

Sustainability and activity report

STERNE GROUP

THIRD EDITION - 2025



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AN ENCOUNTER WITH LAURENT DE ROSNAY



LAURENT DE ROSNAY
STERNE Group Chairman and CEO

How would you sum up 2024?

2024 was characterised by a complex geopolitical and economic situation. We need to work with the wait-and-see attitude of the economic players and the regulatory uncertainties. Despite those challenges, we managed to stand out thanks to our differentiating offering and our strong commitment to CSR, formalised by our Mission-driven Company status.

We are more than ever convinced that businesses are the main tool to bring about the transformation of society, because they progress through concrete actions. It is our core business: thanks to our dense network, we pool and optimise our customers' logistics flows.

To go even further, we have carried on investing in digital tools and network team training.

“ Our efforts and progress are recognised by independent experts: in 2024 we were one of the **Top Leading Companies** at the ESG Transparency Summit Awards, and were awarded the **"The Big green - corporate social responsibility"** prize which rewarded our Low-carbon reverse supply chain. ”

How do you put your convictions into practice?

First of all, we are very keen to fully transparently show the progress and challenges of our environmental and social approach.

Every year we enhance our measurement and reporting methodologies. But when it comes to commitment, symbols count too. The skills sponsorship programme we launched is an example of that. It allows our employees to put their expertise at the service of causes close to their hearts. More broadly, our **#All Aboard** policy embodies our values of inclusion and respect for everyone.

We have also reviewed our mobility policy: a quarter of the company cars in Germany are already low-carbon, and we are abandoning the use of statutory company cars in France. These are initiatives that show our will to be aligned with our values.

What are your projects and prospects?

Our priority for the coming year is to carry on convincing new customers in new verticals such as agricultural machinery, of the benefits of rethinking their logistics flows using a breakthrough approach. Spare parts and documentary management are especially well-suited to optimising workflows, and many sectors are not yet as mature in that area as the automotive industry, for example.

With that in mind, we started a new waste brokerage activity in 2024 to simplify the treatment of our industrial customers' waste. The solution can be replicated for the benefit of all our verticals.

Furthermore, our new European dimension means we can offer our services to many international groups that don't want to develop their own logistics network on a supranational scale. We offer them the opportunity to optimise their operations in the Benelux-France-Germany zone or between the Rhône valley, the Po plain and Switzerland. This undeniably creates new growth opportunities, as well as significant greenhouse gas reduction potential and the impact on the soil, thanks to this shared model.





OUR IDENTITY

[SBM-1]

ABOUT THIS REPORT

For this third edition of its Sustainability Report, **STERNE Group** is voluntarily reporting on its environmental, societal and governance issues. It sets out its impact on society and how it directs its activities to offer sustainable transport and logistics solutions. The non-financial information in this report has been verified by Rouxel-Tanguy & Associés under its trading name ACTHEOS Rouxel-Tanguy & Associés, an independent third-party body accredited by COFRAC Inspection no. 3--1908 available at www.cofrac.fr. It therefore complies with the requirements of the Non-financial performance Statement (NFPS).

In order to comply with the CSRD regulatory framework and the European Sustainability Reporting Standards (ESRS), the Group incorporates the regulatory requirements known to date as far as is possible. References to the ESRS standards in the sections of the report are in square brackets. This work will continue to be enhanced in future editions.

The 2024 reporting scope includes all activities consolidated in the financial scope on 31 December 2024, this year including the **STERNE nox** (Germany and Austria) business unit, except for Benelux which is subject to an ESG data integration process which was not complete on 31 December 2024. Seven indicators do not include data from the **STERNE nox Austria** sites: managerial staff (with Male/Female breakdown), age breakdown, number of theoretical hours worked in the year, the number of non-fatal workplace accidents, the number of lost days due to workplace accidents, the total number of absence hours, the number and proportion of employees covered by the Group's private health insurance. The scope of the 2024 reporting therefore covers 97.7 % of the turnover and 91.2 % of the workforce at the end of the period.

Our business lines



FRENCH PREMIUM LOGISTICS LEADER

- Late hours collection and night delivery before 8am, 7am or to specifications
- Daytime delivery before 1 p.m. and before 6 p.m. for B2B and B2C customers
- Urban delivery and distribution
- Transport of sensitive products (valuables, luxury goods, health sector)



URGENT, DEDICATED, ON-DEMAND INTERNATIONAL TRANSPORT SPECIALIST

- 24/7 urgent transport solutions by road, air, sea & air, rail
- White glove services for sensitive items
- "Project services for non-standard consignments"



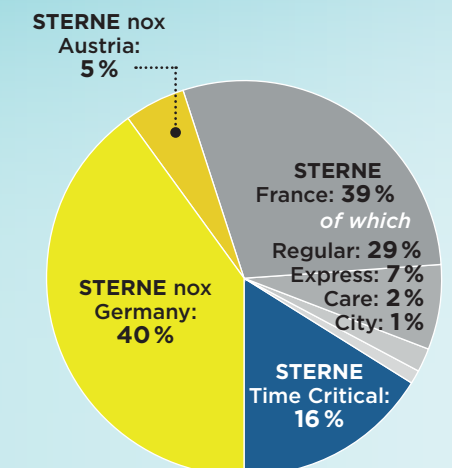
PREMIUM LOGISTICS LEADER IN GERMANY, AUSTRIA AND BENELUX

- Late hour collection and night delivery before 8 a.m., 6 a.m
- Daytime delivery before noon
- Weekend service specific to the agricultural sector with 24/7 deliveries

Our site locations



Breakdown of turnover by entity:



Our areas of expertise

SERVICE SECTOR

- Banks
- Insurance companies / private health insurance
- Civil service
- Professionals
- Non-profits / NGOs

DISTRIBUTION SECTOR

- Optical
- Photo
- Bakery and foods
- Media
- Retail

HEALTH SECTOR

- Dental technicians
- Med-tech

- Diagnosis and analysis
- Pharmaceutical industry
- Healthcare facilities
- Pharmacies
- Animal health

MAINTENANCE SECTOR

- Automotive and mobility
- Agriculture
- Household appliances and food equipment
- BTS and Handling
- Building maintenance
- Industrial maintenance

AGRICULTURE

- Manufacturers, dealers
- Repairers
- Spare part distributors

- Large companies
- International agricultural companies

LUXURY SECTOR

- Watches and jewellery¹
- Precious metals
- Fashion and *haute couture*
- Cosmetics, Perfumery
- Art, Decoration, Design
- Gastronomy

INDUSTRIAL SECTOR

- Automotive
- Aerospace
- High-tech
- Industrial equipment
- Defence
- Energy
- Transport and logistics

Premium low-carbon logistics leader

KEY FIGURES²

561 million euros 2024 Turnover

2,042 employees

over 8,000 customers

85 agencies in Europe and around the world, including 49 in France

8,300 transport partners

57,000 m² of logistics platforms in France

Countries: Austria, Belgium, China, France, Germany, Netherlands, Luxembourg, Morocco, Poland, Romania.

180 countries covered with our partners

• **170,000 recipient** customers

• **3,500 trips** per day

• **100%** of own fleet equipped with Euro 5 and 6 vehicles among the internal combustion vehicles

• **75%** of deliveries at night or at non-standard times

• **12,166 metric ton eqCO₂ saved in 2024** thanks to the use of reusable containers

Our mission

STERNE Group designs innovating and flexible logistics solutions with four objectives in mind:

1- Optimising its customers' supply chain

2- Contributing to the ecological transition

3- Promoting the best possible quality of life at work

4- Acting ethically and transparently

Our values

SERVICE: **STERNE Group's** goal is operational excellence. **STERNE Group's** employees, partners and subcontractors undertake to deliver quality service that delivers customer satisfaction.

SPEED: **STERNE Group's** goal is to offer its customers as many urgent delivery options as possible, and to provide logistics solutions tailored to the critical nature of every situation.

RELIABILITY: coordinating and supervising significant flows without interruption or failure and delivering scheduled and unscheduled D or D+1 on time.

INNOVATION: innovation is at the heart of **STERNE Group's** growth strategy.

STERNE Group uses new technologies to better serve its customers, guaranteeing them total transparency and the best customer experience.

¹ - "Horlogerie Bijouterie Joaillerie Orfèvrerie" in French
² - Data on 31 December 2024

STERNE GROUP

1.1 HISTORY AND GROWTH

With 52 years' experience, **STERNE Group** has built a comprehensive, integrated and multimodal offering. **STERNE Group** was built around TCS, a company founded in 1972 in the Aquitaine region and France's leading provider of tailored regular transport services.

From 2017, following its acquisition by Meeschaert Capital Partners, the Group has had a growth and global offering strategy based on the acquisition of companies recognised for their expertise in their respective markets.

In 2023, the Group adopted the Mission-driven company status with a view to strengthening its sustainable development approach.

Thus, with the purchase of ATS Group and NOVEA in 2018, the Group expanded internationally and rolled out its first urban services. Its international presence was strengthened by the acquisition of Transport Manager in 2021, which gave it access to 160 countries with the help of local express operators.

STERNE Group has been pursuing its growth since November 2021 thanks to the support of its majority shareholder Tikehau Capital, which has included it in its T2 Energy Transition Fund dedicated to

decarbonisation, and the implementation of a Sustainability linked loan incorporating two Sustainable Development indicators: greenhouse gas emissions and the percentage of Business Units with Gold level Ecovadis certification.

The acquisition in April 2022 of the nox NachtExpress group, No. 1 in night delivery in Germany, Benelux and Austria, allowed the Group to double in size again. It became the European Premium logistics leader, particularly in the after-sales market.

1.2 THE ENVIRONMENTAL AND SOCIAL CHALLENGES FACING THE TRANSPORT AND LOGISTICS SECTOR

The logistics sector is at the heart of our trade-based economy. The European market was estimated at \$9861 billion in 2024³, and is evolving in line with consumer habits and the trend towards outsourcing by large companies. Germany and France are the largest countries in this European market, with contrasting trends across sectors and an overall slowdown after 3 years of sustained growth

The sector offers attractive jobs and career opportunities both with and without qualifications. In France, 50% of management positions are filled through internal promotion, with most companies having proactive policies. The sector has recruitment difficulties and is working to make its professions more attractive. In particular, it is working to reduce accident rates, a challenge that remains important for the entire industry.

The sector is also aware of the environmental challenges it must face:

According to International Energy Agency statistics, freight transport accounts for 8% of global **greenhouse gas emissions**, and even 11% if warehouses and ports are included. The profession is nevertheless highly engaged in the climate transition. Warehouses make it possible to massify flows which are transported by increasingly clean vehicles with an optimised filling rate. According to statistics from the French Ministry for Regions, Ecology and Housing⁴, between 1990 and 2022, GHG emissions per metric ton of transported goods fell by 25%.

Last mile management, especially in urban areas, is the subject of many innovations. We need to take into account motorisation regulations and contribute as little as possible to congestion and noise pollution. By operating at night using adapted vehicles, **STERNE Group** teams are able to make proposals to limit those impacts.

Reducing the amount of packaging is also a key concern, whether secondary packaging (around the product) or tertiary packaging such as pallets and plastic film. Which is why **STERNE Group** promotes reusable packaging and proposes offers to manage its customers' packaging⁵.

