

# 2024 Activity and sustainability report



**GEODIS**

A better way to deliver



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# Message from Marie-Christine Lombard

Chief Executive Officer of GEODIS

GEODIS is a world leader in logistics. As such, it plays a crucial role in managing the flow of goods, offering its customers innovative, end-to-end solutions.

We generated revenues of €11.3 billion in 2024 and successfully increased our profitability, in spite of a turbulent economic environment.

This volatility underlines the importance of our role as a global logistics provider. Our customers want to work with reliable partners to navigate through uncertain times, and GEODIS is firmly committed to fulfilling these expectations.

Our customers recognize this commitment, awarding us a Net Promoter Score (NPS) of +36 in 2024.

Our purpose is clear: "Serving people by delivering their goods all around the world with innovative, sustainable and ethical logistics." This guides our strategy and our commitment to our customers, partners and employees.

# Our new strategic plan, Ambition 2027, requires us to achieve even higher levels of operational, financial, social and environmental performance. It fully reflects the Group's tagline, "A better way to deliver".

This is the context in which we have launched the Ambition 2027 strategic plan, which is part of a dynamic of adaptation and efficiency. It has three main objectives: supporting customers with diversified, value-added logistics solutions; generating faster growth in financial performance and operational quality; and prioritizing social and environmental commitments as a central pillar in its growth strategy.

**In 2024, we reached a major milestone with the approval of our decarbonization targets by the Science Based Targets initiative (SBTi).**

In compliance with the Paris Agreement, we intend to reduce greenhouse gas emissions generated by our vehicles and buildings (scopes 1 and 2) by 42% between 2022 and 2030. For scope 3, we are aiming for a 25% reduction in emissions from air transport and a 25% reduction in the intensity of other modes of subcontracted transport. We are fully committed to meeting these targets and make an active contribution to the fight against global warming.

Our decarbonization trajectory is based on optimizing logistics to prevent needless emissions, and we are implementing low-emission solutions such as multimodal road/rail transport and the use of alternative energies for our operational sites and modes of transport. Since 2024, we have been employing electric vehicles and alternative fuels to make deliveries with low-carbon solutions in 40 city centers in France, as well as in several major cities around the world, such as Shanghai. Our target is to provide low-carbon delivery in 100 city centers by the end of 2025.

Another aspect of Ambition 2027 is the development of digital technologies to support growth. We are investing 3.5% of our revenues in digital transformation to optimize our processes, achieve operational excellence and provide innovative solutions tailored to our customers' needs. To give one example, GEODIS now uses machine learning algorithms to optimize the routing of goods and delivery rounds.

We place strong emphasis on the ethical dimension of our business, developing relationships of trust with our subcontractors and suppliers to provide our customers with the best possible service. Our business partner Code of Conduct was updated in 2024; it reflects our high expectations in relation to human rights, the environment and business ethics.

Our shared success also hinges on the safety and well-being of our employees and partners. We always strive to ensure a safe working environment. To reinforce risk prevention and make sure every employee plays a key role protecting their own health and safety, and that of others, we launched in 2024 a new health and safety policy called Health & Safety with Heart.

Finally, I would like to express my sincere gratitude to all our employees and partners for their commitment and dedication. You are the driving force behind GEODIS's continued growth and prosperity, as we overcome challenges and seize opportunities for the future. Your work and your commitment to innovative, sustainable and ethical logistics will be an essential part of the success of our Ambition 2027 plan.







## Group Profile

## FINANCIAL KEY FIGURES 2024

### 2024 Revenues

**€11.3 bn**

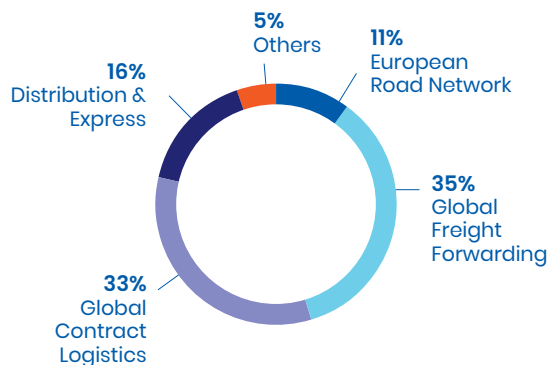
2022 €13.7 bn  
2023 €11.6 bn

### 2024 EBITDA

**€1,203 m**

2022 €1,163 m  
2023 €1,118 m

Breakdown of 2024 revenues by activity



**91,000**  
active customers

Presence in  
**67** countries

**1,080**  
sites

**166**  
countries served

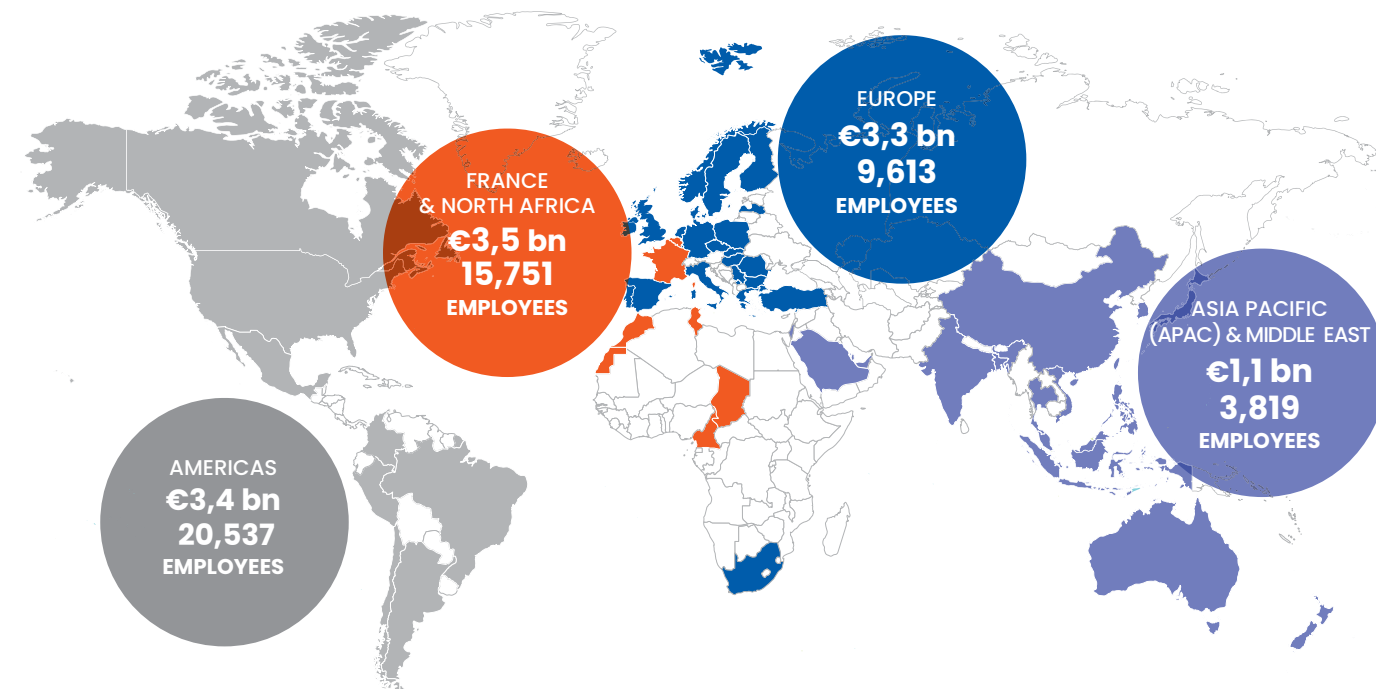
GEODIS is a wholly owned subsidiary of the SNCF Group through SNCF Participations.

### 2024 Employees

**49,720**

2022 49,476  
2023 52,819

A global footprint: breakdown of 2024 revenues and headcount by geographical zone



● Americas

● France & North Africa  
(European Road Network line of business not included)

● Europe  
(The freight road transport activities in France, Poland, Hungary, Romania, Finland, Slovakia, Czech Republic report to the European Road Network line of business)

● Asia Pacific (APAC) & Middle East



NON-FINANCIAL KEY FIGURES 2024

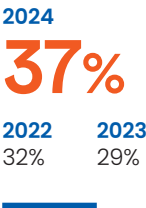
Environment

Science-based decarbonization trajectory between 2022 and 2030:

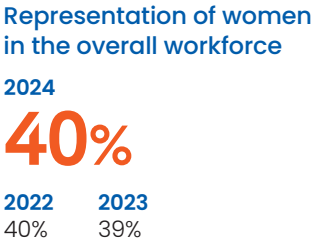
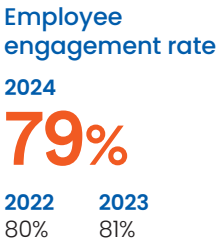
**Scopes 1 and 2: -42% GHG emissions in absolute terms.**  
Performance 2024: **-9%** compared with 2022;

**Scope 3 : -25% GHG emissions for subcontracted transport** (in absolute terms for air transport, in intensity per tonne-kilometer [t.km] for other modes of transport).  
Performance 2024 compared to 2022: **+5%** air transport; **-1%** other modes of transport.

Progress in ISO 14001 certification of sites



Social



Ethics



Recognition



1.1 A better way to deliver

In an ever-changing world, logistics is an essential activity to support the competitiveness of companies. GEODIS ranks among the world leaders in its sector and supports its customers on a daily basis, helping them overcome their logistics constraints. The Group is constantly reinventing itself, adapting its organization, processes and tools to address changing markets, customer demands and stakeholder expectations. GEODIS has defined seven Golden Rules and seven Leadership Principles to ensure it achieves operational excellence. In combination with its Purpose, these foundational elements constitute the GEODIS management system: they enrich the Group’s culture and contribute to its performance.

PURPOSE

Serving people by delivering their goods all around the world with innovative, sustainable and ethical logistics.

VISION

We want to be our customers’ preferred growth partner.

VALUES

Commitment, innovation, trust, solidarity, passion.

BRAND POSITIONING

A better way to deliver.

SEVEN GOLDEN RULES TO ACHIEVE OPERATIONAL EXCELLENCE

Seven Golden Rules define the Group’s common principles of action. They are linked to key performance indicators that are monitored throughout the Group. Three of them relate to corporate social responsibility.

Make it easy for the client to do business with us

Win, retain and develop profitable clients

Always deliver a perfect service

Get paid for what we do

Recruit, develop and retain quality people

Ensure people’s health, safety and security everywhere, at all times

Be a good citizen

SEVEN LEADERSHIP PRINCIPLES, WHICH DEFINE BEHAVIORS EXPECTED OF LEADERS

Seven key skills for anyone in charge of a team. They are critical to maintaining the Group’s leadership in its markets and activities.

Be a GEODIS ambassador

Own the all

Engage and empower people

Debate. Decide. Align.

Duty to communicate

Walk the talk

Drive results

## 1.2 Four complementary lines of business

To support its customers' supply chain, GEODIS offers a unique expertise in supply chain management, tailored to the needs of each market and each part of the world. To provide its customers with a complete end-to-end service, the Group relies on its own assets and a network of partner subcontractors, and operates in four complementary lines of business.

### *Distribution & Express*

With more than 110 agencies in France and a powerful network of partners throughout Europe, GEODIS ranks as the leading French operator of solutions for businesses and private customers covering express delivery (next morning) and parcel delivery (24 to 48 hours). This line of business serves customers of all sizes and in all sectors with innovative solutions designed for their shipments and their recipients.

Examples of services include:

- next-day delivery of parcels and pallets (before 1 pm in France);
- parcel and pallet delivery throughout Europe by courier;
- dedicated transport solutions for urgent and non-standard shipments;
- low-emission urban delivery (alternative energy vehicles, river transport, cycle logistics).

#### Key figures

- 100 million parcels delivered annually
- 6,000 rounds daily
- 100,000 recipients delivered daily
- 304 alternative energy delivery vehicles

### *Global Freight Forwarding*

GEODIS offers flexible, efficient multimodal transport solutions (sea, air, road and rail) throughout the world, with high added-value services, including customs operations, to guarantee its customers the optimal routing of their goods in terms of lead time, cost and environmental impact.

Examples of services include:

- supply chain management: services and consulting in Supply Chain Optimization, management of contractors and strategic outsourcing, reverse logistics;
- customs and trade compliance;
- project logistics: specific tailor-made solutions for large-scale projects in the industrial, rail and energy sectors;
- integration of the customer supply chain with real-time information on orders, products and inventories.

#### Key figures

- 294,000 tonnes of air freight
- 787,000 TEU (twenty-foot equivalent units) of sea freight
- 150 countries served
- 301,500 customer orders managed through Supply Chain Management

### *Global Contract Logistics*

GEODIS is one of the leading players in the contract logistics market through two families of solutions: from warehousing (management of warehouses, whether automated or not, and distribution centers to deliveries to production lines), and reverse logistics, which covers product return flows, from users to manufacturers or distribution centers.

Examples of services include:

- order management and fulfillment, and deliveries;
- specialized distribution centers (e.g., temperature-controlled);
- on-site logistics;
- targeted solutions to improve supply chain efficiency (flow management, storage costs, stock rotation).

#### Key figures

- 321 warehouses offering logistics solutions in 21 countries worldwide
- 9.4 million sqm of warehousing

### *European Road Network*

With a fleet of more than 5,600 self-owned vehicles and assets (tractor units, semi-trailers, rigid trucks, swap bodies and light vehicles) along with a powerful network of partners, GEODIS is one of the leading European players in the transportation of full and partial loads. The Group develops and implements added-value solutions for multimodal transport flow management and logistics in Europe.

Examples of services include:

- specialized solutions for chemical, industrial and automotive products as well as for retail and consumer goods;
- multimodal transport: combined road-rail, sea and river transport;
- logistics services for packaged and bulk products;
- management of complex flows and consultancy;
- customs formalities.

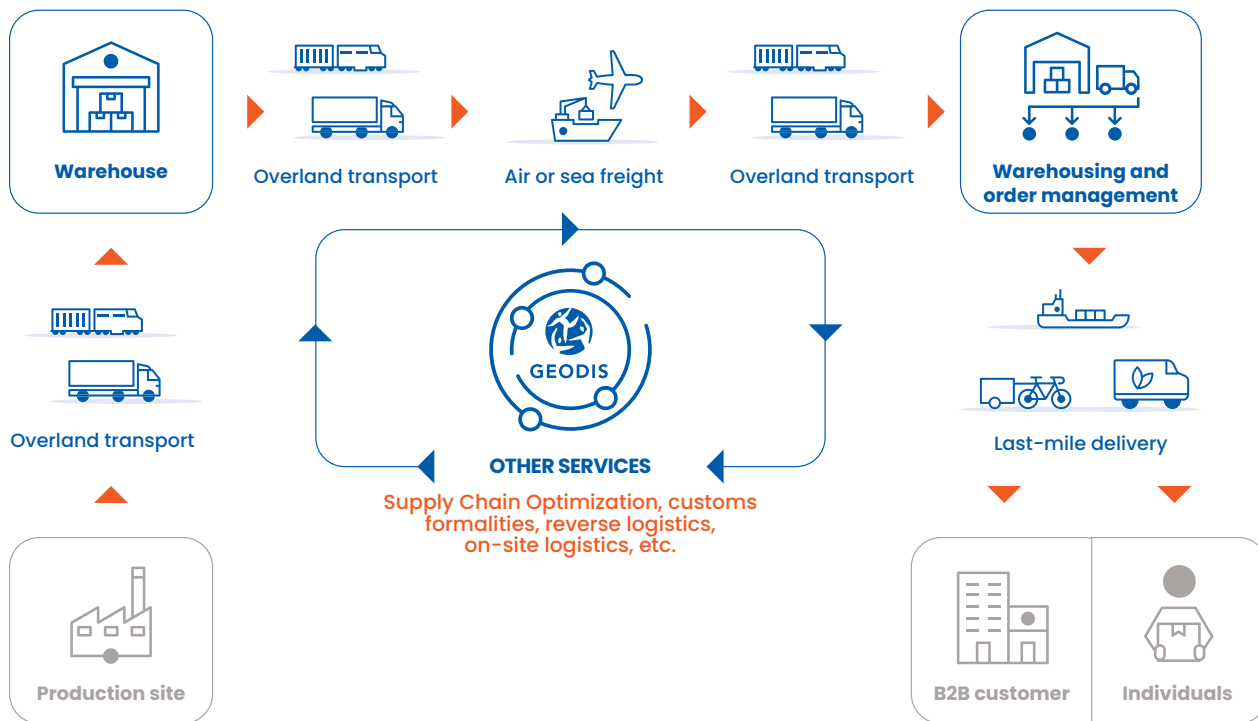
#### Key figures

- 74 logistics platforms in 14 European countries
- 1,496 self-owned powered vehicles and 4,129 self-owned towed vehicles

In each of its lines of business, GEODIS is committed to offering low-carbon transport and logistics solutions (reduction of CO<sub>2</sub> emissions, alternative fuels and energy) and provides its customers with reporting and monitoring of CO<sub>2</sub> emissions.

## End-to-end Supply Chain Optimization.

To provide all these services, GEODIS employs its own resources and relies on a network of partners.



## Seven vertical markets

To help its customers develop or maintain their competitive edge, the Group provides expertise and customized solutions in seven vertical markets, as well as through a program dedicated to “French Champions”. These markets and the solutions offered are as follows:

### Industrial

Standard and customized transport and logistics solutions for heavy loads and oversized or hazardous goods. Optimization of supply, distribution and after-sales flows.

### Retail & Luxury Goods

Priority to the customer experience, with unified, secure and reliable inventory management for multi-channel retailing, driven by end-to-end visibility. Speed, flexibility and cost of delivery and returns are at the core of our solutions.

### Fast-Moving Consumer Goods

Innovative solutions to serve both traditional and direct-to-consumer retail models. Automation is used to improve productivity and operational flexibility.

### Automotive & Mobility

Robust logistics services with real-time visibility and just-in-time delivery to maintain supply chain continuity and efficiency. Providing customers with support in reconfiguring their supply chains to meet new challenges such as the electrification of vehicles, new forms of mobility, etc.

### High Tech

Rapid and secure time-to-market solutions with real-time visibility. Flexible, secure and reliable end-to-end services that guarantee fast delivery and make it possible to adapt to significant demand fluctuations.

### Healthcare

Expertise in the transportation of pharmaceutical products across all supply circuits, ensuring compliance with the cold chain. Mastery of data flows for traceability to guarantee supplies.

### Aerospace & Defense

A range of strategic and tactical services to adapt logistics to the uniqueness of products, with management in line with the required levels of confidentiality, security and reliability.

### “French Champions”

GEODIS supports French companies recognized in their market segments with multi- or omni-channel logistics solutions and supports “Made in France” brands on both domestic and international markets.

## 1.3 Sector trends

As geopolitical tensions undermine the development of global trade, they weaken business confidence. State intervention in the economy, with the use of sanctions, embargoes, constraints on technology transfers and customs duties to protect borders, is impacting the resilience of supply chains, which manage to resist and adapt in spite of everything. In such an uncertain environment, companies and their logistics partners need to work together to adjust strategy and priorities throughout the supply chain, from procurement to product distribution.

### *Transition and adaptation to climate change*

**Challenges:** uncertainties surrounding the availability and cost of different energy sources make it more complex to plan the energy transformation schemes that are essential for the decarbonization of the economy. For companies committed to decarbonization trajectories, choosing committed suppliers is key to helping them achieve this transition. The question of how to share transition costs remains a critical issue and is an obstacle to scaling up. In addition, the effects of climate change can affect working conditions, the health of employees and local communities, transport infrastructures, continuity of operations and increase costs.

**The Group's response:** implementation of a climate transition plan to gradually reduce the use of fossil fuels and the environmental impact of its activities. Progressive deployment of low-carbon modes of transport, multimodal solutions, optimized loading and delivery circuits, and energy efficiency improvements. Development of a climate risk adaptation and management strategy, to maintain the continuity of logistics operations.

### *Re-shoring or near-shoring*

**Challenges:** in a multipolar, heterogeneous and confrontational world, global companies are changing their sourcing, production, logistics and product distribution strategies. The fragmentation of globalization, weakened by growing geopolitical tensions, the slowdown of the Chinese economy and protectionist policies, is leading to a reconfiguration of supply chains. This context is driving some companies to shorten their supply chains through re-shoring and near-shoring or make themselves less vulnerable to geopolitical turbulence through friend-shoring.

**The Group's response:** actively listening to customers, especially the key accounts that GEODIS supports across several regions and lines of business. The aim is to fully understand the challenges they face, so as to be able to propose and develop relevant alternative solutions with them.

### *Development of e-commerce*

**Challenges:** the level of e-commerce remains high, particularly in the retail sector. This has generated an increase in the volume of small and medium-sized parcels to be delivered within short timeframes as close as possible to consumers in urban and suburban areas. This entails complete rethinking of flow and inventory management without compromising on service quality and complying with environmental regulations in urban areas aiming to reduce city center congestion, CO<sub>2</sub> emissions and air and noise pollution, as well as to protect the safety of vulnerable road users (pedestrians, cyclists and so on).

**The Group's response:** integration of customers' omni-channel strategies and expertise in optimizing supply chains in real time through complete visibility of inventories and flows. Availability of low-emission solutions (alternative energy vehicles, cargo bikes, barges) for last-mile delivery in line with new regulations. Setting up of local storage solutions. Commitment to the circular economy through reverse logistics.

### *Digital transformation*

**Challenges:** the logistics sector is at the heart of a global transformation to streamline customer processes and position itself to contend with the rise of digital-native players. Advanced data expertise is a source of performance and competitiveness, and has become strategic for optimizing flow management, reducing costs, contributing to decarbonization and reacting more quickly to unforeseen events. Automation and robotics now allow more flows to be processed in record time.

**The Group's response:** use of data and digital technologies to drive innovation that is adapted to the realities on the ground and profitable for supply chain professions. Greater competitiveness and productivity thanks to machine learning (AI). Use of machine learning to optimize delivery routes, plan inventories and reduce costs and losses for customers. Implementation of robotic systems to make operations more efficient and faster, and to improve working conditions.



## 1.4 Strategy: Ambition 2027

*An ambition built on six pillars*



The new GEODIS strategic plan, Ambition 2027, which is a continuation of the previous plan, addresses the customer supply chain's growing need for adaptability and efficiency through three key objectives:

- supporting companies in their global logistics projects with diversified, tailored, value-added solutions;
- generating faster growth in the Group's financial performance and operational quality;
- prioritizing social and environmental commitments as a central pillar in the Group's growth strategy.

The plan is based on six pillars, consisting of ambitions that tie in with GEODIS's purpose.

### *An ambition for business development*

The synergies and complementary strengths of its lines of business make GEODIS the growth partner of choice for its customers. Its development objectives include increasing its business volume by working more closely with its portfolio of

key accounts, developing cross-selling in certain customer segments, expanding in the most promising vertical markets, and innovating to gain agility and improve the quality of customer service. GEODIS capitalizes on the expertise of its teams and a presence in all sectors of the transport and logistics industry on every continent to support its customers' transformation.

### *An ambition for operational and economic performance*

Against a background of global instability, price volatility and temporary restrictions or closures of certain sea or air routes, GEODIS relies on a matrix organization and the efficiency of its business model to take on new volumes and constantly improve its operational productivity. The Group continues to invest in new technologies, optimizing its processes and infrastructures and digitalizing its activities to reduce operating costs and gain in agility and performance.

## *An ambition to further enhance the excellence of GEODIS*

The Group offers a portfolio of products and services covering all business needs, from end to end. Operational excellence, attention to customers' concerns and customer satisfaction are fundamental to its DNA. This commitment was rewarded by a customer Net Promoter Score (NPS) of +36 in 2024.

## *An ambition for digital innovation*

GEODIS has made substantial investments in data, enterprise architecture and cyber security, to simplify life for customers and employees and to boost operational performance. The synergies resulting from the combination of business expertise and data science will enable the Group to create greater value for its customers and partners. In 2024, it invested 3.5% of its revenues in technologies using digital tools.

## 1.5 Innovation

GEODIS's capacity for innovation is a differentiator, a means of creating value for its customers and a lever for performance and competitiveness. The Group actively monitors its ecosystem to identify tomorrow's technologies and services. The three main areas of innovation on which it focuses are artificial intelligence, robotics and the reduction of its environmental footprint.



### *Artificial intelligence: towards predictive logistics*

Innovation at the service of digital transformation supports growth, contributes to operational excellence and meets sustainability objectives. To improve internal operational efficiency and provide its customers with a value-added service, GEODIS has collected and cleansed its data from several dozen heterogeneous systems (applications covering all its lines of business) and consolidated them within a single data platform. It has also instituted robust governance to ensure data quality, thus guaranteeing the relevance and reliability of artificial intelligence (AI) applications. For example, GEODIS uses machine learning algorithms to predict and calculate the most efficient delivery rounds in real time, in terms of truck loading, distribution routes, fleet identification for city center authorizations, etc.

## *An ambition for external growth*

GEODIS continues to integrate new companies to complement and strengthen its offering in key international markets and position itself as a leader in sustainable logistics. These acquisitions give it access to complementary know-how, broaden its service offering and capitalize on revenue synergies.

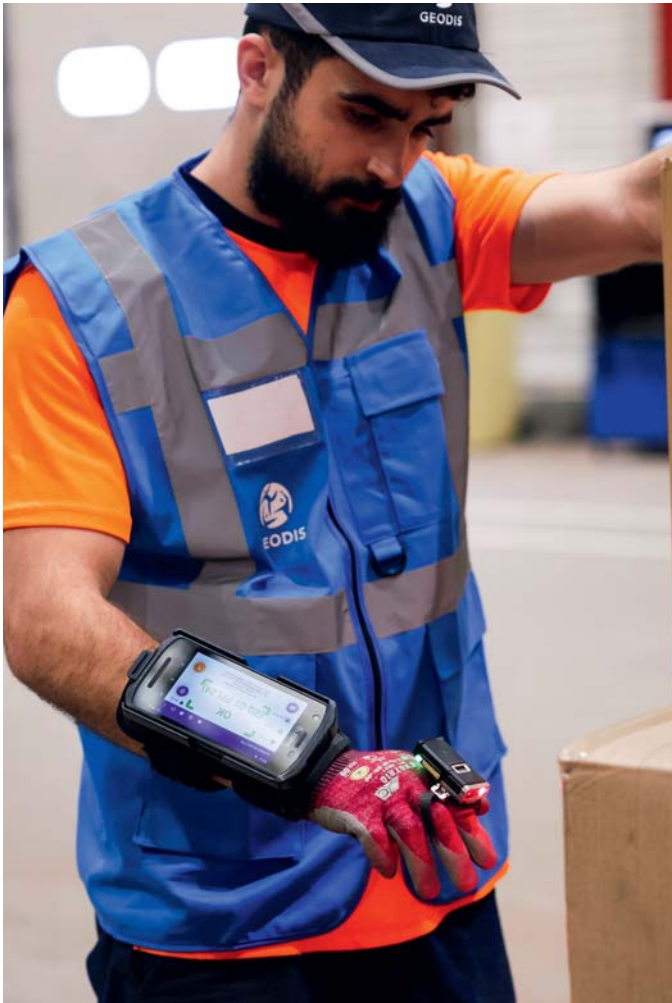
## *An ambition for sustainable and ethical logistics*

The Group sees its CSR strategy as a differentiating lever in its businesses, enabling it to grow, earn its customers' loyalty and meet its stakeholders' expectations. Its commitment is based on three priorities: implementing solutions to decarbonize transport and logistics, working towards a responsible value chain in line with the Group's Code of Ethics, and protecting the health and safety of its teams.



### *Using a digital twin to optimize last-mile delivery routes*

To improve its network logistics, trans-o-flex, which joined the Group in 2023, has developed a digital twin that simulates various scenarios based on hypothetical delivery times and optimized truck loading. This model enables Germany's leading last-mile distributor of pharmaceutical products (35 depots, 50 trucks per depot, 2,000 pallets per night) to optimize supply chain traceability and control, improve efficiency and minimize disruptions and failures. The benefits include real-time assessment of the number of trucks needed to transport pallets, location of warehouses closest to delivery points, route optimization, and more. As a result, last-minute truck reservations are down by 25%, and cross-docking operations are down by 33%, with a corresponding reduction in costs and CO<sub>2</sub> emissions.



### Warehouse automation and robotics

Automated warehouses, robotics and artificial intelligence are at the heart of logistics flow management in e-commerce. Technology reduces human intervention and improves workplace safety. The Group has to handle seasonal peaks in activity, with high volumes of shipments, and by using smart robots that move autonomously around its warehouses, it can reduce the risk of incidents and eliminate repetitive tasks. In the United States, at the GEODIS distribution center in Columbus, Ohio, AMRs (autonomous mobile robots) have taken on the task of lifting heavy loads, reducing the risk of physical injury to operators and forklift drivers, who can now concentrate on other tasks. The automated order management system implemented at the site handles order picking, replenishment, warehousing and in-store dispatch with minimal human interaction.

### Key figure

→ **80 automated sites worldwide**  
(robotics and automation)

### Drones reduce work fatigue in the United States

To cut inventory time in half for one of their customers, American engineering teams used new technologies to optimize stock management. Today, drones navigate across the warehouse completely autonomously, without GPS, Wi-Fi or any special equipment. The technology makes it possible to scan stock 15 times faster than using traditional methods. In addition to improving operational efficiency, the technology also makes it possible to inspect hard-to-reach or dangerous areas, improving operators' working comfort.

### An "augmented" team member

The volatility of sea freight prices in recent years has prompted major customers to put contracts out to tender more frequently. These specifications often exceed a hundred pages, and the team handling them runs the risk of not always being able to respond to every request. To improve the teams' operational efficiency, the IT experts retrieved all tender responses stored in the information system and used generative AI to add value to the data. As a result, 80% of the responses were already available in the information system. This use case enabled the teams to avoid repetitive tasks and concentrate on 20% of data with high added value.

More generally, employees have now been made aware of the value of using artificial intelligence in carrying out their work. In 2024, the Group launched a secure internal ChatGPT to protect its data and encourage continuous learning.

### Key figures

- **1,400 in-house employees work in digital**
- **3.5% of Group revenues are invested in new technologies (excluding cyber security)**





### *Technologies to reduce the carbon footprint*

Investment in Research & Development is crucial to addressing the challenges of the decarbonization of logistics. It is geared to identifying and validating technologies or alternative energies that will lessen the carbon impact of activities and the reliance on fossil fuels of supply chains. In line with its commitment to decarbonization under the Paris Agreement, GEODIS is working with companies, partners, coalitions and industry organizations to contribute to the decarbonization of land, sea and air transport, whether operated in-house or by subcontractors. These solutions are described in the Environment section of this report.

### **Innovation ecosystem**

To identify future technologies, GEODIS collaborates with an ecosystem of partners, including:

- Bpifrance, a player involved in logistics by financing innovative companies;
- SNCF's venture capital fund, 574 Invest, which supports start-ups specializing in mobility and climate tech;
- the ALICE European technology platform, which supports research and innovation in logistics and supply chain management;
- Movin'On, the world's leading ecosystem for strategic anticipation and co-innovation for sustainable mobility;
- leading solution providers and manufacturers of transport vehicles.

### **Innovation Challenge**

The 11<sup>th</sup> GEODIS Golden Globes awards for innovation were organized in 2024. The Group creates and spreads an internal culture of innovation through this competition. Innovation scouts identify the most innovative projects in the lines of business and the regions and invite participants to present their projects to a panel of judges in three categories: new products and services for customers, performance improvement, and CSR. The most significant projects in 2024 included:

- Customs management assisted by AI: customs declarations made more reliable by using algorithms and databases, thereby reducing risks and penalties;
- Detention & Demurrage dashboard: reduced container detention costs at ports through better visibility of dates and time spent at the terminal;
- Labor forecasting improved by AI: extensive use of data to improve workload forecasting, and therefore recruitment management, ultimately leading to improved capacity and costs.

