustainable Development Goals (SDGs) and upholding the principles of the Global Compact. This policy is based on long-term relationships with suppliers, the integration of CSR criteria in purchasing decisions, transparency, and training their teams to ensure continuous improvement and a transition toward a more responsible business model.

Revised in 2024, Heppner's Responsible Purchasing Charter sets out the reciprocal principles that Heppner, its suppliers and subcontractors set for themselves in their business relationships.



RENEWAL OF THE RFAR LABEL: RECOGNITION FOR EXCELLENCE

In 2025, for the second year running, Heppner has been awarded the Responsible Purchasing and Supplier Relations (RFAR) label, recognising the Group's commitment to ethical, transparent purchasing policies that are compliant with nationally recognised standards.

Awarded this year to 134 French companies, this label not only highlights the quality of the Group's supplier relations but also gives credibility to its commitments to its customers and recognises the daily efforts made by its teams. In Heppner's case, it reflects its commitment to building long-term partnerships that fully integrate social and environmental considerations in its procurement decisions.

ANOTHER STEP FURTHER IN SUPPLIER MONITORING

In 2025, Heppner took another step forward in its supplier compliance and risk management, putting in place a unique third-party tracking platform.

This provides the Group with new tools to bolster its supplier relationships from the legal, financial, ethical, environmental, human rights and cybersecurity viewpoints.

With this, it strengthens its relations with third parties while simplifying the monitoring of increasingly complex assessment processes.



Achievements 2025

88/100

responsible purchasing score within the framework of the EcoVadis assessment

53%

of Heppner's target suppliers (national partners) have undergone CSR audits

MEASURING AND ENHANCING THE SUPPLIER EXPERIENCE

As a driver of long-term partnerships, the supplier experience is a strategic priority for Heppner. It is built on four key focus areas whose effectiveness is assessed every year to continuously improve their quality.

FOUR PROJECTS TO IMPROVE SUPPLIER RELATIONSHIPS:

- 1. Administrative efficiency:** simple processes and visibility for suppliers.
- 2. Operational performance:** more efficient operational processes.
- 3. Recognition and consideration.**
- 4. Integration and leadership:** fully integrate our new suppliers and interact with them seamlessly.

CONSTRUCTIVE PARTNERSHIPS WITH OUR SUPPLIERS

Every year, Heppner organises a quality championship with its partner carriers. Based on a year-long evaluation grid, this tool fosters improved business performance in a friendly spirit. Supplier business reviews for non-transport purchases are also put in place to encourage identification and mutual sharing of points for improvement.

Achievements 2025

Supplier satisfaction: Net Promoter Score (NPS) of

59 points

A HIGH SUPPLIER NPS SCORE

In 2025, Heppner obtained an NPS (Net Promoter Score) of 59 points for supplier satisfaction, above the market average. This progression is supported by a record participation rate of 57% (+22 points vs. 2024), reflecting genuine interest from our partners in this collaborative initiative.

Furthermore, the progressive optimisation of supplier dialogue is a clearly visible: 48% of suppliers believe that the relationship is tending to improve over time (+5 points vs. 2024).

These figures underscore the trust and solidity that underpin the Group's relationships with its partners – charterers, haulage operators, last-mile carriers, and national and international partners.



OUR EMPLOYEES SPEAK OUT...

« Measuring the supplier experience using the NPS survey proves to our suppliers that their opinion matters and we see them as valuable partners in our shared value creation. This survey helps build long-term relationships with our suppliers based on trust and regular, direct personal interactions that foster transparency and proximity. »



Michael Karagöl
National Transport Team Leader, Heppner

COMPLIANCE AND ETHICS: DEMANDING STANDARDS SHARED BY EVERYONE

In a constantly evolving regulatory and economic environment, Heppner puts ethics and integrity at the heart of its governance. An imperative that is rooted in shared, long-standing values – loyalty, boldness, responsibility, commitment and excellence – that guide our decisions and conduct at all levels of the organisation.

ETHICS, EVERYONE’S BUSINESS

As a common foundation and embodiment of the Group’s principles, the Business Code of Conduct defines the rules that apply to all of Heppner’s employees and suppliers and govern our relationships with our customers and partners.