1.3 OUR ACTIVITIES

STERNE Group is a French logistics group, founded in 1972, and is the European premium logistics leader. It operates all types of urgent, high added-value transport, both scheduled and on-demand, for over 8,000 customers.

Historically, the core business is based on the organisation of regular, scheduled delivery rounds. Such expertise has major operational and environmental advantages:

- **Parcel deliveries and return flow collections are simultaneous.** That simultaneity considerably reduces the number of rounds. Reverse logistics means that spare parts can quickly be put back into circulation or recycled.
- **Flows are pooled** thanks to a dense network of agencies and warehouses. Thus, every new customer improves the round's economic and environmental efficiency.
- **The reliability and speed of deliveries and collections** means that customers can reduce their stocks, which they can manage on a just-in-time basis. That means less storage space.

STERNE Group's national and international network means it can supplement its scheduled services with a comprehensive multimodal on-demand offering.

Its expertise lies in:

- **Guaranteed D+ or H+ lead times**, depending on specifications, with full traceability;
- Extensive knowledge of **its vertical markets**: spare parts and industry, healthcare, tertiary, retail and luxury goods;
- Priority given to **sobriety, eco-responsibility and the decarbonisation of activities**.
- The reliability and speed of deliveries and collections means that customers can reduce their stocks and manage them on a just-in-time basis. That means **less storage space**.

3 - Source : www.mordorintelligence.com

4 - Source: www.statistiques.developpement-durable.gouv.fr

5 - Source : sprint-project

OUR SECTOR EXPERTISE

STERNE Group has developed strong sector expertise that allows it to meet the needs and expectations of customers in 7 target markets.

STERNE Group's in-depth knowledge of its customers' expectations means it can offer each of them the most appropriate solutions.

	SERVICE SECTOR	MAINTENANCE SECTOR	HEALTH SECTOR	DISTRIBUTION SECTOR
URGENT	✗	✓	✓	✓
URBAN	✓	✓	✓	✓
NIGHT	✓	✓	✓	✓
DAY	✓	✓	✓	✓
REVERSE	✓	✓	✓	✓

The tertiary sector

For service sector companies, managing and transporting documents and small parcels is an essential part of their activity. **STERNE Group** has 30 years' experience serving financial institutions, private health insurers and insurance companies. It offers them a pooled service that delivers both efficiency and reduced environmental impact.

Spare parts

The challenges facing the spare parts market are considerable: part availability, rapid response times, team productivity, stock reduction, reverse logistics and carbon footprint reduction.

STERNE Group provides the spare part, maintenance and repair market differentiating services such as:

- **Proximity:** the spare part delivery locations are selected to minimise the number of miles travelled by the technician or travelling salesperson (at their place of work, near their homes or in their vehicles, at night),
- **The simultaneous collection** of new and defective parts,
- Delivery by vehicles with an **optimised environmental footprint**.

Health

STERNE Group's expertise allows healthcare players - laboratories, research establishments, manufacturers or distributors of medical devices, public or private organisations - to meet their commitments to their customers or patients while complying with public health standards. Whether for regular rounds, deliveries of medication or medical equipment or urgent organ transport, the Group has a perfect command of thermal traceability and the challenges specific to that market.

Distribution and e-commerce

Logistics has become a key element in the growth strategy of distributors, wholesalers and retailers. It must respond to new consumer habits such as e-commerce, ship from store, click and collect, ... **STERNE Group's** services make it possible to restock stores daily before they open so that the delivered customers improve their quality of service and reduce their stock levels.

	INDUSTRIAL SECTOR	LUXURY SECTOR	AGRICULTURE
URGENT	✓	✓	✓
URBAN	✓	✓	✓
NIGHT	✓	✓	✓
DAY	✓	✓	✓
REVERSE	✓	✓	✓

Industry

From automotive to industrial equipment, from high-tech to energy production, the entire industrial sector is subject to the same supply chain optimisation requirements.

STERNE Group offers solutions tailored to every situation, whether scheduled or unscheduled, local or worldwide, with the same high standards of traceability and reduced environmental footprint.

Luxury

STERNE Group has been a partner to internationally renowned *haute couture* houses, luxury, art and gastronomy sector professionals for over 25 years.

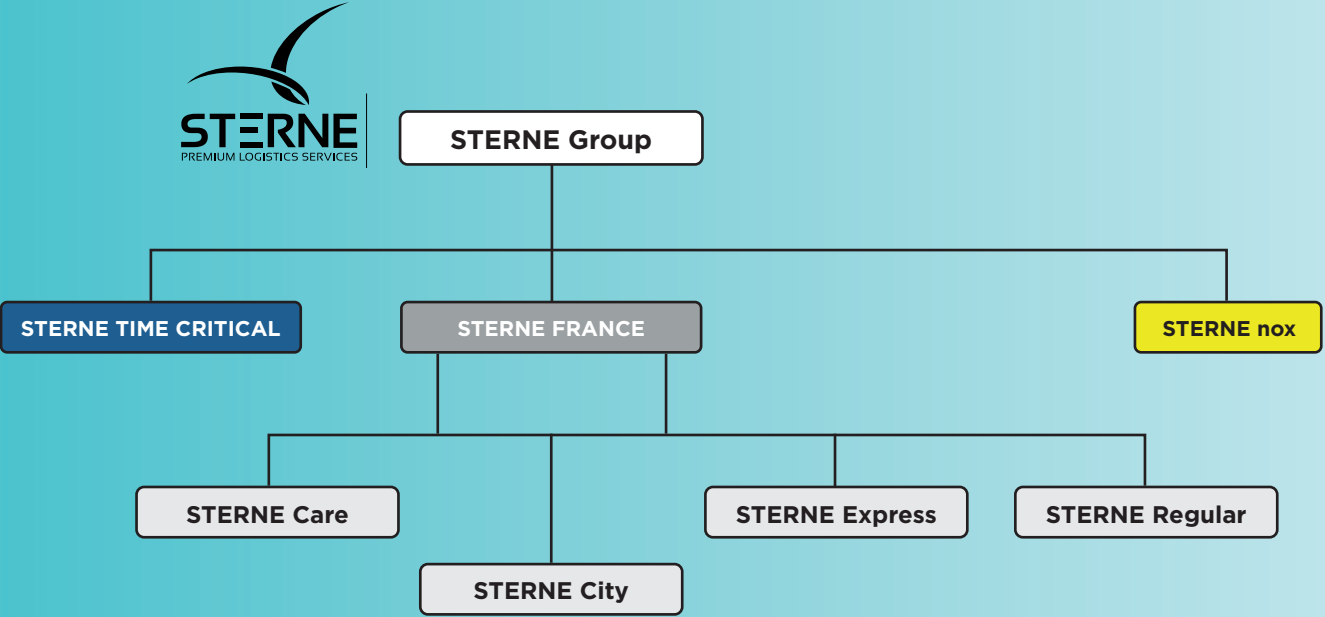
It has designed a range of 'white glove' services for exceptional goods that require special expertise that combine discretion and security. It relies on the experience and expertise of its staff which is fully conversant with the requirements of those markets to provide the service.

Agriculture

Machinery breakdowns are a huge risk for farmers, especially during harvesting. **STERNE nox** has developed a 24/7 delivery service with the major agricultural machinery players. Whether for seals or combine harvester blades, technicians or farmers can be delivered directly in Germany, France, Austria or the Benelux countries.

1.4 SIMPLIFIED ORGANISATION CHART

STERNE Group composition





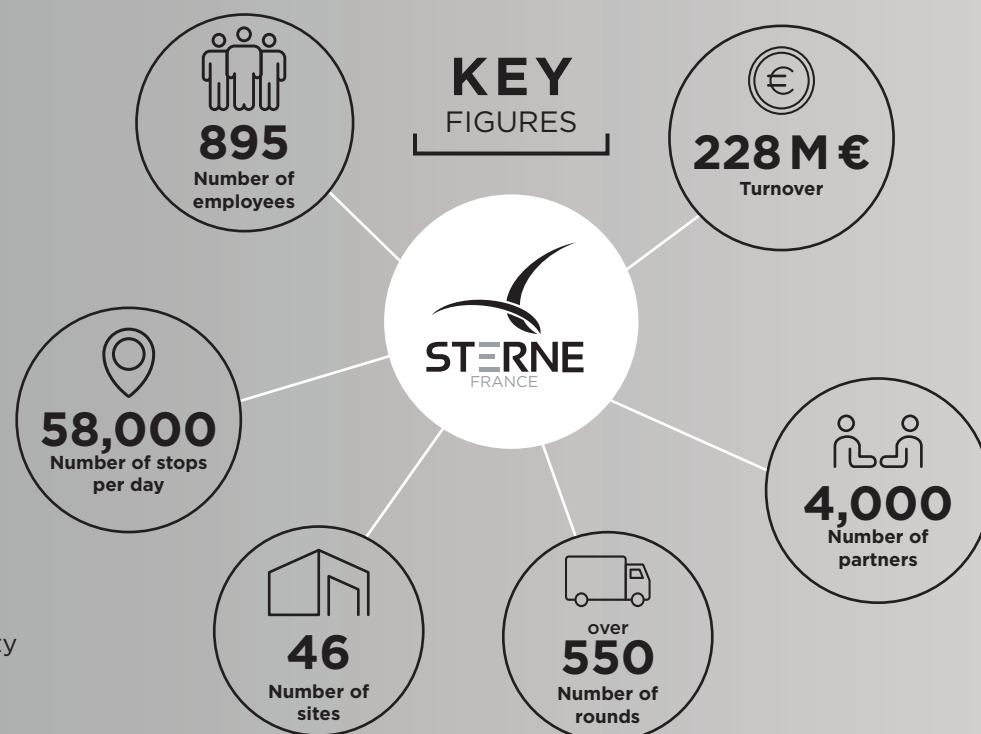
PROFILE

KEY EVENTS

2024

- The **STERNE France** head office doubles in size thanks to expansion work to house all administrative and support staff.
- The optimisation unit is deploying a digital solution that revolutionises route planning
- **STERNE France** is initiating the new waste broker activity on behalf of its customers.

KEY FIGURES



For example, a **STERNE Regular** employee can deliver parts while collecting returnable packaging during a single visit to an industrial site. The activities can also include the complete mail flow management for a bank. That helps minimise the distances covered, thereby reducing the company's and its customers' carbon footprint.

Most deliveries are scheduled directly to customer sites during the night and early morning, or even to their employees' vehicles in the case of

sales representatives and technicians. **STERNE Regular** also has 360 professional service points for parcel drop-off and collection, offering great flexibility in terms of delivery and pick-up times.

STERNE Regular covers the whole of France with environmentally-friendly vehicles, encouraging the use of reusable containers in its requests for proposals.

STERNE Regular has a dominant position in the H+ precision regular transport sector in France. This division specialises in the regular, often daily, delivery of various items such as spare parts, documents, products, small equipment and consumables to business customers. The model optimises travel and is key to reducing customers' carbon footprint.