## 1.6 Business model

# A GLOBAL OFFER TO PROVIDE OUR CUSTOMERS WITH END-TO-END SUPPORT FOR THEIR LOGISTICS NEEDS

### OUR RESOURCES

#### HUMAN

**49,720 employees**

of which **40%** women

and of which **69%** outside France

#### BUSINESS PARTNERS & OWNERSHIP

**91,000 active customers**  
worldwide

**100,000** suppliers and subcontractors

Stable ownership **100% SNCF**  
(rated A+ by S&P and A1 by Moody's)

#### OPERATIONAL

**1,080 sites**, network  
covering **166 countries**

**11 million sqm**  
of warehouses and  
operating premises

Fleet of **4,659**  
self-owned **vehicles**

### OUR BUSINESS MODEL

#### OUR STRENGTHS

**A strong identity** as  
an international French  
company, with the backing  
of a stable owner

**The ability to deliver tailored  
services** thanks to a deep  
understanding of customers'  
supply chain needs

**Advanced data expertise**  
to optimize performance  
and anticipate the future

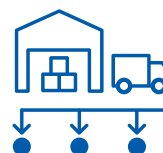
**Responsible logistics** backed  
by solid commitment and  
concrete actions

#### OUR LINES OF BUSINESS



##### Global Freight Forwarding

Multimodal  
transport solutions  
(sea, air, road and rail)



##### Global Contract Logistics

Management of warehouses  
and distribution centers,  
and related deliveries



##### European Road Network

Specialized transport  
and road transport solutions  
in Europe



##### Distribution & Express

Express and courier  
last-mile delivery solutions



FREIGHT MANAGEMENT,  
WAREHOUSING AND HIGH  
ADDED-VALUE LOGISTICS SERVICES



OUR STRATEGIC PLAN, AMBITION 2027



BUSINESS  
DEVELOPMENT



OPERATIONAL  
AND ECONOMIC  
PERFORMANCE



FURTHER ENHANCE  
OUR EXCELLENCE



DIGITAL  
INNOVATION



EXTERNAL  
GROWTH



SUSTAINABLE AND ETHICAL  
LOGISTICS

IMPACT  
FOR STAKEHOLDERS

FOR OUR EMPLOYEES

Employee satisfaction rate: **80%**  
Employee engagement rate: **79%**  
Health & Safety policy: “Health & Safety with Heart”  
Lost-time incident frequency rate: **10.3**  
Severity rate of incidents: **0.54**  
**31%** of senior managers are women

FOR OUR BUSINESS  
PARTNERS

Overall satisfaction rate  
for customers: **92%**  
Net Promoter Score: **+36**

FOR SOCIETY  
AND FOR THE PLANET

Decarbonization trajectory updated  
and approved by **SBTi**  
CDP Climate score: **A-**  
EcoVadis evaluation: **71/100** (silver)  
**26%** of sites triply certified for Quality,  
Safety and Environment  
Taxes paid in 2024: **€236 m**





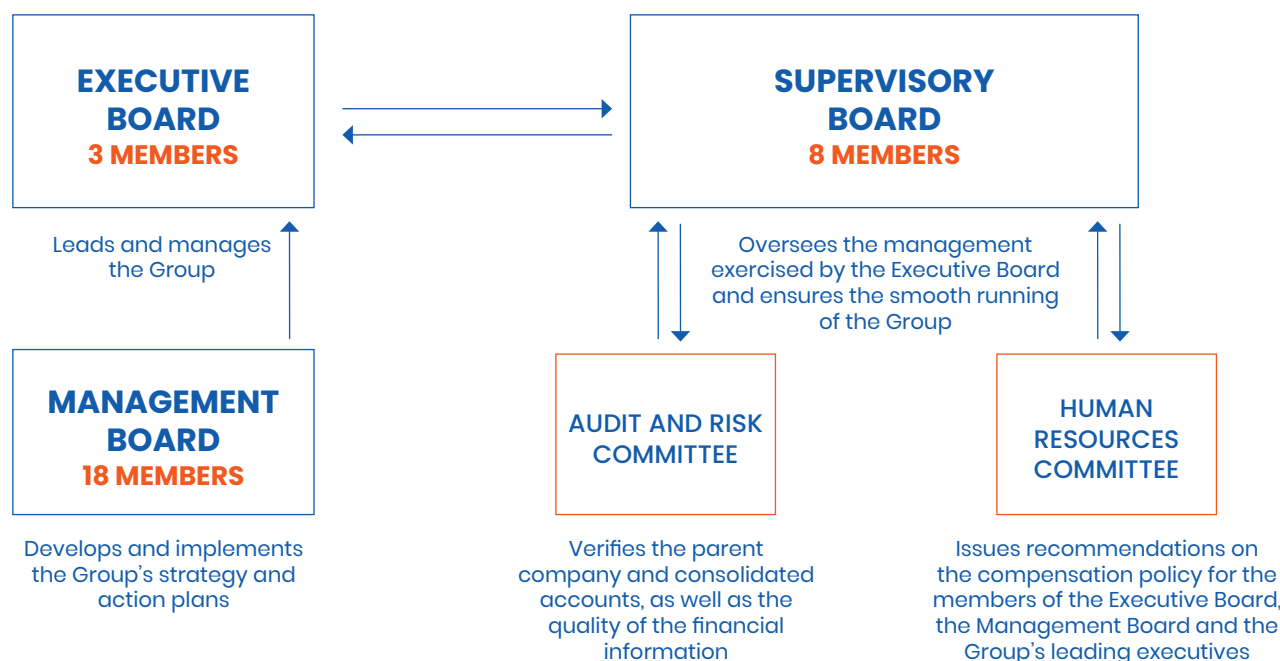




## General Information

## 2.1 Corporate governance

The Group is governed by different decision-making bodies to ensure a balance of power between all parties: the Executive Board, the Supervisory Board and the Management Board.



### Composition of the GEODIS Management Board as of March 31, 2025

GENDER SPLIT		AVERAGE AGE	NATIONALITIES
<b>28%</b> women	<b>72%</b> men	<b>56</b>	<b>4</b> (French, Argentinian, German, American)

#### Management Board

<p>Marie-Christine LOMBARD <i>Chair of the Executive Board, Group Chief Executive Officer</i></p> <p>Jean-Benoît DEVAUGES <i>Member of the Executive Board- General Counsel</i></p> <p>David-Olivier TARAC <i>Member of the Executive Board- Group Chief Financial Officer</i></p> <p>Xavier AVRARD <i>Executive vice-president, Group Strategy</i></p> <p>François BOTTIN <i>Executive vice-president, Digital and Technology</i></p> <p>Mario CECCON <i>Executive vice-president, Human Resources</i></p>	<p>Gilles DÉCHER <i>Executive vice-president, Distribution &amp; Express</i></p> <p>Virginie DELCROIX <i>Executive vice-president, Sustainability</i></p> <p>Albertine HANIN <i>Executive vice-president, Legal and Insurance</i></p> <p>Stéphanie HERVÉ <i>Executive vice-president, Global Contract Logistics</i></p> <p>Mike HONIOUS <i>Executive vice-president, Americas</i></p> <p>Thomas KRAUS <i>Executive vice-president, Europe</i></p> <p>Henri LE GOUIS <i>Executive vice-president, Global Freight Forwarding</i></p>	<p>Éric MARTIN-NEUVILLE <i>Executive vice-president, Asia-Pacific and Middle East</i></p> <p>Laurent MELAINE <i>Executive vice-president Sales, Marketing and Communications</i></p> <p>Camille PORGÈS <i>Executive vice-president, Governance, Risks and Compliance</i></p> <p>Amaury VALICON <i>Executive vice-president, Performance</i></p> <p>Marc VOLLET <i>Executive vice-president, European Road Network</i></p>
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## Composition of the GEODIS Supervisory Board as of March 31, 2025

The Supervisory Board comprises eight members, four of whom are external to the SNCF Group.

<b>Laurent TREVISANI</b> C ★ <i>Deputy Chief Executive Officer Finance Strategy, SNCF Group Deputy Chief Executive Officer, SNCF</i>	<b>Albertine HANIN</b> VC <i>GEODIS Group EVP, Legal and Insurance</i>	<b>Patrick BERARD</b> ★ <i>Board member of LKQ Chair, Transformation Advisory</i>	<b>Carine de BOISSEZON</b> ▲ <i>Chief Impact Officer, EDF Group Member of the Climate Committee of Bpifrance Joint Chair of the Purpose Committee at STOA</i>
<b>Frédéric DELORME</b> <i>Chair of Rail Logistics Europe</i>	<b>Raphaël POLI</b> ▲ <i>Managing director of SNCF Retail &amp; Connexions</i>	<b>Sylvie CHARLES</b> ★ <i>Non-executive director of SANEF Board member of Kaufman &amp; Broad</i>	<b>Randy TUCKER</b> ▲ <i>Board member of Wineshipping</i>

- ▲ Audit and Risk Committee
- ★ Human Resources Committee
- C Chair of the Supervisory Board
- VC Vice-Chair of the Supervisory Board

1 employee representative (a member of the European Consultation Committee) attends meetings of the Supervisory Board

### Expertise map



#### GENDER SPLIT

**38%** women  
**62%** men  
0.6 woman for every man

#### TERM OF OFFICE

**6** years

#### ATTENDANCE RATE

**92.5%**

#### MEETINGS

**5** in 2024 including 1 extraordinary meeting

#### NATIONALITIES

**2** (French and American)



### *The Executive Board*

The GEODIS SA Executive Board is the collegiate executive body that manages and directs the Company. It reports to the Supervisory Board, to which it submits for approval the general strategy of the Company and the Group, as well as the annual budgets and multi-year plans of the Company and the Group.

### *The Supervisory Board*

The Supervisory Board's role is to oversee the management of the Executive Board and to ensure the smooth running of the Company. Specifically, it endorses all significant commitments and investment or divestment operations.

Its missions include:

- reviewing and guiding annual budgets;
- setting innovation and R&D priorities;
- approving and/or overseeing employee incentives;
- monitoring overall progress towards the Group's objectives;
- tracking the implementation of the climate plan and actions relating to social, environmental and ethical responsibility;
- monitoring compliance with policies and/or commitments;
- reviewing and guiding the process for assessing dependencies, impacts, risks and opportunities.

To address sustainability issues within the Group, the Supervisory Board draws on the expertise of:

- Carine de BOISSEZON, Chief Impact Officer in the EDF Group, member of the Climate Committee of Bpifrance, joint Chair of the Purpose Committee at STOA;
- Sylvie CHARLES, external director, member of the Kaufman & Broad CSR Committee since 2024.

The Supervisory Board relies on the work of two specialized committees to structure its governance:

- the Audit and Risk Committee (ARC) verifies the parent company and consolidated financial statements, as well as the quality of financial information;
- the Human Resources Committee (HRC) makes recommendations on the compensation policy for members of the Executive Board, the Management Board and the Group's leading executives.

The Supervisory Board is regularly informed of sustainability issues and policies implemented during the year. In 2024:

- the Board members were consulted and gave a positive opinion on the Group's decarbonization trajectory and SBT targets;
- the Audit and Risk Committee was consulted on Impacts, Risks and Opportunities (IRO), in connection with the double materiality matrix and the requirements of the Corporate Sustainability Reporting Directive (CSRD).

### *The Management Board*

The Management Board develops and implements the Group's operational strategy, while ensuring the consistency of its actions. It meets a minimum of twice per month to closely monitor activities, review operational and financial performance and discuss strategic projects.

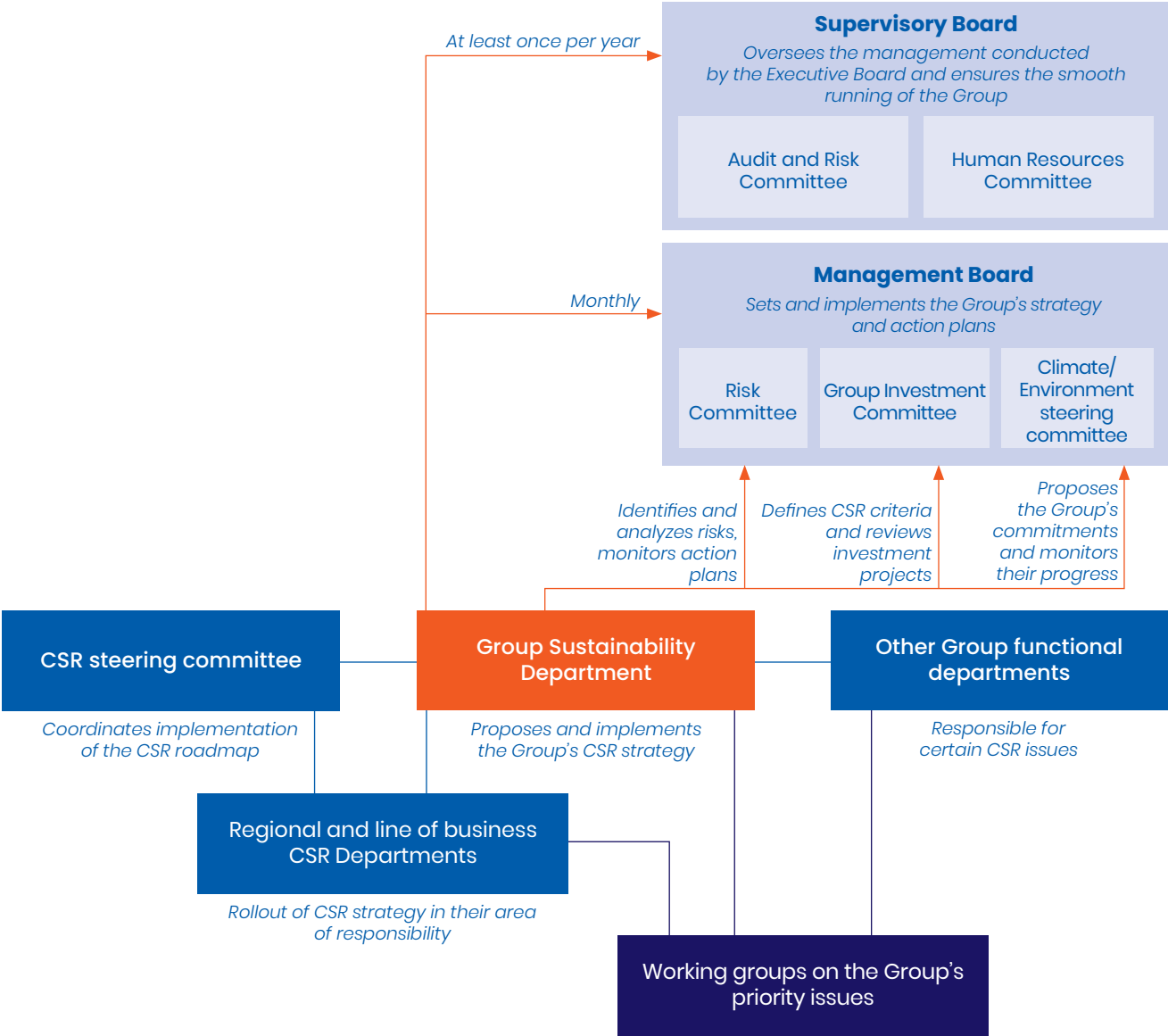
The members of the Management Board are responsible for communicating and applying CSR policies throughout the Group's lines of business, regions and functional departments, according to their areas of responsibility. There is an organization dedicated to CSR in each line of business and each region which coordinates the operational implementation of the Group's policy and carries out specific actions in response to the challenges that are specific to it.

### *Compensation*

Since 2022, the compensation of members of the Management Board, the Executive Board and the Group's leading executives has included an annual variable component, 25% of which is based on achieving non-financial targets. One of these metrics is linked to the deployment of climate roadmaps in the lines of business and regions, accounting for 9% of the total variable compensation.

The Long-Term Incentive (LTI) plan also includes a non-financial component accounting for 30% of the total. It is based on criteria of greenhouse gas emissions, gender diversity among Top Executives, and customer satisfaction measured by a Net Promoter Score. Each of these criteria counts for 10%.

CSR governance



The Group's executive vice-president, Sustainability is a member of the Management board and reports to the Chief Executive Officer. She keeps the Management Board regularly informed of the progress of her activities to ensure that it has all the support it needs for decision-making. She supervises a corporate team of nine employees with specific areas of expertise (climate and environment, health and safety, ESG reporting, communications, etc.). She proposes a CSR policy to the Management Board and coordinates its implementation once it has been approved. She presents CSR progress reports

to the Management Board every month, and to the Supervisory Board at least once a year.

She guides and ensures the deployment of the roadmaps with the support of a network of six CSR managers representing the regions and lines of business. These CSR managers are responsible for implementing action plans and coordinating initiatives in the Group's regions and lines of business. A steering committee composed of these managers and the corporate CSR managers completes this structure.

### 2.2 Risk management and internal control

To accomplish its mission, meet its objectives and secure its commitments, the Group has defined rules and principles to guide employees in their daily work, at the initiative of the Chief Executive Officer. The Book of Business Principles sets out the rules of governance, authorization thresholds and principles of internal control.

#### *Two specialized committees*

To ensure that these principles are properly applied and to clarify its policy, the Executive Board relies on two specialized committees:

- the Group Investment Committee, which meets on a weekly basis and signs off on investment commitments and commercial contracts above a certain threshold. The Committee consists of nine permanent members, each representing a different Group department (management control, finance, legal affairs, compliance, sustainability, etc.), who may be joined from time to time by experts, depending on the nature of the projects presented. Projects are reviewed against the key elements provided: background and reason for the project, financial data, key characteristics of the project, SWOT analysis, evaluation and risk mitigation plan. Other elements also brought to the attention of members of the Committee include a detailed operational description, legal framework, detailed financial assumptions and expert opinions. Projects not reaching the threshold for review by the Group Investment Committee are examined by equivalent committees that are in place at regional level and in the lines of business. Certain projects require prior approval of the SNCF Group;
- the Risk Committee consists of 15 permanent members chosen for their position, expertise and knowledge of the Group's organization and activities. The Committee is responsible for monitoring changes in internal and external risk factors that have a major impact on the Group's strategy and objectives, based on risk mapping, internal audit reports, external best practices and the inventory of risks and disputes in all Group entities. It takes all necessary decisions or chooses orientations in terms of risk prevention and management, internal control, ethics and compliance, in order to reinforce the Group's level of control over all types of risk, financial and non-financial. Its role is to identify and analyze any potential or proven risk, choose preventive or corrective measures to be taken by the Group to ensure their effective implementation, and to monitor them on a regular basis. It updates the Group's risk map at Committee meetings, which are held quarterly or more frequently if necessary.

#### *Governance, Risks and Compliance*

The Governance, Risks and Compliance Department encompasses three areas of expertise:

- the Group Ethics and Compliance Department;
- the Group Internal Control and Risk Management Department;
- the Group Internal Audit Department.

The Group executive vice-president, Governance, Risks and Compliance is a member of the GEODIS Management Board and reports directly to the Chief Executive Officer. She keeps the Management Board regularly informed of the progress of her activities to ensure that it has all the support it needs for its decision-making.

With the exception of Internal Audit, which is centralized, each department has a central team and a network of correspondents in all the regions and lines of business to ensure the overall consistency of the compliance program and to match it to the appropriate level of the organization.

#### *Ethics and Compliance*

The mission of the Group's Ethics and Compliance Department is to manage any risk of violation of the rules applicable to anti-corruption, competition law, personal data protection, customs and export control, as set out in the relevant laws and regulations, as well as in the Group's Code of Ethics. It is also tasked with administering the whistleblowing system, through which employees and third parties can report potential violations of laws and regulations, as well as of the Group's Code of Ethics. The department is made up of several teams with the necessary expertise in the fields concerned, supported by a network of correspondents in the lines of business and the regions, providing effective support to operational staff through a dynamic approach to continuous improvement.

#### *Internal Control and Risk Management*

In line with international standards, GEODIS's internal control and risk management system is based on three lines of control: functional and operational department (first line), Control and Compliance Department (second line), and Internal Audit (third line). Each of these has well-defined roles and responsibilities in the implementation of risk management within its perimeter.

In its role as a second line of defense, the Group's Internal Control and Risk Management Department assists functional and operational departments at Group, line of business and regional level to define their internal rules and procedures, enabling them to integrate relevant controls for effective risk management. It has drawn up the Book of Business Principles, which it regularly updates. This document constitutes the Group's mandatory reference framework regarding governance rules and authorization thresholds.

The department defines the Group's approach to internal control and risk management, which is then rolled out within each perimeter with the support of correspondents in the lines of business and the regions. Thanks to this organization, the internal control and risk management system can be deployed effectively and consistently across all the Group's activities and entities.

At global and local level, the Group assesses the impact and probability of these risks, as well as their level of severity. Each Group risk is managed by a member of the Management Board. It is the subject of a roadmap, an action plan (audits, changes to procedures or processes, investments, etc.) and an internal control system to mitigate it. The roadmaps are rolled out to the lines of business and regions and are monitored on a regular basis. Risk maps for the lines of business and regions are submitted to the Management Board and the Supervisory Board. They are then consolidated into a Group risk map, which is subject to regular review.

Fraud, corruption or influence peddling, along with talent recruitment and retention, are among the Group's major risks. They are subject to the same control and reporting procedures to management.

### *Internal Audit*

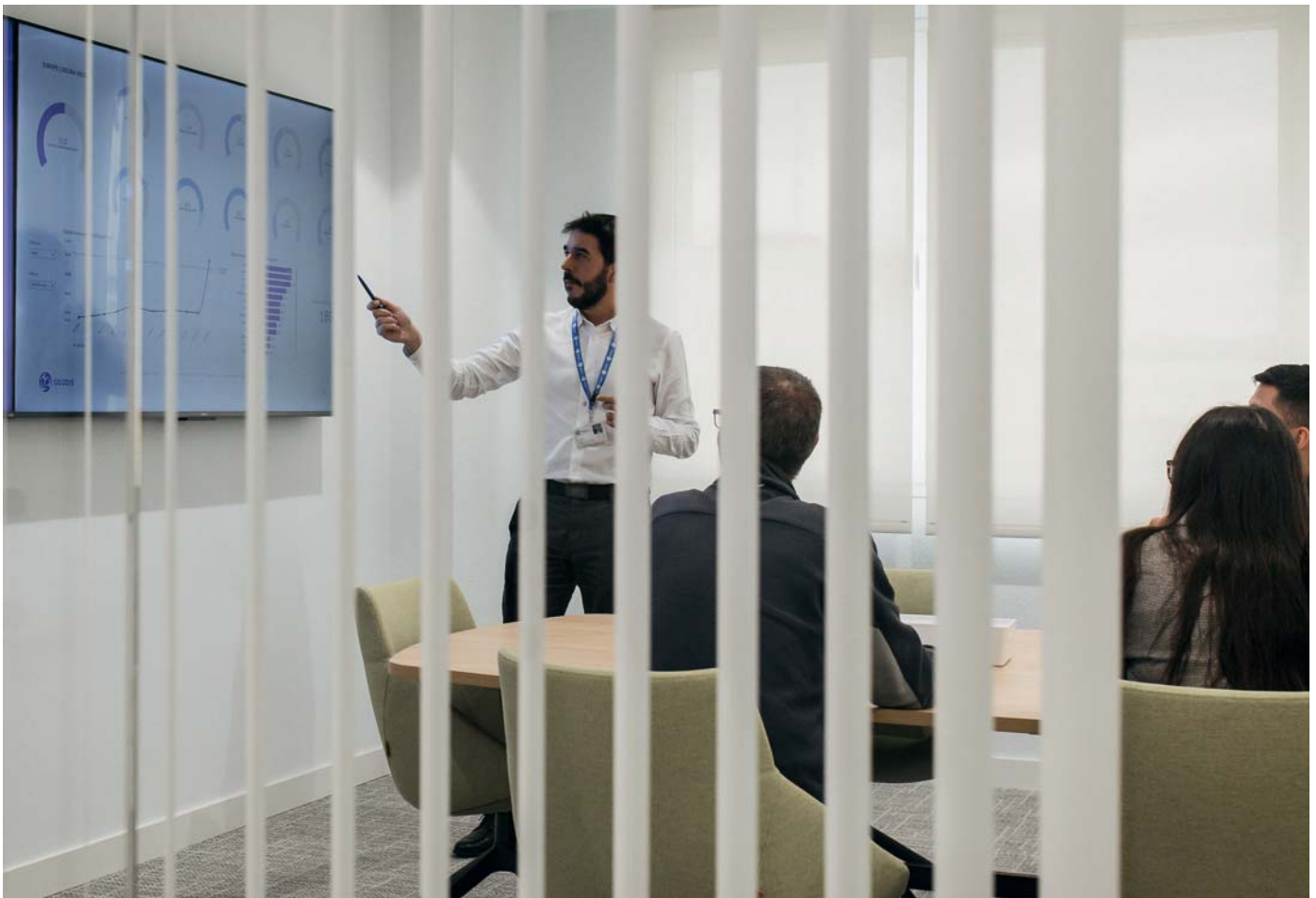
The Internal Audit Department's mission is to provide independent, objective assurance on the degree of control over the Group's operations, and to offer recommendations to improve business practices, thereby helping to create value for the organization. The department is centralized and made up of qualified experts who perform reviews throughout the organization, in accordance with the annual audit plan that has been approved by the Risk Committee and as needs are identified.

### *Sustainability risks*

Six sustainability risks are included in the Group's mapping of major risks:

- climate: transition risks;
- climate: adaptation risks;
- air pollution;
- health and safety in the workplace;
- major human rights violations;
- responsible purchasing.

2.



## 2.3 Double materiality analysis

In 2023, GEODIS published a double materiality analysis to review and prioritize its main challenges. This entailed cross-referencing impact materiality and financial materiality. A given issue can be considered material from a financial materiality point of view, from an impact materiality point of view, or from both. The assessment of impact materiality measures the impact (positive or adverse) of a company's activities on its environment and on society. The assessment of financial materiality evaluates the risks and opportunities associated with an ESG issue on the Company's development, performance and financial results.

### Methodology

The materiality analysis was carried out under the supervision of the Sustainability Department, with the assistance of external consultants. An in-house team representing various lines of business and regions was set up to contribute to the study and enable dialogue. The process was supervised by a steering committee consisting of five members of the Management Board.

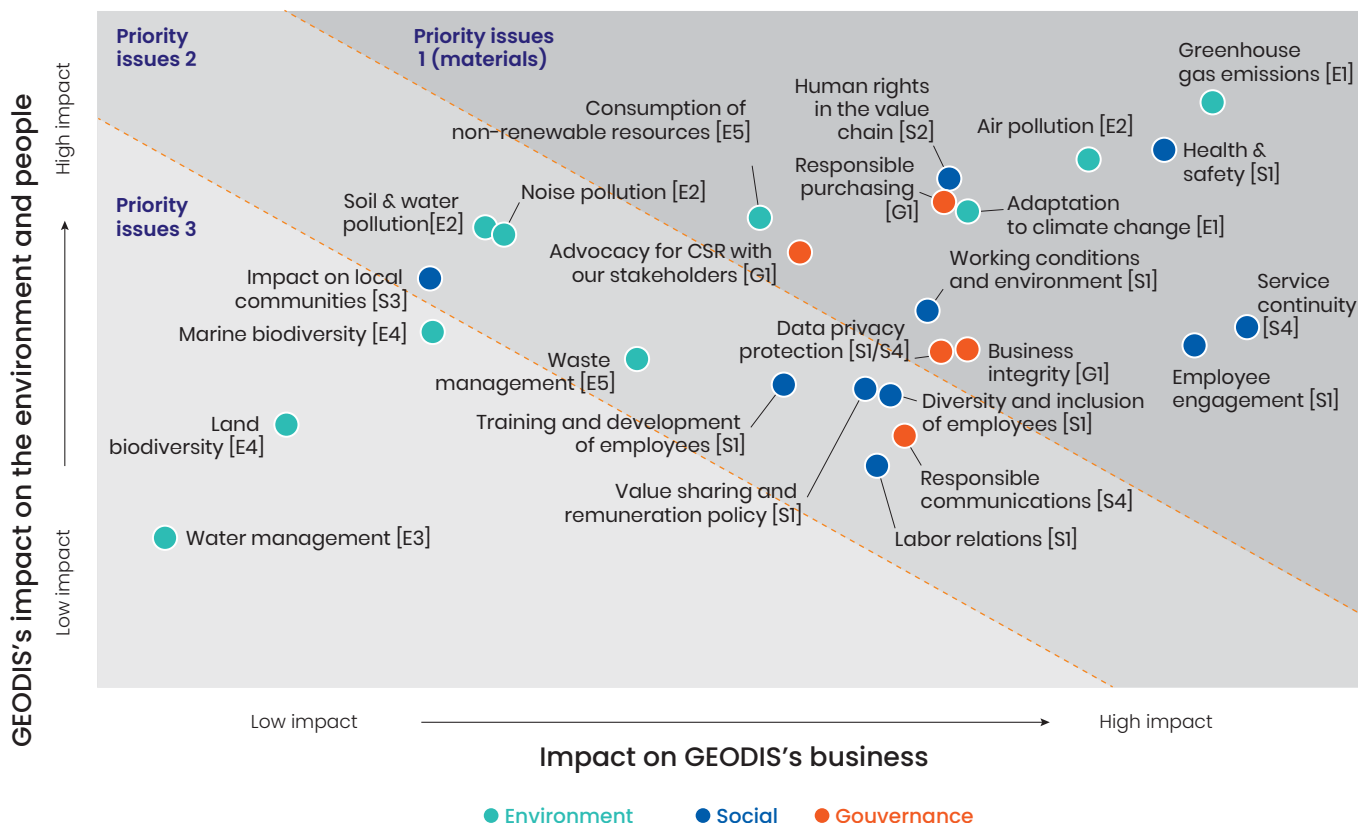
This work was conducted over six months in three stages:

- 1 selection of 25 sustainability issues (environmental, social and governance) that are potentially material for GEODIS;
- 2 active listening to stakeholders. More than 50 individual interviews were conducted with internal stakeholders (manager, employees, trade unions and employee

representative bodies) and external stakeholders (customers, suppliers and subcontractors, the academic community, the financial community, local players, public authorities, civil society, etc.). The aim was to collect stakeholders' views on the importance of the selected sustainability issues, and the financial and non-financial impact on GEODIS activities. The study was also based on the annual employee engagement survey and the annual customer satisfaction survey. A workshop with employees from different regions and interviews with five sector experts completed the process;

- 3 consolidation and construction of the matrix, based on the consultation campaign, workshops and external sources and tools (sector frameworks and rating agencies [SASB, MSCI, DJSI] to assess financial materiality, international benchmarks [SBTN] and tools such as UNEP FI and ENCORE to assess impact materiality). The evaluation of the impact materiality is based on input from experts interviewed during the interview phase. It assesses issues from three angles: their criticality, their scope and their irreparability. The evaluation of the financial materiality is based on contributions from stakeholders and the conclusions of the financial materiality workshop (expert employees). It assesses the impact of the issues on the Company in financial terms.

### Double materiality matrix and link with the ESRS from the CSRD<sup>(1)</sup>



(1) The European Sustainability Reporting Standards (ESRS) are the standards defined within the framework of the European CSRD (Corporate Sustainability Reporting Directive).



So that all the issues can be managed effectively and in a targeted manner according to their level of importance, GEODIS has split them into three categories, which are shown as dotted orange lines on the matrix:

- priority 1 issues: 13 issues deemed material at the heart of the Group's activities and value chain. These issues were taken into account in drawing up the Group's CSR roadmap, to ensure they are all managed through specific governance, long-term targets and performance indicators;
- priority 2 issues: the Group is maintaining its efforts in a bid to achieve continuous improvement, via programs that are deployed in the relevant regions and lines of business, accompanied by performance indicators and, in some cases, medium-term objectives;
- priority 3 issues: the Group continues to monitor its performance using appropriate indicators.

The methodological approach and results of the dual materiality analysis were communicated both internally and externally. An explanatory note has been posted on the Group's website<sup>(1)</sup>.

### *Issues regarded as non-material according to the CSRD classification*

The following issues and sub-issues have been excluded from this report, as they are considered too remote from our operations or have a limited impact.

- ESRS E2: water pollution, soil pollution, pollution of living organisms and food resources;
- ESRS E3: water and marine resources;
- ESRS E4: biodiversity and ecosystems;
- ESRS S3: affected communities;
- ESRS G1: animal welfare.

2.



(1) Source: [https://geodis.widen.net/s/xsjzghtwks/16506\\_global\\_csr\\_materiality-assessment\\_brochure\\_v5\\_uk](https://geodis.widen.net/s/xsjzghtwks/16506_global_csr_materiality-assessment_brochure_v5_uk)

## 2.4 Interactions with stakeholders

Logistics is essential to successfully address the challenges of an increasingly complex and extensive supply chain. To reduce the environmental and social impact of their value chains, guarantee product availability, control costs and improve delivery times, companies need to engage with their ecosystems, integrating upstream and downstream networks of partners into their value chain.

For GEODIS, communication and dialogue are more crucial than ever to deliver the best possible quality of service to customers, engage teams, encourage people to share ideas and knowledge and foster a trust-based environment that encourages collaboration, problem-solving and innovation.

Stakeholders	Sustainability expectations	Form of dialogue
<b>Customers</b>	Decarbonization of their supply chain. Product/service innovation and co-development Operational excellence Service quality and consistency	Satisfactions survey Regular business reviews Local customer meetings Customer events Tender process Website
<b>Employees</b>	Health, safety and security in the workplace Human rights Working conditions Value sharing Equity and diversity Encouragement of career development	Annual satisfaction survey Annual interviews Employee/manager dialogue Internal communications Social dialogue Seminars and internal events Whistleblowing procedure
<b>Suppliers and subcontractors</b>	Human rights Fair compensation Long-term, fair relationships On-time payment	Satisfaction surveys CSR assessments Buyer/supplier interactions Supplier reviews Whistleblowing procedure
<b>Partners and industry organizations</b>	Collective action on social and environmental issues and on regulatory changes Feedback and sharing of experience	Member of industry associations, employers' federation and numerous working groups (Smart Freight Centre, European Clean Trucking Alliance, etc.) Contribution to standard-setting and regulatory processes
<b>Public authorities</b>	Sustainable supply chain Economic growth and employment Ethics and compliance	Relations with national public authorities Relations with the European Union <i>via</i> industry association Regulatory publications
<b>Shareholder and non-financial analysts</b>	CSR risk reduction Financial and non-financial performance Responsible governance Transparent communications	Results of surveys conducted by non-financial rating agencies Financial communications Annual report and website
<b>Civil society</b>	Reduction of pollution and environmental impact Health and safety of end-users Transparent and responsible communications	Impact studies Collaboration with NGOs Involvement in philanthropic projects in partnership with local non-profit organizations Website

### Key figures

- 88% of customers state that they are well informed about GEODIS's CSR policy. Of these, 70% believe that the Group outperforms its competitors in terms of sustainability
- 81% of employees who took part in the 2024 employee survey felt that GEODIS's purpose gives their work meaning
- 87% of Group suppliers who responded to the supplier survey said they would recommend GEODIS as a customer to their professional network

## 2.5 CSR roadmap

Sustainability is one of the six pillars outlined in the Ambition 2027 strategic plan. The Group is committed to providing its customers with sustainable logistics solutions.

The Group's CSR roadmap is based on the double materiality matrix. It is structured around three aspects (environmental, social and ethical) and has been drawn up in accordance with the main international frameworks, namely:

- the Organization for Economic Cooperation and Development (OECD) guidelines for multinational enterprises;
- the principles and rights set out in the eight fundamental conventions of the International Labour Organization (ILO);
- the principles and rights set out in the International Bill of Human Rights;
- the United Nations Guiding Principles on Business and Human Rights;
- the United Nations Global Compact (GEODIS has been a signatory since 2003).

GEODIS has adopted the Sustainable Development Goals (SDGs) of the United Nations' 2030 Agenda and has integrated ten of these SDGs into its policy, corresponding to its activity and its areas of operation.

### Sustainability Statement

In 2024, the Group published its Sustainability Statement, outlining its approach, commitments and priorities in driving sustainable practices. This policy sets out its material challenges around three priorities:

- **Environment:** act for the climate and reduce our environmental impact

GEODIS is committed to reducing its greenhouse gas emissions in line with the Paris Agreement. The Group is focused on adapting to the effects of climate change, optimizing resource use and preventing or reducing polluting emissions and nuisances to mitigate the impact on people and ecosystems;

- **Social:** be a responsible employer committed to playing its role in society

The Group's priorities are to ensure the health and safety of its employees and third parties, as well as the respect of human rights and good working conditions. GEODIS actively listens to its employees to encourage their full commitment;

- **Ethics:** choose ethical relations based on trust

GEODIS adheres to rigorous business ethics in matters of competition and anti-corruption. Committed to a responsible purchasing policy, the Group expects its suppliers and subcontractors to act in accordance with its Business Partner Code of Conduct.