As the Group grows and expands internationally, its Business Code of Conduct allows it to disseminate its values and ensure that everyone understands and adheres to the principles on which its identity is founded.

In particular, the Business Code of Conduct formalises our firm commitment to combating corruption, fostering financial transparency, preventing conflicts of interest, protecting personal data and abiding by the rules of fair competition.

Distributed to all employees and appended to the Group’s bylaws, it serves as a reference tool for the Group’s day-to-day business. Beyond the rules, it provides a common framework intended to provide guidelines for behaviour and strengthen a responsible, sustainable corporate culture.

These requirements also apply to our suppliers, thereby guaranteeing that all share the same standards of integrity and responsibility. This consistency in practices guarantees security and dependability for our customers.

SPEAKING UP TO PROTECT



Because an ethical culture cannot exist without the ability to speak up freely, the Heppner Group has put in place a whistleblowing system in compliance with the Sapin II law. It provides a mechanism by which any individual, acting in good faith and without financial reward, can report any situation that may constitute a violation of law or a breach of the Code of Conduct.

Thanks to Ethicorp, a fully outsourced, independent, secure reporting platform, Heppner guarantees independence, impartiality, confidentiality and enhanced protection of whistleblowers.



HEPPNER ENGAGES

Key aspects of our compliance policy:

-  A modernised whistleblowing channel, now supported by an ISO 37002-certified system, ensuring transparency, stakeholder protection, and confidentiality.
-  A strengthened commitment to ethics and sustainability within our supply chain, with expanded compliance requirements for our suppliers.
-  A heightened awareness of the challenges of data protection and managing conflicts of interest, which is essential for developing a genuine compliance culture within the Group.

THE CUSTOMER EXPERIENCE, A STRATEGIC LEVER AND CORE PILLAR OF OUR CORPORATE RESPONSIBILITY

Heppner is strengthening its commitment to delivering an even better and more responsible customer experience, at both branch and Group level.

MEASURING FOR PROGRESS: CONTINUOUS IMPROVEMENT IN CUSTOMER SATISFACTION

In 2025, the Group obtained a Net Promoter Score (NPS) of 54 (+1 pt), marking its 6th consecutive year of progress, driven by a continuous improvement process grounded on a virtuous circle: listen to and measure satisfaction; analyse irritants; deploy improvement actions at all levels; then reassess customer perception regularly.

The Customer Satisfaction Score (CSAT) shows a customer satisfaction rate of 89%, with year-on-year improvement.

A LONG-TERM CUSTOMER RELATIONSHIP AT THE HEART OF THE GROUP’S STRATEGY

The 2025-2027 roadmap integrates CSR issues in the customer experience, focusing on three priorities: develop more responsible transport solutions, accelerate service digitalisation and strengthen the human dimension of customer relations.

As environmental considerations play an increasingly important role in our customers’ decisions, they are now able to access directly all the data available on their environmental impact.

HARMONISING THE CUSTOMER EXPERIENCE WORLDWIDE

In order to offer our customers a consistent, reassuring experience throughout the network, we are rolling out shared tools at Group level: a new telephone system that harmonises and streamlines the handling of requests, tools for listening to customer feedback, a single website for shipment tracking by consignees anywhere in the world, etc.

HEPPNER OVERSEAS BOOSTS ITS CUSTOMER SERVICE

With Customer Service Overseas teams present in 10 branches in France, they combine local proximity with international expertise to deliver reliable, competitive door-to-door solutions worldwide.

Since 2025, a new portal enables customers to track ocean and air shipments anywhere in the world. Each customer has a dedicated contact who is responsible for coordinating operations, in close cooperation with our air, ocean and rail experts and our customs specialists.

OUR EMPLOYEES SPEAK OUT...