John Zailaa
Managing Director
STERNE France

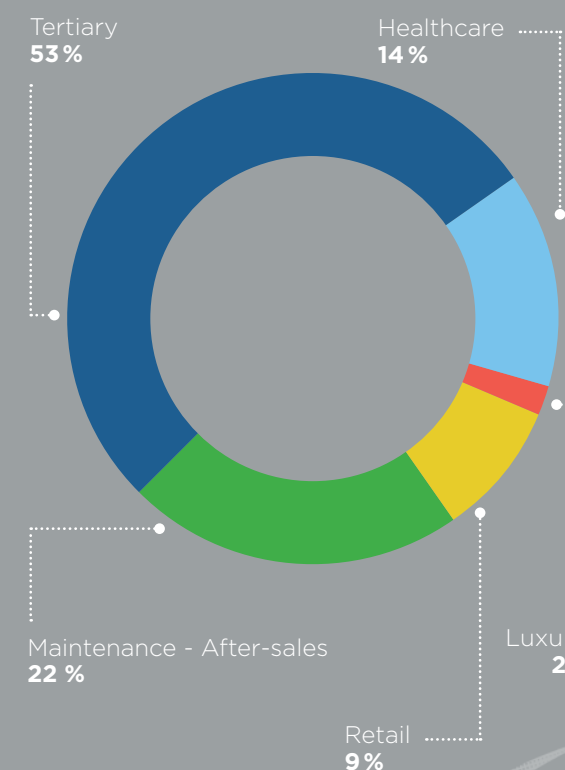
In a complex world, more than ever we need to continue to invest in advancing sustainable logistics solutions.

*In 2024, we showed our ability to overcome the challenges of carrying on delivering to the Ile-de-France region during the Olympic Games, deployed the **Access box** solution for new customers, and demonstrated the value of reverse logistics, cargo bikes and multi service platforms.*

The new digital tools we are deploying mean we can go even further in pooling routes and traceability of transported items.

STERNE France

Breakdown of turnover by market



STERNE Express delivers and collects letters and parcels both nationally and internationally according to a planned schedule. The express solutions use the same logistics platforms as **STERNE Regular** in France and extend to 180 countries, operating 1,100 operational sites and 8 strategic hubs for air freight as a member of the SKYNET and WCA international networks. Regular deliveries also help optimise environmental performance.

STERNE City offers urgent delivery solutions in France's major high-density conurbations which are subject to Low Emission Zone regulations. Those deliveries, whether on a regular schedule or on demand, must meet the challenges of city centre congestion and the search for environmentally-friendly mobility solutions such as electric vehicles, bicycles, cargo bikes and electric scooters. **STERNE City** provides evening delivery of purchases made by consumers during the day, for example.

STERNE Care is positioned as a specialist partner for medical sector players such as hospitals, clinics, pharmacies, analysis laboratories, dental technicians and medtech players. The deliveries, which are often temperature-controlled and traceable, are made by specialised vehicles that guarantee compliance with the cold chain and local environmental standards.



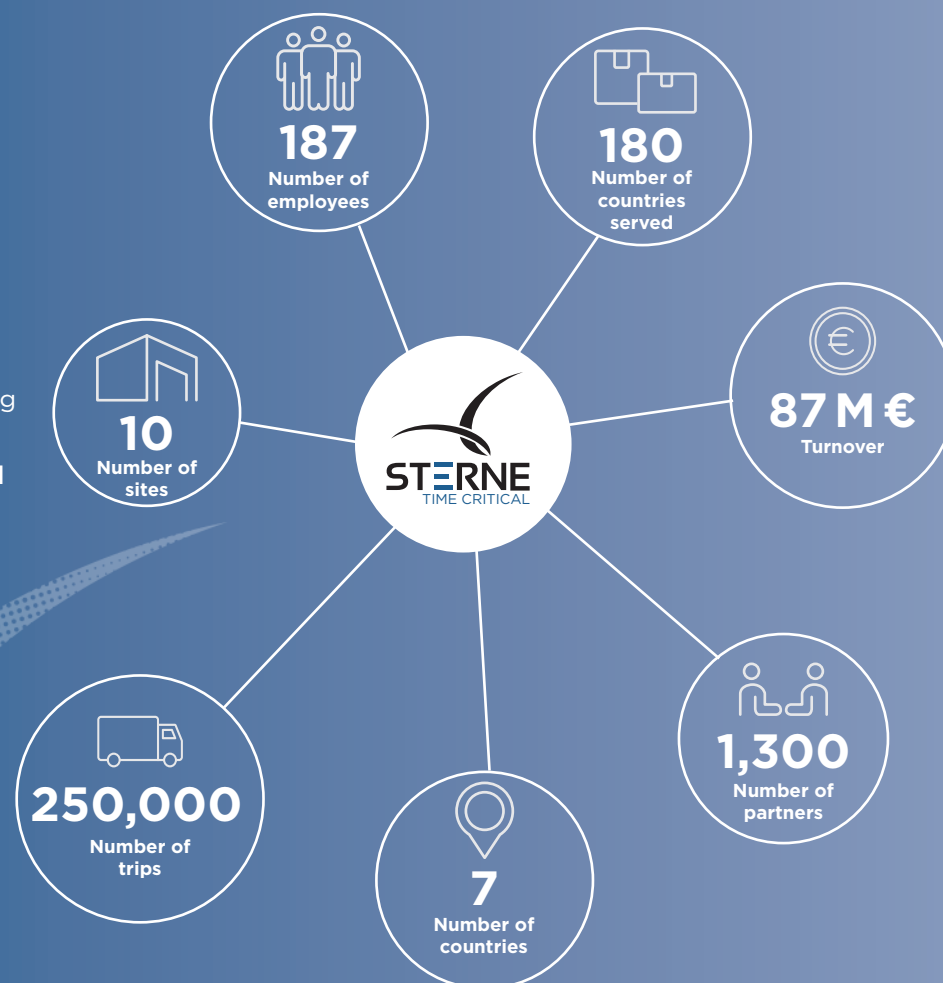
PROFILE

KEY EVENTS

2024

- Deployment of Group HR policies with the new dedicated team.
- Grouping together of the optimization unit and **STERNE France** teams in Seclin, in a green building.
- Reinforcement of the training effort
- Deployment of **Time Critical** Germany to increase synergies with the German and nox market

KEY FIGURES



Aymeric Denneulin
Managing Director
STERNE Time Critical

In a complex socio-economic context to which the Group had to adapt to pursue its growth, 2024 was the opportunity to roll out the Group's policies, especially in terms of Human Resource management.

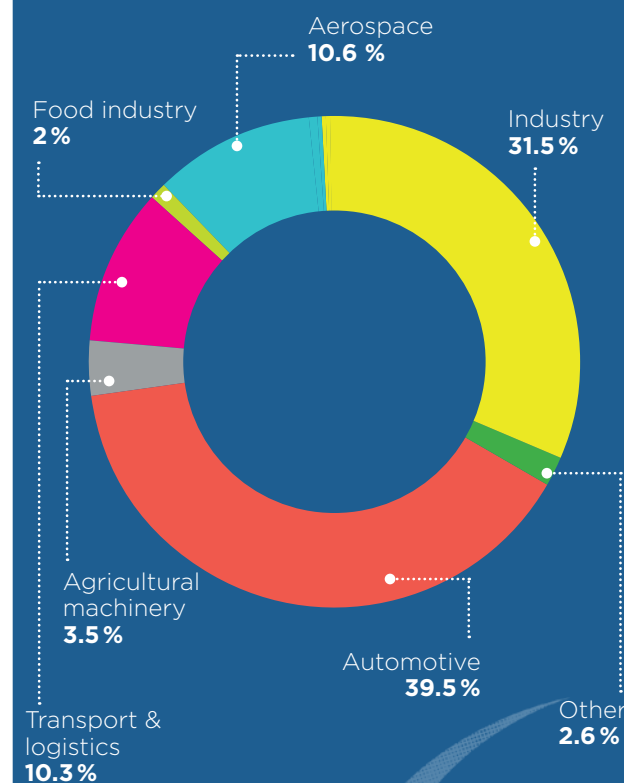
*The new dedicated team takes into account the specificities of our activity, which is not based on regular delivery rounds and has a strong international presence. We have focused on **increasing the skills of our employees** and on the **compliance of our service providers**. These points are crucial for us and for our customers, and we must continue to invest as we did in 2024 with a new Europe-wide documentary management software package and a second job focused on compliance.*

*The relocation of the optimisation unit to Seclin will also increase discussions and opportunities to share routes with **STERNE France**.*



STERNE Time Critical

Breakdown of turnover by market



An urgent and sensitive transport leader in Europe and worldwide, **STERNE Time Critical** guarantees availability 7 days a week, 24 hours a day. Specialising in bespoke urgent delivery solutions, the company offers services by land, air or a combination of the two, adapted to situations that require extreme responsiveness where time is of the essence.

Intervention scenarios include the urgent delivery of high added-value parts or of parts likely to cause production stoppages or deliveries of important official documents. **STERNE Time Critical's** expertise lies in its logistics flow management and the chartering of multimodal transport, giving its customers the opportunity to improve their carbon footprint through practices such as groupage and co-loading, subject to customer demand.



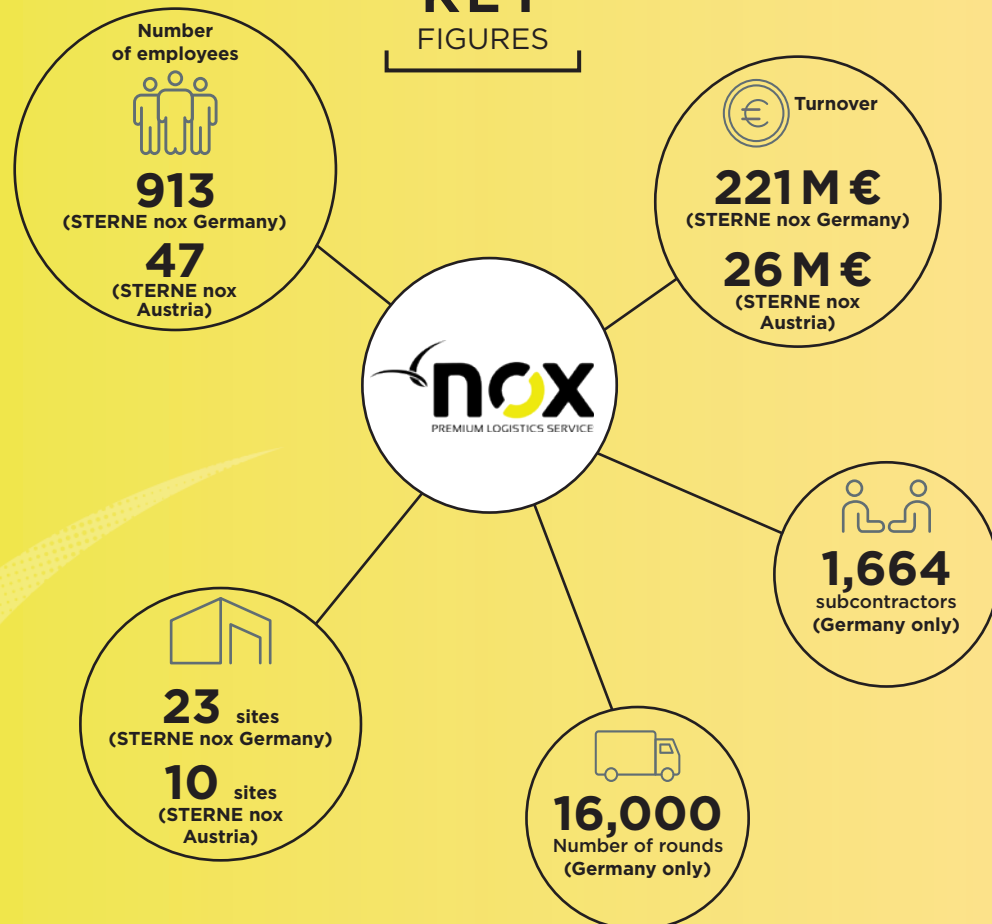
PROFILE

KEY EVENTS

2024

- 1/4 of company cars are electric
- 100% of service providers have been audited to check their social compliance