## 2. GENERAL INFORMATION

Issues		Main topics	Main actions
<b>Environment: act for the climate and reduce our environmental impact</b>			
Greenhouse gas emissions	 	Reducing GHG emissions in line with the Paris Agreement Lowering energy consumption	Transition plan implementation Development of a low-carbon fleet Optimization of transportation flows and modes Energy efficiency in buildings
Adaptation to climate change		Adapting sites, operations and working conditions to climate hazards Ensuring service continuity	Scenario analysis Site exposure and vulnerability studies Business continuity plan
Air pollution	 	Reducing polluting emissions from freight transport impacting health and the environment	Fleet of alternative energy vehicles Last-mile delivery solutions in major metropolitan areas
Consumption of non-renewable resources		Reducing reliance on fossil fuels Preserving non-renewable resources	Optimizing resource use through the "reduce, reuse, recycle" approach Reverse logistics Waste reduction Training in eco-driving
<b>Social: be a responsible employer committed to playing its role in society</b>			
Health & Safety		Protecting employees' and third parties' health and safety	Culture of risk prevention Proactive incident rate monitoring Health & Safety training
Working conditions and environment	 	Decent working conditions Gender equality Social inclusion	Collective agreements Diversity and social inclusion programs Workplace well-being initiatives
Employee engagement		Talent attraction and retention Training Development of skillsets	Annual satisfaction survey Compensation and benefits Training/GEODIS University
Human rights in the value chain		Preventing human rights violations in the supply chain	Code of Conduct and "Know Your Business Partner" procedure Whistleblowing system
Service continuity		Maintaining supply and distribution of essential goods to the population	Business continuity planning Customer satisfaction survey
<b>Ethics: choose ethical relations based on trust</b>			
Responsible purchasing		Responsible value chain	Supplier CSR evaluations Business Partner Code of Conduct
Business integrity		Ethical culture and compliance Anti-corruption measures	Code of Ethics Employee training Whistleblowing system
Data privacy protection		Compliance with regulations Whistleblowing system	Employee training
Advocacy for CSR with stakeholders		Industry-wide initiatives to decarbonize the activity	Participation in professional bodies and industry organizations Educating customers and employees on climate change issues

(1) An internal body of approximately 170 senior managers from across the Group (top management), whose missions are strategic for the Company.

Indicator/Target	Results 2022	Results 2023	Results 2024	Report section
<b>[Target]</b> Scopes 1+2 : -42% GHG emissions by 2030 <b>[Target]</b> Scope 3 : -25% GHG emissions intensity from subcontracted sea, road and rail transport <b>[Target]</b> Scope 3 : -25% GHG emissions from subcontracted air transport	393 ktCO <sub>2</sub> e	Evolution compared to 2022 - 17%	Evolution compared to 2022 - 9%	(3.1)
	22.5 gCO <sub>2</sub> e/t.km	+ 12%	- 1%	
	1,283 ktCO <sub>2</sub> e	- 19%	+ 5%	
Reducing the vulnerability of our activities to the effects of climate change		23% of sites classified as high exposure	Vulnerability analysis conducted at seven sites	(3.1)
Number of alternative energy vehicles in the GEODIS fleet	238	356	463	(3.2)
Diesel consumption (million liters)	64.36	63.37	60.01	(3.1)
Percentage of waste recovered	-	-	76%	(3.3)
<b>[Target]</b> Reduce lost-time incident frequency rate to 9.2 by 2027	10.5	9.8	10.3	(4.1)
<b>[Target]</b> 35% of leadership positions (TopEx <sup>(1)</sup> + country management committees) held by women by 2027	-	-	31%	(4.2)
Percentage of women in GEODIS workforce	40%	39%	40%	
GEODIS employee engagement rate	80%	81%	79%	(4.2)
Total training hours (thousands of hours)	474	542	565	
Number of serious incidents involving human rights affecting the workforce	-	-	0	(4.2.3)
Conducting social audits on Group suppliers and subcontractors in high-risk countries			Implementation of social audit plans for suppliers and subcontractors	(4.3)
Net Promoter Score (customer satisfaction survey)	+24	+31	+36	(4.4)
<b>[Target]</b> 75% of strategic suppliers assessed by EcoVadis by 2027	50%	49%	63%	(5.2)
Percentage of employees trained in the Code of Ethics	-	-	87%	(5.1)
Percentage of employees among those at risk who have received anti-corruption training	-	-	94%	
Number of employees trained in personal data protection	5,584	1,867	12,671	(5.3)
Number of employees trained in Climate Fresk workshops	-	800	462	(5.4)

**[Target]** Targets set in 2024



## 2.6 Impacts, risks and opportunities (IRO)

The table below lists the issues identified as material by stakeholders as part of the double materiality analysis. For each of these issues, the key impacts, risks and opportunities have been listed, in relation to the Group's business model and strategy.

Impacts relate to the Group's actual or potential positive or adverse effect on people or on the environment, in the short, medium or long term. Conversely, external environmental, social or governance events may have an adverse impact (in the case of risks) or a positive impact (for opportunities) on the Group's development and financial performance.

### ENVIRONMENT

Material issues	Impacts
<b>GHG emissions and energy</b> (E1 Climate change mitigation)	<b>Adverse impacts</b> GEODIS's activities emit greenhouse gases (GHGs) and contribute to the increase in their concentration in the atmosphere, thus contributing to climate change. Transport activities (road, air, sea and rail), logistics and supply chain management are all currently highly dependent on fossil energies. Energy consumption of transport, offices and operational sites (warehouses, hubs, etc.). <b>Positive impacts</b> Contribution to decarbonizing supply chains: optimization of fleets and routes, modal shift to lower-emission solutions, improved energy efficiency and development of low-carbon technologies.
<b>Adaptation to climate change</b> (E1 Adaptation to climate change)	<b>Adverse impacts</b> Exposure of the Group's sites and assets to the physical consequences of climate change (flooding, heat, landslides), with a significant impact on GEODIS's business (deterioration of buildings, breakdown of freight transport and logistics) and on the health and safety of individuals. Loss of business and decline in customer service quality (late deliveries, deterioration or loss of transported goods) due to severe weather conditions. <b>Positive impacts</b> Adaptation plan to ensure safety for all, the integrity of resources and the continued distribution of essential goods to the population.
<b>Air pollution</b> (E2 Air pollution)	<b>Adverse impacts</b> Atmospheric pollutants (NO <sub>x</sub> , SO <sub>x</sub> , fine particles) are emitted within the value chain (own fleet and subcontractors' fleets, airlines and shipping carriers), contributing to the deterioration of air quality. These atmospheric pollutants have adverse effects on human health, wildlife and plant life. Impact on the environment and human health in the event of a major incident (traffic, fire, explosion) generating toxic pollution.
<b>Consumption of non-renewable resources</b> (E5 Resource use and circular economy)	<b>Adverse impacts</b> The Group's reliance on non-renewable resources (use of fossil fuels, packaging and other consumables). <b>Positive impacts</b> Less pressure on ecosystems thanks to the Group's commitment to a low-carbon trajectory and to the circular economy.



The methodology used to identify, assess and classify the Company's actual and potential impacts on people and the environment was based on information already available within the Group (in particular the mapping of major risks), and also on an analysis that is specific to the new framework of CSRD reporting. This logic was also used to identify risks and opportunities. The IROs were presented to the Risk Committee by the Group's executive vice-president, Sustainability.

Risks	Opportunities	Scope
<ul style="list-style-type: none"> <li>Market risks: the Group's inability to achieve its decarbonization targets. Risk of losing opportunities and market share if GEODIS's offering is not in line with market expectations (no low-carbon offering or a low-carbon offering at too high a cost).</li> <li>Regulatory risks: loss of business if the means implemented are not compliant. Additional costs due to poor anticipation of GHG regulations (carbon tax, emission trading schemes, etc.).</li> <li>Technological risks: inadequate development of alternative energy distribution infrastructures, availability of low-carbon vehicles, limited supply of low-carbon energies. Investment costs in technological and energy transition making their development uncompetitive.</li> </ul>	<ul style="list-style-type: none"> <li>Growth in business through well-positioned low-carbon services (meeting customer needs, accessing new markets, diversifying the customer base).</li> <li>Increased modal shift (road to rail or air to sea or rail) and development of alternative technologies (biofuels, electric, etc.).</li> <li>Improved energy efficiency of sites and vehicles. Reduced costs through lower energy consumption.</li> <li>Engagement of employees who expect GEODIS to be a committed player: positive impact on attracting and retaining talent.</li> </ul>	Own operations, upstream and downstream value chains
<ul style="list-style-type: none"> <li>Operational risks: interruption of activity, inability to carry out essential logistics assignments (e.g. health sector or products requiring temperature-controlled storage). Damage to goods and equipment. Decline in customer service quality.</li> <li>Financial risks: loss of revenues. Cost of remediation and restoration. Insurance risks. Adaptation costs (CapEx and OpEx).</li> <li>Health &amp; Safety risks: risk of incident, injury, illness and death. Degraded working conditions that could lead to employee withdrawal. Risk of illness and dehydration.</li> </ul>	<ul style="list-style-type: none"> <li>With good risk anticipation, the Group will be able to ensure the continuity of logistics operations for essential goods (e.g., the healthcare sector) in the event of extreme climate events.</li> <li>The Group's ability to protect employees and property.</li> </ul>	Own operations, upstream and downstream value chains
<ul style="list-style-type: none"> <li>Regulatory risks: stricter requirements for access to Low Emission Zones (LEZ), which are likely to have an impact on the transport and delivery of goods in major conurbations, necessitating changes in logistics solutions.</li> <li>Financial risks: loss of opportunities and market shares if GEODIS's offering does not align with market expectations, higher cost of adapting fleets.</li> <li>Reputational risks: damage to the Group's image among customers and employees.</li> <li>Health &amp; Safety risks: impact on the health of employees and society at large.</li> </ul>	<ul style="list-style-type: none"> <li>Differentiation through implementation of low-emission solutions that enable growth in business and market share beyond regulatory compliance.</li> </ul>	Own operations, upstream and downstream value chains
<ul style="list-style-type: none"> <li>Financial risks: higher fuel and energy costs due to growing scarcity of non-renewable resources. Poor anticipation of the investments needed for the energy transition.</li> <li>Strategic risks: high degree of dependence on fossil fuels, with a risk of limited access in the event of geopolitical tensions over energy sources.</li> <li>Operational risks: in the event of supply tensions, supply chain disruptions could have an impact on the Group's business and customer service.</li> <li>Regulatory risks: potential impact on certain costs in the event of more stringent obligations on renewable sourcing (percentage of renewable energy or renewable materials).</li> </ul>	<ul style="list-style-type: none"> <li>Development of new businesses linked to the circular economy, drawing on the Group's know-how (such as specialized reconditioning services to satisfy customer demand).</li> <li>Efficient resource management resulting in better cost control, which can be a competitive advantage.</li> </ul>	Own operations, upstream value chain

## SOCIAL

Material issues	Impacts
<b>Working conditions and environment</b> (S1 Own workforce)	<b>Adverse impacts</b> Employee discontent. Reduced competitiveness and attractiveness of the Group owing to unsuitable or degraded working conditions. Strikes or social unrest caused by a work organization that does not take sufficient account of employee expectations. <b>Positive impacts</b> Increased employee well-being, productivity and retention through an inclusive working environment, a healthy work-life balance and secure working conditions.
<b>Employee engagement</b> (S1 Own workforce)	<b>Adverse impacts</b> Lower productivity, workforce instability, loss of expertise that could compromise service continuity. <b>Positive impacts</b> Improved customer service, Group reputation and attractiveness, more secure and accelerated business growth.
<b>Health &amp; Safety</b> (S1 Own workforce)	<b>Adverse impacts</b> Serious incidents involving employees, subcontractors or third parties. Impaired living conditions (death, disability, injury, etc.) and impacts on physical and mental health, as well as on people's working conditions. Industrial incidents (chemical leaks, explosions, fires, natural disasters) likely to affect the health and safety of employees and third parties. <b>Positive impacts</b> Proactive monitoring of incidents risks and psycho-social risks. Contributing to reducing public health costs. Monitoring health and safety issues throughout the value chain.
<b>Human rights in the value chain</b> (S2 Workers in the value chain)	<b>Adverse impacts</b> Violation of human rights. Failure to comply with local regulations and international standards may have serious implications for the physical and mental health of employees. Indirect Group contribution to increasing inequalities and poverty. <b>Positive impacts</b> Improving working conditions for suppliers and subcontractors through continuous improvement processes (raising awareness, sharing best practices and carrying out social audits).
<b>Service continuity</b> (S4 Consumers and end users)	<b>Adverse impacts</b> Inability to deliver essential goods to direct or indirect customers, with potentially significant consequences, particularly in sectors such as healthcare. <b>Positive impacts</b> Ensuring logistics under all circumstances. The Group's ability to maintain its supply chains, even in adverse conditions, meets the expectations of its customers and end-users.

Risks	Opportunities	Scope
<ul style="list-style-type: none"> <li>Operational risks: decreased motivation. Increased employee turnover. Rising rates of short- and long-term sick leave</li> <li>Reputational risks: damage to the Group's reputation, with possible repercussions on employee appeal and customer loyalty.</li> <li>Financial risks: numerous employee-related disputes and convictions.</li> </ul>	<p>Employee retention thanks to a work environment conducive to well-being and career development.</p> <p>Encouraging career development through career management and training programs.</p>	Own operations, upstream value chain
<ul style="list-style-type: none"> <li>Operational and financial risks: recruitment difficulties and talent loss, high employee turnover. Costs involved in recruiting and training new employees.</li> </ul>	<p>Promotion of the Group's culture and values, making it more attractive to employees.</p> <p>Employee motivation and performance translate into improved operational performance for the benefit of customers.</p>	Own operations
<ul style="list-style-type: none"> <li>Operational risks: disruption and reduced quality of service. Risk of operating license revocation.</li> <li>Reputational risks: loss of confidence among employees and partners, leading to a drop in retention.</li> <li>Financial risks: cost of government levies relating to workplace incidents. Potential cost of adjustments for conformity at short notice.</li> </ul>	<p>Developing a culture of occupational Health &amp; Safety and security that promotes the well-being of employees and partners.</p> <p>Improved Group productivity, quality of service and competitiveness.</p> <p>Lower absenteeism.</p> <p>Customer recognition.</p>	Own operations, upstream and downstream value chains
<ul style="list-style-type: none"> <li>Reputational risks: proven/suspected human rights violations can lead to employee disengagement, early termination of contracts or exclusion from tenders by customers and damaged public image.</li> <li>Regulatory risks: non-compliance with legal obligations (duty of vigilance) may result in lawsuits and claims for compensation and damages.</li> </ul>	<p>Building trust with stakeholders, the foundation for lasting, balanced and sustainable relations.</p> <p>Response to the demands of customers and civil society for transparency and control of the value chain.</p>	Upstream value chain
<ul style="list-style-type: none"> <li>Operational risks: loss of business due to poor service quality.</li> </ul>	<p>By distributing essential goods and services, GEODIS strengthens its reputation as a local, trusted partner. New business opportunities.</p>	Own operations, downstream value chain

## ETHICS

Material issues	Impacts
<b>Business integrity</b> (G1 Business conduct)	<b>Adverse impacts</b> Breach of ethical business practices (corruption, tax fraud, non-compliance with competition laws, etc.) and regulatory requirements.
<b>Data privacy protection</b> (G1 Business conduct)	<b>Adverse impacts</b> Non-compliance with regulations on the protection and use of personal data. Violation of privacy and breaches of human rights. Cyber-attacks: severe disruption to supply chains. Security of people and property.
<b>Responsible purchasing</b> (S2 Workers in the value chain G1 Business conduct)	<b>Adverse impacts</b> Inadequate assessment and monitoring of the impact of suppliers and subcontractors, with the risk of non-compliance with Group ethical practices and key international principles. Dependence on suppliers. The Group relies on a vast network of subcontractors, including many small and medium-sized businesses for which it is sometimes the main customer. This dependence can cause them financial difficulties and compromise their growth. <b>Positive impacts</b> Greater reliability in the value chain. Support in promoting responsible practices throughout the supply chain to ensure the sustainable transition of the sector. Fair sharing of value.
<b>Responsible engagement with stakeholders</b> (G1 Business conduct)	<b>Positive impacts</b> Responsible lobbying. Through its influence, the Group is contributing to shaping the framework of standards and regulations that will result in more sustainable supply chains, most particularly the decarbonization of the transport sector. Involvement in industry working groups to help change customer practices and behaviors, along with those of the general public.



Risks	Opportunities	Scope
<ul style="list-style-type: none"> <li>• Reputational risks: litigation that could have an adverse impact on the Group's attractiveness and on customer loyalty. Managers and employees under investigation in corruption cases may be found criminally liable.</li> <li>• Regulatory risks: exposure to compliance issues arising from various regulatory and tax changes.</li> <li>• Financial risks: sanctions and legal action that may result in fines, financial penalties and the suspension of business.</li> </ul>	<ul style="list-style-type: none"> <li>• Operating in an environment of trust can be a commercial advantage for the Group.</li> </ul>	Own operations, upstream and downstream value chains
<ul style="list-style-type: none"> <li>• Financial risks: legal proceedings and fines. Costs relating to crisis management.</li> <li>• Reputational risks: loss of customer confidence and impact on the Group's reputation and commercial performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Operating in an environment of trust can be a commercial advantage for the Group.</li> </ul>	Own operations, upstream and downstream value chains
<ul style="list-style-type: none"> <li>• Legal and reputational risks: legal action under duty of vigilance legislation. Very negative media exposure.</li> <li>• Financial risks: loss of revenues through reputational damage and loss of potential customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Suppliers contribute to GEODIS's sustainable performance through their actions (decarbonization, health and safety, etc.). Long-term relationships of trust, which then drive business development.</li> <li>• Better traceability of the supplier chain to meet the expectations of customers and investors.</li> </ul>	Own operations, upstream and downstream value chains
	<ul style="list-style-type: none"> <li>• Work with representative bodies to contribute to standards and regulations by participating in working groups and responding to public consultations.</li> <li>• Raising stakeholders' awareness so as to accelerate the adoption of best social practices.</li> </ul>	Own operations, upstream and downstream value chains







# Environment

## HIGHLIGHTS

- Approval of climate targets by the Science Based Targets initiative (SBTi) (p. 42);
- Deliveries in 40 French cities using a fleet of alternative-energy vehicles<sup>(1)</sup> (p. 56);
- European Road Network's mass balance mechanism awarded label (p. 47);
- Publication of the Climate and Environment policy (p. 43).

## SELECTED KEY FIGURES FOR 2024

### Carbon trajectory

**+86%**

**Increase in Group consumption of biofuels in 2024 compared with 2023**

see our climate performance p. 43

### Fighting pollution

**10%**

**Share of alternative vehicles in the GEODIS fleet**

see the rollout of our fleet of alternative vehicles p. 51

### Circular economy

**76%**

**Percentage of waste recovered (reused/ recycled/other types of recovery) in 2024<sup>(2)</sup>**

see our actions to promote circularity p. 57

(1) Vehicles running on the following energies: HVO, B100, Electricity, (Bio)CNG. This fleet of vehicles (trucks and light commercial vehicles) is dedicated to the transportation of goods.

(2) Scope representing 89% of the total tonnage of waste generated by GEODIS in 2024 (see section 3.3.3. Waste management).

## Act for the climate and reduce our environmental impact

Recognizing the environmental impact of logistics and transport activities as well as the growth in demand, GEODIS is committed to the ecological transition, reducing its emissions of greenhouse gases and atmospheric pollutants and managing its resources in a responsible manner. The Group is developing environmentally friendly solutions for its customers: low-carbon alternative transport, multimodal solutions, virtuous circular economy loops, etc.

### 3.1 Climate change

#### 3.1.1 Governance

Faced with the urgency of climate change, GEODIS has committed to a decarbonization trajectory based on a science-based approach in line with the Paris Agreement's goal of limiting the rise in global average temperature to well below 2°C and continuing efforts to limit it to 1.5°C. The Group has been working alongside its customers and partners for a long time to measure and reduce impact on the climate. In 2024, its GHG emission reduction targets covering scopes 1, 2 and 3 were approved by the Science Based Targets initiative (SBTi).

In addition to its efforts to reduce greenhouse gas emissions, GEODIS has undertaken work on defining a strategy to adapt to the effects of climate change.

The Group's climate strategy is a part of Ambition 2027 and is monitored at the highest level of the organization:

- the Supervisory Board has been consulted on a number of key decisions over the past two years, including the transition plan and the roadmap for reaching medium-term climate objectives;
- the Management Board monitors the Group's climate policy and commitments throughout the year;
- the Climate steering committee is made up of members of the Management Board including the Chief Executive Officer, the executive vice-president, Sustainability, the Chief Financial Officer, the executive vice-president, Strategy and the executive vice-presidents of the lines of business and regions. It is responsible for examining and approving progress reports on transition and adaptation risks on a quarterly basis;
- the Climate and Environment Programs Department manages the decarbonization plan and monitors the operational roadmaps developed by the Group's lines of business and regions. Monthly updates are produced to share progress, with correspondents who are also responsible for collecting and reporting environmental information and indicators;
- in 2024, the Sustainability Department was strengthened with the creation of the position of Sustainable Fleet Transition Director for the vehicle fleet, tasked with coordinating actions at Group level;

- to strengthen local CSR teams, recruitment has been carried out or is in progress to ensure that each line of business and region has an in-house environment and climate specialist;
- the Risk Department and the Sustainability Department assess the climate risks that are included in the Group's risk mapping. Issues, progress and results are presented to the Supervisory Board and at Risk Committee meetings.

#### Compensation

Since 2022, the annual variable remuneration of members of the Management Board and leading executives (TopEx members) includes a CSR component (25%) of which 9% is a climate indicator. This individual target covers concrete levers, such as the energy efficiency of buildings, the percentage of alternative vehicles and the percentage of renewable energy.

These executives' long-term incentives (LTI) also include a 10% climate component, with a target of reducing greenhouse gas emissions (across all three scopes) in line with the Group's commitments.

#### Training

Since 2023, GEODIS has been organizing climate awareness and training initiatives for all employees. Management Board members, senior executives, sales teams and some customers have participated in Climate Fresk workshops. Sessions were led by in-house facilitators at head office and in the regions. By the end of 2024, 35 Group employees had qualified as in-house facilitators, and more than 1,250 employees had taken part in sessions.

In 2024, the Group continued with the rollout of the "Time For Action" Climate School. Based on the notion of better understanding for better action, this micro e-learning course is available in eight languages and is accessible to all connected GEODIS employees with an Internet connection. It offers customized courses based on the needs of each line of business. The Group also runs sessions specifically for sales teams via the Sales Academy. Topics covered include new greenhouse gas emission reduction targets and decarbonization solutions for customers.



### 3.1.2 Strategy

The logistics sector is an essential link in the global economy, but it must lessen its reliance on fossil fuels and reduce its environmental impact both upstream and downstream of its value chain. The availability of low-carbon technologies, the presence of refueling infrastructure and the ability of players to engage suppliers in the transition will determine the speed at which the industry can transform. It is therefore an entire ecosystem that needs to embark on an industrial revolution, based on common plans and roadmaps with short-, medium- and long-term timeframes.

This is a considerable challenge, as the flow of goods continues to grow, driven notably by the rapid growth in e-commerce. The decarbonization of its business and its commitment to a GHG emissions reduction trajectory in line with the Paris Agreement, which aims to limit the global temperature rise to 1.5°C, will require GEODIS to continue transitioning and adapting its business model through five decarbonization levers:

- optimized management of transport flows;
- optimal combination of transport modes;
- optimization of resources (transport loading rates and warehouse density);
- improved energy efficiency of vehicles and buildings;
- use of low-carbon technologies and energies.

These challenges also constitute opportunities for the Group, through its contribution to the decarbonization of its customers' value chains, access to new markets (the development of the circular economy and renewable energies) and the reduction of energy costs.

#### Policy

The Group has drawn up and published a climate and environment policy. It is currently being rolled out across all its regions and lines of business. It is based on the following commitments:

- climate: reducing the Group's carbon footprint on a science-based trajectory, in accordance with the Paris Agreement, and adapting to the effects of climate change;
- pollution: preventing and reducing polluting emissions and nuisances to attenuate the impact on populations and ecosystems at risk;
- circular economy: optimizing the use of resources through a "reduce, reuse, recycle" approach, both in the operations and in the services offered to customers.

The Group also applies ISO 14001 and ISO 50001 standards (environmental and energy management) to incorporate climate change into its processes and reduce its industrial, environmental and pollution risks.

### 3.1.3 Climate change mitigation

Aligning its business model with a low-carbon trajectory is essential to continue operating in an environment subject to strong regulatory constraints and pressure from customers, consumers and, more generally, civil society. A failure to address this issue as a matter of priority would represent a major financial risk for GEODIS in terms of revenue development, sustainability and reputation.

#### Transition risks

GEODIS has identified regulatory changes, technological developments and the loss of business as significant transition risks that could undermine the resilience of its business model.

#### Regulatory risks

Following the example of the European "Fit for 55" legislative package, many countries and regions are tightening their requirements imposing stricter regulations, primarily in the form of technical standards, quotas or taxes. In France, for example, the tertiary sector decree stipulates a reduction in energy consumption in tertiary sector buildings larger than 1,000 sqm. In the European Union, the FuelEU regulation for maritime transport and RefuelEU regulation for aviation require companies to reduce greenhouse gas emissions, chiefly by increasing the use of sustainable fuels. It is imperative for the Group to anticipate regulations to continue to operate. Non-compliance with current environmental standards could incur significant costs, with an impact on financial performance and a substantial tax bill. To anticipate these risks, the Group maintains an active regulatory watch in the countries where it operates. The potential impact of new regulations is assessed and factored into the Group's operational and financial roadmap for the coming years.

#### Technological risks

The adaptation of GEODIS's business model is based in part on new technologies. If the suppliers and managers of low-carbon technologies – manufacturers, infrastructure operators, renewable energy providers – did not provide the necessary resources at an affordable cost, GEODIS would not be able to achieve its goals.

To stay ahead of these risks, the Group forms strategic partnerships with key suppliers and partners, takes part in industry initiatives and progressively applies these technologies. GEODIS is an active member of the European Clean Trucking Alliance, for instance, which advocates more stringent regulations on CO<sub>2</sub> standards for trucks and the development of electric charging infrastructure. It is vital for the entire transport ecosystem to take concerted action to move away from fossil fuels. The Group is working to achieve this by developing alternative energies (biofuels and electricity) for its fleets and providing support for its subcontractors.

## Market risks

GEODIS's customers are increasingly expressing clear expectations in terms of reducing greenhouse gas emissions across their entire value chain. The majority of the Group's key accounts have submitted their commitments to the SBT initiative for approval. Should the Group be unable to meet their expectations, it could result in a loss of business and a drop in revenues.

GEODIS relies heavily on subcontractors to manage its freight operations. The Group must therefore accelerate the environmental transition not only of its own activities, but also those of its partners. The Group therefore assesses its suppliers and subcontractors according to CSR criteria. Among other services it provides for its partners, it offers low-carbon and electric vehicle rental services for fleets of 3.5- and 12-tonne vehicles. Partners can also rent its network of low-carbon refueling infrastructure (HVO stations and electric charging terminals) at favorable rates.

## Transition plan for climate change mitigation

The Group has defined a trajectory for reducing its GHG emissions by 2030, with Science Based Targets that were validated in December 2024 by the SBT initiative. This independent body has confirmed that the targets set for 2030 are in line with the Paris Agreement. Some components of the transition plan are still being refined, including the financial impact up to 2030.

The growth forecasts in the Ambition 2027 strategic plan were incorporated into the transition plan.

Scopes 1 and 2 accounted for 395 ktCO<sub>2</sub>e<sup>(5)</sup> and 9% of the Group's emissions in 2022: 70% of these emissions were generated by freight transport (air and road), 28% by facilities and offices (including refrigerants) and 2% by company cars.

The following key actions are intended to achieve the 2030 objectives for scopes 1 and 2:

- energy consumption of buildings: 40% reduction in emissions worldwide through energy efficiency projects and installation of 100% LED lighting;
- purchase of electricity: at least 90% low-carbon electricity (renewable or nuclear);
- road transport: optimization of fuel consumption, electrification and use of biofuels for the vehicle fleet;
- reduction of GEODIS aircraft emissions through the incorporation of Sustainable Aviation Fuel;
- handling equipment in Group warehouses: discontinuing the use of fossil fuels.

## Five objectives for reducing CO<sub>2</sub> emissions by 2030

Objectives	Perimeter	Type	Base year 2022	Target 2030
<b>Scopes 1 and 2<sup>(1)</sup></b>				
Absolute reduction of 42% in GHG emissions relating to energy consumption <sup>(2)</sup>	Group excl. trans-o-flex	Absolute	393,000 tCO <sub>2</sub> e	-42%
<b>Scope 3</b>				
Absolute reduction of 25% in GHG emissions from fuel and energy-related activities (not included in scopes 1 and 2)	Group excl. trans-o-flex	Absolute	123,987 tCO <sub>2</sub> e	-25%
Reduction of 25% per t.km in GHG emissions from subcontracted container shipping, road <sup>(3)</sup> and rail operations	Global Freight Forwarding, European Road Network, Distribution & Express lines of business	Intensity	22.55 gCO <sub>2</sub> e/t.km	-25%
Absolute reduction of 25% in GHG emissions from air transport	Global Freight Forwarding line of business	Absolute	1,282,979 tCO <sub>2</sub> e	-25%
Absolute reduction of 42% in GHG emissions linked to the use of sold fossil products <sup>(4)</sup>	European Road Network line of business	Absolute	233,581 tCO <sub>2</sub> e	-42%

(1) The target boundary includes land-related emissions and removals from bioenergy feedstocks.

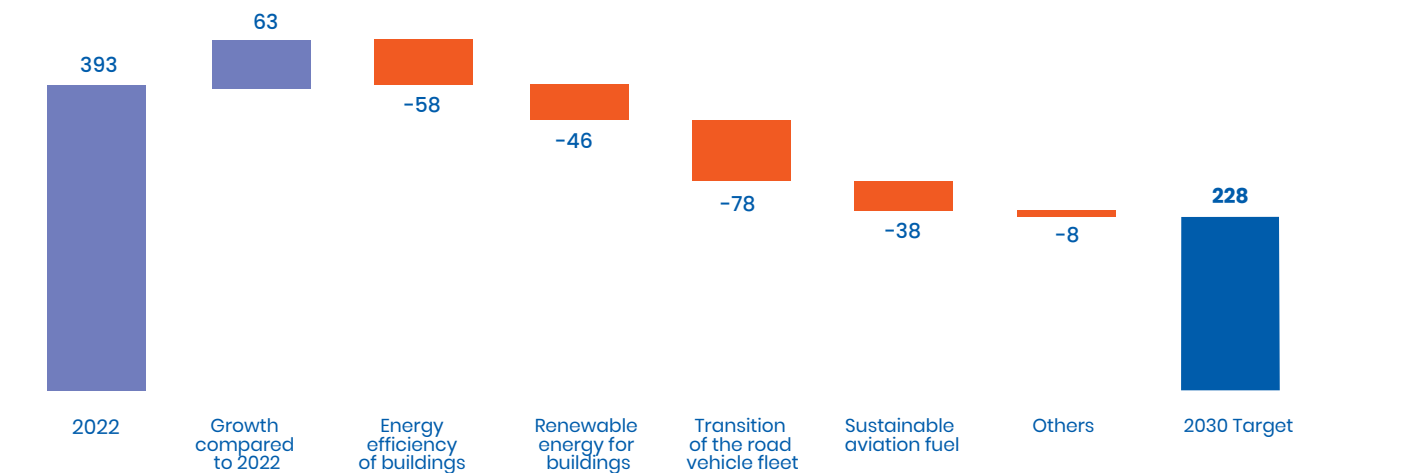
(2) Excludes direct fugitive emissions.

(3) Heavy and medium freight trucks.

(4) GEODIS's scope of application is currently limited to fossil fuels sold.

(5) Of which 2 kt of refrigerant gas emissions, not included in reduction targets.

Breakdown of decarbonization levers scopes 1 and 2 (ktCO<sub>2</sub>e)



Scope 3 accounted in 2022 for 92% of the Group's emissions, corresponding for the most part to subcontracted transport. The Group is working to influence and support its subcontractor partners to promote their energy transition.

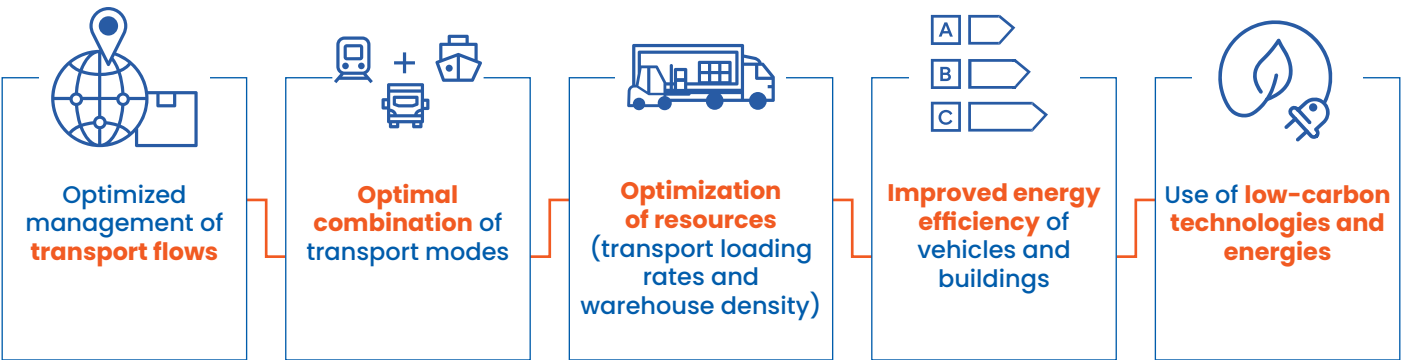
The following key actions are intended to achieve the objectives for scope 3 (subcontracted transport):

- maritime transport: 8% reduction in intensity thanks to optimized loads and improved selection of routes and vessels, and 15% thanks to the use of sustainable marine fuels;

- road transport: 12% reduction in intensity thanks to optimized loads and routes and energy efficiency measures, and 15% thanks to the selection and commitment of road transport subcontractors in the transition of their fleets;
- rail transport: 8% reduction in intensity thanks to optimized loads and routes and energy efficiency measures, and 15% thanks to the electrification of trains;
- air transport: 15% reduction by selecting the best routes and planes, and 10% by using Sustainable Aviation Fuels.