« The CO₂ data made available to us by Heppner have become a real strategic lever for us: reliable, itemised by trip and based on a transparent methodology, they allow us to effectively manage our decarbonisation targets, populate our reports with data and make informed decisions on low-carbon solutions. The quality of the tracking and the accessibility of the information enable us to optimise our operational performance and boost the credibility of our CSR commitments. »



Stephan Pickett
Supply Chain Manager, Léa Nature

Achievements 2025

NPS score of

54
(6th consecutive year of improvement)

89%
customer satisfaction rate (CSAT score)

MEASURE, ACT AND PROGRESS

We closely monitor precise indicators (KPIs) at Group level 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			
KPI	2023	2024	2025
SCOPE 1 + 2	-	11,965.00 ↘	9,018 ↘
SCOPE 3	-	408,943 ↗	466,316 ↗
Tonnes of CO ₂ e avoided	4,800 TCO ₂ e	6,144 TCO ₂ e ↗	7,231 TCO ₂ e ↗
Building energy intensity	37.50 kwh/m ²	35.8 kwh/m ² ↘	34.44 kwh/m ² ↘
Multimodal tonnage (rail/barge)	38,600	43,400 ↗	45,200 ↗
Waste recovery rate	64%	67% ↗	69% ↗
Support for biodiversity conservation projects	€37K	€69K ↗	€75K ↗
CDP Climate score	C	C ↗	B ↗

EMPLOYMENT			
KPI	2023	2024	2025
Number of employees worldwide	3,570	3,570 →	3,570 →
Number of different nationalities	51	60 ↗	57 ↘
Number of GPTW-certified countries	6	9 ↗	8 ↘
% of employees with permanent contracts	95%	93% ↘	93% →
% of women in the company	39%	34% ↘	33% ↘
Gender equality index (France)	92	92 →	86 ↘
% of staff with disabilities (France)	4.3%	4.2% ↘	5.1% ↗
Number of student trainees	89	130 ↗	119 ↘
Number of hours of training provided	18,224	27,113 ↗	17,644 ↘
Work-related accident rate (France)	16.80%	25.84% ↗	19.04% ↘

SOCIÉTAL			
KPI	2023	2024	2025
NPS Customers	48	52 ↗	54 ↗
NPS Suppliers	51	61 ↗	59 ↘
Suppliers who have signed the responsible purchasing charter	-	500	723 ↗
CSR audits of target suppliers (national partners)	-	40%	53% ↗
Employees who appreciate the group's commitment to corporate citizenship	76%	79% ↗	82% ↗
Sponsorship agreements with NGOs and charities	2	4 ↗	5 ↗
Financial sponsorship for NGOs and charities	€104,000	€202,619 ↗	€196,038 ↘
Tonnes of goods transported free of charge for NGOs and charities	-	82	126 ↗
Hours devoted to skills-based volunteering (excluding transport)	-	86	217 ↗

OUR CONTRIBUTION TO THE SDGs



LOGISTICS SUPPORT: nearly 126 tonnes of donations carried in 2025 on behalf of NGOs and charities, contributing to SDG 1 and combating poverty.



CONTRIBUTING TO BETTER AIR QUALITY: €15 million invested to convert 50% of our fleet to low emissions in 39 French cities.



LOGISTICS SUPPORT: nearly 114 tonnes of goods carried free of charge for NGOs and charities combating hunger (Banques Alimentaires food banks and Les Restos du Coeur) in 2025.



7,231 TCO₂e AVOIDED with the Energy Transition Pact.



FINANCIAL SUPPORT: more than €50,000 allocated to 22 NGOs and charities, contributing to SDG 3 in all our territories, in France and Europe.



FINANCIAL SUPPORT: more than €60,000 allocated to NGOs and charities that contribute to SDG 14 through ocean and water ecosystem conservation projects.



A total of **119 STUDENT TRAINEES** working within the Group in 2025.



HELPING TO PROTECT BIODIVERSITY ON LAND: 64 beehives and 1 eco-grazing project in our branches, and support for reforestation projects in Southeast France.



GENDER EQUALITY INDEX: 86/100 in 2025 (ISO 2021). 33% of the workforce are women, compared to the industry average of 19%.



5 GROUP PARTNERSHIP AGREEMENTS with NGOs and charities, and nearly €200,000 donated in various forms of sponsorship, in France and across Europe, to 46 NGOs and charities in support of seven SDGs.

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