KEY FIGURES



“



Alexander Kohnen
STERNE nox CEO

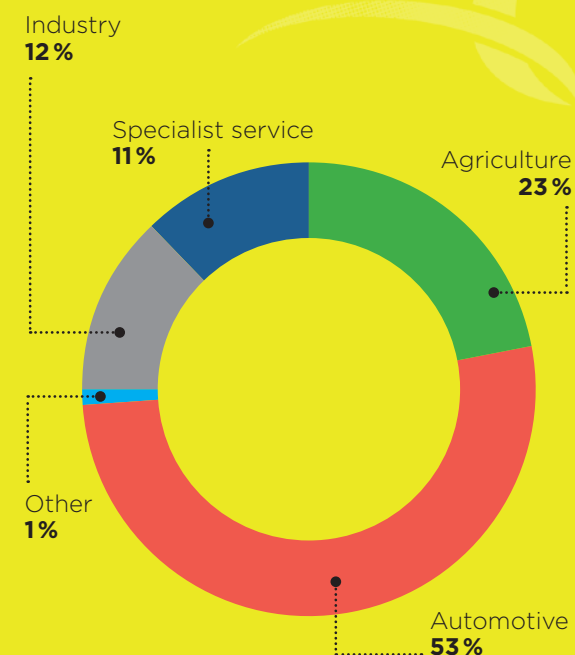
2024 saw a slowdown in growth in our geographical locations which more than ever led us to demonstrate the return on investment of our initiatives, especially environmental.

By converting our fleet of company-owned vehicles to electric engines, for example, we substantially reduced our operating costs. That is an argument in favour of continued investment, not only in vehicles, but also in charging stations at depots. Similarly, two thirds of our sites have switched to LED lighting. We were also very careful to comply with the new German regulations which require strict compliance to minimum wages and all industry rules. That led us to audit all our service providers and replace those who had not obtained certification from the Federal Network Agency.”

”

STERNE nox Germany

Breakdown of turnover by market



STERNE nox STANDS OUT FOR ITS NIGHT-TIME EXPRESS NETWORK, THE MOST EFFICIENT IN EUROPE

85% of deliveries reach their destination before 6am in the morning, so that the equipment or spare part is available before the day begins.

The automotive sector accounts for half of its customer base. Precision logistics comes into its own in this highly complex production chain where a missing part can mean a very costly production stoppage.

In the commercial vehicle, agricultural or site machinery sectors, parts are put to the test in extreme conditions. The ability to keep machinery in working order, regardless of the motorisation, is a real advantage for our customers. **STERNE nox's** expertise means that parts can be made available as quickly and as closely as possible to where they are needed, from electronic components to large-calibre electric batteries.

Garages and car repairers have little space to store the multitude of tyre and windscreen references they need for their business. **STERNE nox** allows them to offer their customers the best possible service in the shortest possible time.

From sensors to tubes and artificial hips, the smooth running of clinical processes requires flexible planning and optimum quality. **STERNE nox** also has over 55 years of expertise in the healthcare sector and knows how to meet its specific needs.

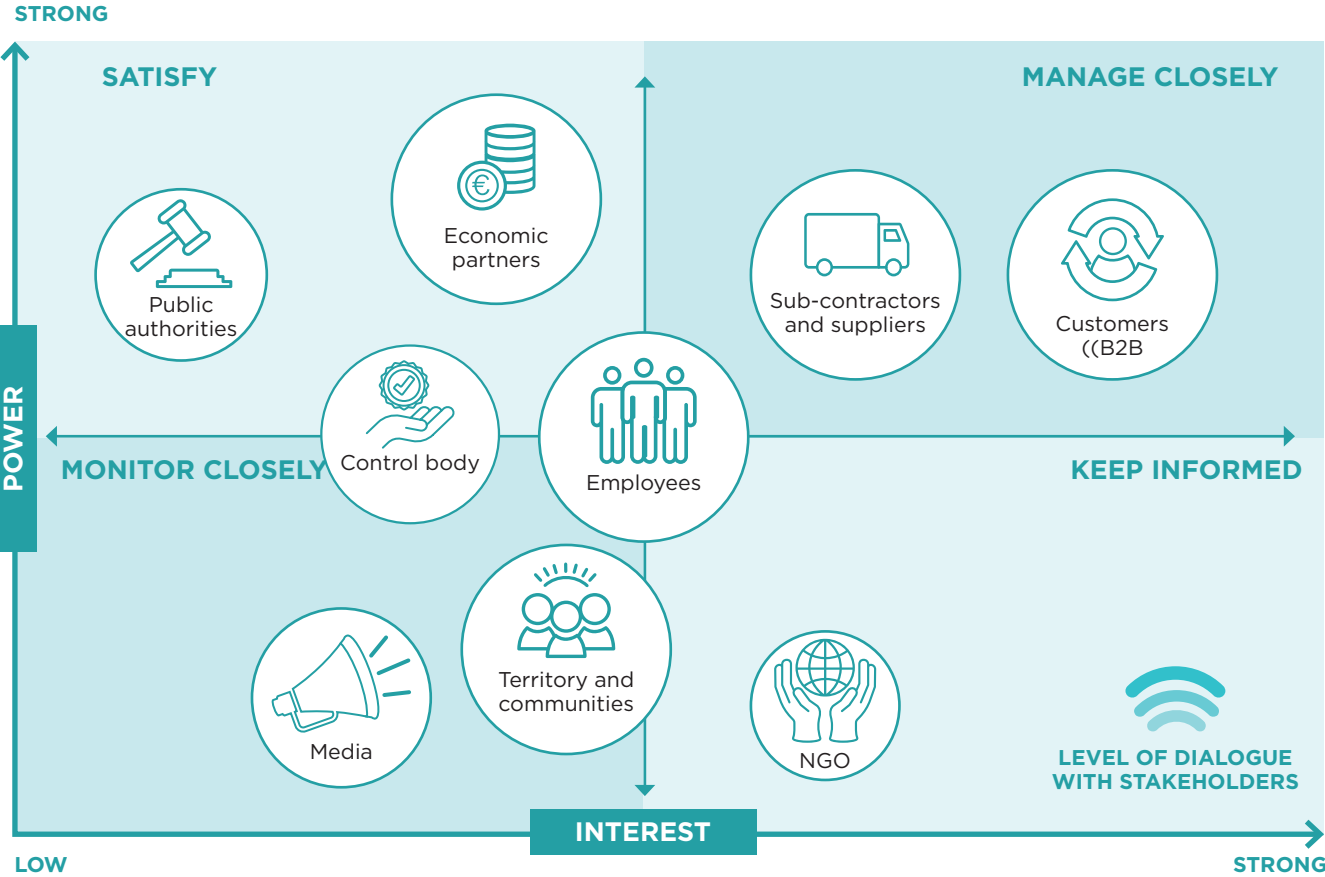
EUROPE'S LEADING NIGHT DELIVERY SERVICE

STERNE nox makes over 80 logistics centres in France, Germany, Austria, Belgium and the Netherlands available to its customers, with national coverage in Germany and a European network of partner companies. **STERNE nox** is present in the personal and utility vehicle, construction, agricultural and healthcare equipment markets.

1.5 STAKEHOLDERS AND THE GROUP’S VALUE CHAIN

[SBM-2]

In 2022, the Group updated its stakeholder analysis according to the reciprocal interest and power criteria. That analysis provides input into **STERNE Group’s** strategy, the definition of its purpose, and its approach to corporate social responsibility. It was one of the steps in updating the materiality matrix in 2023 and 2024 in line with CSRD recommendations.



Customers

Growing awareness of climate change is encouraging customers to work with companies that are aware of their impact and that can make proposals to reduce their carbon footprint. The **STERNE Group** business model allows both costs and environmental impacts to be pooled for virtuous logistics. The Group’s customers range from large companies to SMEs: its services are tailored as closely as possible to the needs of all of them, while allowing them to benefit from a standardised approach to processes.

Suppliers, subcontractors and partners

The Group’s subcontractors are mainly hauliers. These partners make it possible to provide services as close as possible to the need using their human and material resources. The Group has a direct impact on the local economies of its site locations. Selecting service providers close to its operating sites gives it a strong local presence, the Group being differentiated by the local referencing of its contractors. Thus, 75% of them are SMEs or VSEs.

This proximity makes **a dialogue between operational staff and service providers possible**, thus contributing to high level service quality through monitored exchanges and delivery round control. This is especially significant when the missions become more faced with the growing challenges of the sector.

1.5.1_ The STERNE Group value chain

Economic partners

Sustainable development issues are increasingly being taken into account by **STERNE Group’s** economic partners. Both equity investors and lenders have expectations concerning the Group’s ambitions in that area. **STERNE Group** is part of an impact fund’s investment portfolio under the SFDR article 9 regime. In that context, the Group must explain the contribution of its activity to the fund’s impact thesis, decarbonisation, and must also provide quantitative information on CSR performance and the management of risks and negative impacts in an annual report. Furthermore, the Group has negotiated its debt by building ESG criteria into the credit rate structure. Two criteria were taken into account: reducing the Group’s carbon footprint and improving the Ecovadis score of its entities.



1.5.2 Taking into account stakeholder expectations

STERNE Group seeks to have a positive impact on its entire ecosystem and to create value for all its stakeholders.

To achieve that, it builds trusting relationships with its employees and their families, its customers, its owners and shareholders, its subcontractors and suppliers, its financial partners, the public authorities, inspection bodies and civil society as a whole (media, NGOs, associations).



Sarah Mathieu-Courtois
Sustainability Director
Meanings Capital Partners

*We hail **STERNE Group's** ability to turn its Mission-driven Company commitments into action.*

The experience has been very positive, demonstrating that this status is a differentiating factor, bringing resilience and performance.

The business model is all the more robust because it is aligned with a societal contribution that is measured and managed in complete transparency.

*The Mission-driven Company framework is broad, it uplifts all subjects and also pushes the drive in the integration of **STERNE nox**.*

*As a long-term shareholder, we encourage **STERNE Group** to continue in this direction and to assume this leading role which pulls up practices in the market as a whole.*



Nathalia MILLAN
Head of ESG for Private Equity
Tikehau Capital

*We hail the strong commitment of **STERNE Group** to transparency with the publication of its first CSRD-aligned report. It is a major milestone in its sustainability trajectory, supported by concrete actions intended to improve its practices in key sectors such as employee health and safety, and decarbonisation.*

As an investor, we are proud to support a company that puts its money where its mouth is.