Decarbonization levers

To achieve its objectives, GEODIS has identified five levers for decarbonization across its entire value chain, resulting from the work<sup>(1)</sup> of the Alliance for Logistics Innovation through Collaboration in Europe (ALICE), a European platform, and the Smart Freight Centre.



(1) Source: <https://www.etp-logistics.eu/wp-content/uploads/2019/12/Alice-Zero-Emissions-Logistics-2050-Roadmap-WEB.pdf>

#### Optimized management of transport flows

The expertise of its teams, combined with a presence in nearly 170 countries and its complementary lines of business, enables GEODIS to restructure customers' supply chains and transport flows with solutions that combine energy efficiency and short circuits, the aim being to reduce the number of kilometers traveled. For example, GEODIS and *SNCF Voyageurs* have been optimizing order management and axle transport since 2021. In 2024, this optimization resulted in a 32% reduction in kilometers traveled thanks to multi-recipient rounds, thus lowering CO<sub>2</sub> emissions.

#### Optimal combination of transport modes

GEODIS offers multimodal rail-road combinations for long distances as an alternative to road or air freight. Customers are increasingly interested in these solutions, which combine operational excellence and reduced environmental impact for both long and short distances. In 2024 alone, the use of multimodal transport generated a reduction of 30,200 tCO<sub>2</sub>e.

- Road-rail: in June 2024, GEODIS European Road Network inaugurated a new multimodal transport line between Łódź, Poland, and Barcelona, Spain. The link operates once a week on a round-trip basis, with a medium-term objective of increasing the frequency to two trains a week. Each train links the two countries in three days, and each journey can carry 44 swap bodies (more than 1,000 tonnes), thus avoiding the need to transport a fleet of trucks by road. This new solution reduces energy consumption by 57% and CO<sub>2</sub> emissions by 79%. The new link is the latest addition to the 120 trains operated by GEODIS for its customers every week.
- Last mile: the regions and countries in which GEODIS operates are rapidly tightening their environmental regulations. This is the case in Europe, where the introduction of Low Emission Zones (LEZ) in major conurbations has made city centers partially inaccessible to certain vehicles. GEODIS therefore uses multimodal solutions involving river transport and cycle logistics for last-mile activities.

#### Optimization of resources (transport loading rates and warehouse density)

Consolidating goods flows and reducing the frequency of deliveries helps to cut transport costs and reduce CO<sub>2</sub> emissions. Supply Chain Optimization teams have developed a calculation program for optimizing loading plans, using information on dimensions and weight, while respecting safety restrictions for the transported products. The software also facilitates the grouping of goods according to origin or destination into a minimum number of containers. Double-deck trailer trucks are also one of the levers used to improve loading capacities. In France, for example, such trucks have been on the road since 2022, for journeys between the GEODIS logistics platform in Moissy-Cramayel, south of Paris, and the SNCF technicenter at Romilly-sur-Seine, 100 kilometers away. This system optimizes loading capacity, reducing the number of weekly trips from eight to five, and cutting kilometers traveled by 37%.

#### Improved energy efficiency of vehicles and buildings

Digital tools are devices deployed by the Group to improve road safety, lessen fuel consumption and lower maintenance costs. European Road Network teams use Trimble, their on-board IT tool, to encourage improved driving behavior. The solution recovers driving data (sudden acceleration and deceleration, etc.), and shares the results with drivers and operational managers to identify needs for improved driving skills and set up new procedures.

The tool is combined with an eco-driving program that has been available for several years now, run by a team of in-house trainers and instructors at the European Road Network. 289 drivers were trained in 2024.

#### Use of low-carbon technologies and energies

Technology and alternative energies are key to GEODIS's determination to accelerate the reduction of greenhouse gas emissions. The Group is working with its partners, subcontractors and its entire ecosystem to develop the use and availability of alternative energy sources.

- Road freight: GEODIS is electrifying its road transport fleet and uses biofuels such as B100 (in France) and HVO, as well as biogas. In 2024, the Group's biofuel consumption was 260% higher than in 2022, reducing its emissions by 3,100 tCO<sub>2</sub>e<sup>(1)</sup> over the same period. These solutions cost slightly more than diesel. Whether based on biofuels or electricity, these solutions are developed in conjunction with customers and subcontractors.
- Sea freight: international maritime transport emits around 1,000 MtCO<sub>2</sub> every year, which corresponds to 2 to 3% of global GHG emissions<sup>(2)</sup>. Sustainable marine fuel (SMF), derived from recycled oils, is a promising path to decarbonization. GEODIS offers to incorporate alternative fuels for its customers *via* a book & claim service.
- Air freight: the RefuelEU regulation adopted in 2023 is designed to increase the share of sustainable fuels used at airports from 2% in 2025 to 6% in 2030, 20% in 2035 and 70% in 2050. Other countries and regions are gradually implementing similar policies. These regulations are ambitious, but are not enough to achieve a trajectory in line with the Paris Agreement. GEODIS supports its customers in this transition by offering biofuels derived from biomass (Sustainable Aviation Fuel, or SAF) *via* a book & claim service.

(1) Excludes biogas, as it is not recognized by the GHG Protocol.

(2) Source: [https://www.ipcc.ch/report/ar6/wg3/downloads/report/IPCC\\_AR6\\_WGIII\\_SOD\\_Chapter10.pdf](https://www.ipcc.ch/report/ar6/wg3/downloads/report/IPCC_AR6_WGIII_SOD_Chapter10.pdf).



### First delivery trials for the Oxygen electric truck in Lyon and Paris

This project is the achievement of a co-development project between GEODIS and Renault Trucks that dates back to 2022. The functional prototype prefigures the future of urban logistics: electric, therefore zero CO<sub>2</sub>, and zero pollutants emitted from the exhaust, very quiet, and enhancing both the driver's working comfort and the health and safety of local residents. Designed to operate safely in an urban environment, the Oxygen truck features the latest technology, including a built-in screen and a connected driver station, to improve safety for drivers and users in city centers. The trial took place in October and December 2024 in Lyon and then in Paris. This experiment should provide an effective response to the growing need to supply local stores.

In addition to this low-carbon transport offer, GEODIS also offers its customers carbon-offset deliveries in France. Biogas certificates have been purchased for part of the gas-powered fleet, totaling 11.3 GWh. In addition, a voluntary carbon offset program was launched in 2024 with agroecology projects certified under the *Bas Carbone* label for 300.2 credits. Biogas certificates and carbon credits are not included in the Group's carbon footprint.

### Results

- In 2024, the availability of sustainable fuel for air and sea transport brought emissions down by 13,253 tCO<sub>2</sub>.
- In 2024, alternative vehicles represented 10% of the GEODIS fleet.

### Grundfos chooses sustainable fuel to reduce the CO<sub>2</sub> emissions of its sea freight

Grundfos is a world leader in water technology. Every year, the company ships over 20,000 containers across the world's oceans. To reduce GHG emissions from its operations, Grundfos uses GEODIS's Sustainable Marine Fuel (SMF) book & claim program. The reductions generated by this program are represented by certificates issued to cargo owners. The fuel, which is supplied by the Dutch company GoodShipping, is produced from waste materials such as used cooking oil. The longstanding partnership between the two companies has been recognized, and GEODIS was presented with the Indirect Sustainability Award at the 2024 Grundfos Supplier Awards, which celebrate the work of suppliers committed to sustainability and quality.

### Label for a mass balance mechanism to facilitate the use of biofuels

Decarbonizing GEODIS's road activities involves increasing the modal shift from road to rail, and developing the use of alternative fuels (B100, HVO, electricity, hydrogen, etc.). In the case of HVO, a renewable fuel based on hydrotreated vegetable oil which reduces GHG emissions by 60% to 90% compared to diesel, European Road Network offers its customers a mass balance mechanism within its own fleet to encourage the use of alternative energies. Thanks to the mechanism, shippers can benefit from the advantages of the HVO employed by GEODIS, even when direct use in the vehicle's fuel tank is not feasible due to operational restrictions. The mechanism allows full traceability of the HVO throughout the production chain. DEKRA awarded European Road Network a label for the mechanism in 2024.



### 3.1.4 Greenhouse gas emissions

The method employed to quantify greenhouse gas emissions complies with the guidelines of the GHG Protocol.

#### Greenhouse gas emissions

In 2024, GEODIS's reported greenhouse gas emissions (scopes 1, 2 and 3) amounted to 4,796 ktCO<sub>2</sub>e. This year is the first time that GEODIS has published details of its emissions from the three scopes. Scopes 1 and 2 emissions represent 7.9% of these emissions, respectively 294 and 83 ktCO<sub>2</sub>e. Scope 3 accounts for 92.1% of emissions, a very large proportion of which is due to subcontracted transport.

### 3. ENVIRONMENT

#### 2022, 2023 and 2024 emissions by scope (in ktCO<sub>2</sub>e)<sup>(1)</sup>

Gross GHG emissions (in ktCO <sub>2</sub> e)	Scope 1	Scope 2 (location-based)	Scope 2 (market-based)	Scope 3	Total (location-based)	Total (market-based)
2022 <sup>(2)</sup>	323	82	72	4,282	4,686	4,677
2023	268 <sup>(3)</sup>	85	71	3,997	4,350	4,336
2024	294	84	83	4,420	4,798	4,796
2024 compared to 2023	+10%	-1%	+17%	+11%	+10%	+11%

The 10% increase in scope 1 emissions between 2023 and 2024 is mainly due to increased activity in airfreight (+40 ktCO<sub>2</sub>e), although this is lower than in 2022 (-12 ktCO<sub>2</sub>e), balancing out reductions in fuel and heating consumption.

As regards fuels, the European road transport entities (European Road Network and Distribution & Express) intensified their efforts to decarbonize operations in 2024, resulting in a reduction in scope 1 emissions of almost 7.5% on their perimeter, i.e. just over 10,000 tCO<sub>2</sub>e lower compared with 2023. Diesel consumption has fallen by 4 million liters. At the same time, consumption of B100 biodiesel and HVO has doubled, reaching almost 2 million liters in 2024. Average fuel consumption fell by 0.34 l/100 km over the period. The fleet of electric trucks has doubled and its use has intensified, with overall distances covered multiplied by 3.6 compared with 2023. Conversely, total kilometers traveled fell by 3%.

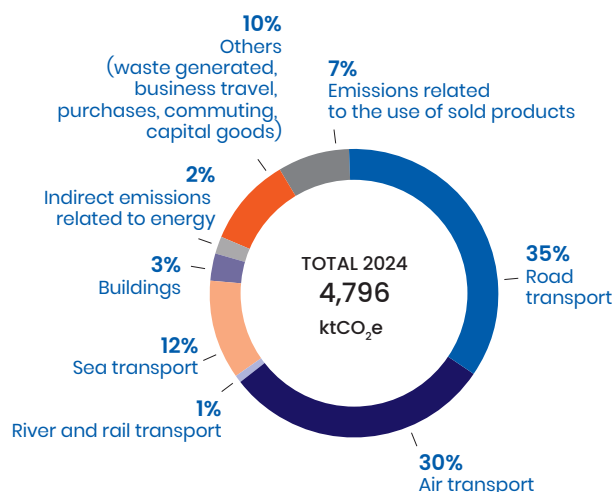
In the Americas, more accurate accounting has resulted in lower fuel and heating consumption. Data that had been estimated for the closing months of 2023 has been adjusted upwards to reflect invoiced consumption.

The slight decrease in location-based scope 2 emissions is explained by substantial gains in energy efficiency on many of the Group's sites, unfortunately offset by a significant increase in power usage in the Americas, identified thanks to more accurate reporting. The increase in market-based scope 2 emissions reflects lower purchases of renewable electricity in the United States in 2024 compared to the previous year.

Scope 3 emissions have risen by 11%, with different growth trends depending on the source. Emissions from subcontracted transport grew mainly owing to a shift in demand, notably in favor of air transport to the detriment of sea transport, primarily due to traffic disruptions in the Red Sea. Meanwhile, GHG emissions from road transport fell, with improvements in road and rail GHG emissions per tonne-kilometer of 4% and 42% respectively. Fossil fuel sales were higher in 2024 than in previous years.

Although the Group has increased the sale of sustainable marine and aviation fuels (SMF and SAF) and the purchase of biogas for road vehicles, it has not included the associated reductions in its carbon footprint, in compliance with GHG Protocol guidelines. For reference, the sale of sustainable marine and aviation fuels in 2024 would have reduced emissions by 13,253 tCO<sub>2</sub>e in comparison with fossil fuels and the purchase of biogas would have reduced emissions by 2,049 tCO<sub>2</sub>e.

#### Breakdown of scopes 1, 2 and 3 emissions in 2024 by activity (%)



(1) Most of the scope 1+2 energy data for Need It Now Delivers is estimated from the built surface areas of the sites. The 2022 and 2023 fuel data is estimated, while the 2024 data has been calculated from expenditure in U.S. dollars.

(2) Excludes trans-o-flex.

(3) Heating gas at some Contract Logistics sites in the United States that had been estimated in 2023 has now been corrected on the basis of invoiced consumption. The impact is an additional 4,880 tCO<sub>2</sub>e, which is 2% of the new total for scope 1.

### Monitoring of GEODIS's commitment on the extent of commitment<sup>(1)</sup>

#### Current status of Science Based Targets<sup>(2)</sup>

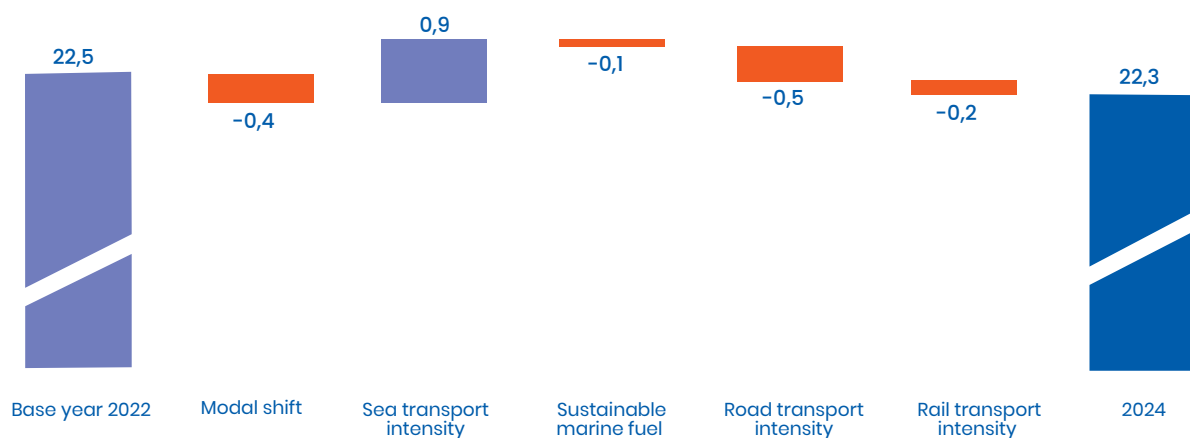
		2022 (base year)	2023 (extent of commitment)	2024 (extent of commitment)	2030 (target)
Scopes 1 & 2 (ktCO <sub>2</sub> e)		393	325	357	228
Scope 3	3.4. Subcontracted transport (gCO <sub>2</sub> e/t.km) excl. air transport	22.5	25.3	22.3	16.9
	3.4. Subcontracted air transport (ktCO <sub>2</sub> e)	1,283	1,045	1,349	962
	3.3. Emissions related to fuel and energy (not included in scope 1 or scope 2) (ktCO <sub>2</sub> e)	124	98	111	93
	3.11. Sale of fossil products (ktCO <sub>2</sub> e)	234	216	321	135

For changes in absolute emissions for scopes 1, 2 and 3, refer to the explanations above.

The slight decrease of the intensity indicator "Subcontracted transport (gCO<sub>2</sub>e/t.km) excl. air transport" is explained by a combination of three factors. Firstly, there was a rise in the modal share of sea transport, as a result of the geopolitical situation in the Red Sea and the diversion of Suez Canal lines via

the Cape of Good Hope. However, this shift did not achieve the volumes expected, as it was partially taken up by air transport. Secondly, sales of sustainable marine fuel did not offset the increase in the average intensity of marine transport. Finally, land transport has reduced its intensity, in particular through greater development in Europe, where energy performance is better than in other regions where the Group operates.

#### Evolution of the emission intensity of subcontracted transport (excluding air) between 2022 and 2024 (gCO<sub>2</sub>e/t.km).



#### Carbon intensity by transport mode (gCO<sub>2</sub>e/t.km)

	2022	2023	2024
Air transport	704	635	659
Sea transport	8,4	9,3	9,4
Road transport (heavy freight trucks)	93	90	89
Road transport (medium freight trucks)	964	964	964
Rail transport	29	27	17

<sup>(1)</sup> Excludes trans-o-flex, refrigerant gases and scope 3 of Need It Now Delivers.

<sup>(2)</sup> Target limit includes land-related emissions and removals from bioenergy feedstocks.

#### *Locked-in GHG emissions through 2030*

Locked-in GHG emissions are those from vehicles and buildings owned or operated in 2024 and which will continue to emit direct and indirect energy-related emissions through 2030. The total of locked-in greenhouse gas emissions through 2030, taking into account the energy consumption of vehicles and buildings (electricity and gas), is estimated at 52,352 tCO<sub>2</sub>e.

#### *Financial effects*

The decarbonization of transport and logistics activities requires improvements in energy efficiency, which can generate financial gains. However, as GEODIS owns only 10% of the buildings in which it operates, and since logistics contracts are inherently short- to medium-term, investment in energy efficiency does not always entail financial gains.

As far as the vehicle fleet is concerned, investments in the latest generation of telematics and fuel consumption monitoring tools have helped reduce fuel consumption and focus support and training for drivers more effectively.

In addition, the energy transition of the fleet represents a major financial challenge. By 2030, the Total Cost of Ownership (TCO) of electric trucks should have converged with that of combustion trucks. However, the cost of acquisition of an electric truck in 2024 was still 2.5 times higher than that of a combustion equivalent, not counting investments in charging infrastructure and a range that is still limited to around 300 km. The main source of savings is electricity, but distances covered daily are still too low. The TCO gap therefore still stands at around 25% (excluding subsidies). This gap could be bridged by a decrease in the TCO of electric trucks with technological advancement and scale effect and an increase in the TCO of combustion trucks, with the introduction of the carbon tax (ETS 2) and the future EURO 7 standard starting in 2027.

GEODIS now systematically considers environmental impacts in investment committees, more particularly the decarbonization trajectory for its activities. Some of our activities have already forecast ahead to 2030, in order to anticipate the investments required for the energy transition of the fleet in France and Europe, whether for vehicles or charging infrastructure.

#### 3.1.5 Energy and the energy mix

##### *Issues and impacts*

GEODIS owns approximately 4,700 trucks, the vast majority of which operate in Europe. This fleet represents the Group's largest item of energy consumption, and remains reliant on fossil fuels, despite the development of electrification and the use of biofuels. Reducing fuel consumption and making the fleet more energy-efficient are major challenges for the road transport sector. The energy transition requires an integrated approach, addressing economic aspects (investment and TCO), operational aspects (adaptation to new operating methods), technological aspects (availability of vehicles and access to charging infrastructure), social aspects (driver buy-in and training) and environmental aspects (GHG emissions and pollutants).

GEODIS operates 1,080 sites in its four regions and four lines of business, in France and internationally. These sites amount to 11 million square meters of warehouses and operating premises. The Group owns about 10% of these sites. Energy efficiency initiatives are carried out in conjunction with the Group's landlords and customers.

The Group's assets do not have a uniform level of energy performance. Regulatory requirements and energy costs with a view to encouraging reduced consumption vary considerably from one region to another. In the United States, for example, where the Group operates 5.3 million square meters, energy consumption at these sites is on average 50% higher per square meter than in France.

Nevertheless, the implementation of both global and local policies and action plans to improve control over energy consumption at the Group's sites is helping to reduce the impact of the Group's activities on global warming.

Since 2022, GEODIS has also been operating a cargo plane to transport goods for customers. Its consumption in 2024 amounted to 30.5 million liters of kerosene.

##### *Action plans*

Over 60% of the Group's 2030 target for the reduction of CO<sub>2</sub> emissions for scopes 1 and 2 can be achieved through energy efficiency initiatives in warehouses, transport hubs and offices, and by using low-carbon electricity.

For its fleet of vehicles, GEODIS is pursuing its actions aimed at reducing fuel consumption and keeping it under control, which is essential for minimizing its environmental impact and costs. Depending on the geographical perimeter, the Group aims to use between 30 and 60% alternative energies in its fleet, although these targets are reviewed every year in the light of recent technological developments.

Reducing the road vehicle fleet’s fuel consumption

**Objective:** continue to improve fleet consumption performance.

For many years now, the Group has been running eco-driving training programs to encourage drivers in the various lines of business to keep fuel consumption under control. Operational teams and the Group Purchasing Department work on fleet renewals with manufacturers, selecting the most efficient vehicles suited to each type of operation. Fleet maintenance and tire monitoring are key levers for keeping fuel consumption in check.

Compared with 2022 and on a like-for-like basis, the GEODIS truck fleet’s fuel consumption has fallen, even though there are more vehicles on the road. The reduction is mainly attributable to the optimization of diesel consumption in Europe.

Energy transition of the road vehicle fleet

**Objective:** develop alternative energies for road transport to reduce emissions and reliance on fossil fuels.

The Group’s action plan is based on battery electric vehicles and on HVO and B100, the latest generation of biodiesels. In 2024, GEODIS’s fleet consumed approximately 2 million liters of HVO and B100, which is 260% higher than in 2022. The electric truck fleet doubled in size in 2024 and its use intensified, with distances traveled increasing by a factor of 3.6 compared with 2023. The Group also continued to work with Renault Trucks on co-developing the Oxygen electric truck (see section 3.1.3 Climate change mitigation).

Energy saving

**Objective:** 40% decrease in CO<sub>2</sub> emissions for buildings thanks to energy efficiency projects and 100% LED lighting by 2030.

LED lighting: warehouses and logistics platforms generally have little natural light and often operate round the clock. GEODIS relies on LED lighting and connected sensors to cut costs and reduce energy consumption.

Energy audits: energy audits are carried out on different perimeters. In Europe, 13 sites are now ISO 50001 certified. This standard aims to reduce energy consumption through the implementation of a demanding management system. In France, the Moissy-Cramayel site, south of Paris, has reduced its energy consumption by replacing boilers, introducing centralized technical management of consumption and optimizing the forklift-truck fleet in its warehouses. As a result, the site’s electricity consumption has fallen by 29% and savings of 124 tonnes of CO<sub>2</sub> are made every year.

LED lighting

	2022	2023	2024
Percentage of surfaces in buildings equipped with LED lighting	59%	62%	66%

Low-carbon electricity

**Objective:** 90% low-carbon electricity (from renewable or nuclear sources) by 2030.

GEODIS is pressing ahead with its program to decarbonize the power consumed at its sites with the production and purchase of renewable energy. At the end of 2024, the Group signed a 100% renewable electricity purchase agreement for all its sites in France. In Denmark, Norway and the Netherlands, the Group has switched to 100% renewable electricity consumption (green energy certificates). These four countries make up 27% of the Group’s electricity consumption.

The Group is also counting on the installation of solar panels to reduce its emissions and energy bills. In recent years, the Group’s development in France and Europe has accelerated in new regions. The new Distribution & Express logistics platform in Brie-Comte-Robert, in the Paris region, is equipped with a photovoltaic power plant with 3,800 solar panels. In Singapore, GEODIS has signed a Power Purchase Agreement (PPA) to install photovoltaic systems on its sites, three of which are now operational. The solution is expected to produce more than 3,300 MWh of electricity per year and contribute to reducing GHG emissions (scope 2) by 2030.

**China: a LEED Gold certified distribution center**

GEODIS has managed the distribution of items for a major luxury brand from a distribution center in Shanghai, China, since 2019. Initially dedicated to e-commerce, the warehouse has gradually expanded to accommodate products for local demand alongside online sales. In 2024, the teams improved the distribution center’s environmental performance by obtaining LEED Gold certification. LEED (Leadership in Energy and Environmental Design) is an international standard for the environmental assessment of buildings.



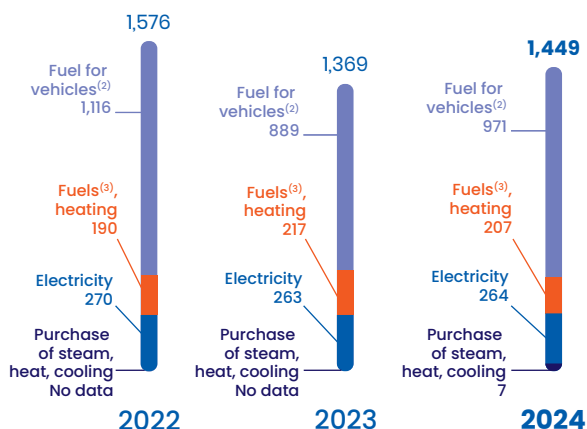
#### Electrification of warehouse handling equipment

As part of its decarbonization plan, the Group is aiming to convert 100% of its handling equipment fleet to electric power by 2030. A worldwide call for tenders was launched in 2024 to ensure that the best possible conditions are available to all the regions. This call for tenders will enable the gradual conversion of forklifts and other equipment and the phasing-out of equipment powered by gas or diesel engines.

#### Results

- 13 sites ISO 50001 certified
- 66% of surfaces equipped with LED lighting
- 37% low-carbon electricity (from renewable or nuclear sources)

#### Energy consumption in 2022, 2023 and 2024 by consumption item (in GWh)<sup>(1)</sup>



Total energy consumption fell by 8% between 2022 and 2024, despite the integration of new activities and more comprehensive accounting (notably purchases of steam, heat and cooling). Fuel consumption by GEODIS's truck fleet is down compared to 2022 on a like-for-like basis, despite the increase in the number of vehicles: this is largely due to lower diesel consumption in Europe, where consumption has fallen on average from 30.34 to 29.80 l/100 km. Kerosene consumption in 2024 was higher than in 2023, but lower than in 2022. Despite an increase in the surface areas operated, electricity and gas consumption are practically stable (up 0.5%), due to energy efficiency initiatives and a slowdown in activity at certain sites.



(1) Data for 2022 and 2023 has been adjusted by harmonizing the GWh calculation, and specifically for 2023 by rectifying the conversion factor for CNG and bioCNG, along with a correction for gas in the United States.

(2) Transport vehicles, handling equipment, company cars, yard tractors: diesel, gasoline, kerosene, B100, HVO, CNG, LNG.






(3) Gas, LPG, heating oil.

3.1.6 Adapting to climate change

According to Copernicus<sup>(1)</sup>, the European Earth observation program, 2024 was not only the hottest year ever recorded on Earth, it was also the first calendar year in which the global average temperature exceeded the pre-industrial level by 1.5°C. Such global warming puts supply chains under severe strain. No region is spared by the increasing frequency and intensity of weather and climate phenomena. By way of example, the Panama Canal is one of the world’s most vital waterways, linking

the Pacific and Atlantic oceans and facilitating trade between Asia, Europe and the Americas. In 2024, the area suffered from recurrent drought, which severely impacted maritime traffic. Rail transport also suffers from successive heatwaves, which can cause disruption to multimodal transport operations. Currently, all the activities of companies linked to the supply chain and to transport are vulnerable to climatic hazards.

A selection of significant climate events and hazards in 2024<sup>(2)</sup>

Region	Event	Description
North America		North America had its warmest year on record, surpassing 2023.
South America		Severe drought conditions affected large parts of South America as record and near-record heat dominated the continent.
Europe		A historic deluge of rain in southern Spain in late October caused catastrophic floods and more than 200 deaths in the Valencia region.
Persian Gulf		An extreme rainstorm in April brought up to two years’ precipitation in 24 hours, causing major disruption and more than 20 fatalities in the United Arab Emirates and Oman.
Asie		Yagi was one of the strongest typhoons to hit continental China in recent history, resulting in widespread damage and hundreds of fatalities.

GEODIS is also impacted by these hazards, which can affect its personnel and assets in a variety of ways: health and working conditions, interruptions to business, inability to carry out essential logistics missions (including those related to healthcare), damage to goods and equipment. Increased intensity of heatwaves can also damage transport infrastructure, while flooding can cause road closures, and so on.

Physical risks

The assessment of physical risks is based on two types of risks:

- acute risks arising from extreme events: heatwaves or cold snaps, extreme wind-related hazards (storms, tornadoes) or water-related hazards (droughts, floods), landslides;
- chronic risks resulting from gradual changes: altered temperatures (air, fresh water and sea water), altered wind and precipitation conditions (rain, hail, snow), rising sea levels, soil erosion.

In 2023, with the support of independent experts, GEODIS carried out an analysis of the exposure of its sites to physical climate hazards. 800 sites and 110 key infrastructure facilities for its activities (ports, airports, data centers, etc.) were assessed using two scenarios developed by the IPCC (Intergovernmental Panel on Climate Change), SSP2-4.5 and SSP5-8.5, with a focus on the years 2030 and 2050. Thanks to the use of contrasting scenarios, a plausible range of risks and uncertainties could be covered, making it possible to draw up solid, yet flexible, adaptation plans.

These scenarios compare the baseline situation (average temperatures between 1985 and 2015) with two forecasts:

- scenario SSP2-4.5 (intermediate GHG emissions) corresponds to the targets of the Paris Agreement (1.6° to 2.5°C) in the middle of the century and warming of 2.1° to 3.5°C at the end of the century;
- scenario SSP5-8.5 (very high GHG emissions) proposes a forecast that would lead to warming of 1.9° to 3°C by mid-century and 3.3° to 5.7°C by the end of the century.

The analysis identified the locations (regions, countries, sites) and assets most exposed to extreme or high climate risks, which could significantly impact the Group’s portfolio and business continuity. 23% of assets are considered to present extreme exposure (45 assets) or high exposure (150 assets) by 2030, according to the IPCC’s SSP5-8.5 scenario. This corresponds to around 3.5 million sqm of built area and 9,500 jobs affected. The 45 sites at extreme risk are mostly located in the Asia-Pacific region and the United States.

Flooding is the principal risk to the most vulnerable GEODIS assets. 38% of sites could experience significant floods of at least 50 cm, a potential threat to buildings and business continuity. The second risk concerns exposure to heat, with an impact on the comfort and health of employees, the resistance and maintenance of equipment, and the need for additional energy to cool certain sites. These threats can potentially damage the condition of goods stored in warehouses, depending on their nature.

(1) Source: <https://climate.copernicus.eu/global-climate-highlights-2024>  
(2) Source: <https://www.ncei.noaa.gov/access/monitoring/monthly-report/global/202413>

## Action plans

The Group completed this work in 2024, with the rollout of vulnerability diagnostics by type of hazard at seven representative sites in the United States, Asia-Pacific and Europe. The aim was to study in greater detail the potential impact of climate change on infrastructure, assets, operations and employees at risk, taking account of the measures in place. The main conclusions of these diagnostics showed that all regions and lines of business are vulnerable to the consequences of heat: although its impact is generally underestimated, it can affect health and safety, productivity, equipment, assets and infrastructure, as well as financial performance. On-site diagnostics also highlighted the importance of taking into account other hazards linked to heat (forest fires), wind (cyclones, tornadoes), water (flooding, water stress) and solid masses (landslides, subsidence). Climate change is also a factor in the spread of vector-borne diseases and air pollution. In 2025, GEODIS will train teams to carry out vulnerability diagnoses, so that they can continue to be implemented, thus making it possible to evaluate and develop adaptation plans. Analysis of exposure to physical climate hazards will also be extended to the Group's recent acquisitions.

Alongside these diagnostics, the Group carried out a study in the South of France on the health and medical impact of heatwaves on teams.

The Group has already put the following systems in place:

- operational risk management systems with business continuity plans;
- appropriate building standards and layout of facilities;
- regular inspection of buildings and equipment;
- adjustments to working conditions and hours to protect the health and safety of employees;
- subscription to weather warning systems;
- hurricane protection rooms;
- heatwave programs.

In 2024, adaptation to climate change was added to the criteria used in the project evaluation process by investment committees.

## Adaptation to climate change is a cross-cutting issue

### CLIMATE HAZARDS RELATED IMPACTS



Heat



Forest fires and fire risk



Landslides



Subsidence



Water stress



Flooding



Tornadoes and storms



Air pollution



Vector-borne diseases

### POTENTIAL IMPACTS ON GEODIS

	Health & Safety	Real estate	Products	Equipment & infrastructure
<b>DIRECT</b>	<ul style="list-style-type: none"> <li>▶ <b>Poor working conditions</b> (risk of illness and accidents)</li> <li>▶ Employee <b>discontent</b></li> <li>▶ <b>Toxic pollution</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Deterioration</b> or destruction of buildings</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Damage</b> or loss of goods</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Damage</b> to equipment</li> <li>▶ Industrial <b>incidents</b></li> </ul>
<b>INDIRECT</b>	<b>Lower productivity and business interruption</b> <ul style="list-style-type: none"> <li>▶ Employees <b>unable</b> to get to work</li> <li>▶ <b>Disruption</b> of incoming and outgoing flows</li> <li>▶ Business <b>disorganization</b></li> <li>▶ Employee <b>dissatisfaction</b> and reduced motivation</li> <li>▶ Increased <b>absenteeism</b></li> <li>▶ Strikes or <b>industrial action</b></li> <li>▶ Increased employee turnover</li> </ul>		<b>Lower revenues and unforeseen costs</b> <ul style="list-style-type: none"> <li>▶ <b>Exclusion from tenders:</b> loss of customers and business</li> <li>▶ <b>Fall in service quality:</b> damage to the Group's reputation</li> <li>▶ <b>Supply chain disruption:</b> inability to carry out critical missions</li> <li>▶ <b>Property costs:</b> restoration and protection work, insurance</li> <li>▶ <b>Social costs:</b> government levies, recruitment, training, litigation and convictions</li> </ul>	

## 3.2 Air pollution

### Issues and impacts

Air pollutants have an impact on air quality and harm both human health and the environment. Inhaling these pollutants can lead to lung and respiratory problems and/or heart disease. Environmental consequences include the formation of toxic smog clouds, acid rain and water pollution.

According to the World Health Organization (WHO)<sup>(1)</sup>, 99% of the world's population breathe air that contains high levels of pollutants, above the limits the United Nations agency recommends. The same study estimates that 4.2 million premature deaths each year are provoked by ambient (outdoor) air worldwide. In France, air pollution-related deaths remain a significant risk, with some 40,000 deaths attributable to fine particles every year<sup>(2)</sup>.

For GEODIS, the combustion of fossil fuels is the principal factor in the production of atmospheric pollutants. The actions taken by the Group as part of its commitment to decarbonization (see section 3.1 *Climate change*) include a reduction in the use of fossil fuels, and thus contribute to the reduction of atmospheric pollutants.

The main air pollutants generated by transport activities are:

- nitrogen oxides (NO<sub>x</sub>);
- sulfur oxides (SO<sub>x</sub>);
- particulate matter (PM);
- non-methane hydrocarbons (NMHC).

The rollout of atmospheric pollutant emission calculations will continue in 2025 and 2026 in areas that have not yet done so. This will enable GEODIS to publish a quantitative indicator of pollutant emissions along with the corresponding targets.

The process of identifying the impacts, risks and opportunities of air pollution in relation to GEODIS's business model and strategy is presented in section 2.6 of this report.

### Low Emission Mobility Zones (ZFE-m): changes in France in 2024

Fighting against air pollution caused by nitrogen dioxide and fine particulate matter is the goal of Low Emission Mobility Zones (ZFE-m, *Zones à Faibles Émissions mobilité*), established under France's Mobility Orientation Act (2019) and Climate and Resilience Act (2021). In France, urban areas that consistently exceed regulatory pollution thresholds must follow a phased restriction schedule. The metropolitan areas of Paris and Lyon are particularly affected. As of January 1, 2024, vehicles classified as *Crit'Air 4* (French air quality certification) are banned from entering these zones, in addition to *Crit'Air 5* and unclassified vehicles. Under the law, Low Emission Zones (ZFE) were set to be introduced from January 1, 2025 in all urban areas with over 150,000 inhabitants where air quality levels recommended by the World Health Organization (WHO) are exceeded or are under monitoring. This applied to 42 urban areas, including 12 metropolitan areas that would be able to enforce traffic restrictions starting in 2025. Paris, Lyon, Grenoble and Montpellier have the strictest bans: diesel trucks classified as EURO 5 (*Crit'Air 3* certification) are banned from January 1, 2025. End of 2022, ADEME (the French Agency for Ecological Transition) listed 315 Low Emission Zones in force across 14 European countries, including France.

### Governance

The strategy, programs and objectives of GEODIS's environmental policy have been validated by the members of the Management Board, who are responsible for them being communicated and applied throughout the Group. In 2024, the Climate and Environment Programs Department strengthened its resources and expertise in pollution and the circular economy.

### Action plans

Its efforts to limit the impact of its activities on air quality and public health have led GEODIS to progressively develop a competitive low-carbon, low-emission delivery fleet, adapted to environmental challenges on the road and in city centers (pollution, noise, traffic congestion, etc.).

In view of its role as a last-mile delivery operator in urban areas, the Group is implementing a number of initiatives to prevent and reduce pollutant emissions (NO<sub>x</sub>, SO<sub>x</sub>, fine particles) and nuisances in urban areas:

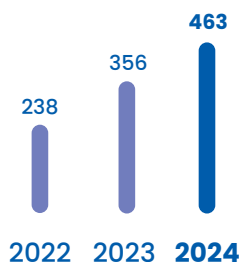
- GEODIS runs a fleet of trucks that meet the latest standards (EURO 5 or EURO 6 in Europe). Trialing and using alternative vehicles, whether electric, biodiesel or biogas, is helping to gradually reduce pollutant emissions (NO<sub>x</sub>, SO<sub>x</sub>, fine particles) and noise levels (in the case of electric and biogas trucks);
- the development of urban logistics bases, i.e., spaces dedicated to local delivery and storage that minimize journey distances;
- using cargo bikes.

(1) Source: [https://www.who.int/news-room/fact-sheets/detail/ambient-\(outdoor\)-air-quality-and-health](https://www.who.int/news-room/fact-sheets/detail/ambient-(outdoor)-air-quality-and-health)

(2) Source: <https://www.santepubliquefrance.fr/presse/2025/asthme-accident-vasculaire-cerebral-diabete-quels-impacts-de-la-pollution-de-l-air-ambiant-sur-la-sante-et-quel-impact-economique>



Number of alternative energy vehicles in the GEODIS fleet<sup>(1)</sup>



Since 2022, the number of alternative energy vehicles in the GEODIS fleet has almost doubled.

Both B100 and HVO offer advantages in terms of reducing certain pollutants such as SO<sub>x</sub>, PM and NMHC. However, the impact on NO<sub>x</sub> emissions differs according to the type of biofuel. According to scientific studies<sup>(2)</sup>, the use of B100 could increase NO<sub>x</sub> emissions compared with diesel, while conversely the use of HVO could reduce them. This situation shows that the positive correlation between decarbonization and air pollution reduction is not automatic, particularly for B100. This is why it is necessary to develop targets and specific monitoring for air pollution.

#### Results

- The Group had already met its target of supplying 40 French cities using alternative-energy vehicles by the end of 2024. 2025 objective: deliveries in 100 French cities using a low-emission fleet (electric fleet, cargo bikes).
- The GEODIS fleet now includes 10% alternative vehicles.
- 97% of vehicles comply with EURO 5 or EURO 6 standards (reduction of nitrogen oxides and fine particles) in Europe, or are electric vehicles, contributing to better air quality.

#### Low-emission urban deliveries expand in France

GEODIS has introduced a low-carbon delivery system for city centers in partnership with Urban Logistic Solutions (ULS). The Group has set up cycle logistics solutions in ten French cities, including Le Havre, Strasbourg and Montpellier.

- In Lille, the Group has set up a new 5,000 sqm logistics platform at the river port, just 3 km from the city center, specifically for urban deliveries. Goods are sorted and then delivered to local residents and retailers. Two daily delivery rounds are carried out with low-carbon vehicles (biogas-powered trucks and light vehicles) and cargo bikes;
- In Lyon, GEODIS supplies retailers and residents living on the peninsula by using a barge with a push boat, in combination with a cycle logistics service. Advanced applications track vehicle movements in real time, optimizing routes and last-mile deliveries;
- In Chartres, GEODIS's logistics solution was chosen by the city council to make deliveries by electric vehicle to 500 shops in the pedestrianized city center, as well as to handle e-commerce deliveries, which represent 176,000 deliveries every year, rising at a rate of 10% a year.

### 3.2.1 Microplastics

#### Issues and impacts

According to ADEME (the French Agency for Ecological Transition), tire use is the second largest source of primary microplastics in the oceans, after synthetic textiles. Tire wear generates microplastics<sup>(3)</sup> that mainly end up in surface water (as sediment) and in soils.

This is an important issue, as the European Union intends to reduce the pollution of microplastics released into the environment by 30% between 2016 and 2030. However, there is currently no standardization or regulation governing abrasion particle emissions from brakes or tires, and no technological solutions have been validated to reduce them.

#### Action plan

GEODIS fully recognizes the environmental challenges associated with its business as a road transport operator. The Group closely monitors this issue and expects its tire suppliers to step up their impact studies, measurement tools and technologies to reduce rolling resistance and abrasion.

<sup>(1)</sup> Vehicles (tractors, trucks, light commercial vehicles, and cargo bikes) running on alternative energies: electricity, biodiesel, HVO, B100, CNG, and LNG.

<sup>(2)</sup> Sources: <https://ideas.repec.org/a/gam/jsusta/v14y2022i2p7324-d839317.html>; <https://assessments.epa.gov/biofuels/document/&deid%3D363940>

<sup>(3)</sup> Plastic particles of less than 5 millimeters.

### 3.3 Circular economy and waste management

#### Issues and impacts

The growth of the circular economy, regarded as one of the priorities of the European Green Deal, is creating more sustainable closed-loop flows to enable the recovery, reuse, treatment, repair and recycling of products.

This model also opens new business opportunities for logistics players positioned in the reverse logistics market, as these new closed-loop flows require a different organization and operations. Collaboration among different stakeholders (logistics providers, businesses, collectors, recyclers, etc.) and the pooling of processes, resources, and data sharing are essential to making the model sustainable and relevant, ensuring the shared use and consolidation of material flows.

Reverse logistics is a global business that is expected to grow by more than 13% a year by 2030<sup>(1)</sup>. GEODIS has been involved in the logistics of customer returns for more than ten years, extending the life of products by recovering, repairing or recycling them at the end of their useful life.

The process of identifying the impacts, risks and opportunities of the circular economy in relation to GEODIS's business model and strategy is presented in [section 2.6](#) of this report.

#### Governance

The strategy, programs and objectives of GEODIS's environmental policy have been validated by the members of the Management Board, who are responsible for them being communicated and applied throughout the Group.

#### Action plan

GEODIS is committed to the circular economy on two levels:

- customer flows: the Group supports its customers by providing solutions for redefining their logistics flows and creating sustainable closed loops;
- management of operational sites: internally, the Group applies the principles of the circular economy to its own operations to help reduce its environmental footprint.

#### 3.3.1 Operating reverse logistics services for customers

GEODIS has a long experience of working with customers to manage the second life of their products, i.e., physically reinjecting them into an economic circuit. The Group has acquired genuine expertise in recovering end-of-life electronic products to give them a second life or to recycle their components and raw materials. This service contributes to reducing the consumption of materials and electronic components.

The Group has around ten product recovery and refurbishing sites worldwide, in addition to some thirty partner sites giving it global coverage. The teams refurbish electronic products such as PCs, servers and tablets to extend their value and that of their components.

Mid-life products sometimes just need to be inspected, cleaned, restored or repaired before being returned to circulation on the market. This prevents a product that is simply faulty from moving on to the end-of-life phases of recycling and/or dismantling. Once a product has been recovered, repaired and refurbished, it can be put back on the market, thereby increasing its lifetime.

When the product cannot be repaired, parts and components in good condition can be reused by the production and repair departments. Some minerals are rare materials (gold, aluminum, copper) that can be recovered and sold on specific markets.

In 2024, GEODIS went one step further by extending this service offering to the automotive sector. This solution makes it possible to recover metal production scrap, reprocess it and reintegrate it into production in foundries. The skills and tools to manage this offer have been developed at new sites in North America and Europe, and new customers have chosen GEODIS for these services.

#### Reverse logistics for e-commerce

In view of the dramatic rise in e-commerce, the management of product returns has become strategic for customers in terms of cost and environmental impact. The solution proposed by GEODIS combines the power of digital technology, an international transport network and logistics expertise. This "turnkey" offer includes consumer return requests, product take-back and identification, repairs and recycling. In 2024, the GEODIS Global Contract Logistics team extended its collaboration with an e-commerce player for which it already manages the shipment of large and heavy goods. The solution proposed consists of receiving items returned by customers, assessing and reprocessing them to give them a second life in the marketplace, or assigning them to external repair or disposal services. A 3,000 sqm section of the 55,000 sqm logistics warehouse in Torija, Spain, has been allocated to this service.

(1) Source: <https://www.vantagemarketresearch.com/industry-report/reverse-logistics-market-2392>

#### The Reverse Visibility tool extends the life of products

In the United States, GEODIS has developed a tool accessible online called Reverse Visibility, which allows IT assets to be traced. Customers can track the lifecycle of their assets in real time: installation, repair, reconditioning or dismantling. This optimizes the lifecycle of equipment, minimizing downtime, maximizing usage and extending overall product life.

Available at the Endicott, New York site, the Reverse Visibility tool was operational in Germany, Canada, Brazil, Mexico and the United Kingdom in 2024.

### 3.3.2 Operations: inbound and outbound flows

At the level of its own operations, the Group strives to preserve resources through sparing and efficient consumption and use of its assets (on an as-needed basis).

The Group's principal inbound flows consist of IT, electronic and optical products, printers and ink cartridges, maintenance and cleaning products, storage systems (mobile shelving), packaging (cardboard, plastic, wood, pallets), road freight vehicles, handling equipment and vehicles, consumables for vehicle maintenance and servicing, and personal protective equipment (PPE).

Parcel packaging is a key resource in the logistics sector. GEODIS is working to reduce its impact by reducing the quantities used and by favoring recycled materials. The Global Contract Logistics line of business, for example, reuses the cardboard boxes it receives, either to cushion goods, or by repurposing them to ship parcels.

Other measures have also been taken to reduce the consumption of raw materials:

- reducing the size of packaging and plastic film to save resources and optimize truck loading;
- training customers on site to reduce the volume of parcels and maximize space in delivery trucks.

As far as the end-of-life of its IT equipment is concerned, the Group has decided to increase the lifespan of its equipment by setting new rules for the duration of use depending on the type of product (copiers, computers, screens, smartphones, etc.). At the same time, GEODIS is working on recycling its equipment with recycling partners. Implementation of this initiative, particularly at Distribution & Express, has enabled their partners to recover 5,265 workstations and 4,267 cell phones in 2024. This represents savings of 1,800 and 275 tonnes of CO<sub>2</sub> respectively.

GEODIS has signed outsourced management contracts based on a pay-per-use model with two tire suppliers for the truck fleets in Europe of the Distribution & Express and European

Road Network lines of business. This entails paying a price per kilometer driven, rather than per tire. The lifespan of each tire is optimized thanks to a tire's "four lives", which include regrooving, retreading and a second regrooving. The regrooving process saves raw materials in the rubber and casing. This partnership also reduces tire operating and maintenance costs. Suppliers carry out tire inspections on the GEODIS fleet at least every 90 days in order to decide on the operations to be carried out. They are also asked to check tire pressure regularly to reduce fuel consumption (and therefore CO<sub>2</sub> emissions) as well as improve roadholding and reduce braking distances.

#### Results

- regrooving: for four regrooved tires, up to 70 kg of raw materials saved, the equivalent of one new tire, and up to 161 kg of CO<sub>2</sub> are avoided;
- retreading: for one retreaded tire, up to 50 kg of raw materials saved and up to 115 kg of CO<sub>2</sub> are avoided<sup>(1)</sup>.

### 3.3.3 Waste management

In 2024, GEODIS performed an inventory of its main waste products (pallets, wood, paper, cardboard, plastic, metal, used electrical and electronic equipment) and their lifecycles in all four of its regions. The aim was to quantify the volume of waste more accurately, establish common rules with reduction targets, and identify the most appropriate channels for recovering and recycling hazardous and non-hazardous waste. The data and figures will be available in 2025.

The waste generated by GEODIS is directly linked to the packaging of its customers' products. The three main types of non-hazardous waste produced by GEODIS are mixed waste, wood and cardboard. Waste such as plastic, paper and metal is also produced, but in smaller quantities.

The hazardous waste generated includes waste electrical and electronic equipment (WEEE), sludge (oil separators, mud separators) and batteries, which come mainly from maintenance workshops and vehicle washing facilities. Some hazardous waste may also result from the destruction of stocks at the request of customers. Hazardous waste is outsourced to external service providers for recovery or elimination through approved specialized channels.

The materials present in the waste generated are primarily wood (waste from damaged pallets, cardboard, paper), polyethylene (plastic film from packaging), hydrocarbons (engine oils and fuels) and the chemical components of batteries (lithium, cobalt and nickel).

(1) Source: suppliers' data.

### Reshipping cardboard boxes to reduce purchases of consumables

In France, Global Contract Logistics has undertaken to reduce the use of cardboard boxes received for logistics warehousing and order management, in partnership with one of its customers, a major player in the ready-to-wear market.

Most of the boxes opened at the top and undamaged are reused and reshipped to the customer. In 2024, 84% of the boxes opened upon receipt of goods were reused (up 12% on 2023). In addition, 39% of the boxes shipped came from boxes reused on site. This action contributes to reducing this customer's environmental footprint and also enables them to make significant savings on their own purchases.

### A joint initiative to eliminate over-packaging

In partnership with a distributor of bodywork parts, Distribution & Express has launched an initiative to eliminate excess cardboard packaging with the aim of reducing waste and the carbon footprint of deliveries.

In-house experts (technical management, local operational staff and risk prevention specialists) worked with their customer to design a new logistics process, using reusable containers adapted to the components being transported. Operational in 2024, this initiative is expected to optimize an annual volume of 600,000 parcels. It is designed to generate less waste, reduce the carbon footprint, improve safety and minimize strenuous work for teams. This measure highlights GEODIS's desire to support its customers by providing them with more sustainable and innovative logistics solutions.

### Results

367 ISO certified sites

#### Waste production in tonnes<sup>(1)</sup>



112,526 tonnes of waste were generated in 2024, up 7% on the previous year. This increase is mainly due to higher production of wood waste, including pallets. The production of this waste varies each year, depending on customer demand. However, most of these pallets are reused or recycled. In the United States, for example, pallets that are no longer usable are transformed into mulch.

#### Breakdown of waste generated in 2024 by type of recovery or disposal (tonnes)<sup>(2)</sup>

	Total	Hazardous waste	Non-hazardous waste
Total weight of waste generated with end-of-life information	99,736	2,228	97,508
Total weight of recovered waste	76,271	1,407	74,864
Rate of recovered waste	76%	-	-
Preparation for reuse	14,901	30	14,871
Recycling	56,378	1,081	55,297
Other recovery	4,992	296	4,696
Total weight of waste disposed of	23,465	821	22,644
Incineration	8,842	24	8,818
Landfill	11,528	21	11,507
Other disposal operations	3,095	776	2,319
Total weight of non-recycled waste <sup>(1)</sup>	43,358	-	-
Rate of non-recycled waste	43%	-	-

(1) Value calculated by subtracting total recycled waste from total waste generated with end-of-life information.

(1) Excludes Need It Now Delivers.

(2) In 2024, end-of-life information was available for only 89% of the total tonnage of waste generated by GEODIS. Several Group entities do not yet have access to this information, due to their internal organization or to the waste regulations specific to certain countries (trans-o-flex entities, GEODIS Road Network, Greece and Turkey).



## 3.4 Biodiversity

Biodiversity encompasses all forms of life on our planet, including species diversity, ecosystem diversity, and genetic diversity within species. It also includes all the interactions between these ecosystems, species and individuals. Biodiversity is the source of many goods and services that humans rely on in their daily lives.

Although issues relating to terrestrial and marine biodiversity were not identified as material in the double materiality analysis ([see section 2.3 Double materiality analysis](#)), GEODIS is concerned about issues relating to biodiversity and the pressure exerted on it by human activities.

Wishing to fully incorporate biodiversity into its environmental strategy, GEODIS carried out a study of its entire value chain in 2024 with the help of external experts, assessing its impacts, dependencies and associated risks. The results of this diagnosis identify a number of biodiversity-related priorities on which the Group can base the development of its strategy:

- pollution (air, water and soil): GEODIS's transport activities emit pollutants into the air, water and soil, principally through tire microparticles and emissions of NO<sub>x</sub>, SO<sub>x</sub> and fine particles;
- Invasive Alien Species (IAS): there is a high risk of introducing IAS, particularly *via* maritime transport (ballast water, containers) and road transport;
- greenhouse gas emissions: through its activities, the Group emits GHGs that contribute to global warming, which has an impact on biodiversity and ecosystems;
- concreting over and fragmenting habitats through the selection and construction of new warehouses;
- risk of collisions with wildlife along roadsides and in shipping lanes;
- destruction of wildlife and plant habitats resulting from the extraction of metals (manufacture of vehicles, storage racks), rare earths (electric batteries) and raw materials for packaging and biofuels.

This first phase will enable the Group to define an action plan for 2025 and integrate biodiversity into its roadmap, to pay closer attention to the preservation of biodiversity at sites close to vulnerable areas, and to implement action plans to reduce the impact of its activities on wildlife and plant life.





3.







# Social

## HIGHLIGHTS

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- Roll-out of the global Human Resources blueprint ([p. 70](#));
- Publication of the new Group Health and Safety policy ([p. 65](#));
- Publication of the Group Diversity and Inclusion policy ([p. 76](#));
- Publication of the Group Human Rights policy ([p. 80](#)).

## KEY FIGURES 2024

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### Health & Safety

**10.3**

Lost-time incident  
frequency rate

see our health and safety  
action plan [p. 65](#)

### Employee engagement

**79%**

Employee engagement rate

see the results of our annual  
satisfaction survey [p. 75](#)

### Gender equality

**40%**

Women in the Group

see our initiatives to promote  
diversity [p. 76](#)



## Be a responsible employer committed to playing its role in society

To support its growth and shape the future of logistics, GEODIS offers its employees a stimulating work environment that promotes both individual and collective well-being and development. This commitment is built on several key priorities: ensuring the health and safety of all employees at all times, fostering job satisfaction and professional growth, empowering employees to thrive within a multicultural organization, and promoting diversity and equal opportunities.

### Issues and impacts

The success of the Ambition 2027 strategic plan will rely on a clear and understandable roadmap for all employees. Collective intelligence, collaboration and teamwork are essential to support the Group's projects and ensure optimum quality of service for customers. Now more than ever, GEODIS depends on expertise, commitment, and knowledge-sharing to drive progress, innovate and demonstrate its ability to "work together" to achieve its objectives.

### Human Resources Strategy

To support its growth, the Group's Human Resources strategy is built around three key areas:

- skills development, by investing significantly in training to align employees' expertise to market needs;
- diversity and social inclusion, as respect for each other and open-mindedness are essential to fostering diverse points of view, and to learn and move forward together;
- supporting business development, by anticipating future needs in terms of talent, HR organization and tools to meet customer demands worldwide.

These priorities go hand in hand with the Group's long-standing commitments to ensuring the health and safety of employees and third parties in the workplace.

The Group is committed to anticipating and monitoring key social risks related to its business model and that have been identified in its double materiality matrix, i.e., employee health and safety, working conditions and environment, social climate and respect for human rights throughout its value chain. Thanks to its human resources management procedures and tools, GEODIS is able to monitor and control the policies implemented.

To achieve its ambitions and minimize the adverse impact of its activities on employees, temporary workers, suppliers and subcontractors, GEODIS is particularly attentive to employee engagement, reducing strenuous work and encouraging skills development.

### Governance

The Group's executive vice-president, Human Resources is in charge of implementing policies and commitments relating to HR. He is also a member of the Management Board. The Human Resources Department calls on the HR Departments in the lines of business and regions to ensure that roadmaps are implemented. Monthly reviews are scheduled to check the progress of projects.



## 4.1 Health, safety and security at work

### Issues and impacts

GEODIS employs roughly 50,000 people worldwide. Several thousand temporary workers and contractors play a part in its growth: drivers, handlers, workers on complex freight operations, managers and support personnel. Ensuring health and safety and the security of people and goods is fundamental. One of the Group's seven Golden Rules is "Ensure people's health, safety and security everywhere at all times."

The Group's activities involve employees working, handling, moving and driving, usually under tight time constraints. These tasks expose employees, as well as suppliers and subcontractors, to risks of incidents: slips, trips and falls, road incidents, carrying heavy loads, pedestrian/forklift interaction, handling hazardous energy. The transport and logistics sector also faces major security challenges in the form of theft of goods, violence, cyber-attacks and verbal aggression.

GEODIS firmly believes that team accountability is fundamental to creating a safe and efficient working environment. Training, listening, dialogue and both management and employee commitment are some of the levers that help to make the Group more attractive and contribute to customer trust.

A description of the process used to identify health and safety impacts, risks and opportunities in relation to GEODIS's business model and strategy is presented in [section 2.6](#) of the report.

### Governance

Health and safety and security are monitored at the highest level of the organization. Key indicators and the latest events are reported and shared with the Management Board on a monthly basis, and with the Supervisory Board annually. At operational level, it is overseen by the general management of each of the Group's lines of business and regions.

The health and safety network is led by the Group Health & Safety Department, which reports to the executive vice-president, Sustainability, who is a member of the Management Board.

The security network is led by the Group Security Department, which reports to the executive vice-president, Human Resources, who is a member of the Management Board.

This organization is supported by experts in health, safety and security, who share experiences and develop practices.

### Policies

The approach to health and safety implemented at a local level is reflected by a comprehensive set of rules and tools, available in all of the Group's languages. These include regular risk assessments, certification development, equipment and material improvements, and raising awareness through information campaigns and training. To reduce the risk and

the severity of incidents and foster a culture of prevention, the Group enforces the following key policies and procedures:

- the "Health & Safety with Heart" policy<sup>(i)</sup>;
- continued implementation of an occupational health and safety management system, in line with current regulations and the Group's quality, health, safety and environment (QHSE) policies, and supported by ongoing training;
- a security policy that entails full compliance with regulatory requirements, the integration of security into the incident prevention process, and employee training;
- a recap of basic security rules and principles presented in the Book of Business Principles to protect people (employees, managers, suppliers, visitors, subcontractors, etc.), tangible assets (warehouses, offices, technical premises, data centers, etc.) and intangible assets (data, information, the GEODIS image and brand, etc.);
- due diligence in assessing acquisition targets;
- Group processes for major incident and crisis management, based on a toolbox with guides and emergency procedures;
- Group alert procedure ([see section 4.3.1 Whistleblowing and protecting whistleblowers](#)).

### Target

In 2024, the Group has set a target of 9.2 for the lost-time incident frequency rate in 2027 (employees).

### Key figure

→ **85% of employees agree that health and safety is a top priority at GEODIS (2024 employee satisfaction survey by IPSOS)**

### Action plans

To protect every employee's health and well-being, the Group is committed to a process of continuous improvement that includes the implementation of safety protocols, encouraging sharing experiences and feedback, ongoing employee training and reducing strenuous work.

### Health & Safety WITH HEART

In 2024, GEODIS revised its roadmap, giving it the motto: "Health & Safety with Heart". It is structured around three pillars: connect to risks, care for me, care for us.

**Connect to risks:** it is key to identify and understand hazards in the workplace, report and analyze incidents, focus on major risks and account of any changes in the workplace.

The prevention approach linked to this pillar focuses on employees' and stakeholders' vigilance regarding hazards in their environment: tools, machinery, toxic or dangerous substances, and so on. Each site relies on global and local

(i) [https://geodis.widen.net/s/qbnvqps6qp/17515\\_healthsafety\\_policy\\_corporate\\_v2](https://geodis.widen.net/s/qbnvqps6qp/17515_healthsafety_policy_corporate_v2)

regulatory requirements, and a preliminary identification and analysis of risks. This process is then used to establish a body of rules and to monitor how effective the implemented measures are in reducing the level of severity of the risk. Lessons learnt from incidents are an integral part of the practices used to update the risk assessment process, and the reporting of near misses helps to detect hazards and weak signals as early as possible, and to anticipate corrective actions needing to be taken.

This ongoing commitment to risk awareness and vigilance is reflected in the results of the annual employee survey: 91% of employees state they “know how to report dangerous situations”. A “near-miss program” operating in some warehouses is part of this trend. It encourages employees to report any threat to their own safety or that of their colleagues.

**Care for me:** this means protect myself from hazards. Listening to the mind and body helps to stay fit and focused. Each person’s behavior contributes to promoting a culture of health, safety and security everywhere, for everyone, in all circumstances.

Training is essential to embed this culture and work towards the target of zero accidents. In 2024, 48% of training hours were dedicated to health, safety and security. Regular sessions included topics such as road safety, and ergonomics and posture in the warehouse. New hires and temporary staff also receive training as soon as they join the Company, through a safety induction course and a skills assessment questionnaire.

Reducing the arduous nature of work is also a key challenge in the Group’s lines of business. Employees are often exposed to repetitive tasks and uncomfortable physical postures. Osteopathy sessions and muscle warm-up programs in the warehouses are among the best practices for reducing fatigue and enhancing employee well-being. Many sites in France, such as the Moissy-Cramayel logistics platform south of Paris, have improved the ergonomics and safety of their workstations. On fixed workstations used for order preparation, ergonomic mats and constant-level tables have been installed to help prevent inadequate posture. In flow reception areas, conveyors equipped with pallet dispensers have been fitted to limit load-carrying for operators.

This is the context for the publication of the first “well-being index” in the annual employee survey, with a score of 77/100. This indicator assesses team commitment to the organization’s health and safety culture, working conditions (particularly in terms of material, equipment and workload) and work-life balance. Based on an analysis of this index, the Group will be able to take the necessary steps to improve employees’ daily working conditions.

### Topgun competition in the United States

In the United States, the Topgun competition for forklift truck drivers is organized in all lines of business. This internal competition focuses on safety conditions and standards relating to forklift driving and handling. Held every year, it reinforces and fosters a culture of risk prevention among forklift truck operators, whose profession is one of those most at risk from hazards in warehouses.

### Several initiatives to promote a culture of health and safety in France

More than 280 people in the Global Contract Logistics line of business are trained in France to conduct behavior-based safety visits (BBS). Around 2,500 visits were carried out in 2024. Thanks to Lean programs focusing on certain operations common to many sites, such as pallet strapping, automatic wrapping and pallet unstacking, the risk of injury has been reduced and workstation ergonomics have been improved. In addition, the Safety Week organized in October 2024 reinforced this culture with workshops such as risk hunts and escape games. 5,300 employees took part.

**Care for us:** the Group’s success is rooted in team spirit and collective strength. Dialogue and mutual support, attention to one another, exchanges and feedback are essential to maintaining a working environment that is both caring and efficient. GEODIS takes the following measures to achieve this:

- daily safety briefings with teams before they start their shifts, and regular field visits to collect feedback from employees, develop best practices and correct any gaps;
- promoting a healthy work-life balance through Group-wide agreements on professional equality and quality of life at work;
- prevention of psychosocial risks and addictions, with 24/7 helplines managed by specialized service providers – a free, independent and strictly confidential service;
- listening to employees. In the Netherlands and at head office in France, specific applications and tools anonymously measure employees’ stress levels or well-being via flash questionnaires or comments. The data collected enables management to spot any weaknesses in terms of job dissatisfaction or burnout;
- a worldwide initiative has been launched to measure the impact of climate change on the health and well-being of Group employees. Vulnerability assessments were carried out on seven sites in Asia-Pacific, in Europe and the United States in 2024, with an evaluation grid and concrete actions. The Group will continue to carry out these assessments in 2025 (see section 3.1.6 *Adapting to climate change*).



Preventing road risks and chemical risks

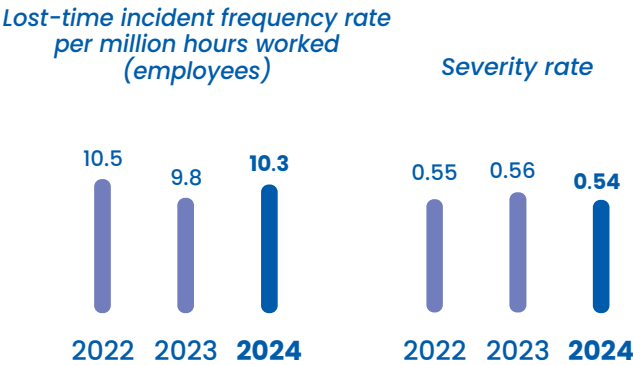
The European Road Network line of business has rolled out its comprehensive occupational risk prevention program, Roadcare. The program includes an on-board system to assess and improve driver behavior, with beneficial effects in terms of safety (vehicle control) and the environment (reduced fuel consumption). In 2024, as part of this program, teams from the Chemicals and Gas business unit toured agency offices in France to explain safety rules relating to chemical risks to office staff, drivers, mechanics and supervisors.

Protection on international travel

On an international level, the Group offers support and training for employees traveling to high-risk countries, with safety, prevention and support initiatives for crisis situations of all kinds, including the management of natural disasters and epidemics such as monkeypox (or Mpox) and the Marburg virus.

Results

- 892 lost-time incidents were reported during the year (employees).
- 271,000 hours of training were dedicated to health and safety.



The following table<sup>(1)</sup> presents the main indicators for Group employees.

	2022	2023	2024
Lost-time incident frequency rate per million hours worked (employees)	10.5	9.8	10.3
Number of lost-time incidents	860	862 <sup>(3)</sup>	892
Severity rate <sup>(2)</sup>	0.55	0.56	0.54
Number of deaths (employees)	2	1	1
Average number of days lost per lost-time incidents (employees)	51.5	57.1	55.1
Number of hours of health and safety training per FTE	5.87	5.45	5.95
Number of ISO 45001 certified sites	250	256	255

Sadly, the Group reported the death in 2024 of an employee who suffered a heart attack during a rest period.



(1) Excludes Need It Now Delivers in 2022 and 2023.

(2) The Group changed its methodology in 2024 from counting working days lost to counting calendar days lost. However, to enable comparison with previous years, the frequency rate shown is based on a calculation in working days (64,122 calendar days x 5/7 = 45,801 working days). The severity rate of 0.54 shown here is based on a calculation in working days, whereas it would be 0.74 if calculated in calendar days.

(3) The figure published in 2024 was 865 lost-time incidents, but this was subsequently corrected to 862 after the reclassification of several incidents.



## 4.2 Workforce

Headcount as of December 31, 2024 and change compared to December 31, 2023

Regions	2023			2024		
	Women	Men	Total	Women	Men	Total
Americas	9,527	10,472	19,999	9,616	10,921	20,537
Europe (excl. France)	3,621	5,287	8,908	3,730	5,883	9,613
France	4,324	10,818	15,142	4,566	11,185	15,751
Asia-Pacific	1,730	1,922	3,652	1,832	1,987	3,819
Others <sup>(1)</sup>	408	690	1,098	N/A	N/A	N/A
New acquisitions <sup>(2)</sup>	1,151	2,848	4,020 <sup>(3)</sup>	N/A	N/A	N/A
<b>TOTAL</b>	<b>20,761</b>	<b>32,037</b>	<b>52,819</b>	<b>19,744</b>	<b>29,976</b>	<b>49,720</b>

N/A : Not applicable.

At the end of 2024, GEODIS employed 49,720 people, down 5.9% compared with 2023. Changes in the economic environment have led to a drop in freight volumes. The Group made adjustments to some of its operations to match the reduced demand from customers, who were themselves faced with higher operating costs.

Data from the most recent acquisitions (Need It Now Delivers, trans-o-flex) are excluded from the scope of consolidation for all the indicators presented in the following sections. The indicators are therefore based on a smaller scope, representing 45,936 employees (92% of the total workforce).

Breakdown of permanent and temporary employees by gender

	2023			2024		
	Women	Men	Total	Women	Men	Total
Permanent employees	17,967	27,057	45,024	17,026	25,348	42,374
Temporary employees	1,643	2,132	3,775	1,624	1,938	3,562
<b>TOTAL</b>	<b>19,610</b>	<b>29,189</b>	<b>48,799</b>	<b>18,650</b>	<b>27,286</b>	<b>45,936</b>

### Departures

The number of departures from the Group, all causes combined, stood at 18,480 in 2024, an increase of 14.8%. This increase is explained by a sharp rise in the number of redundancies and resignations (33% and 26% respectively) compared to 2023. These two categories alone account for 74% of all departures in 2024, and mostly concern contract logistics activities, which depend on customer business volumes.