 STAKE-HOLDERS	Discussion modes	Expectations	Strategic responses
EMPLOYEES	Annual employee Satisfaction surveys	Competitive pay, well-being at work, inclusive working environment	Attractive pay package, management by objectives, DEI policy, ISO certifications and QLW policy
CUSTOMERS	Operational relations, surveys	Satisfaction and compliance with specifications	Customer loyalty, long-term partnerships, iso 9001 certification
INVESTORS	ESG questionnaires and quarterly meetings	Transparency, economic performance and sustainability	Validation of guidelines, sustainability report
LOCAL COMMUNITIES	Group representation in meetings	Compliance with local regulations and requirements. Participation and inclusion of CSR in strategic decisions, transparency and ethics	Support, visibility, regulatory watch, advice, sustainability report
SUPPLIERS	Commercial relations, requests for proposals, audits	Long-term contracts, recognition, compliance with statutory and contractual pay	Formalisation of framework contracts, charters of reciprocal commitments, compliance with payment deadline regulations

1.6 STERNE GROUP, A MISSION-DRIVEN COMPANY

By becoming a Mission-driven company in 2023, **STERNE Group** strengthened its position as a committed group. As a multimodal transport and logistics group, **STERNE Group** is convinced that its activity plays a key role in the ecological transition. Faithful to that notion, its purpose is based on the demonstration over several decades of its expertise in putting that belief into practice.

A mission formalised by a purpose

Optimising transport and logistics flows and the associated services to support our customers in setting up eco-responsible, innovating, high added value services, contributing to the development of more sustainable ethical and economic performance, preserving natural resources and guaranteeing a constructive and supportive quality of life at work.



A purpose materialised by environmental and social objectives⁶

- In line with its purpose, **STERNE Group** has defined strategic social and environmental objectives that it is committed to pursuing as part of its activity:
- **Contributing to the ecological transition** by reducing the environmental impact of our services and promoting eco-responsible behaviour amongst all our stakeholders.
 - **Promoting good quality of life at work** to guarantee the fulfilment, safety and intellectual stimulation of the Group's employees and partners.
 - **Acting ethically and transparently** towards all the Group's stakeholders in order to fulfil our mission.

The Mission Committee

The Mission Committee is in charge of monitoring the mission. In 2024, its members defined their governance and communications. They checked that the mission was consistent with the Group's activities, and that the indicators and operational objectives were relevant. All its works are detailed in the **2025 Mission Report**, which has been audited by an independent third-party organisation.



Fabienne FAUNY TIZIO
Chairwoman of the 2025
Mission Committee

I am honoured to be taking over the chairmanship of our Mission Committee, which supports the Group in its will to define the contours of sustainable and responsible logistics.

*This year, our members discussed the operational objectives **STERNE Group** has set itself, the relevance of the monitoring indicators and the next step to be taken: linking the economic and sustainability performance of our strategy even more closely.*

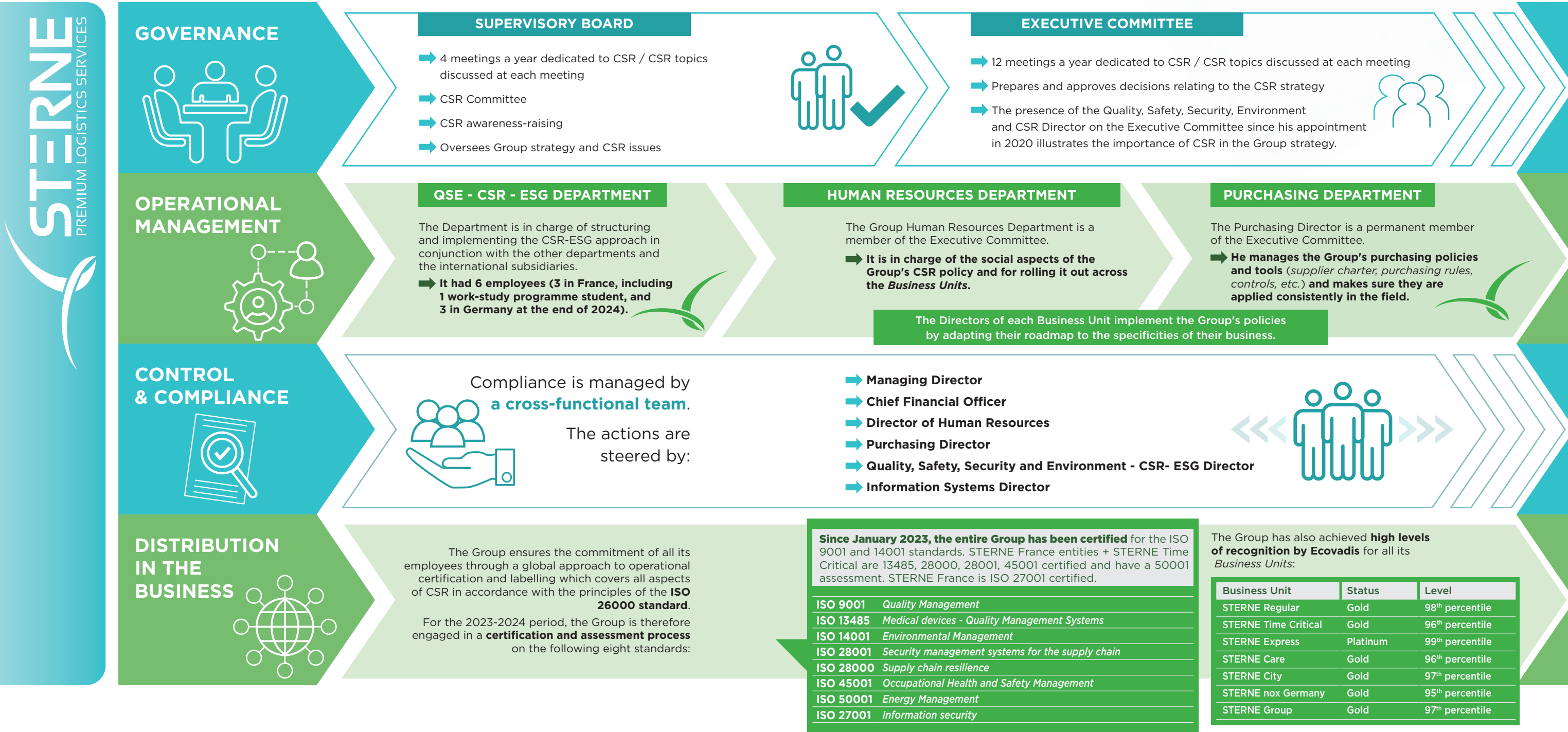
6 - As defined by 2° of Article L. 210-10 of the French Commercial Code

1.7 CSR POLICY GOVERNANCE

[GOV-1] & [GOV-2]

STERNE Group's CSR approach is based on continuous improvement initiated and steered by the Group's General Management and implemented by the QSSE - CSR - ESG Department.

The presence of the Quality, Safety, Security, Environment and CSR Director on the Executive Committee since his appointment in 2020 **illustrates the importance of CSR in the Group strategy**. In 2024, the QSSE - CSR - ESG Director attended 4 meetings of the Group's Supervisory Board to share the main achievements with the shareholders.





Loïc CHAVAROCHE
Q SSE - CSR - ESG Director

Year after year, we demonstrate that our initiatives to develop a sustainable and responsible supply chain model are bearing fruit.

The Group's resilience, its growth prospects and the confidence of its stakeholders are all rewards that drive us to constantly reinvent ourselves and share our progress.

3 PILLARS

- ETHICS
- ENVIRONMENT
- QUALITY OF LIFE AT WORK



A growth model at the service of more virtuous logistics

Aware of the need to combine economic, social and environmental performance, **STERNE Group** has made sustainable development an absolute priority. It has undertaken to unite its ecosystem around a shared social project.

The Group has renewed its membership of the Global Compact every year since 2021



The Group has especially undertaken to contribute to the United Nations Sustainable Development Goals:



Environment, climate and energy

The Group wants an effective energy and environmental transition.

Its ambition is to be an exemplary player in its sector in terms of environmental impact and energy use.

Its objective is to reduce its GHG emissions by 42% on scopes 1 and 2, and by 25% on scope 3 between 2021 and 2030.



Collective and social well-being

At the heart of its mission and purpose, the Group intends to continuously improve the living conditions of its employees and external stakeholders by providing the best possible working environment that promotes efficiency and conviviality.

STERNE Group takes great care to make sure human rights are respected by prohibiting all forms of child and forced labour throughout its production process.



Economic stimulation of society

Through its environmental and social commitments, **STERNE Group** intends to generate economic stimulation in all the regions in which it operates.

It aims to promote the local economy through its extensive responsible purchasing policy.

1.8 STRATEGY

[SBM-1]

1.8.1_ Contributing to the development of global economic performance

STERNE Group supports its international growth through targeted acquisitions and organic growth driven by its premium offer while contributing to the development of sustainable economic performance.

Those ambitions are based on three themes:

- **Financial performance and capacity for innovation**

The Group's asset-light model gives it agility, creativity and capacity for innovation. Its investments allow it to assert its position as the European premium logistics leader.
- **Minimised environmental impact**

The Group applies a general greenhouse gas emission reduction and energy sobriety policy both to itself and to its customers.
- **Best possible quality of life at work**

The continuous improvement of working conditions and social on-boarding have been the cornerstones of the Group's culture since its creation.



1.8.2_ Innovation, a vector for continuous improvement

STERNE Group has put innovation at the heart of its growth strategy, with four major objectives:

- To create added value for our customers
- To improve logistics and energy efficiency
- To improve customer service and experience
- To be more agile to adapt to market changes

Round optimisation, a virtuous circle

From the outset, the Group's innovating culture focused on optimising and pooling regular rounds, which are its core business and central to environmental issues.

STERNE Group bases its vision of innovation on a virtuous circle: every saved mile is a saving for customers, for the Group, and for the environment. Process industrialisation is a key factor for competitiveness.



Jean-Marie JOESSEL
Director of Innovation and networks at - **STERNE Regular**

“The reorganisation of our organisation allows us to go even further in our ability to optimise delivery routes. We are in a position to effectively deploy responses to the development of low-emission zones, or the growth in national flows.”

Increasing complexity

Designing optimised routes requires increasingly sophisticated technology. The technical and operational parameters must take into account:

- the reduction of the number of miles travelled,
- customer constraints (early morning deliveries, night deliveries or deliveries at specific times, deliveries to technicians' premises or vehicles, etc.),
- the minimisation of disruptions to existing customers when opening or modifying a round,
- regulatory constraints (low-emission zones),
- tailored solution culture, the Group's cornerstone,
- the diversity of parcels (size, weight, temperature-controlled, fragile, sensitive, etc.)
- and the improvement of staff working conditions.

A stronger network adapted to increasing challenges

The past year was marked by significant changes in our network organisation, intended to improve our operational efficiency and our ability to respond to the growing complexity of our operations. Our ambition is to have a network technician in every branch by 2026. This substantial investment, and the gradual roll-out of our software solution (DMS) will allow us to pool regular local routes and national flows, which account for a growing proportion of our customers' needs ever more effectively. In sectors such as the automotive industry or agriculture, spare parts management is often centralised, with stocks managed nationally and distributed nationwide.