Lastly, fixed-term contracts coming to an end account for 17% of departures: the Group's activities in the United States require temporary staff during peaks in activity, and these hires are mainly on fixed-term contracts, as the use of temporary employment agencies is not widespread.

Breakdown by cause of departure between 2022 and 2024

	2022	2023	2024
<b>NUMBER OF DEPARTURES</b>	<b>19,224</b>	<b>16,096</b>	<b>18,480</b>
Because of dismissal/ redundancy	3,286	3,503	4,652
Because of resignation	9,568	7,183	9,022
Because of retirement	527	415	395
Because of end of fixed-term contract	4,202	3,626	3,137
Because of death	33	23	61
Other reasons	1,608	1,346	1,213

(1) Employees who were classified as "Others" in 2023 have been accounted for in existing geographical regions in 2024.

(2) Need It Now Delivers and trans-o-flex. These entities were included in the corresponding geographical regions in 2024. There were no new acquisitions during the year, leaving the line empty for 2024.

(3) Including 21 non-binary employees at Need It Now Delivers.

## Absenteeism

Absenteeism stood at 3.99% in 2024, compared with 3.55% in 2023. This increase was mainly driven by the Europe region, whose rate had fallen sharply in 2023 and returned in 2024 to a more sustained level, higher than in 2022.

## Seniority

The average length of service of Group employees is 6.9 years, compared with 7.3 years in 2023. 54% of GEODIS permanent employees have less than four years' seniority.

### Recruitment of young talent (age 28 maximum)

#### Breakdown by type of contract

Geographic area	Fixed-term contract	Permanent contract	Total
France	383	431	814
Group (excl. France)	2,569	3,839	6,408
<b>TOTAL</b>	<b>2,952</b>	<b>4,270</b>	<b>7,222</b>

#### Breakdown by employment category

Geographic area	Managers & supervisors	Non-managers, non-supervisors	Drivers	Total
France	157	549	108	814
Group (excl. France)	1,042	5,363	3	6,408
<b>TOTAL</b>	<b>1,199</b>	<b>5,912</b>	<b>111</b>	<b>7,222</b>

Recruitment of young talent increased by 9% from 2023 to 2024. It rose primarily in France (by 25%) compared with the Group's other regions (7%). This growth is the result of the Group's efforts to actively promote its professions to young talent, via the JUMP'IN platform, a program intended to help young people find their first job.

## Issues and impacts

In most regions where the Group operates, the job market is under severe pressure, accentuated by the search for similar profiles by most logistics players and a shortage of applicants. According to a 2024 international study<sup>(1)</sup>, 76% of companies in the sector are struggling with recruitment. Delivery drivers, who represent the Group's core business, are in short supply. The battle for IT talent (data, cybersecurity) is also a reality, at a time when businesses and activities are being digitalized and artificial intelligence is being developed.

GEODIS is taking a proactive approach to anticipating the shortage of certain profiles and supporting its development. In this respect, work-study students on apprenticeships and interns are regarded as a talent pool with genuine career opportunities.

## Work-study programs: a win-win situation

In 2024, Distribution & Express welcomed 285 apprentices, almost twice as many as in 2020. In light of the industry's recruitment pressures, boosting work-study programs is a key element of the human resources strategy. Work-study programs provide young people with training in the Group's businesses and values, with potential for subsequent permanent employment.

Distribution & Express is expanding its relations with engineering and business schools, promoting its employer brand and offering attractive career paths to attract the best candidates. Alongside this proactive strategy, a number of employees take on mentoring roles, helping ensure successful integration and skills development.

## Action plan

The Group offers future candidates the chance to work in an international and stimulating environment. The Group is taking the following steps to encourage and grow a community of future and young talents:

- partnerships with schools: GEODIS works with higher education establishments in France and abroad to promote its businesses and career opportunities in the supply chain. In France, our teams have signed an agreement with the AFT school, which specializes in transport and logistics. In addition, regular exchanges take place with business schools (SKEMA Business School, Kedge Business School, HEC). In the United States, the Group has established several partnerships with the University of Tennessee in Knoxville (in particular for their supply chain program) and Middle Tennessee State University;
- social media: job offers and means of communication vary according to the type of profile sought (job boards, LinkedIn), headhunters for senior executives;
- job fairs and forums, which are an opportunity to meet young people and work-study students;
- employee referrals are also used in France.

To help new recruits settle in, induction programs have been set up in various entities. At head office, the Welcome@GEODIS program presents the Group's organization, activities and culture. It is intended to be digitalized to create a better candidate experience. New recruits are invited to complete an eight-hour course with face-to-face and distance learning elements to familiarize themselves with the Group's culture, values and internal processes.

(1) Source: <https://engage.descartes.com/descartes-insights/items/how-bad-is-the-supply-chain-and-logistics-workforce-challenge>

## Results

In 2024, GEODIS recruited approximately 17,000 employees worldwide and 340 young people on apprenticeship and work-study contracts, covering all the Company's lines of business: buyers, transit agents, IT developers, marketing and communications professionals, charterers, sales personnel, project leaders, warehouse staff, etc.

### Breakdown of hires between 2022 and 2024

	2022	2023	2024
<b>Hires during the period (cumulative)</b>	<b>22,929</b>	<b>17,357</b>	<b>16,878</b>
Of which permanent contracts	15,056	11,161	10,429
Of which fixed-term contracts	7,873	6,199	6,449

### Breakdown of permanent contract hires by category

	2022	2023	2024
Non-managers, non-supervisors	10,423	8,216	7,290
Managers and supervisors	4,157	2,474	2,781
Drivers	476	471	358

### Breakdown of permanent contract hires by gender

	2022	2023	2024
Women	6,000	4,404	4,346
Men	9,056	6,757	6,083

Group recruitment levels remained virtually stable in 2024, dropping just 3% compared to 2023. The proportion of women among permanent hires rose from 39% to 42%, while the proportion of non-managerial hires dropped from 74% to 70%.

## 4.2.1 Working conditions and employee well-being

### Issues and impacts

Working conditions in the logistics and transport sector are known to be quite arduous and repetitive. At GEODIS, 49% of employees work in warehouses or freight transport (drivers). Given the pressure on certain professions, the Group is implementing a targeted recruitment strategy, paying particular attention to employee well-being in the workplace and to career development and management.

Retaining and engaging talent is a key issue for the Group, which needs to find available manpower and qualified resources to support its growth in a sector that lacks attractiveness. To stand out from the competition, GEODIS relies on a strong culture that places teamwork, team spirit and mutual support at the heart of its DNA.

The process of identifying the impacts, risks and opportunities of working conditions in relation to GEODIS's business model and strategy is presented in [section 2.6](#) of this report.

### Policies and procedures

To achieve its strategic ambitions and boost efficiency, in 2024 the Group rolled out a worldwide human resources blueprint. This new HR organization, structured around skill clusters, is supported by a set of procedures that must be applied across all lines of business and activities, in France and internationally. The objective is to harmonize skills throughout the entire employee lifecycle, to ensure equal opportunities for all employees: induction, job descriptions, career paths, training, mobility, succession planning, etc. The increasing digitalization of HR functions will allow teams to save time and focus on high value-added tasks.

This initiative has made it possible to revise the jobs and skills framework, with a streamlined job structure consisting of 300 jobs and a library of key skills. Integrated into career management tools and programs, the global human resources blueprint is designed to align resources with the Group's growth objectives.

Social policies, guidelines and programs operating worldwide are presented throughout this chapter.

### Action plan

The action plan covers the various components, presented below, of working conditions and employee well-being: training, remuneration, social dialogue, employee engagement and work-life balance.

#### 4.2.1.1 Talent management

GEODIS is attentive to employee engagement and talent development. A number of tools have been developed to support employee growth.

#### Career management and appraisal interviews

GEODIS is committed to providing all employees with an annual performance review and skills assessment. This also provides an opportunity to set objectives in line with employees' ambitions, and to discuss any training needs to develop teams' professional skill sets. In 2024, 83% of employees<sup>(1)</sup> took part in the annual appraisal, or, broken down by gender, 86% of male and 82% of female employees (the remainder consisting mainly of new hires and departures).

(1) Excludes United States and Poland.

## Mobility

The Group carries out 70% of its business outside France, and operates in four complementary lines of business. This diversity in terms of expertise and geographical spread provides a wealth of opportunities for those employees who wish to enrich their professional experience through a mobility project.

The process and principles of internal mobility are set out in the Group's mobility policy, which is designed to meet the following objectives:

- developing the employees' professional skill sets;
- retaining and motivating talent;
- addressing the Company's needs and challenges more effectively;
- promote talent.

The policy also specifies all the services offered to employees and their families during the assignment.

During career reviews and throughout the year, managers and the Human Resources Department identify vacant positions and the profiles needed to implement mobility projects. The InJOB' job exchange, open to all, is part of this process.

## People Review and succession planning for TopEx

The People Review process is designed to anticipate the departure of key talent, retain these employees and prepare for the next generation. It meets the following objectives:

- align talent strategy with the Group's ambitions and strategic goals;
- develop the next generation of leaders internally;
- build profiles capable of adapting to a complex and changing environment;
- attract and retain key talent by giving them opportunities for development;
- use this process to contribute to internal diversity and inclusion targets.

The People Review process is an annual exercise that follows a cascade process, starting with the regions and lines of business before being consolidated at Group level. The scope of application is the TopEx population (an internal Group-wide population of approximately 170 senior managers, whose missions are of strategic importance to GEODIS) and employees considered as people of high potential and possible successors of TopEx members.

The Group prefers internal promotion for future nominees, with support in terms of mobility and skills development through the Executive Leadership Program.

## Changes in the composition of the TopEx between 2022 and 2024<sup>(1)</sup>

	2022	2023	2024
Number of TopEx members	159	156	147
Percentage of women	22%	22%	25%
Percentage of internal appointments (based on total changes during the year)	61%	68%	54%

## Targeted programs to anticipate talent shortages

GEODIS is also committed to developing a talent pool for positions in short supply or in key regions. The Rising Leader program in Europe, *Trajectoire* and *Évolution* (for managers) in France and the Young Leaders program (for future managers) in the United States are all part of this effort. A fast trackers program at Group level targets high-potential employees. It combines an academic curriculum, interaction with members of senior management and personalized supervision.

## Investors in People certification

The Group applies the Investors in People (IIP) framework to help its employees achieve their full potential. This is an external assessment that evaluates the corporate culture and the principles of employee management. IIP certification is a worldwide reference tool for assessing the quality of management in organizations.

## Results

- In 2024, 21 employees, including nine women, completed the fast trackers program in all the Group's regions.
- In 2024, GEODIS held IIP accreditation in 28 entities or countries where the Group operates, corresponding to 12% of the Group's workforce (6,000 employees).

(1) Excludes members of the Management Board and following new appointments in 2024. Includes Need It Now delivers and trans-o-flex.



### 4.2.1.2 Skills development

Training is essential to support the Group's transformation, provide training in new professions, improve technical skills and remind employees of the basics in terms of health and safety and business integrity. Team expertise, interpersonal skills and know-how, as well as sharing experiences with colleagues, all contribute to this continuous learning process and enhance the employee experience.

GEODIS University is one of the Group's most important training programs. It offers a wide range of training options – face-to-face, e-learning, webinars, master classes, round table discussions – and covers the following needs:

- the basics of GEODIS: its purpose, vision and values;
- strategy;
- management and performance;
- leadership;
- know-how relating to lines of business and functions.

In addition to this, leadership and expert programs are in place to ensure that the Group's needs are matched with employees' skills.

"Manage" targets future managers and features a 16-week e-learning format available in six languages. 548 employees took part in this program in 2024, including 368 in the first year and 180 in the second.

"Accelerate" targets the Group's senior leaders and aims to develop talent, reinforce a shared culture and networks to support the Group's transformation. The program was developed in partnership with IESE Business School and takes place on both its Barcelona and New York campuses. Training is given over a ten-month period on three major themes: strategic management, the basics of business and leadership. Candidates are required to work on six strategic projects sponsored by members of the Management Board. 41 participants, 37% of them women, made up the second graduating class in 2024.

"Sales Academy": this two-year program specifically targets the Group's sales professionals. It provides an in-depth understanding of the GEODIS value proposition, the key skills to be developed for key account management, and the standards expected in customer relations. The sessions include a CSR component to raise teams' awareness of the Group's sustainability projects and provide them with a basic understanding when meeting customers. 60 experts take part in the team training.

"Performance Academy": launched in 2022, these sessions train members of finance staff and non-financial managers to fully master performance management tools.

"Sustainability Academy": this program, launched in 2023 with the Climate School, is dedicated to hosting all CSR-related training courses (environmental footprint, health and safety, diversity, responsible purchasing, etc.).

#### Key figure

→ **74% of employees say that they benefit from opportunities to develop their skills at GEODIS (employee satisfaction survey 2024 conducted by IPSOS)**

In addition to the training courses offered by GEODIS University, the Group's e-learning platform hosts all digital training content. It can be accessed by around 25,000 employees. In 2024, nearly 13,000 active learners completed 62,000 hours of training online, equivalent to 4.7 hours of training per learner connected to the platform. GEODIS continues to invest in training with the introduction in January 2025 of a new tool: G-Learning. A pilot project was carried out at the end of the year, involving more than 500 employees in most of the regions and lines of business.

Twice-monthly webinars also raise employee awareness on key topics, with contributions from experts. Sustainable Aviation Fuel, the employer brand and artificial intelligence in the sector were among the topics covered in 2024.

#### GEODIS Evolution training for future Distribution & Express branch managers

This in-house training program, part of GEODIS's talent development strategy, is designed to train and promote future leaders in the Distribution & Express line of business. Almost 50% of branch managers have completed the program, and 80% have benefited from internal mobility. Every year, ten employees from different areas (operations, sales, support functions) participate in this training initiative.

The 300-hour training program includes modules such as management, safety, transport economics and project management, for a total of around 40 days of face-to-face training. Candidates are then ready to start their new positions through tailored content and immersion in operational sites.

#### Results

- Number of hours of training: 627,000, including 62,000 hours of e-learning.
- Number of hours of training on CSR topics: 271,000 hours on safety and 7,600 hours on other social and environmental topics (diversity, Climate School, etc.).

### 4.2.1.3 Compensation and benefits

To attract, retain and motivate its employees, the Group's compensation policy focuses on three areas:

- external competitiveness;
- rewarding individual and collective performance;
- employee care and protection.

#### External competitiveness

To ensure that compensation is competitive and fair, GEODIS uses an internal job classification system for all its employees, and applies Mercer's International Position Evaluation (IPE) system for TopEx members.

This classification, combined with the data provided by specialized firms, makes it possible to verify the positioning of the Group in this field in relation to the external market, and to ensure internal equity. Compensation is reviewed annually.

## Performance

TopEx members benefit from a global compensation plan that rewards collective and individual performance, according to three types of objectives<sup>(1)</sup>:

- financial, based on company performance;
- social and environmental, representing 25% of the variable remuneration, based on criteria relating to the environment, diversity and employee satisfaction;
- individual, generally representing 10% to 30% of the variable remuneration, defined with each employee's direct superior(s).

GEODIS offers all its employees an individualized, fair and competitive compensation package that recognizes, among other things, their individual performance and level of responsibility.

## Group employee savings policy in France

Employees have access to a Group Savings Plan, which offers a wide range of diversified investment options. This plan held total assets of €110.8 million at the end of December 2024. Employees can also build up savings at their own pace to prepare for retirement through a Collective Retirement Savings Plan, a company-sponsored retirement savings scheme. The investment options in both plans meet Environmental, Social and Governance (ESG) criteria. In 2024, the Group contributed €5 million to match employee voluntary contributions and the profit-sharing bonus.

## Mandatory & optional profit sharing

Because of the coexistence of legally distinct companies, there is no global system of profit-sharing and incentive plans. These schemes continue to be in place in France, with amounts distributed in 2024 of €24.4 million in mandatory profit-sharing (*participation*) in respect of 2023 and €6.7 million in incentive payments (*intéressement*) in respect of 2023, equivalent to 5.4% of the total payroll. In 2024, the Group also paid out supplementary profit-sharing in addition to local initiatives and the customary negotiations.

### Number of employees covered by social protection (by the government or by GEODIS)

	Number	Percentage	Main countries without this type of social protection
Illness	45,668	99%	Bahrain, Qatar, Saudi Arabia, United Arab Emirates
Unemployment	43,199	94%	Colombia, India, Singapore, Vietnam
Occupational accidents	44,853	98%	Colombia, Saudi Arabia, Vietnam
Parental leave	45,278	99%	Argentina, Bangladesh, Tunisia, United Arab Emirates
Retirement	41,192	90%	Bangladesh, Peru, United Arab Emirates, Vietnam

## A living wage

In line with the fundamentals of its HR policy, the Group ensures that the minimum salary levels applicable in the various countries in which it operates are respected, and that every employee is paid on time and in full.

## Pay gaps

The gender pay gap represents the average pay level of female employees as a percentage of the average pay level of male employees. In France (33% of the Group's workforce), this rate ranges from -10% to +11%, depending on the category. This pay gap can be explained by the nature of the Group's activities in France: few women work in manual labor positions (7% of the workforce), which is the largest category, whilst women account for 37% of the manager and executive positions.

## Employee health and welfare

In the main countries where GEODIS operates (notably France and the United States), supplementary health and life insurance policies are made available to employees, in addition to the mandatory coverage provided by law.

In France, employees benefit from a complete range of social benefits: health, unemployment, occupational accident, parental leave and retirement. In other countries, participation in these supplementary plans is either voluntary or mandatory.

The following table shows an overview of the level of social protection in the countries where GEODIS operates.

(1) The percentages given below are subject to change according to changes in compensation policy.

#### 4.2.1.4 Labor relations

GEODIS attaches great importance to freedom of association and the right to collective bargaining. These principles are enshrined in the Code of Ethics. The Group has structured its labor relations dialogue to allow for effective local exchanges with employee representatives at both national and European level.

The way in which labor relations are structured varies from one country to another, as local factors call for a diversified approach. Whether they involve information, consultation or negotiation, labor relations can be conducted at national, European or company level.

Decisions take into account employee perspectives and considerations in France and Europe, notably through:

- the European Consultation Committee, an employee representation body at European level;
- employee representation in France through meetings of the CSE (Social and Economic Committee);
- trade union representation, with the negotiation and signature of collective bargaining agreements, as well as the presence of an employee representative on the Supervisory Board.

At a local level, each line of business and region has its own management and decision-making bodies for the organization of its labor relations, in line with local regulations.

Established more than 20 years ago, the ECC (European Consultation Committee) is a forum for dialogue and information-sharing, representing the Group's 24,956 European employees. This body provides employee representatives with information on the Group's social, economic and financial situation, and also enables them to express their observations, make proposals and adopt positions. The Committee meets twice a year and is made up of 26 employee representatives. Topics of discussion in 2024 included the implementation of the new HRIS (Human Resources Information System), the impact of the American election on recent acquisitions, countries experiencing difficulties in terms of business, and the challenges of the duty of vigilance.

**In France**, employees are represented by :

- 1,094 employees participating in representative bodies, i.e., 7% of the total number of permanent employees;
- 112 employees appointed by a trade union as representatives, i.e., around 0.7% of the total permanent workforce.

Meetings with employee representative bodies cover a wide range of topics, including diversity, health and safety and working conditions. They are held on average once a month in France and in certain European countries. The views expressed by employee representatives are then considered by the Human Resources Department.

The Distribution & Express and European and Road Network lines of business (which represent 73% of the workforce in France) have signed labor relations agreements to organize the proper exercise of trade union rights, and to make the trade unions genuine partners and players in the labor relations dialogue.

**In Europe** (excluding France), the organization of labor relations varies from one country to another. 11 of the 17 European countries have works councils made up of employee representatives. Collective agreements covering a variety of subjects may be negotiated, applying to all employees or only to certain categories of employees.

**In Asia-Pacific and the Middle East**, two collective agreements are in force in Vietnam and Singapore, within the GEODIS Logistics Singapore entity. These agreements contain numerous provisions, notably on employment conditions, working hours and salaries.

**In the Americas**, 91 union representatives are present at certain Group sites in the United States, notably in Memphis, Tennessee and Chicago, Illinois. In 2024, a collective agreement was signed in Memphis covering 93 employees at three sites in the Memphis, Tennessee area. The agreement covers working conditions, pay, leave and seniority.

In Brazil, a collective labor agreement is in force only for certain positions, covering various issues including working hours and profit-sharing for employees. In Argentina, several agreements have been signed, covering matters such as annual pay rises, but only for certain positions, as stipulated by the government. In Mexico, there has been no active collective bargaining agreement since May 2023.

There is no framework agreement to date concerning human rights, nor any evaluation mechanism.

#### Results

- In France: 78 collective agreements between employee representatives and Group entities were negotiated and signed in 2024. They cover salaries, profit-sharing, incentive schemes, working hours and remote working.
- In Europe (excluding France): 34 collective agreements have been signed (21 in Germany, nine in Italy and four in the Netherlands). They deal mainly with employment conditions, working hours and remote working.
- Percentage of employees covered by a collective agreement: 48%
  - within the European Economic Area (EEA), France alone accounts for more than 10% of the Group's workforce. 100% of employees in France are covered by a collective bargaining agreement;
  - outside the EEA, only the Americas region represents more than 10% of the Group's global workforce. The percentage of employees in this region covered by a collective bargaining agreement is 3%.

4.2.1.5 Employee engagement

Since 2001 in France, and since 2013 throughout the world, GEODIS has conducted an annual employee satisfaction survey. The attention paid by senior executives (TopEx) to employee engagement is one of the three CSR criteria used to calculate the variable portion of their compensation.

The survey was carried out for the first time in 100% digital format in 2024. To help make it more accessible (53% of employees do not have their own professional email address), GEODIS offers a range of ways to respond, such as connected computers at logistics hubs, tablets and posters with QR codes.

More than 37,000 employees took part in this year's survey, a high participation rate<sup>(1)</sup> (90% versus 92% in 2023). The overall employee satisfaction rate (80%) remains satisfactory, albeit two points lower than in 2023.

The engagement score is 79%. This is calculated on the basis of six key topics: trust in management, job satisfaction, corporate culture, Group strategy, Company direction, recommending the Group and pride in belonging. For comparison, the industry engagement index Red Logistic World<sup>(2)</sup> calculated by Ipsos stands at 70%.

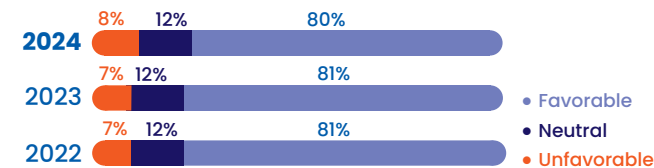
The leadership score remained stable at 82%. This rating includes questions on employee autonomy, understanding of goals and work atmosphere.

Confidence in managerial relations (82%), a key factor in Group performance and employee fulfillment (feedback, team effectiveness, trust in management) is stable compared to 2023.

The overall recommendation rate for teams' Net Promoter Score (NPS) is high (+20), reflecting employees' strong "emotional" bond with their employer.

The levers for improvement focus on employee diversity and inclusion, and team autonomy and empowerment. Following the analysis of the results, the 2025 action plans will particularly focus on career development, with greater consideration given to requests for mobility, and on greater gender equality in management positions.

*Changes in the overall satisfaction rate of employees (answers to the question: "I am satisfied with my employment at GEODIS")*



Sharing strategy and communication

GEODIS is committed to communicating strategic, economic, financial and CSR information to employees on a regular basis, which includes:

- presenting the Ambition 2027 strategic plan to teams through meetings and an in-house video;
- the GEODIS website and the My GEODIS intranet;
- internal articles and newsletters (Compliance, Human Resources, etc.).

4.2.1.6 Work-life balance

What matters to its employees matters just as much to GEODIS, which is committed to creating a welcoming work environment that is supportive of everyone's well-being.

GEODIS has introduced a minimum paid maternity leave program for all female employees, providing them with 100% paid leave for a minimum of eight weeks, irrespective of the legislation of the country in which they are employed. A parenthood guide has also been made available to employees. A Group paternity program is currently under consideration.

To help employees balance their professional and personal lives, the Group offers a range of family leaves: parental, maternity, paternity, adoption and family event leave. 64% of the workforce (France and the United States) benefit from family leave. Additionally, special leave is available to employees under certain specific conditions (young children, employees over 55, caregivers, etc.) in some regions and lines of business.

Employees can also work from home, in accordance with the collective agreements signed by each entity in France. Remote working is also widespread in other regions, though the practice has not been formalized systematically. In Australia, for example, employees are offered one day a week to work from home.

Key figure

→ 78% of GEODIS employees report that they have a good work-life balance (employee satisfaction survey 2024 conducted by IPSOS)

The Group also undertakes health prevention initiatives. On a regular basis in France, awareness-raising days are organized on the themes of road safety and cancer prevention for both men and women. In 2024, head office employees had the opportunity of undergoing prostate cancer screening during working hours. In the United States, campaigns were organized in 2024 to raise employees' awareness of heart health and breast cancer; fundraising campaigns raised US\$44,000 and US\$12,000 respectively.

(1) Only employees who have been with the Company for more than three months are surveyed. Not included: employees unavailable at the time of the survey (maternity leave, sick leave, etc.) and those who have handed in their notice. Employees of trans-o-flex, a recent acquisition, could not be included in the 2024 survey.  
(2) The RED (Representative Employment Data) survey is conducted by Ipsos among representative samples of employees working in organizations with more than 100 employees. This method provides a cross-sectional view by major industry sectors.



## 4.2.2 Diversity and inclusion

### Issues and impacts

In a rapidly-changing world, embracing diversity and inclusion is not just a moral imperative; it is also a strategic advantage. Creating an inclusive work environment where every voice is heard and every talent recognized helps to drive innovation, enhance decision-making and build a more resilient organization. Fostering inclusion – within teams and in an adapted work environment – also encourages the attraction and retention of talent.

### Governance

This issue is monitored at the highest level of the organization, by the Group's executive vice-president, Human Resources, who is responsible for implementation of the Group's diversity and inclusion policy.

### Policies

GEODIS has a long-standing commitment to promoting an inclusive working environment and combating all forms of discrimination.

In 2024, the Group reached a milestone by publishing its Global Diversity and Inclusion policy. This document advocates equal opportunity and prohibits discrimination of any kind based on race, color, ethnicity, religion, gender, sexual orientation, gender identity, national origin, age, disability or any other protected characteristic as defined by applicable law. All employment decisions, including recruitment, hiring, promotions, transfers and terminations, are based strictly on merit, qualifications and business needs.

The policy was developed collectively, through global consultations with focus groups involving employees from all regions and lines of business. The policy has identified four worldwide areas of focus: gender equality, disability inclusion, age diversity and cultural diversity. This policy is communicated and applied in all regions and lines of business to ensure a unified approach to diversity and inclusion throughout the Group.

In addition, the Group has formalized its commitments to employees with disabilities in an internal handbook, "Disability Inclusion". This document serves as a reference to foster a more inclusive culture and raise employee awareness of people with disabilities.

### Action plan

The Group provides managers and employees with numerous tools and resources to combat all forms of discrimination, including :

- a practical recruitment guide for managers and HR correspondents to ensure fair hiring practices based on skills and motivation;
- training courses and presentations by specialists to develop behavioral skills;
- a diversity and inclusion training course featuring role-playing exercises, available to all employees;
- communications tools: disability awareness videos, a diversity café and an intranet page to challenge stereotypes and change attitudes.

#### 4.2.2.1 Professional gender equality

In a traditionally male-dominated sector, GEODIS is committed to ensuring equal career opportunities for all employees.

**Training:** the Group has introduced a comprehensive program to help shift mindsets ("I Am Remarkable" training), combat stereotypes and help women to develop their careers (coaching, leadership programs with Accelerate).

**Women's Network:** the GEODIS Women's Network (GWN), created in 2013, is a community operating worldwide to help women access leadership roles by developing their potential and supporting them in their professional development. Several branches cover the Group's entire perimeter, from New Zealand to Chile, via France and the United States: GWN Americas, GWN Europe, GWN France, etc. This network is run by an Executive Committee and sub-committees dedicated to communications, events and training, which ensure best practices are shared and implemented, and actions are coordinated. The GWN Americas network, created in 2017, includes, for example, 300 ambassadors in the United States, but also in Mexico, Colombia, Brazil and Chile.

**Mentoring:** comprehensive programs exist in several locations. 15 mentor/mentee pairs were set up at Group Head Office in 2024.

**Parity indicator:** GEODIS introduced a "parity indicator" in 2022, which affects the variable component of senior executives' compensation.

**Recruitment:** GEODIS ensures that both internal and external recruitment processes are applied equally to all candidates, regardless of gender. The same applies for internal promotions.

**Equal pay:** the Group prohibits any difference in fixed or variable pay between men and women with the same level of skills, experience, qualifications and seniority. In 2024, the Group worked on the gender pay gap to monitor it more closely and adjust action plans.

A label for professional equality

The GEEIS (Gender Equality European & International Standard) label certifies the level of resources mobilized by the Company to achieve equality in the workplace, as well as the performance obtained. The goal is to promote gender equality and diversity within the organization, and to foster equal opportunities. Many countries have adopted this benchmark to promote women's roles within the organization. The Asia-Pacific region (APAC) received accreditation during the year for its operations in Hong Kong and Singapore. In Japan and Taiwan, women represent 50% of directors and 40% of senior management positions. In 2024, 21 Group countries held the GEEIS label (22,700 employees, representing 46% of the Group's total workforce), including Hong Kong, Singapore, Poland, Sweden, Denmark and Norway.

Target

To promote an inclusive and equal corporate culture across all its lines of business and regions, the Group has set a target for the proportion of women in management roles extending beyond TopEx. GEODIS is committed to reaching a target of 35% of women in senior management by 2027. This population includes TopEx members and members of all country management committees, i.e., a total of 750 employees. In 2024, this figure was 31%.

Results

Percentage of female employees at GEODIS from 2022 to 2024

Scope	Percentage of women		
	2022	2023	2024
Group	40%	39%	40%
Managers	34%	35%	36%
TopEx	22%	22%	25%
Management Board	29%	28%	28%

The percentage of women in the TopEx reached 25% for the first time in 2024, a target that the Group originally set for 2023. GEODIS prefers to appoint TopEx members through internal promotion: among those who joined in 2024, more than half were internal appointments. Women account for 50% of these internal appointments.

Equality index: GEODIS (all GEODIS companies in France) scored 91/100, as it did in 2023.

4.2.2.2 People with disabilities

Equality in the workplace also involves integrating or reintegrating people with disabilities into the professional world. GEODIS has a longstanding commitment in this area, and is pursuing its efforts and developing initiatives on a global scale, in line with the commitments of its Disability handbook:

- informing employees: the Group organizes at least one action or event per region or country per year. GEODIS took advantage of the DuoDay initiative, initially limited to France, to launch the International Week for the Employment of People with Disabilities. Around the world, 67 pairs were formed in the Group's regions. In France, the week was highlighted by a number of events, including a wheelchair table-tennis demonstration and a webinar on the theme of *C'est quoi le handicap?* ("What is disability?"). In Asia-Pacific, teams reimaged inclusive roles in warehouses in partnership with Singapore's Autism Resource Centre. In the Americas, facilities were transformed into learning spaces for students with disabilities. In Morocco, four duos took part in the first ever DuoDay;
- acting with employees: such is the mission of the IN (Inclusive Network) community, which promotes the Group's disability charter in its lines of business and regions and raises awareness through training initiatives. The network currently numbers 53 IN correspondents worldwide;
- expand the skill sets of people with disabilities: recruitment of candidates at the head office in France is now linked to the Agefiph employment site (the French national association for the management of funds for the integration of disabled people);
- acting with partners: alongside the involvement of employees, the Group's regions and lines of business are committed to contracting at least three services per year to companies, organizations or networks working for the integration of people with disabilities in the workplace (garden maintenance, catering, etc.). In 2024, GEODIS partnered with a disability-inclusive company to manage the lifecycle of its IT equipment ([see section 3.3.2 Operations: inbound and outbound flows](#)): over 1,330 workstations were taken over by ATF Gaïa, a specialist in reconditioning and recycling IT equipment.

In France, an audit of actions for the disabled was carried out in 2023 at the head office with Agefiph. Volunteer employees completed an online survey (170 participants). Key areas for improvement include a more visible communication system, systematically including job offers on specialized job boards, and setting up a structured process to integrate and retain people with disabilities in the workplace. These conclusions will be used in negotiations with the trade unions with a view to signing a collective agreement in 2025.

### France: solidarity among employees

Employees are encouraged to take part in solidarity initiatives:

- by participating in the Guy Crescent award (Fondation SNCF), which provides financial support to non-profits dedicated to the disabled. This prize was created in tribute to Guy Crescent, a former president of Calberson (one of the companies at the origin of GEODIS). Employees can participate on behalf of their organization. A selection committee is organized to determine the winner(s), who are awarded amounts ranging from €1,000 to €2,000. Among the winners were the non-profit organizations *Rebondir face au handicap* and *Course Horizon*, both of which offer sporting activities tailored to the needs of young people with disabilities;
- through skills sponsorship via a partnership with the *Tremplin Handicap* association (*tremplin* means springboard). Over 150 employees share their skills to support the professional integration of young people with disabilities.

## Results

*Change in the percentage of employees with disabilities (as a percentage of FTEs)*

	2022	2023	2024
Group	3.3%	3.0%	4.0%
France	4.6%	4.0%	4.4%

40% of employees with disabilities are women and 60% men.

### 4.2.2.3 Cultural diversity

As a global logistics operator, cultural diversity is inherent to the Group's business. Understanding and respecting cultural differences is key to effective communication, collaboration and decision-making in a multicultural environment. In the United States, the GOOD network, composed of employees from diverse backgrounds, ensures that the voice of minorities is heard. Its mission is to empower and drive this community by identifying and implementing solutions to attract, retain, develop and promote the best talent from under-represented groups of people.