Our software solution facilitates the work of our teams by multiplying delivery round testing scenarios. After a successful test phase, we are now more than ever rolling it out in France, with an intensive training programme to make sure employees get the most out of its features.

We are also at the heart of current issues with the roll-out of low-emission zones, which are already in place in the Île de France region, Rennes and Bordeaux. The use of electric vehicles is changing optimisation criteria due to shorter ranges that need to be taken into account.

In Germany, route management refinement is ongoing thanks to a new organisation that is already bearing fruit. The investment in **a new centralised TMS (transport management system)** will make it possible to combine last-mile management and long-distance route planning. The potential for growth in terms of miles travelled and number of stops is significant.

Strategic investments to expand the service offering

In 2024, the Group stepped up the deployment of **RFID** (Radio Frequency Identification) technology on labels. The solution makes handling sensitive items such as cheque books more reliable and simpler. Above all, it allows for mass scanning of items inside a dedicated container, ranging from a few items to an entire pallet, which is a major advantage over barcodes. The containers can be installed in warehouses as well as vehicles, which saves a considerable amount of time during a delivery round. Drivers in France had over 1,200 RFID readers at the end of 2024.

Optimised delivery round pooling requires precision tools to manage situations in real time. To do that, a **DMS** (Delivery Management System) makes work in the field easier for staff and improves the customer experience. In the form of a mobile application used by drivers and a control tower for operators, the DMS makes it possible to locate parcels, rework rounds daily, identify anomalies, and communicate simply in a user-friendly way. It also makes it possible to collect the number of miles travelled, making environmental reporting more reliable. Having won the support of employees and customers alike, the solution is gradually being deployed across the entire Group. It is already in use in France and Germany, and is beginning to be deployed in the Time Critical perimeter.

The business applications (**TMS**, Transport management System) were also the subject of two years of intensive rationalisation. These successful projects in France and Germany also offer significant operations optimisation potential, especially when coupled with the real-time parcel traceability functions of the DMS. At the same time, the rationalisation of applications strengthens cyber security.

Furthermore, the platforms dedicated to document flows are including an increasing number of functions: besides storage, envelope stuffing and industrial franking, **STERNE Group** is able to offer **document scanning** which avoids transferring documents to other suppliers and allows mail room massification. The versatility of the multimodal platforms contributes to reducing the number of trips required to process documents. In 2024, the extension of the Garonor and Chilly sites made it possible to activate these new services.



Raphaël FREY
Director of Innovation and Networks
at **STERNE nox**

We are constantly working to rationalise our information system and integrate the different geographies. Which helps develop a standardised approach. The deployment of a new TMS will make it possible to better coordinate last-mile and long-distance management.



Finally, **STERNE Group** has been a pioneer for over 20 years by offering its customers **reusable packaging**, plastic bags and bins. This packaging is constantly being improved to enhance the traceability, safety and practicality of the items. They are especially valuable in the healthcare sector, where such criteria are critical.



Julien MICHALLET
Director of Digital
Transformation

By combining the power of the DMS we are deploying with our rationalised TMS applications, we can both improve delivery scheduling, track them in real time, manage unforeseen events, and better calculate the avoided CO₂ emissions.



The standardisation of IT systems across the different entities and the forthcoming roll-out of a single TMS have strengthened both the resilience of the systems and their operational efficiency. The ongoing review of hardware and data centres also helps reduce their environmental impact.



Heike GUTHARDT
Senior IT Director **STERNE nox**



1.8.3_ Data security and responsible use

Data security is a major issue for the Group and is part of its strategic priorities. It is covered by 23 policies covering all areas of information systems security (ISSP). In January 2024, all French agencies and **Time Critical** obtained double ISO 27001 (information systems security) and ISO 27701 (personal data protection) certification, ensuring their robustness.



Data security

Governance

Information system security at the Group level is overseen by the **CISO** (Chief Information Security Officer) who has authority over all the subsidiaries. He drafts, updates and organises all ISSP⁷ policies and monitors their deployment by the local teams. Examples include general IS security policy, access control, backup and archiving processes, etc.

The CISO coordinates the roll-out of the **ISO 27001 certification** process, which will be effective for 100% of France in January 2024. Under the three-year plan, the aim is to extend the scope of the certification to the **STERNE nox** subsidiary by 2026.

The **SOC** (Security Operation Centre) is outsourced and relies on the most robust, competent and resilient European suppliers. It is in charge of the continuous monitoring of the Group's information systems, providing 24/7 monitoring to detect threats and contain them before they become full-blown security incidents.

7 - Information system security policy.

• System and tools

The system is in line with the ISO 27001 summary. Its aim is to provide the business continuity that is critical in the just-in-time logistics sector that handles many connected objects and paperless purchase orders. A Group failure could have financial consequences for its customers by disrupting the spare part or document deliveries required for their businesses.

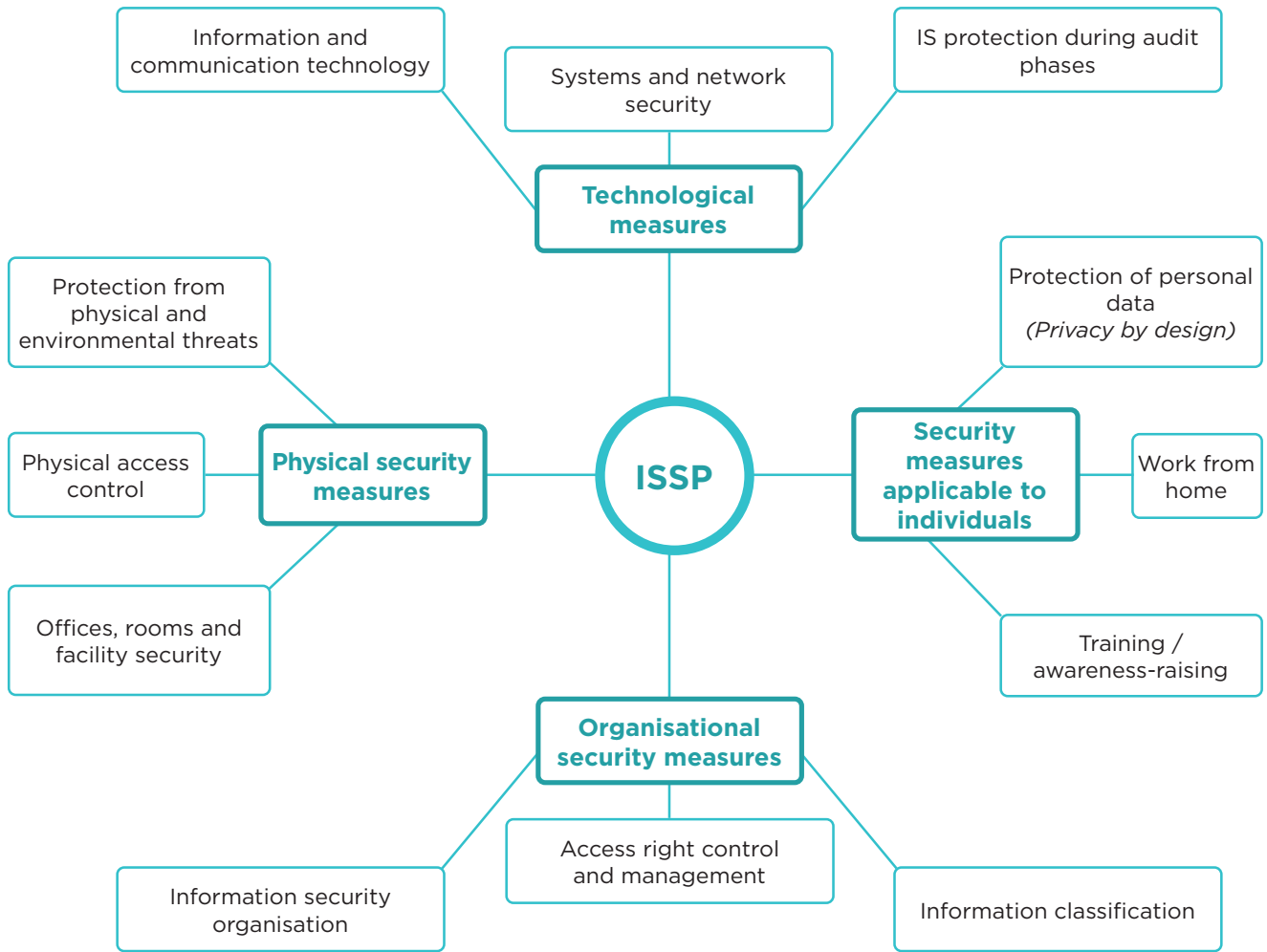
Like all other companies, the Group has seen an increase in attempted cyber-attacks and is constantly adapting its measures to prevent, detect and protect its information systems and data.

In that context it has:

- **An organisational security** system, including incident management and information classification,
- **Physical security measures**, including physical access control, premise security and protection from physical and environmental threats,
- **Security measures applicable to individuals**, including work from home rules, personal data protection and employee training/awareness-raising. Every one of them attends at least one GDPR and cyber security training session organised by the human resources department a year on a specialised e-learning platform. Phishing tests are also conducted by an independent contractor.
- **A technological system** covering system and network security, information and communication techniques, and the protection of the information system during audit phases. The inclusion of new entities' information systems in the Group's infrastructures is an integral part of the acquisition process and ensures that the systems remain under control.

All that is listed in a comprehensive and continuously updated ISMS document repository.

Data security and protection system diagram







In 2024, we carried on our investments in our cybersecurity system in a context where cyber risk is one of the most worrying for businesses globally. In parallel, upgrading to compliance with the new NIS⁸ and DORA⁹ regulations has been our priority.

Boris POUDEOUS
Chief Information Security Officer


Personal data management

- **Governance**
- Like all European companies, **STERNE Group** is impacted by the GDPR regulation (General Data Protection Regulation) as a "data controller" when it processes its employees' personal data. It is also impacted as a "processor" when it processes personal data on behalf of its customers. ISO 27701 certification is a contractual requirement for many customers.
- The DPO (Data Protection Officer) ensures compliance with the GDPR regulation and its deployment across all subsidiaries. He reports to the Chief Executive Officer and relies on a network of correspondents in the various Group entities.
- During external growth operations, the acquired companies are included in the compliance programme.



Nadir BOUZAD
CISO and DPO

- **System**
- The organisation includes:
- policies and procedures applicable to all entities, covering the protection of personal data,
 - the mapping of personal data processing carried out by Group entities on their own behalf or on behalf of their customers in their capacity as data controllers or data processors,
 - a register of personal data processing used to respond to any requests by data subjects to exercise their rights,
 - raising employee awareness of cybersecurity and the handling of personal data carried out since 2024 by a new specific platform that allows targeted tests and training to be introduced,
 - the conduct of internal controls and audits several times a year to make sure the compliance programme is effectively implemented.



The double ISO 27001 and ISO 27701 certification obtained at the start of the financial year validates the extensive work of the last 3 years in terms of systems security and data management. We will carry on strengthening the essential awareness-raising of employees and contractors.

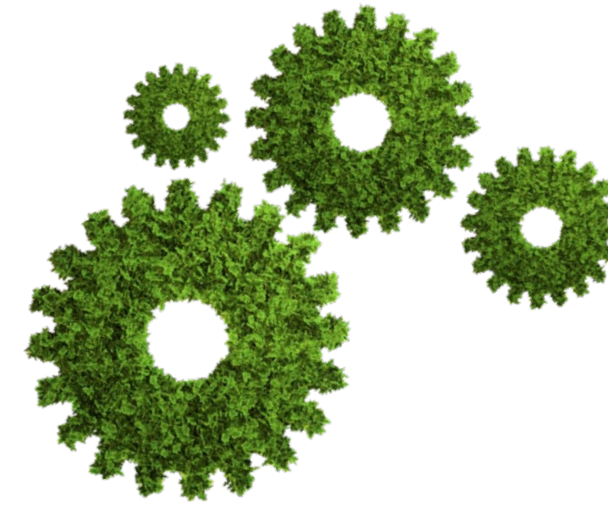
511
Employees who took the
GDPR-learning course in 2024
(Group data).



8 - NIS2: European Directive (EU) 2022/2555 on the security of networks and information systems.
9 - DORA: Digital Operational Resilience Act, which came into force on 17 January 2025.

1.9 VALUE CREATION MODEL

STERNE Group Premium logistics expert



Megatrends

New consumer habits and production practices
Stock value optimisation
Increased supply chain outsourcing
Inclusion of sustainable development concerns



* Vehicle stops during a delivery phase.



SUSTAINABILITY REPORT

2.1 GENERAL INFORMATION

[ESRS 2]

2.1.1_ Sustainability report preparation basis

STERNE Group has drawn up its Extra-Financial Performance Statement (DPEF) with the aim of ensuring a high level of rigour in extra-financial reporting by strictly complying with regulatory obligations. The approach also aims to anticipate future European regulatory requirements (CSRD). **STERNE Group** is convinced of the strategic contribution of these regulations: they make it possible to structure policies, action plans and indicators, taking into account double materiality analysis, and ensure that its stakeholders have a high degree of confidence in the information provided.

The NFPS complies with the obligations set out in the French Commercial Code and the Omnibus Act has extended the application of existing regulations by two years. Directive (EU) 2022/2464 of the European Parliament and of the Council on the publication of sustainability information by companies (Corporate Sustainability Reporting Directive or "CSRD") was enacted into French law in December 2023 by Order no. 2023-1142 of 6 December 2023 and Decree no. 2023-1394 of 30 December 2023. It sets out the standards by which the Group includes the social and environmental implications of its activity, those standards being in the process of being revised on the date this report was published.

General preparation of sustainability information

[BP-1]

The sustainability report is drawn up on a consolidated basis for the entire **STERNE Group** and the subsidiaries it holds over 50% of. Nevertheless **STERNE Group** publishes most of its indicators by Business unit in order to show the specificities of each one in the implementation of action plans.

The 2024 reporting perimeter includes all the activities consolidated in the financial perimeter on 31 December 2024 except for activities in Benelux. The process of integrating their ESG data was ongoing and was not complete on 31 December 2024. Thus, the 2024 reporting perimeter covers 97.7 % of the consolidated turnover and 91.2 % of the workforce at the end of the period.

The data for the value chain is limited to scope 3 of the Group's carbon footprint.

In the report:

- ▶ 2022* data covers the **STERNE France** and **STERNE Time Critical** perimeter (symbolised by *)
- ▶ 2023* data covers the same perimeter as 2022
- ▶ 2023** data covers the **STERNE France**, **STERNE Time Critical** and **STERNE nox Germany** perimeter (symbolised by **)
- ▶ 2024 data for the previous perimeter covers the same perimeter as 2023**.
- ▶ 2024 data for the new perimeter covers **STERNE France**, **STERNE Time Critical**, **STERNE nox Germany** and **STERNE nox Austria** (symbolised by ***).

2.1.2_ Specific circumstances

[BP-2]

Sources of uncertainty in calculating the indicators

It is important to note that, in general, social and environmental indicators may have methodological limitations due to the lack of harmonisation between national and international definitions and legislation for certain data. In addition, every year, **STERNE Group** strives to improve the reliability of its indicators, particularly regarding the calculation of its greenhouse gas emissions.

Changes in the preparation or presentation of information

As part of its ongoing efforts to improve the measurement of its carbon footprint, the Group made a number of methodological changes for the financial year:

- ▶ **Scope 1:** Diesel fuel consumption for the **STERNE France** BU is collected using actual values and not an average price per litre as in previous years. Emissions linked to unleaded petrol consumption have been included in the 2024 carbon footprint.
- ▶ **Scope 2:** Modification of the electricity emission factor for **STERNE nox Germany** (European Environment Agency emission factor). To guarantee n-1 comparability, the emission factor has been corrected in the 2023 carbon footprint.
- ▶ **Scope 2:** Emissions linked to EV charging terminals on sites have been included.
- ▶ **Scope 3:** The 2024 waste indicator covers 11.3% of actual data, with the remainder being estimated from that actual data. The methodology used to calculate the estimated sites was simplified to improve consistency and transparency.
- ▶ **Scope 3:** Emissions for accommodation and commuting are calculated directly by the booking software for **STERNE France** and **Time Critical**. The rest is calculated in-house using expense claims.

In addition, the carbon footprint's scope has been extended to **STERNE nox Austria** for the available emissions items.



Inclusion of information by reference

Information	Code	Activity report section
GOVERNANCE	GOV-1 and GOV-2	1.6 CSR policy governance
STRATEGY, BUSINESS MODEL AND VALUE CHAIN	SBM-1	1.3 Our activities 1.9 Strategy
STAKEHOLDER INTERESTS AND POINTS OF VIEW	SBM-2	1.5. Stakeholders and the Group's value chain
ACTIONS INTENDED TO MANAGE MATERIAL RISKS RELATED TO END CONSUMERS (data protection)	S4-4	1.9.3 Data security and responsible use

2.1.3_ Governance [GOV-1] to [GOV-4]

All the information needed to understand the governance processes, checks and procedures implemented to monitor, manage and oversee sustainability issues is detailed on pages 22 and 23.

CSR governance is underpinned by a rigorous comitology designed to guarantee the structured and ongoing engagement of all stakeholders - management, shareholders, lenders and institutional partners.

The **Supervisory Committee**, chaired by an independent third party, watches over the consistency of the processes deployed across the Group. It provides a cross-functional analysis of ESG issues, strategic orientations and the management systems in place. CSR items are included on the agenda of each quarterly meeting to report on progress and results, and to share in-depth analyses of the risks, regulatory developments and identified opportunities. This body has a central role in anticipating impacts and strengthening the organisation's resilience.

In addition, **several specialist committees** provide close and iterative monitoring of the CSR roadmap. Monthly meetings are organised with the CSR and steering teams from the main shareholders to check the implementation of the action plans, identify any additional measures to be taken, and regularly review the double materiality analysis. These discussions favour the alignment between stakeholders and the continuous improvement of practices through peer-to-peer sharing.

The **Syndication Committee**, which meets twice a year around the CSR officer, keeps all lenders informed of the progress of Sustainability Linked Loan (SLL) indicators.

The **Mission Committee** provides additional expertise and feeds into strategic thinking. It makes sure the business model is aligned with the mission objectives and the resources deployed to achieve them.

As an in-house management body, the **COMEX** is informed of the progress of ESG projects every month in the Business Units and participates in defining medium- and long-term strategic directions.

The **CODIR** provides transverse Business Unit coordination around CSR actions, including the scheduling of training, the steering of statutory objectives relating to the mission-driven company and the SLL pillars, as well as the implementation of action plans relating to double materiality and the identification of risks and opportunities (IRO)

The essential elements of reasonable diligence are set out in the appendix on page 96.



2.1.4_ Strategy

Strategy, business model and value chain [SBM-1]

The **STERNE Group** sustainability strategy, business model, and value chain are detailed in the annual report on pages 8 to 17.

The double materiality analysis conducted in 2023 and updated in 2024 made it possible to reinforce the strategic directions expressed through the Group's mission objectives in particular.

Stakeholder interests and points of view [SBM-2]

Year after year, the in-depth discussions with the Group's stakeholders confirm its strategic choices, in particular its decision to choose the mission-driven company status.

The dialogue methods, the expectations of our stakeholders in terms of sustainability, as well as the way in which the Group takes these expectations into account in its operations are detailed in the Annual Report on pages 18 to 20.

Material IROs and their ties to the strategy and business model [SBM-3]

See page 40.

2.1.5_ Impacts, risk and opportunity management

Description of the procedures for identifying and assessing significant impacts, risks and opportunities [IRO-1]

In 2022, **STERNE Group's** CSR department conducted an in-depth materiality analysis of its CSR challenges . The analysis was reviewed in 2023 and 2024 in accordance with the CSRD guidelines and ESRS standards which define the concept and methodology of a double materiality analysis. That review made it possible:

- ▶ to link the issues identified by the 2022 analysis to the list of ESG issues recommended by the ESRS 1 standard in appendix AR16,
- ▶ to accurately rate the Group's impacts, risks and opportunities with a view to objectivity,
- ▶ to include the new perimeter acquired at the end of 2022 (**STERNE nox**).

The analysis was in **5 steps**:

1. Review of the Group's **stakeholder mapping** to assess which stakeholders are most impacted by each ESG issue. Those stakeholders will be consulted progressively to consolidate the internal analysis of the issues that have the greatest impact on them. In 2024, internal stakeholders and the Mission Committee were consulted.
2. **Identification** of the relevant CSR issues to analyse. In accordance with the ESRS 1 standard guidelines, a list was drawn up using appendix AR16 of the Delegated Acts to select the issues that could be material considering the Group's activities. No ESRS standard was excluded from this initial analysis.



3. **Definition of thresholds** to rate impacts, risks and opportunities (quality thresholds).
 - The **materiality of impacts** (positive and negative) is analysed according to a **severity** criterion (magnitude, extent, irreparability in the event of negative impacts) and **probability** of occurrence.
 - The **financial materiality** (risks and opportunities) is analysed according to **the magnitude** of the consequences of the issue on the Group's economic performance, and **probability** of occurrence.
4. **Consultation** with the heads of all the operational units who are familiar with the Group's commercial and strategic prospects, and in close collaboration with the Group's stakeholders (employees, customers, regulators, elected representatives, etc.), in order to rate the different impacts, risks and opportunities.
5. **Summary of the results** : an issue is considered material if it presents at least one critical, significant or informative impact, risk or opportunity.
Finally, Senior Management, the Strategy Committee and the Mission Committee conducted a detailed review and the final validation of the materiality matrix.

The materiality matrix presented below highlights the issues on which the Group must prioritise the implementation of policies and action plans. It is reviewed annually.

The 2024 review did not reveal any change in the materiality of the issues, although consultation with stakeholders made it possible to refine their degree of financial materiality or impact.