In the United States, for example, several initiatives have been put in place in warehouses to encourage the involvement of employees, regardless of their country of origin:

- a real-time translation service, free of charge and accessible to all employees, in their native language (over 100 languages and dialects are available). Live translation is available during meetings and training sessions on their phones by simply downloading the application and selecting their language;

- on the Nashville, Tennessee campus, some logistics operations are carried out by robots which can give and receive instructions in 25 different languages. The languages most frequently spoken on this campus, other than English, are Spanish, Arabic, Iranian and Burmese;
- the emphasis is placed on multilingual communication at all sites, notably by recruiting managers from various backgrounds to make it easier for employees to integrate, which in turn has a positive impact on attracting and retaining talent.

The Group has also launched initiatives to promote cultural diversity (photo competitions, events, etc.) in France, Ireland, the United States, Belgium, India and other countries.

### 4.2.2.4 Age diversity

Age diversity plays a part in social cohesion through the sharing of skills and knowledge. It acts as a valuable lever to attract younger generations, to train future supply chain talent and to establish an intergenerational dialogue to maintain the Group's competitiveness.

*GEODIS employees by age bracket in 2024*

	Under 30	30-50	Over 50
Men	5,075	14,275	7,936
Women	3,943	10,130	4,577
<b>TOTAL</b>	<b>9,018</b>	<b>24,405</b>	<b>12,513</b>

*GEODIS managers by age bracket in 2024*

	Under 30	30-50	Over 50
Men	202	2,651	1,374
Women	167	1,575	598
<b>TOTAL</b>	<b>369</b>	<b>4,226</b>	<b>1,972</b>

Among the younger generation (the under-30s), the proportion of female managers (45%) is almost identical to the proportion of female employees overall (44%). Employees in the 30-50 age bracket in management positions make up 64% of the Group's managers, although they represent 53% of the total workforce.

### 4.2.3 Human rights and fundamental freedoms

#### Issues and impacts

GEODIS is committed to upholding its employees' fundamental rights and providing them with decent, fair and equitable working conditions. The Group has implemented a set of internal rules and procedures to ensure that everyone within its scope is treated with dignity and respect.

#### Governance

The Human Resources and Sustainable Development Departments ensure compliance with the Group's human rights rules and commitments.

The Governance, Risks and Compliance Department reports to the Management Board on the information reported and the decisions taken by the Risk Committee.

Human rights are included in Group risk mapping. As such, they are monitored four times a year and reassessed annually by the Risk Committee.

#### Policy

The Group adheres to a number of voluntary principles and standards in the field of human rights including:

- the United Nations Guiding Principles on Business and Human Rights;
- the principles and rights set out in the eight fundamental conventions of the International Labour Organization (ILO);
- membership of the United Nations Global Compact, of which GEODIS has been a signatory since 2003.

These commitments are embodied in a number of Group policies designed to promote an ethical framework that respects human rights, fundamental freedoms and worker safety. The Group requires all employees, temporary workers and third parties to comply with the rules set out in the following policies:

- Sustainability Statement, published in 2024 ([see section 2.5 CSR Roadmap](#));
- Human Rights policy, published in 2024 ([see section 4.3 Human rights in the value chain](#));
- Diversity & Inclusion policy, published in 2024 ([see section 4.2.2 Diversity and inclusion](#));
- Group Code of Ethics ([see section 5.1 Corporate culture and business integrity](#));
- Company agreements.

The Sustainability Statement, Human Rights and Diversity & Inclusion policies have been made available to GEODIS employees through the Group's intranet and are also accessible to stakeholders on the Group's website.

#### Action plan

GEODIS is committed to protecting the fundamental rights of its employees, temporary workers and third parties, by offering them fair and decent working conditions:

- a safe and secure working environment, to ensure the health, safety and well-being of employees while carrying out their professional activities ([see section 4.1 Health, safety & security at work](#));
- decent working conditions, respect for working hours and fair and equitable pay in line with the local or regional conditions in which the Group operates ([see section 4.2.1 Working conditions and employee well-being](#));
- respect for freedom of association, including recognition of employees' right to collective bargaining, and their right to join or not join a trade union organization in France and other countries where the Group operates ([see section 4.2.1.4 Social dialogue](#));
- equal opportunities in recruitment and career development, diversity and social inclusion ([see section 4.2.2 Diversity and inclusion](#));
- combating violence, sexism and harassment in the workplace ([see section 4.2.2 Diversity and inclusion](#));
- respect for privacy with personal data protection measures ([see section 5.3 Data protection and cybersecurity](#)).

#### Results

- Number of employees who triggered the whistleblowing procedure in 2024: 333
- Number of serious human rights abuses (child labor, forced labor or human trafficking) affecting the workforce: 0
- Total fines and penalties relating to serious human rights abuses: 0
- Total amount of financial compensation for serious human rights abuses: 0



## 4.3 Human rights in the value chain

### Issues and impacts

Employees in the value chain – contractors, suppliers, business partners, customers and users – are central to the GEODIS operating ecosystem. With operations in 166 countries and a portfolio of 100,000 suppliers and 91,000 active customers, GEODIS is at risk from violations of human rights and fundamental freedoms both upstream and downstream of its value chain, whether through forced labor, child labor, illegal or clandestine labor, failure to respect workers' rights, discrimination, violence, harassment and so on.

The risks for the Group are significant in terms of reputation, loss of market share and financial impact (compensation for damages). To limit these risks, the Group relies on risk mapping for its regions and lines of business, internal control procedures, whistleblowing procedures, policies, responsible purchasing and the responsibility of all employees as the primary ambassadors of compliance with these principles in their interactions with their stakeholders.

GEODIS also expects its suppliers and subcontractors to fully adhere to the codes of ethics and conduct that apply within their scope, and to commit to respecting these principles and ensuring that they are respected within their own supply chains.

The process of identifying the impacts, risks and opportunities of human rights in the value chain in relation to GEODIS's business model and strategy is presented in [section 2.6](#) of this report.

### Governance

The Human Resources and Sustainability Departments are responsible for ensuring compliance with the Group's human rights rules and commitments, and they regularly report to the Group Risk Committee.

The Governance, Risks and Compliance Department reports to the Management Board on information received and decisions taken by the Risk Committee.

The Group Purchasing Department manages the implementation of the responsible purchasing approach and procedures to check the integrity of third parties (subcontractors, service providers, etc.).

### Policy

These commitments and policies apply to all operations, regardless of the country in which they are performed. They cover fundamental principles defined by:

- membership of the United Nations Global Compact since 2003. The Group is committed to promoting and respecting human rights, including labor standards, eliminating forced labor and effectively abolishing child labor;
- the Group Code of Ethics;

- the Business Partner Code of Conduct, revised in 2024, with stricter requirements. In addition to providing a high quality level of service, GEODIS also expects its stakeholders throughout the entire value chain to ensure that the products or services they provide comply with all applicable laws and regulations, as well as the strictest ethical, environmental safety and quality standards;
- Human rights policy. Published in 2024, this policy applies to all Group employees, entities and lines of business, as well as to external partner network. It presents a reference framework to prevent and identify the risks of human rights violations, as well as the Group's commitment to recognizing the importance and universality of human rights. It is specifically aimed at four types of stakeholders: employees ([see section 4.2.3 Human rights and fundamental freedoms](#)), customers, suppliers and subcontractors, and local communities. It is signed by the Group's Chief Executive Officer and the executive vice-president, Human Resources.

### Action plan

In order to minimize the adverse impact of its activities on human rights, GEODIS is committed to engaging with stakeholders who could potentially be affected by its actions. The Group fully recognizes that progress needs to be made to standardize and reinforce its control procedures, to control all levels of subcontracting, and to instill a culture of prevention among employees and managers. The approach is part of an ongoing improvement process.

*For suppliers, subcontractors and third parties:* the Group is strengthening its supplier and subcontractor monitoring process by integrating human rights into its assessment and selection processes. In addition to its assessment program, in 2024 GEODIS initiated a social audit process in several countries to ensure that its sites across the value chain respect working conditions and equal treatment. By checking employee lists, these social audits can reveal situations of undeclared work or employment of illegal workers.

*For customers:* the Group is committed to protecting all confidential information and personal data of its customers that it may handle as a subcontractor ([see section 5.3 Data protection and cybersecurity](#)).

*For local communities:* the Group is committed to ensuring that its activities do not harm local communities, to respecting the local cultural and socio-economic framework, and to sharing value, notably by providing jobs and stimulating economic development.

GEODIS is part of the SNCF Group, which is subject to the French “Corporate Duty of Vigilance” law. This requires it to devise, publish and implement measures and action plans to identify risks and prevent serious violations of human rights and fundamental freedoms, the health and safety of individuals and the environment. The 2024 vigilance plan<sup>(1)</sup> is the fourth to be published by the SNCF Group. It covers the entire SNCF Group, including its subsidiaries, such as GEODIS, which contributed to it by reporting consolidated information within its scope.

### 4.3.1 Whistleblowing and protecting whistleblowers

The whistleblowing procedure enables employees, temporary or external workers, as well as suppliers, partners and third parties, to report incidents from France or any other country, anywhere in the world. This system collects reports of any suspected or proven violation of the law (French legislation passed in 2016 and 2017 on the duty of vigilance of parent companies and prime contractors in particular), regulations or the Code of Ethics, and any risk of serious abuses of human rights and fundamental freedoms, the health and safety of individuals or the environment. It supplements the other reporting channels available, notably escalation to line managers or Human Resources.

The tool can be accessed in ten languages via a dedicated digital platform (BKMS® System), which was the subject of an extensive communications campaign in January 2022, including posters displayed at GEODIS sites. Users can submit reports in writing either directly on the platform or by phone. They can remain anonymous in countries where this is permitted by local law.

The procedure guarantees the safety of whistleblowers, in accordance with legal and regulatory provisions, particularly regarding the prevention of any form of retaliation.

All reports are subject to a follow-up process. The Ethics and Compliance Department collects and processes all incoming alerts. It monitors all key data relating to the alerts received and processed, both centrally and locally, and reports them to the Risk Committee.

#### Results

- In 2024, a total of 333 alerts were received, 141 of which were declared admissible. Of those that were declared admissible, the majority came from the Americas region; the most frequently reported issue concerned behavioral practices.
- 87% of alerts were closed during the year.
- Number of alerts received in connection with a serious abuse of human rights in 2024: 0.
- Number of alerts received relating to incidents of discrimination: 46.
- Number of alerts received relating to incidents of harassment: 67.
- Number of complaints filed by employees (for working conditions, fair treatment and equal opportunities or other work-related rights, excluding incidents of discrimination and harassment) via all types of channels: 199.
- Total fines and penalties incurred for work-related incidents and complaints<sup>(2)</sup>: 0.
- Total financial compensation for work-related incidents and complaints<sup>(3)</sup>: €1,24 million.



(1) Source: <https://www.groupe-sncf.com/medias-publics/2025-03/plan-de-vigilance-2025.pdf>

(2) Excludes Sealogis, Distribution & Express, European Road Network, Americas, Asia-Pacific.

(3) Excludes Sealogis.

## 4.4 Consumers and end-users

### Issues and impacts

GEODIS is a service company. Its customers are mostly businesses, except for the Distribution & Express line of business, which also delivers to end customers (private individuals). The Group's impact on consumers and end-users is limited because the services and products delivered are not manufactured by GEODIS.

Nevertheless, the Group's Purpose states that maintaining the distribution of goods that meet the essential needs of the population, including in situations of social, economic or health crisis, is at the heart of its commitments. In this context, service continuity is one of the priority issues identified in the double materiality matrix.

Additionally, the Group's range of services includes the transport of goods containing products considered to be hazardous. The risks of accidents and pollution likely to affect the health and safety of local residents and the population at large are therefore part of its responsibility.

The process of identifying the impacts, risks and opportunities of service continuity in relation to GEODIS's business model and strategy is presented in [section 2.6](#) of this report.

### Governance

To ensure customer satisfaction and to guarantee that the solutions and services offered to businesses are reliable and secure, the Group is supported by a customer-focused regional organization. In each region, a sales department oversees offerings and services, supported by a team of 1,200 sales professionals. The sales teams are regularly trained to address the challenges of sustainability, a factor in competitiveness and customer satisfaction. In 2024, the Sales Academy revised the module dedicated to decarbonization to give teams a good understanding of this issue and to promote it in their interactions with customers.

### Policies

The Group applies a business excellence model built on seven Golden Rules and seven Leadership Principles. Underpinned by frequent and regular measurement of key indicators, these fundamentals combine supply chain reliability and customer trust. Some policies for preventing, mitigating and correcting impacts affecting consumers and end-users are covered in other chapters of the Sustainability Report (safety and environmental policies in particular).

### Action plan

The action plan addresses the main aspects of GEODIS's relations with its customers. As a logistics operator, the Group's intention is to ensure service continuity; to maintain a high level of service to achieve customer satisfaction; and to protect the health and safety of customers, consumers and local residents.

### 4.4.1 Service continuity

Whether it is for internal or external reasons, GEODIS may have to deal with exceptional situations, such as IT system failures, the temporary closure of a sea, air or rail route, or a major incident occurring at a GEODIS or customer site.

In addition to the best practices put in place to prevent these risks, continuity plans have been drawn up with many customers to meet their specific expectations and provide the level of service reliability they expect. In particularly sensitive sectors such as healthcare, for instance, business continuity plans (BCPs) are systematically discussed and developed with customers. These plans include a list of priority products defined by the customer, alternative plans to resume physical flows in different identified scenarios, data backups making it possible to switch to manual management if necessary and joint decision-making processes to trigger the different stages of a crisis situation should it arise. Exercises at least once a year to test how ready teams, processes and technical resources are for the scenarios envisaged are also included. All of these measures are discussed periodically with customers, in full transparency.

#### Ensuring the distribution of medicines in sensitive areas

To deliver medicines from Northern Europe to Saudi Arabia, with a two-week lead time and a change to the initial route, GEODIS had to adapt by offering alternative transport solutions and seamless logistics to meet customer needs:

- efforts from local teams to find the most suitable transport solution to divert the ship's route in view of the complex situation in the Red Sea and the inherent risks;
- compliance with standards and regulations through a health protocol. 140 pallets had to be kept at a constant temperature to guarantee product integrity. Data loggers were placed on each pallet to detect any temperature anomalies;
- involvement of a local agent to accept packages at an intermediate stage, and of a pharmaceutical expert to guarantee that operations were running smoothly and safely.

### 4.4.2 Customer satisfaction

An extensive survey is carried out each year to measure customer satisfaction. This online questionnaire, which is available in 16 languages, is invaluable for identifying expectations, collecting feedback and detecting potential sources of dissatisfaction.

The results of the satisfaction indicator showed an improvement in 2024. 92% of customers surveyed worldwide are satisfied with the relationship. The Net Promoter Score (NPS), which measures the customer experience, notably through how likely customers are to recommend the service, reached +36 in 2024, compared with +31 in 2023. The Customer Effort Score, which answers the question "Is it difficult to do business with GEODIS?", also showed an improvement, with 2.2 in 2024 against 2.3 in 2023<sup>(1)</sup>.

(1) The Customer Effort Score measures the effort made by customers to carry out an action or process with GEODIS. The lower the score, the lower the level of effort for the customer.



These results can be attributed to the efficiency and responsiveness of teams in meeting customer expectations throughout the entire lifecycle, thanks to a customer relations management tool that is available in all the lines of business and regions. Additionally, GEODIS's commitments in terms of employee safety and environmental transition align with customer expectations. Also appreciated by customers are the emissions calculator (an online tool that allows customers to compare different transport alternatives between two points) and GEODIS providing CO<sub>2</sub> emissions data to all its customers to help them measure their scope 3 emissions and better manage their performance.

However, a number of areas for improvement remain, such as the handling of customer complaints and claims.

### Supporting customers in reducing their GHG emissions

The steel industry is responsible for around 7% of energy-sector CO<sub>2</sub> emissions worldwide<sup>(2)</sup>. To help ArcelorMittal achieve its carbon footprint reduction targets, European Road Network's teams in France proposed a more environmentally-friendly solution adapted to the customer's transport plan. Following a detailed flow study, GEODIS proposed an alternative fuel to diesel: HVO (hydrotreated vegetable oil) for short-distance steel deliveries with HVO-compatible trucks. The initiative resulted in 82% lower CO<sub>2</sub> emissions compared to diesel trucks. This pilot project concerns short-haul distribution flows from the Florange steel plant in eastern France. It was launched in 2023 and continued throughout 2024.

### A successful customer experience in partnership with Pickme

Distribution & Express launched a partnership with Pickme in 2024, designed to optimize first-attempt deliveries and reduce unsuccessful presentations to individual recipients. This saves unnecessary mileage, wasted time and greenhouse gas emissions. The principle of Pickme, which was created in France in 2019, is to allow recipients to select a local neighbor from the Pickme platform, which numbers 15,000 individual members, to receive parcels on their behalf. This solution facilitates delivery organization by guaranteeing the presence of a neighbor to receive the parcel close to the recipient's home. Nearly 80% of customers have adopted this new, flexible and secure option.

## 4.4.3 Health and safety of customers, consumers and local residents

GEODIS stores and transports any type of goods worldwide, some of which are considered dangerous (chemicals, aerosols, lithium batteries, flammable liquids, etc.) and pose a risk to people, property and the environment.

For storage, sites operated by GEODIS that are potentially liable to cause pollution or nuisance, particularly to the health and safety of local residents, are subject to strict regulations designed to prevent and reduce environmental risks. These include the ICPE classification (a regulatory framework for facilities subject to environmental protection requirements in France), or its international equivalents.

ICPE-classified sites operated by GEODIS are subject to strict standards in terms of safety, waste management, pollution prevention and environmental protection. At these sites, the Group implements preventive measures and organizes training operations for employees, who must follow strict procedures to prevent any incident or pollution.

On the road, the Group complies with applicable regulations to ensure the safety of its logistics operations, such as ADR (the European Agreement concerning the International Carriage of Dangerous Goods by Road). This international agreement governs the transport of hazardous materials by road in Europe, and defines the rules for classification, documentation, vehicle equipment and training. GEODIS drivers are trained to identify hazardous materials and to apply safety protocols to ensure secure transport conditions.

### A safety manual for drivers working with dangerous goods

In 2024, the European Road Network line of business updated its driver health and safety manual for the transport of dangerous goods (such as chemicals, liquefied gas and hydrogen). Available in ten languages, this document is intended to remind drivers of best professional practices and to raise awareness of the risks involved in their job. It incorporates the latest regulatory changes and details the procedures to be followed to ensure the driver's safety and that of others, preserve health and protect the environment.

### Results

- 88% of customers say they are well informed about the Group's CSR policy.
- 91% of customers say they are satisfied with GEODIS's performance in health and safety.
- 69% of customers who filed a formal complaint were satisfied with the way it was resolved by GEODIS.

### Responsible communication

GEODIS is committed to maintaining reliable and transparent communication with its customers and stakeholders by guiding logistics choices in the direction of the least carbon-intensive solutions, placing its Purpose at the heart of its operations. The brand campaign launched in 2024 and the new baseline, "A better way to deliver", illustrate this promise through the following commitments:

- reduce the environmental impact of its activities by offering a responsible and sustainable service to all its customers;
- put people at the heart of its logistics operations, customer relations and the employee experience;
- embody the Group's commitment in line with its Purpose and the global economic and technological developments in the supply chain.

(2) Source: <https://www.iea.org/reports/iron-and-steel-technology-roadmap>









# Ethics

## HIGHLIGHTS

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- Organization of Compliance Week ([p. 87](#));
- Conduction of the first supplier satisfaction survey ([p. 90](#));
- Organization of Data Protection Day ([p. 92](#));
- Revised Business Partner Code of Conduct ([p. 89](#)).

## SELECTED KEY FIGURES 2024

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### Compliance

**87%**

**of employees at risk targeted in 2024 have completed Code of Ethics training**

see our ethics and compliance program [p. 87](#)

### Supplier relations

**63%**

**of strategic suppliers rated by EcoVadis over the last three years**

see our approach to supplier risk assessment [p. 90](#)

### Data protection

**90%**

**of targeted employees in 2024 have completed personal data protection training**

see our actions for data protection and cybersecurity [p. 92](#)

## Choose ethical relations based on trust

GEODIS is dedicated to fostering a culture and strict rules of business integrity. The Group's ethics and compliance program is designed to ensure that ethical principles are implemented at all levels of operations, and to ensure full compliance with international laws and regulations, particularly in terms of anti-corruption measures, respect for human rights and data protection throughout the value chain.

### 5.1 Corporate culture and business integrity

#### *Issues and impacts*

GEODIS operates in a highly complex legislative and regulatory environment, governed by a multitude of local and international standards, laws and regulations. The Group works with a network of suppliers, subcontractors and business partners, which exposes it to risks of human rights abuses and unethical business practices.

Based on its purpose, its values, its Leadership Principles and its ethics and compliance standards, GEODIS ensures that its employees, temporary workers, consultants and subcontractors act with integrity in all the countries where it operates. Every employee's accountability is essential to maintaining customer trust and ensuring the long-term success of the business.

#### *Governance*

The Group's senior executives' commitment is the cornerstone of the Group's ethics and compliance system. This dedication is supported by the Group's Chief Executive Officer, by the executive vice-presidents of the lines of business and regions, and by each member of the Management Board in their respective areas of expertise.

The Compliance Department reports directly to the Chief Executive Officer, and carries out the following tasks:

- developing ethics and compliance programs, sharing best practices and defining the rules of ethical business conduct;
- developing and organizing awareness and training campaigns on compliance issues;
- representing the Group internationally to customers, partners, industry associations and both governmental and Non-Governmental Organizations;
- providing advice and recommendations on all ethical and compliance issues;
- managing the ethics whistleblowing system.

It is supported by a network of ten Compliance correspondents across the Group's lines of business and regions. Its responsibilities include implementing the compliance program and monitoring its application, as well as following up on the action plan associated with mapping corruption risks.

The GEODIS Risk Committee monitors the implementation of the compliance program, as well as incidents and issues reported by the Compliance Department. The Committee meets on average four times a year to address these issues.

#### *Policies*

The GEODIS Code of Ethics, published in 2009, is the foundation of the Group's ethics and compliance system. It applies to all employees – including temporary and external workers – and to members of the Management Board and Supervisory Board. It is the responsibility of each entity's management to distribute this document as well as the following associated internal policies:

- policy for free and fair competition;
- policy against corruption and influence peddling;
- policy for assessing stakeholders' probity based on the "Know Your Business Partner" procedure presented in the Book of Business Principles;
- procedure for export controls;
- policy on whistleblowing;
- data protection declaration.

All these documents are available on the Group intranet and help to foster a culture of integrity while also promoting sustainable and socially responsible practices.

#### *Action plan*

GEODIS's action plan covers ethics and compliance, anti-corruption, free and fair competition, customs and export control.

### 5.1.1 Ethics and compliance

The ethics and compliance program is designed to inform employees and third parties about business ethics and compliance standards, raise awareness of their responsibilities and prevent misconduct or risks which, within the Group or among its partners, could result in liability, damage their reputation or jeopardize the long-term viability of their business. This is achieved not only through policies and procedures, but also through the organization of training courses.

#### Compliance Week

Since 2019, GEODIS has held an annual Compliance Week. The purpose of the event is to raise awareness among all employees, lines of business and regions of potential risk situations they may face. The regions and lines of business subsequently implement actions in line with their priorities, based on this Compliance Week. The 2024 Compliance Week started on December 9. Various videos on each theme – corruption, competition, personal data, export control – were posted on the Group’s intranet.

Since 2024, this initiative has been supplemented by a quarterly Compliance newsletter. Its aim is to strengthen employees’ sense of responsibility and foster a culture of ethics and compliance. Each issue focuses on a specific topic, illustrated by a court ruling or a relevant news item.

#### Training

Ethics training is essential to ensure that at-risk employees understand the rules of ethics and compliance, and that risks are handled effectively. This is why GEODIS has developed a program consisting of four online training modules: Code of Ethics, Combating Corruption and Influence Peddling, Data Privacy and Protection, and Fair Competition. These courses are available in eight languages.

The Code of Ethics training session is available to all employees with a computer and access to the online platform. The training module, which provides a certificate upon completion, is mandatory for all employees every two years, and must be completed by new hires within the first month of employment.

#### Results

The 2024 training campaign targeted 11,096 employees. Among them, 9,654 employees completed the Code of Ethics training, i.e. 87% of the target population.

### 5.1.2 Combating corruption and influence peddling

An integral part of the Group’s compliance program is the fight against corruption and influence peddling. GEODIS does not tolerate any form of corruption or influence peddling and promotes all measures to prevent it, including:

- promoting awareness and adherence to the Group’s anti-corruption policy and other related procedures and policies;
- providing anti-corruption training;
- encouraging all employees to consult the Group Compliance Department if they have any doubts or questions.

#### Risk mapping

Corruption and influence peddling are among the major risks identified by the Group. A risk map has been drawn up at local level in each region and line of business. These risks were then consolidated into the Group risk map, which is reviewed every three years. Mapping is digitized on the Risk Factory tool, which tracks updates and automatically calculates risks. Action plans are monitored and evaluated by the Internal Control and Compliance Department.

#### Third-party integrity verification

The “Know Your Business Partner” procedure is used to assess supplier risk. Business partners considered to be most at risk are subject to an in-depth analysis, which includes:

- questions on their compliance program, shareholding, ultimate beneficial owner, etc.;
- integrity checks against external databases;
- specific training provided by the Group Compliance Department.

#### Disciplinary system

GEODIS has set up a disciplinary system intended to be used in the event of violation of the policies and procedures of the compliance program, including the Code of Ethics and the policy on Gifts and Invitations. This disciplinary procedure has been rolled out in all Group entities, and it is regularly monitored by the Human Resources Department. A consolidated register records the penalties incurred for acts of corruption.



### Training

The profiles most exposed to the risks of corruption and bribery include employees who interact with customers and suppliers, along with new hires. These employees must follow a 30-minute online session entitled “Fighting corruption and influence peddling”. The course covers the regulations that apply to the different legislations in force (Sapin II<sup>(1)</sup>, FCAP<sup>(2)</sup> and UKBA<sup>(3)</sup>, among others), as well as risk situations, with practical case studies and a final quiz. A certificate is awarded on completion of the course, which must be renewed every two years.

### Anti-corruption control plan

GEODIS has designed first- and second-level controls, applicable to all Group entities, allowing it to continuously assess the operational effectiveness of the system, in accordance with the recommendations of the French Anti-corruption Agency. This process is subject to an independent assessment by the Internal Audit Department.

### Results

- In 2024, 69 individuals among “high-risk” third parties completed compliance training, in addition to the 153 people trained in 2023<sup>(4)</sup>.
- The 2024 training program targeted 11,278 employees. A total of 10,616 employees, or 94% of the target population, completed the anti-corruption training.
- Number of convictions and total fines for breaches of anti-corruption legislation in 2024: 0
- Number of convictions for violations of anti-corruption laws: 0
- Total fines for violations of anti-corruption laws: 0

### 5.1.3 Free and fair competition

GEODIS is particularly committed to complying with competition law covering anti-competitive agreements and the abuse of dominant market positions.

The fair competition policy introduces employees to the fundamental principles of competition law, outlining both the behaviors to adopt and those to avoid. It also explains the procedures for reporting incidents.

The document reiterates that professional organizations must not be used as platforms for anti-competitive exchanges or information-sharing between members. In order to mitigate this risk, the Group has set up a formal membership application and renewal control procedure. All employees concerned are required to take an online training course addressing this issue.

### 5.1.4 Customs and export controls

In response to the increase in international trade, GEODIS has implemented measures designed to ensure compliance with the regulations applicable to the provision of customs services, as well as with export control regulations:

- “customs rules” are designed to provide a framework for the customs clearance operations handled by GEODIS, and cover the customs subcontracting procedure, the payment of customs duties, taxes and other charges to the customs authorities, and the customs compliance program. They are based on the principles of the World Customs Organization (WCO), regulations issued by customs authorities and other government bodies, and best professional practices, and are enforced in all Group entities;
- the “export control procedure” is designed to provide a framework for export, import, domestic transport, logistics, customs clearance and transit operations carried out within all GEODIS entities, to ensure that they do not involve anyone designated on sanctions lists or prohibited goods. Any commercial activity involving countries or goods identified in the procedure is subject to prior approval.

Online training courses on the principal customs rules and export control regulations are provided to support the employees in question.

<sup>(1)</sup> French law on transparency, the fight against corruption and the modernization of economic life.

<sup>(2)</sup> Foreign Corrupt Practices Act, United States federal anti-corruption law.

<sup>(3)</sup> United Kingdom Bribery Act, British anti-corruption law.

<sup>(4)</sup> Data for 2023 has been adjusted as it represented people registered for training, not those who actually took part.

## 5.2 Supplier relations management

### Issues and impacts

The GEODIS business model is based on an internal and external ecosystem which allows it to offer its customers a comprehensive end-to-end service. To carry out these operations, the Group relies heavily on a network of suppliers and subcontractors to whom it outsources services.

The Group's purchases fall into five categories:

- subcontracting of transport (air, sea, road and rail), logistics and services relating to maintenance, servicing and work on mobile equipment and installations. These purchases are made from small local players (small and medium-sized enterprises, etc.) as well as from international transport and logistics groups;
- temporary labor purchased from multinational groups, regional franchise networks or family businesses;
- energy purchased locally from national players or subsidiaries of international suppliers;
- road vehicles and industrial equipment that are central to Group businesses and to the challenges of environmental transition. As such, these purchases are evaluated in terms of full lifecycle cost (TCO – total cost of ownership) or usage performance (TCU – total cost of use);
- indirect purchasing, including general procurement, IT and telecommunications (equipment, software and services) and intellectual services.

The risk of suppliers and partners failing to respect human rights, the environment or business integrity could affect GEODIS's performance and customers' trust.

The Group limits this risk by strengthening its selection process and the CSR assessment of suppliers and partners. In 2024, responsible purchasing was added to the GEODIS risk map.

### Governance

In 2024, GEODIS expanded and restructured the Group Purchasing Department, giving it the following responsibilities:

- drawing up a roadmap for responsible purchasing, ensuring consistency with the Ambition 2027 strategic plan;
- structuring sourcing and supplier management to encourage synergies at line of business and regional levels. 250 suppliers operating across the Group are managed at continental or national level;
- monitoring the purchasing function's economic and CSR performance, using processes, tools, norms and standards specified by the Group.

This organization is backed up by a team of 225 purchasing professionals working throughout the organization, who define strategies specific to their activities/lines of business and implement the Group's objectives and programs.

Dialogue with suppliers is carried out both nationally and locally, with supplier reviews as well as supplier days, such as the Carrier Affinity Conference, which brings together the Group's partner carriers in the United States each year.

### Key figure

→ **GEODIS purchasing teams are present in 32 countries and employ more than 230 people.**

### Policies

The approach revolves around the following policies:

- the Business Partner Code of Conduct, revised in 2024, which states that any breach of this Code may result in the suspension or termination of the supplier's contract;
- the Group Code of Ethics;
- the Ten Principles of the Global Compact;
- "Know Your Business Partner", a procedure for assessing the compliance and commitment of value chain partners. This procedure must be applied, regardless of country, region or line of business, to all existing and potential third parties (customers, suppliers, service providers, subcontractors and partners, including agents and joint venture or consortium partners) working with GEODIS or on behalf of GEODIS.

### Action plan

#### Integration of CSR criteria into procurement processes and calls for tender

National and local suppliers and subcontractors and those serving multiple entities are selected by purchasing departments on the basis of a set of economic, quality, health and safety, CSR and business integrity criteria, such as:

- health and safety: verification of the presence of a safety management system, an emergency plan detailing actions to be taken in the event of an incident (fire, serious injury, etc.), provision of road safety training;
- human rights: respect for fundamental texts safeguarding human rights, in particular the prohibition of forced labor, child labor, human trafficking and discrimination, and respect for freedom of association;
- environment: analysis of energy consumption, CO<sub>2</sub> emissions, waste generated, local pollution, reuse and recycling loops;
- social: development of partnerships with disability-inclusive companies (which enable people with disabilities access to employment in conditions adapted to their abilities);
- business integrity and compliance: apply responsible purchasing risk mapping for each category of products or services for suppliers submitting tenders.

## Target

75% of strategic suppliers across the Group assessed by EcoVadis within the last three years by 2027.

## Evaluation of supplier risks

GEODIS employs two methods for assessing supplier risks.

The most critical suppliers or those most vulnerable to ethical and compliance risks (country, category of purchase, amount of expenditure) are subjected to an in-depth analysis and a compliance and business integrity questionnaire. They are also required to undertake specific training on the subject. Medium- and high-risk suppliers are asked to complete a shorter questionnaire.

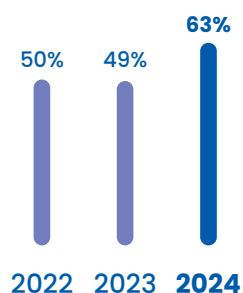
The CSR assessment is managed *via* the EcoVadis platform. Any service provider scoring below 45/100 is required to implement a corrective action plan. If no relevant actions are taken within a reasonable timeframe to improve the assessment, the supplier will be removed from the supplier database. In 2024, the Group expanded the scope of suppliers involved to new geographies and purchasing categories. Thus, 374 active suppliers are now assessed, including 303 so-called strategic suppliers and 71 main transport subcontractors across different businesses. The so-called strategic suppliers are those who have a direct contribution to the Group's purchasing strategy, are critical to GEODIS's business processes, and represent a recurring expenditure of more than €5 million within the Group's scope. This category does not include suppliers and subcontractors of transport, logistics, customs, import/export, taxes, real estate, and insurance.

## Training

In 2024, the Group's Sustainability and Purchasing Departments launched a CSR supplier evaluation training program with the support of GEODIS University and the SNCF Procurement University. 17 purchasing professionals were trained during the year, and the program will continue in 2025.

## Results

*Percentage of strategic suppliers assessed by EcoVadis in the last three years*



## First annual supplier survey

GEODIS surveyed 1,650 partners and subcontractors in 2024. An online questionnaire, available in two languages, consisted of 20 questions (on the quality of business relations, satisfaction and recommendation, assessment of CSR approach and support for innovation). The response rate was 17%, with an overall satisfaction rate of 94%. The quality of supplier relations and timely payment were among the main strengths identified by suppliers. On the other hand, communication and the response to calls for tender, as well as support for innovation, were identified as areas for improvement.

### 5.2.1 Supplier payment terms

GEODIS's relationships with its suppliers and subcontractors are essential to the quality of its services and its long-term success. They are based on the principles of impartiality, fairness and loyalty, with respect for the independence and individual identities of its partners. GEODIS is committed to refrain from abusing its market position to secure preferential treatment or impose unfair conditions, and ensures that its suppliers and subcontractors are not placed in a situation of undue economic dependence.

Practices regarding payment terms are outlined in the Book of Business Principles. Employees are expected to observe the following rules:

- respect legal payment terms (in France, 30 days for transport services);
- otherwise, limit payment terms to a maximum of 45 days following invoice date;
- refuse to accept credit lines.

If payment is to be made in more than 45 days, prior approval must be sought from the GEODIS Group Investment Committee (for contracts worth more than €5 million).

## Results

- Average payment period in DPO (Days Payable Outstanding): 49.1 days as of end December 2024 (compared to 52.1 days as of end December 2023).
- Number of ongoing court proceedings due to late payment: 0.
- Number of legal actions brought against the Company for late payment: 0.

## Key figure

→ **94% of suppliers responding to the 2024 GEODIS supplier survey said they were satisfied overall with their experience as a Group supplier.**

## 5.3 Data protection and cybersecurity

### Issues and impacts

The Group's digital transformation and the growing number of digital exchanges with its many partners are increasing the risks of hacking, cyber-attacks and malicious use of information systems.

As a trusted digital partner, GEODIS is committed to continuously adapting and improving its technical and organizational posture, whether preventive or responsive, in order to guard against any major interruption to its activities or breach of data confidentiality that could impact third parties, or its own operations or reputation.

### Governance

The Group's Information Systems Security Department works closely with the Management Board. It implements a comprehensive, overarching strategy in France and internationally, independently of the lines of business concerned. This department works with the Data Protection Office, which defines and oversees the implementation of protection rules.

### Policies and procedures

The rules and principles established by the Group in terms of information systems security must be respected by all lines of business and regions, as well as by local regulations in force. The Group relies on a network of committed partners and a significant range of solutions to secure exchanges, maintain employee vigilance and work towards the most widely recognized international security standards (NIST, ISO 27001).

The following have been implemented:

- a general IT security policy, incorporated into the Book of Business Principles;
- specific policies in line with the appropriate benchmark standards;
- a "security by design" approach, which ensures that security requirements are included in the design phases of services and products rolled out by GEODIS as part of its digital transformation;
- internationally acknowledged security certifications in key business areas;
- risk analyses and ad hoc mitigation measures.

### Action plan

The Group's data and asset protection roadmap is supported by the following means and resources:

- identification of risks by classifying assets, partners and potential threats that could impact the confidentiality, availability or integrity of data;
- protection of assets and promotion of cyberculture by regularly raising awareness among users, who are the primary players in the Company's security, through training and attack simulation campaigns. Over 30,000 users take part every month;
- detection of possible compromises on over 35,000 active devices, and a Vulnerability Operation Center to continuously reduce the attack surface;
- the means of responding to alerts and incidents, represented by its Security Operation Center and intervention teams around the world, providing 24/7 coverage;
- crisis procedures and exercises to manage potential major incidents more smoothly.

GEODIS recognizes the increasingly prominent role played by artificial intelligence (AI) in its functions and lines of business, and is committed to a global governance of data to guarantee ethical, transparent and compliant use of AI in its various regions and regulated environments.

### 5.3.1 Personal data

#### Issues and impacts

Ensuring cybersecurity and data protection is crucial for companies in the logistics sector. The data generated by their activities is an invaluable asset, ensuring that operations run smoothly, deadlines are met and costs are optimized in real time. Ensuring the confidentiality, availability and integrity of customer, supplier and partner data is critical. An effective data protection strategy not only prevents data loss, theft and corruption, but also keeps damages in the event of a cyber-attack to a minimum.

This dependence on information systems also exposes the Group to risks of non-compliance with regulations on a global scale, which could potentially lead to substantial fines and reputational damage. To limit this risk, GEODIS has set up a dedicated governance structure, a set of tools and awareness-raising campaigns to increase employee vigilance with regard to data management.

The process of identifying the impacts, risks and opportunities of the protection of personal data in relation to GEODIS's business model and strategy is presented in [section 2.6](#) of this report.



### Governance

The Data Protection Officer is part of the Data Protection Office. He or she is supported by a network of operational correspondents made up of the following members:

- Data Protection Officer (deployment of the Group's processes and procedures);
- Data Protection IT Coordinator (compliance);
- Data Protection Regional Correspondents (regional liaisons);
- Data Protection Champions (line of business liaisons);
- Data Protection Correspondents (country liaisons);
- Function Correspondents (function liaisons).

### Policies

A wide range of documents and tools are available to employees and stakeholders to ensure compliance with practices and regulations:

- the Code of Ethics commits stakeholders "to treat personal data as confidential and to protect such data to the utmost in compliance with the applicable laws";
- the Business Partner Code of Conduct commits all suppliers and subcontractors to complying with all applicable regulations;
- the Book of Business Principles outlines the rules to be followed and appropriate behavior to be adopted;
- the Data Protection Declaration details the process and organization in place to protect the personal data of employees, customers and suppliers;
- a shared folder providing Data Protection content and tools is available to all employees.

### Action plan

Data protection training is intended to improve employees' level of knowledge. Different formats of content are tailored to meet employees' profiles and levels of expertise (live presentations, documentation and e-learning modules), and are available in a shared folder.

Every January, GEODIS organizes a Data Protection Day to raise awareness on this subject among its employees. As part of the day's activities in 2024, the teams explored the definition of personal data and presented the Group's prevention program.

### Results

12,671 employees worldwide, or 90% of the target population, completed the personal data protection training module in 2024.



## 5.4 Responsible stakeholder engagement

GEODIS does not simply respond to requests from current and prospective customers. Its commercial offers systematically include options that reduce greenhouse gas emissions whenever possible.

At the same time, GEODIS is actively involved in industry bodies and working groups to drive forward environmental and societal transition within its sphere of influence. A transition to more sustainable logistics requires calls for collaboration between companies, governments, technology providers and other stakeholders. Coordination at both sectoral and inter-sectoral levels is critical to implementing systemic change.

Meanwhile, GEODIS is committed to playing a proactive part in developing sustainable logistics solutions for its customers. The Group systematically proposes a low-carbon solution whenever possible, even if the customer has not specifically asked for it in the request for quotations. GEODIS strives to be proactive, promoting its initiatives and solutions to reduce its customers' carbon footprint, through alternative fuels, multimodal solutions, Supply Chain Optimization, etc.

### Industry associations and organizations

As an active member of Union TLF (the French Union of Transport and Logistics Companies), GEODIS endorses the roadmap published by the association for the decarbonization of road freight transport to the French government. This document sets out the conditions for the successful development of alternative energies such as electricity, biofuels, biogas and hydrogen fuel. TLF has also created a decision-making tool for comparing the costs and emissions of alternative energies when renewing vehicle fleets, and made it available to the public. GEODIS employees provided input to create the content of this tool and to developing the website<sup>(1)</sup>.

The Group also takes part in workshops and working groups on multimodal transport and biofuels within organizations such as the Smart Freight Centre, Clean Cargo (maritime transport) and the Clean Air Transport Program (air transport).

### Coalitions

In late 2023, GEODIS joined the Road Decarbonization Alliance, which brings together a panel of companies, experts, local authorities, associations, insurers and unions to work alongside public authorities. Its roadmap for 2024 focused on four key areas: ensuring a fair and acceptable transition in mobility; decarbonizing logistics; roads at the heart of a mobility system in low-density and rural areas; and roads and their resilience to climate risk.

The Group has also been a member of the European Clean Trucking Alliance (ECTA) since 2020, a coalition of European companies and organizations advocating zero-emission solutions in road transport.

GEODIS is in contact with public authorities in the countries where it has operations, either on its own behalf or through industry associations. It actively advocates a legislative and regulatory framework in line with its commitments, in order to maintain fair competitiveness while integrating sustainability issues.

### 5.4.1 Political involvement and lobbying activities

Public affairs encompass all actions enabling GEODIS to promote its rights and interests and to provide information to public bodies and decision-makers, in France and abroad, whose actions could have an impact on its activities or those of its subsidiaries.

The Group is committed to complying with national laws requiring interest representatives to register where lobbying activities are conducted, in accordance with the applicable transparency and lobbying disclosure regulations (e.g., with the relevant national oversight or transparency authority in each jurisdiction).

The Group does not allow its employees to participate, directly or indirectly, whether solicited or not, in financing political activities. This applies in particular to funding political parties or election campaigns, whatever the reason for the contribution and irrespective of whether or not it is made with the aim of obtaining certain advantages in return. This applies to both financial contributions and offers of services made for the benefit of a political party or election candidate.

(1) Tool on the Group website: <https://geodis.com/logistics-carbon-calculator>



## OPEN ORDERS

**+466**  
now | hasta ahora

## PAB SHIP Orders Morning

**+168**  
Orders | From 4:30 AM

## PAB-Evening Shipped Orders

**+686**  
Orders | From 4:30 PM

## PAB SHIP Morning from 4:30 AM

Time	orders	quantity
08 AM	0	0
10 AM	0	0
12 PM	220	220
2:30 PM	167	42877
4:30 PM	167	42877

## OPEN QUANTITY

**28,674**  
now | hasta ahora

## PAB SHIP Quantity Morning

**+42,837**  
Units | From 4:30 AM

## PAB-Evening Quantity

**+198,483**  
Units | From 4:30 PM To

## PAB-Evening Ship

Query timeout: visualization queries are not allowed and records. If you have not yet has grown, your database is under gradual load, or the visualization is not working, that is too large to be processed within the timeout. If that is the case, we recommend that you summarize your data further.





**Annexes**



## Annex 1: Table of indicators

The methodological note for a definition of each indicator and any exclusions from the scope is available on geodis.com. The Limited Assurance Report can also be consulted on the Group's website.

As the integration of the most recent acquisitions is in progress, the indicators in the table below include the full scope of the Group, unless stated otherwise. For reference, Need It Now Delivers and trans-o-flex represent 3.4% and 4.2% respectively of the Group's headcount.

### Environmental indicators

Indicator	Unit	2022	2023	2024	Verified
<b>Greenhouse gas emissions, scopes 1+2+3</b>	tCO <sub>2</sub> e	4,676,507	4,335,760	4,796,277	
<b>Greenhouse gas emissions, scopes 1+2 (market-based)</b>	tCO <sub>2</sub> e	394,954	338,737	376,731	✓
<b>Scope 1: Direct greenhouse gas emissions</b>					
<b>Total</b>	tCO <sub>2</sub> e	322,762	268,082	294,404	✓
(1.1) Direct emissions from fixed combustion sources					
Emissions resulting from consumption of natural gas, heating oil and LPG for heating buildings	tCO <sub>2</sub> e	31,306	39,004	35,619	
(1.2) Direct emissions from mobile combustion sources					
<b>Total</b>		<b>289,473</b>	<b>227,095</b>	<b>249,706</b>	✓
Emissions resulting from consumption of natural gas for forklifts	tCO <sub>2</sub> e	5,287	5,326	6,087	✓
Emissions resulting from diesel consumption	tCO <sub>2</sub> e	160,404	157,892	150,619	✓
Emissions resulting from kerosene consumption	tCO <sub>2</sub> e	89,332	37,201	77,092	✓
Emissions resulting from gasoline consumption	tCO <sub>2</sub> e	28,594	18,089	7,380	✓
Emissions resulting from consumption of natural gas and biogas by vehicles	tCO <sub>2</sub> e	5,856	8,587	8,529	✓
(1.4) Fugitive direct emissions	tCO <sub>2</sub> e	1,983*	1,983*	9,078*	
<b>Scope 2: Indirect greenhouse gas emissions relating to energy consumption</b>					
<b>Total (market-based)</b>	tCO <sub>2</sub> e	<b>72,192</b>	<b>70,655</b>	<b>82,327</b>	✓
<b>Total (location-based)</b>	tCO <sub>2</sub> e	<b>81,567</b>	<b>84,622</b>	<b>83,847</b>	✓
(2.1) Indirect emissions from electricity consumption	tCO <sub>2</sub> e				
Market-based		72,192	70,655	81,087	✓
Location-based		81,567	84,622	82,607	✓
(2.2) Indirect emissions from the consumption of heat, steam or cold	tCO <sub>2</sub> e	-	-	1,240	

\* Excludes Need It Now Delivers and trans-o-flex.

Indicator	Unit	2022	2023	2024	Verified
<b>Scope 3: Indirect greenhouse gas emissions</b>					
<b>Total</b>	<b>tCO<sub>2</sub>e</b>	<b>4,281,554</b>	<b>3,997,023</b>	<b>4,419,547</b>	
(3.1) Purchase of goods and services**	tCO <sub>2</sub> e	224,638	207,842	233,516	
(3.2) Capital goods**	tCO <sub>2</sub> e	71,166	79,816	95,336	
(3.3) Indirect emissions relating to energy, not included in scopes 1 & 2	tCO <sub>2</sub> e	123,987	102,647	111,245	
(3.4) Upstream freight transport (subcontracted)**	tCO <sub>2</sub> e	3,510,519	3,254,381	3,518,974	✓
Air transport	tCO <sub>2</sub> e	1,282,979	1,054,196	1,348,679	
Rail transport	tCO <sub>2</sub> e	74,638	51,146	63,683	
Barge transport	tCO <sub>2</sub> e	1,387	1,815	2,130	
Sea transport	tCO <sub>2</sub> e	572,848	494,127	600,713	
Road transport	tCO <sub>2</sub> e	1,578,667	1,653,097	1,503,768	
(3.5) Waste generated in operations**	tCO <sub>2</sub> e	71,638	68,834	79,227	
(3.6) Business travel**	tCO <sub>2</sub> e	7,164	18,813	14,387	
(3.7) Employee commuting**	tCO <sub>2</sub> e	38,861	44,621	41,225	
(3.11) Emissions relating to sold products	tCO <sub>2</sub> e	233,581	216,102	320,713	
(3.13) Downstream leased assets	tCO <sub>2</sub> e	N/A	3,966	4,924	

Indicator	Unit	2022	2023	2024	Verified
<b>Energy consumption</b>					
<b>Total</b>	<b>GWh</b>	<b>1,577</b>	<b>1,369</b>	<b>1,449</b>	✓
Natural gas consumption of built areas, forklifts and road vehicles	GWh	221	263	243	✓
Electricity consumption of built areas	GWh	270	263	264	✓
Of which renewable electricity	GWh	44	63	44	✓
Diesel consumption	Millions of liters	64.36	63.37	60.01	✓
	GWh	625	616	583	
Consumption of other types of fuel (B100, HVO)	Millions of liters	0.5	1.1	1.8	
	GWh	5	10	19	
Gasoline consumption	Millions of liters	12.4	8.3	3.4	
	GWh	110	73	30	
Kerosene consumption	Millions of liters	35.3	14.7	30.5	
	GWh	346	144	299	
Heating oil consumption	Millions of liters	-	-	0.4	
	GWh	-	-	4	
Consumption of heat, steam, cooling	GWh	-	-	7	
<b>Ratios</b>					
Consumption of electricity and heating gas per sqm of built areas <sup>(1)</sup>	kWh/sqm	45.7	43.7	43.8	✓
Percentage of surfaces in buildings equipped with LED lighting	%	59%	62%	66%	✓

(1) Electricity and heating gas consumption is divided by the built area consuming electricity as a minimum excluding sites that were opened or closed during the year.

\*\* Excludes Need it Now Delivers.

## 6. TABLE OF INDICATORS

Indicator	Unit	2022	2023	2024	Verified
<b>Energy consumption and mix</b>					
(1) Fuel consumption from coal and coal products	MWh	-	-	0	✓
(2) Fuel consumption from crude oil and petroleum products	MWh	-	-	915,785	✓
(3) Fuel consumption from natural gas	MWh	-	-	232,217	✓
(4) Fuel consumption from other fossil sources	MWh	-	-	0	✓
(5) Consumption of purchased or acquired electricity, heat, steam or cooling from fossil sources	MWh	-	-	106,764	✓
<b>(6) Total fossil energy consumption (total lines 1 to 5)</b>	<b>MWh</b>	<b>-</b>	<b>-</b>	<b>1 254,766</b>	<b>✓</b>
Share of fossil sources in total energy consumption	%	-	-	87%	✓
<b>(7) Consumption from nuclear sources</b>	<b>MWh</b>	<b>-</b>	<b>-</b>	<b>66,230</b>	<b>✓</b>
Share of consumption from nuclear sources in total energy consumption	%	-	-	5%	✓
(8) Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biological origin, biogas, renewable hydrogen, etc.) <sup>(1)</sup>	MWh	-	-	29,637	✓
(9) Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources	MWh	-	-	98,022	✓
(10) Consumption of self-generated non-fuel renewable energy	MWh	-	-	-	✓
<b>(11) Total renewable energy consumption (total lines 8 to 10)</b>	<b>MWh</b>	<b>-</b>	<b>-</b>	<b>127,659</b>	<b>✓</b>
Share of renewable sources in total energy consumption	%	-	-	9%	✓
<b>Total energy consumption (total lines 6, 7 and 11)</b>	<b>MWh</b>	<b>-</b>	<b>-</b>	<b>1,448,655</b>	<b>✓</b>
Generation of non-renewable energy	MWh	-	-	-	✓
Generation of renewable energy	MWh	-	-	0	✓

(1) The share of biofuels from B7 and E10 (considered as fossil energy) is not taken into account here.

Indicator	Unit	2022	2023	2024	Verified
<b>Changes in the vehicle fleet</b>					
<b>Total</b>	<b>Number of vehicles</b>	<b>3,607</b>	<b>4,302</b>	<b>4,659<sup>(1)</sup></b>	
Euro 0 to 4	Number of vehicles	105	91	81	
Euro 5	Number of vehicles	181	165	113	
Euro 6	Number of vehicles	3,083	3,690	3,722	
Alternative vehicles	Number of vehicles	238	356	463	
Of which electric vehicles	Number of vehicles	23	32	64	
Of which hybrid vehicles	Number of vehicles	4	8	11	
Of which natural, compressed and liquefied gas vehicles <sup>(2)</sup>	Number of vehicles	189	184	327	
Of which B100 vehicles	Number of vehicles	22	28	61	
Proportion of alternative vehicles	%	6.6%	8.3%*	9.9%	✓

(1) Includes 280 Need It Now Delivers vehicles not broken down by category.

(2) Also includes vehicles that were accounted for separately as "biogas vehicles" in 2022 and 2023. The number of natural, compressed or liquefied gas vehicles has therefore been adjusted (189 in 2022 instead of 149, 288 in 2023 instead of 184).

\* Excludes Need It Now Delivers and trans-o-flex.

Indicator	Unit	2022	2023	2024	Verified
<b>Waste generated</b>					
<b>Total</b>	<b>Tonnes</b>	<b>115,774</b>	<b>105,288**</b>	<b>112,526**</b>	
Hazardous	Tonnes	1,357	2,232	2,406	✓
Non-hazardous	Tonnes	114,417	103,056	110,120	✓
<b>Waste with end-of-life information available<sup>(1)</sup></b>	<b>Tonnes</b>	<b>-</b>	<b>-</b>	<b>99,736</b>	✓
Recovered waste	Tonnes	-	-	76,271	✓
Recovery rate	%	-	-	76%	✓
of which preparation for reuse	Tonnes	-	-	14,901	✓
of which recycling	Tonnes	-	-	56,378	✓
of which other recovery	Tonnes	-	-	4 992	✓
Disposed waste	Tonnes	-	-	23,465	✓
of which incineration	Tonnes	-	-	8,842	✓
of which landfilling	Tonnes	-	-	11,528	✓
of which other disposal operations	Tonnes	-	-	3,095	✓
Non-recycled waste <sup>(2)</sup>	Tonnes	-	-	43,358	✓
Non-recycled waste rate	%	-	-	43%	✓

<sup>(1)</sup> Scope representing 89% of the total tonnage of waste generated by GEODIS in 2024.

<sup>(2)</sup> Value calculated by subtracting total recycled waste from total waste generated with end-of-life information.

## Certifications

Indicator	Unit	2022	2023*	2024**	Verified
Number of GEODIS sites		936	1,079	1,080	
<b>Certifications</b>					
ISO 9001 <sup>(1)</sup>	Number of sites certified	580	590	638	
ISO 14001 <sup>(2)</sup>	Number of sites certified	301	308	367	
ISO 45001 <sup>(3)</sup>	Number of sites certified	250	256	255	
TAPA <sup>(4)</sup>	Number of sites certified	25	33	37	
AEO <sup>(5)</sup>	Number of sites certified	339	350	410	
ISO 22000 <sup>(6)</sup>	Number of sites certified	37	34	8	
ISO 13485 <sup>(7)</sup>	Number of sites certified	3	3	5	
ISO 50001 <sup>(8)</sup>	Number of sites certified	2	2	13	
SQAS <sup>(9)</sup>	Number of sites certified	16	16	16	
HQE, LEED, BREEAM <sup>(10)</sup>	Number of sites certified	7	27	34	

<sup>(1)</sup> Quality management.

<sup>(2)</sup> Environmental management.

<sup>(3)</sup> Safety management.

<sup>(4)</sup> Transport Asset Protection Association (freight security).

<sup>(5)</sup> Authorized Economic Operator (customs formalities).

<sup>(6)</sup> Food safety.

<sup>(7)</sup> Quality of medical devices.

<sup>(8)</sup> Energy management.

<sup>(9)</sup> Safety & Quality Assessment for Sustainability (chemicals).

<sup>(10)</sup> Environmental performance of buildings: High Environmental Quality, Leadership in Energy and Environmental Design, Building Research Establishment Environmental Assessment.

\* Excludes Need It Now Delivers and trans-o-flex.

\*\* Excludes Need It Now Delivers.



## Social indicators

Indicator	Unit	2022	2023	2024	Verified
<b>Total headcount</b>		<b>49,476</b>	<b>52,819</b>	<b>49,720</b>	✓
<b>Full Time Equivalents (FTEs)</b>		<b>48,767</b>	<b>52,268</b>	<b>49,221</b>	✓
<b>Health and Safety in the workplace</b>					
Number of lost-time incidents		860	862 <sup>(1)</sup>	892	✓
Lost-time incident frequency rate per million hours worked (employees)		10.5	9.8**	10.3	✓
Severity rate in lost workdays per thousand hours worked		0.55	0.56**	0.54	✓
Number of hours of training in Health and Safety per FTE	Hours	5.87	5.45*	5.95*	
Average number of days lost per lost-time incident (employees)		51.5	57.1	55.1	✓
Number of deaths (employees)		2	1*	1	
<b>Management of talent</b>					
Total number of hours of training	Hours	474,327	542,049*	565,336*	
Number of hours of training per FTE <sup>(2)</sup>	Hours	10	10*	12*	
<b>Diversity and inclusion</b>					
Percentage of women in the total headcount	%	40%	39%	40%	✓
Percentage of women in the TopEx	%	22%	22%	25%	✓
Gender equality index score	/100	89	91	91	
Percentage of employees (FTE) with disabilities	%	3.3%	3%*	4%*	
<b>Employee engagement</b>					
Absenteeism	%	3.83%	3.55%*	3.99%*	
Number of departures (including resignation, retirement, dismissal, redundancy)		19,224	16,096*	18,480*	
Average length of service of employees	Years	7,4	7.3*	6.9*	
Employee satisfaction rate (engagement survey)	%	81%	82%*	80%*	
Employee engagement rate (engagement survey)	%	80%	81%	79%	
<b>Ethics</b>					
Percentage of targeted employees receiving training in the Code of Ethics through e-learning <sup>(3)</sup>	%	-	-	87%	
Percentage of targeted employees receiving training in anti-corruption through e-learning <sup>(3)</sup>	%	-	-	94%	
Percentage of suppliers assessed by EcoVadis	%	50%	41%*	63%*	
Average score awarded to suppliers assessed by EcoVadis	/100	65	65**	65*	
Percentage of suppliers having signed the GEODIS Code of Conduct	%	77%	75%*	76%*	
Percentage of targeted employees having received training in data protection	%	32%	26%*	90%*	

(1) The figure published in 2024 was 865 lost-time incidents, but this was subsequently corrected to 862 after the reclassification of several incidents.

(2) Excludes Need It Now Delivers and trans-o-flex (45,556 FTEs).

(3) A more robust methodology was applied by the Group in 2024 for accounting the employees receiving training in the Code of Ethics and anti-corruption. However, it was not possible to recalculate the data for 2022 and 2023 using this approach.

\* Excludes Need It Now Delivers and trans-o-flex.

\*\* Excludes Need It Now Delivers.

## Annex 2: Cross-reference table with the ESRS from the CSRD

Disclosure requirement	Disclosure requirement description	Section of the report	Pages
<b>ESRS 2</b>	<b>GENERAL INFORMATION</b>		
BP-1	General basis for preparation of sustainability statements		-
BP-2	Disclosures in relation to specific circumstances		-
GOV-1	The role of the administrative, management and supervisory bodies	2.1 Corporate governance	22
GOV-2	Sustainability matters addressed by the Company's governance bodies	2.1 Corporate governance	22
GOV-3	Integration of sustainability-related performance in incentive schemes	2.1 Corporate governance	22
GOV-4	Statement on due diligence	Annex 3 Statement on due diligence	105
GOV-5	Risk management and internal controls over sustainability reporting	2.2 Risk management and internal control	26
SBM-1	Strategy, business model and value chain	1.1 A better way to deliver	10
		1.2 Four complementary lines of business	11
		1.3 Sector trends	13
		1.4 Strategy: Ambition 2027	14
		1.5 Innovation	15
		1.6 Business model	18
SBM-2	Interests and views of stakeholders	2.4 Interactions with stakeholders	30
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	2.3 Double materiality analysis	28
		2.5 CSR roadmap	31
		2.6 Impacts, risks and opportunities	34
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	2.6 Impacts, risks and opportunities	34
IRO-2	Disclosure requirements in ESRS covered by the Company's sustainability statement	2.3 Double materiality analysis	28
		2.6 Impacts, risks and opportunities	34

## Environment

Disclosure requirement	Disclosure requirement description	Section of the report	Pages
<b>ESRS E1</b>	<b>CLIMATE CHANGE</b>		
E1-GOV-3	Integration of sustainability-related performance in incentive schemes	3.1.1 Governance	42
E1-1	Transition plan for climate change mitigation	3.1.3 Climate change mitigation	43
E1-SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	2.6 Impacts, risks and opportunities	34
		3.1.3 Climate change mitigation	43
		3.1.6 Adapting to climate change	53
E1-IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	2.6 Impacts, risks and opportunities	34
		3.1.3 Climate change mitigation	43
		3.1.6 Adapting to climate change	53
E1-2	Policies related to climate change mitigation and adaptation	3.1.2 Strategy	43
		2.5 CSR roadmap	31
E1-3	Actions and resources in relation to climate change policies	3.1.1 Governance	42
		3.1.3 Climate change mitigation	43
		3.1.6 Adapting to climate change	53
E1-4	Targets related to climate change mitigation and adaptation	3.1.3 Climate change mitigation	43
		3.1.6 Adapting to climate change	53
E1-5	Energy consumption and mix	3.1.5 Energy and the energy mix	50
E1-6	Gross scopes 1, 2 and 3 and total GHG emissions	3.1.4 Greenhouse gas emissions	47
<b>ESRS E2</b>	<b>AIR POLLUTION</b>		
E2-IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	2.3 Double materiality analysis	28
		2.6 Impacts, risks and opportunities	34
E2-1	Policies related to pollution	3.1.2 Strategy	43
		2.5 CSR roadmap	31
E2-2	Actions and resources related to pollution	3.2 Air pollution	55
		3.2.1 Microplastics	56
E2-4	Metrics and targets related to air pollution	3.2 Air pollution	55
		Annex 1 Table of indicators	96
<b>ESRS E5</b>	<b>CIRCULAR ECONOMY</b>		
E5-IRO-1	Impact, risk and opportunity management related to resource use and circular economy	2.3 Double materiality analysis	28
		2.6 Impacts, risks and opportunities	34
E5-1	Policies related to resource use and circular economy	3.1.2 Strategy	43
		2.5 CSR roadmap	31
E5-2	Action plans and resources	3.3 Circular economy and waste management	57
		3.3.1 Operating reverse logistics services for customers	57
		3.3.2 Operations: inbound and outbound flows	28
		3.3.3 Waste management	58
		3.4 Biodiversity	60
E5-3	Metrics and targets	3.3 Circular economy and waste management	57
		6. Annex 1 Table of indicators	96
E5-4/E5-5	Inflows and outflows	3.3.1 Operating reverse logistics services for customers	57
		3.3.2 Operations: inbound and outbound flows	58

## Social

Disclosure requirement	Disclosure requirement description	Section of the report	Pages
<b>ESRS S1</b>	<b>OWN WORKFORCE</b>		
SI.SBM-2	Interests and views of stakeholders	2.4 Interactions with stakeholders	30
SI.SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	2.3 Double materiality analysis 2.6 Impacts, risks and opportunities	28 34
SI-1	Policies related to own workforce	4.2 Workforce	68
SI-2	Processes for engaging with own workers and workers' representatives about impacts	4. Social 4.2.1 Working conditions and employee well-being 2.4 Interactions with stakeholders	63 70 30
SI-3	Processes to remediate negative impacts and channels for own workers to raise concerns	4. Social 4.3.1 Whistleblowing and protecting whistleblowers 2.4 Interactions with stakeholders	63 81 30
SI-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	4. Social 2.6 Impacts, risks and opportunities	63 34
SI-5	Targets related to managing material negative impacts, advancing positive impacts, as well as to risks and opportunities	4. Social 2.6 Impacts, risks and opportunities	63 34
SI-6	Characteristics of the Company's employees	4. Social 4.2 Workforce	63 68
SI-7	Characteristics of non-employee workers in the Company's own workforce	4.2 Workforce	68
SI-8	Collective bargaining coverage and social dialogue	4.2.1.4 Labor relations	74
SI-9	Diversity metrics	4.2.2 Diversity and inclusion Annex 1 Table of indicators	76 96
SI-10	Adequate wages	4.2.1.3 Compensation and benefits	72
SI-11	Social protection	4.2.1.3 Compensation and benefits	72
SI-12	Persons with disabilities	4.2.2 Diversity and inclusion	76
SI-13	Training and skills development metrics	4.2.1.2 Skills development	72
SI-14	Health and safety metrics	4.1 Health, safety and security at work 6. Annex 1 Table of indicators	65 96
SI-15	Work-life balance metrics	4.2.1.6 Work-life balance	75
SI-16	Compensation metrics (pay gap)	4.2.2.1 Professional gender equality 6. Annex 1 Table of indicators	76 96
SI-17	Incidents, complaints and severe human rights impacts	4.3.1 Whistleblowing and protecting whistleblowers	81



## 6. TABLE OF INDICATORS

Disclosure requirement	Disclosure requirement description	Section of the report	Pages
<b>ESRS S2</b>	<b>VALUE CHAIN WORKERS</b>		
S2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	2.3 Double materiality analysis 2.6 Impacts, risks and opportunities	28 34
S2-1	Policies related to value chain workers	4.3 Human rights in the value chain 4.1 Health, safety and security at work 5.2 Supplier relations management 2.5 CSR roadmap	80 65 89 31
S2-2	Processes for engaging with value chain workers about impacts	4.3 Human rights in the value chain 2.4 Interactions with stakeholders 5.2 Supplier relations management	80 30 89
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	4.3.1 Whistleblowing and protecting whistleblowers	81
S2-4	Action plans and approaches to managing material risks and opportunities	4.3 Human rights in the value chain 4.1 Health, safety and security at work	80 65
S2-5	Metrics and targets	4.3 Human rights in the value chain Annex 1 Table of indicators	80 96
<b>ESRS S4</b>	<b>CONSUMERS AND END-USERS</b>		
S4 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	2.3 Double materiality analysis 2.6 Impacts, risks and opportunities	28 34
S4-1	Policies related to consumers and end-users	4.4 Consumers and end-users 5.3.1 Personal data	82 91
S4-2	Processes for engaging with consumers and end-users about impacts	2.4 Interactions with stakeholders 4.4.2 Customer satisfaction	30 82
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	4.4.2 Customer satisfaction 4.3.1 Whistleblowing and protecting whistleblowers	82 81
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	4.4.1 Service continuity 4.4.2 Customer satisfaction 4.4.3 Health and safety of customers, consumers and local residents 5.3.1 Personal data	82 82 83 91
S4-5	Metrics and targets	4.4 Consumers and end-users Annex 1 Table of indicators	82 96

## Governance

Disclosure requirement	Disclosure requirement description	Section of the report	Pages
ESRS G1	GOUVERNANCE		
GI GOV-1	The role of the administrative, management and supervisory bodies	2.1 Corporate governance	22
GI-IRO-1	Management of material impacts, risks and opportunities	2.3 Double materiality analysis 2.6 Impacts, risks and opportunities	28 34
GI-1	Corporate culture and business conduct policies	5.1 Corporate culture and business integrity	81
GI-2	Management of relationships with suppliers	5.2 Supplier relations management	89
GI-3	Prevention and detection of corruption and bribery	5.1.2 Combating corruption and influence peddling	87
GI-4	Confirmed incidents of corruption or bribery	4.3.1 Whistleblowing and protecting whistleblowers	81
GI-5	Political influence and lobbying activities	5.4 Responsible stakeholder engagement 5.4.1 Political involvement and lobbying activities	93 93
GI-6	Payment practices	5.2.1 Supplier payment terms	90

## Annex 3: Statement on due diligence

Core elements of due diligence	Paragraphs in the sustainability report	Paragraphs in the SNCF vigilance plan
a) Embedding due diligence in governance, strategy, and business model	4.3 Human rights in the value chain	02. Governance and management of the vigilance plan
b) Engaging with affected stakeholders in all key steps of the due diligence	2.4 Interactions with stakeholders 4.2.1.4 Labor relations	02. Governance and management of the vigilance plan
c) Identifying and assessing adverse impacts	2.6 Impacts, risks and opportunities	03. Risk mapping of serious harm and actions for mitigation and prevention 04. Procedures for regular assessment of the risk situation of subsidiaries, subcontractors and suppliers
d) Taking action to address those adverse impacts	4.3 Human rights in the value chain	06. Monitoring of measures implemented and assessment of their effectiveness
e) Tracking the effectiveness of these efforts and communicating	4.3 Human rights in the value chain	06. Monitoring of measures implemented and assessment of their effectiveness

## METHODOLOGY

The methodological note for a definition of each indicator and any exclusions from the scope is available on [geodis.com](https://www.geodis.com). The Limited Assurance Report can also be consulted on the Group's website.

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