SYNTHESIS - materiality matrix [SBM-3]

Impact materiality	CRITICAL			S1. Pay	E1. Climate change mitigation E1. Energy control E2. Atmospheric pollution E5. Circular economy, waste management S1. Employee health and safety S1. Quality of life at work S2. Workers in the value chain
	SIGNIFICANT		E2. Biodiversity S4. Security of consumer / end-user personal data G1. Supplier relationship management, and accounts payable practices	S3. Economic rights of local communities	E1. Adaptation to climate change S1. Social dialogue S1. Training & skills development S1. Job security G1. Business ethics, corporate culture
	INFORMATIVE	E2. Micro-plastics G1. Representation of interests		S1. Diversity, equity and social inclusion	
	NON-MATERIAL	E2. Water and ground pollution E3. Water management S1. Other human rights			
		NON-MATERIAL	INFORMATIVE	SIGNIFICANT	CRITICAL
Financial materiality					

Furthermore, **as part of the risk mapping process**, some subjects were not considered relevant or material considering the Group's specific activities. **STERNE Group** is not directly involved in issues relating to:

- Fighting food waste
- Animal welfare

- Fighting food insecurity
- Responsible, fair and sustainable diets

2.1.6_ ESRS publication requirements covered by the corporate sustainability report

[IRO-2]



Issue	Sub-issue	Corresponding publication requirements	Sustainability Report section
E1 - Climate change	Mitigation and adaptation to climate change Energy management	E1-1, E1-2, E1-3, E1-4, E1-5, E1,6	2.2.1
E2 - Pollution	Atmospheric pollution micro-plastics	E2-1, E2-2, E2-3	2.2.2
E4 - Biodiversity	Change of land use	E4-2, E4-3	2.2.3
E5 - Circular economy, waste management	Waste	E5-1, E5-2, E5-5	2.2.4
S1 - Company personnel	Job security, working hours, professional/private life balance Employee health and safety, industrial relations, Freedom of association Right to information, consultation and participation, collective bargaining Training & skills development Diversity, equity and inclusion (including people with disabilities) Measures against violence and harassment	S1-1, S1-2, S1-3, S1-4, S1-5, S1-6, S1-8, S1-9, S1-11, S1-12, S1-13, S1-14, S1-15, S1-16, S1-17	2.3
S2 - Workers in the value chain	Working conditions and other rights	S2-1, S2-4	2.4
S3 - Affected communities - location in territories	Economic rights of affected communities	S3-1, S3-2, S3-3, S3-4	2.5
S4 - Consumers and end users	Safety of consumers/ end-users and of their personal data	S4-1, S4-4	2.6
G1 - Business conduct	Business ethics and integrity Corporate culture Prevention of corruption and bribery Protection of whistle-blowers Representation of interests	G1-1, G1-3, G1-4, G1-5	2.7
G1 - Business conduct	Supplier relationship management	G1-2, G1-6	2.7.4

2.2 ENVIRONMENTAL INFORMATION

[SBM-3]

The Group's commitments and action plans focus on the environmental challenges it considers to be the most significant: **combating and adapting to climate change, energy management, preventing pollution, noise and other inconveniences, and contributing to a circular economy.**

The logistics sector faces major challenges in an economy focused on growth and the acceleration of trade in goods in response to social imperatives and economic efficiency. Logistics is emerging as a driver of transformation in its ecosystem, playing a central role in ecological transitions.

2.2.1 Climate change

[E-1]

The governance of climate issues

STERNE Group's climate strategy is the responsibility of the Managing Director and the QSSE - CSR - ESG Director.

STERNE nox's strategy is tailored to its challenges, while being fully aligned with the Group framework. Responsibility for its implementation lies with the respective national organisations in Germany and Austria.

The QSSE - CSR - ESG Department designs and coordinates the reduction strategy and actions. They are based on an identification of the climate risks and impacts.

The strategy is approved by the Supervisory Board and implemented by all operational departments.

The indicator of the Group's total GHG emissions¹⁰ is one of the two indicators included in the conditions for financing the SLL¹¹ contracted in 2021.

Context - Material impacts, risks and opportunities

[SBM-3]

	ISSUE	IRO DESCRIPTION	IRO TYPE
<div>7 TRANSITION PROGRES ET RÔLE DES ADAPTATIONS</div>	Mitigation	Contribution to climate change due to STERNE Group activities.	► NEGATIVE IMPACT
		Risk to the Group's business as a result of climate-related regulations and policies in the countries where it operates	► RISK
		Opportunity to develop pooled logistics, commercial differentiation, proposal for commercially valuable compensation certificates	► OPPORTUNITIES
<div>11 VULNÉRABILITÉ DES ÉVÉNEMENTS CLIMATIQUES</div>	Adaptation	Due to historic locations that did not take climate change into account, it could have an impact on working conditions but is mitigated by the fact that most of the work is night-work.	► NEGATIVE IMPACT
		Risk of experiencing interruptions in activity due to an increase in extreme events.	► RISK
		Risk of having to continue making substantial investments and adapting the business model to comply with regulations linked to a 1.5°C trajectory.	► RISK
<div>13 IMPACTS RELATIFS À LA CLIMATISATION DES CHANGEMENTS CLIMATIQUES</div>	Energy	Contribution to climate change due to the energy consumption of vehicles and the sites	► NEGATIVE IMPACT
		Rising energy costs	► RISK

According to the IPCC, the transport sector is both one of the biggest contributors to climate change, accounting for a quarter of global emissions, and the sector with the greatest potential for reducing its carbon footprint¹². Which is why reducing GHG emissions from the logistics and transport sector is a key objective for governments under the Paris Agreements and the United Nations' Sustainable Development Goals.

States are implementing restrictive regulatory measures for the Group's activities, especially in France and Germany:

- Low-emission mobility zones (LEZ), to protect public health in urban areas,
- Taxes on vehicle weight or on commercial vehicles,
- Taxes on greenhouse gas emissions,
- The obligation to reduce building energy consumption ("tertiary decree" in France).

10 - Greenhouse gases
11 - Sustainability-Link Loan
12 - 6th IPCC report

STERNE Group's strategy, reflected in its Mission-driven Company status, fully meets this objective: to guarantee the long-term future of its activity, the Group must understand and anticipate climate-related risks and opportunities, offer its customers sustainable solutions, and reduce the impact of its operations. Its pooled logistics solutions allow its customers to decarbonise their value chain by reducing empty mileage, maximising vehicle use and optimising journeys with greener vehicles. On the other hand, the development of low-carbon premium logistics makes it possible to develop the repair and after-sales industry in the industrial, automotive, aeronautical and now household appliance sectors.

In that way, **STERNE Group** contributes to the development of the circular economy in the countries where it operates, and to the virtuous development of European industry. The reliability of its services also allow its customers to reduce their spare part stock requirements, and consequently the risk of obsolescence (and destruction) of the stored parts.

Climate-change related IRO identification process

[IRO-1]

The CSR Department has identified the short and medium term climate-related risks and opportunities (to 2030) in terms of transition risks and physical risks. Most of those risks and opportunities are already a reality, but there is still a high degree of uncertainty about how they will evolve over time, especially the pace of implementation of more stringent regulations or technological engine developments.

For physical risks, the resilience analysis conducted in 2024 on the France perimeter showed a low risk of flooding, which is taken into account in the business continuity plans.

Type and nature of risks	Remedial action
Transition risks	
Regulations European regulations especially focus on motorisation and the gradual ban on the use of internal combustion-powered vehicles in urban centres (LEZ). The Group is also subject to the French tertiary decree on controlling energy consumption on its sites.	Climate transition policy aligned with a 1.5° below trajectory validated by the SBTi experts. Energy sobriety policy
Technology Innovations in motorisation are gradual and not always adapted to the constraints of rounds. They generate additional costs.	Technology watch and adoption of new motorisations for testing before deployment. Highlighting low-carbon or alternative solutions in requests for proposals.
Market Fuel and energy prices are on the rise. They are a major operating expense item.	Ongoing action to optimise and pool rounds at the core of the business model. Site energy: energy saving and switch to renewable energies Negotiations to share the additional cost of energy with customers.
Reputation Logistics activities are known to generate CO ₂ emissions, as well as other inconveniences (noise, smells, pollution) in urban centres.	The consolidation and pooling of rounds has a major impact on reducing pollution, while meeting customers' needs (spare parts, documents, prostheses, etc.)
Physical risks	
Acute Flooding and other extreme weather events could impair sites' ability to fulfil their mission. The impact on customers could be substantial as the Group's operations are based on just-in-time delivery. In the short and medium term (0 to 5 years), site mapping shows that only one site in France is at risk of flooding.	The business continuity plan includes the risk of flooding.
Chronic Rising average temperatures can cause discomfort for employees on sites that cannot be air-conditioned.	The risk is mitigated by the high proportion of night shifts.
Opportunities	
Development of pooled logistics solutions with a high potential for reducing the number of miles travelled and therefore GHG emissions. Customer preference for Group solutions.	Na

Climate transition plan

[E1-1]

In 2021, the Group began formalising a climate transition plan based on an initial comprehensive and audited carbon footprint and the identification of the solutions required to embark on a decarbonisation trajectory aligned with the ambitions of the Paris Agreement, i.e. to contain global warming to 1.5°C by the end of the century.

In 2021, the Group's governance bodies validated the Group's commitment and have reviewed the action levers and associated budgets every year. They are based on a balance between the effectiveness of the considered solutions and the changes in operational realities.



- ▶ **For scopes 1 and 2**, the levers for action mainly concern changes to the vehicle fleet and efforts to reduce energy consumption on the sites.
- ▶ **For scope 3**, pooling and optimising the proposed logistics solutions, the Group's core business, is the most effective lever for decarbonisation. It respects the Avoid - Reduce - Compensate principle hierarchy. However, much of the reduction in emissions depends on exogenous factors, such as the ability of transport providers to invest in greener vehicles, the willingness of customers to favour low-carbon solutions at a slightly higher cost, and the availability of those vehicles on the market.

The Group's low-carbon policy respects the **Avoid - Reduce - Compensate** principle

AVOID: at the heart of its business model, **STERNE Group** focuses on optimising and pooling rounds. It is stepping up its investments to allow its customers to reduce their carbon footprint while increasing the reliability of the availability of transported items.

REDUCE: the Group is proactively testing low-carbon fuel and motorisation innovations to be a driving force behind the adoption of appropriate technical solutions.

COMPENSATE: the Group gives its customers the opportunity to compensate all or part of their emissions by purchasing energy certificates that promote local initiatives in favour of biodiversity (agroforestry in France).

The contribution of action levers by trade

SUMMARY of action plans by Business Unit

Action plan	Scopes concerned	STERNE France	STERNE nox	STERNE Time critical
#1 - Deployment of a clean vehicle fleet	Scope 1	++	+	++
#2 - Flow optimisation	Scopes 1 and 3	+++	+++	++
#2 - Flow pooling	Scopes 1 and 3	+++	+++	+
#3 - More eco-responsible logistics buildings	Scopes 1 and 2	+	+	+
#4 - Reduction of packaging and rationalised container management	Scope 3	++	++	
#5 - Suppliers' commitment to the energy transition	Scope 3	+++	+++	+

Climate change-related policies and targets

[E1-2] & [E1-4]

The policies set up to manage climate change-related material impact, risk and opportunity mitigation covering climate change mitigation, adaptation and energy management.

CLIMATE CHANGE MITIGATION POLICY

Using its carbon footprint, the Group has strengthened its commitment to combating climate change by committing to a carbon trajectory that will contribute to limiting global warming to 1.5°C by the end of the century. That trajectory is compatible with the Paris Agreement objectives and with the European Union's "Fit for 55" plan.

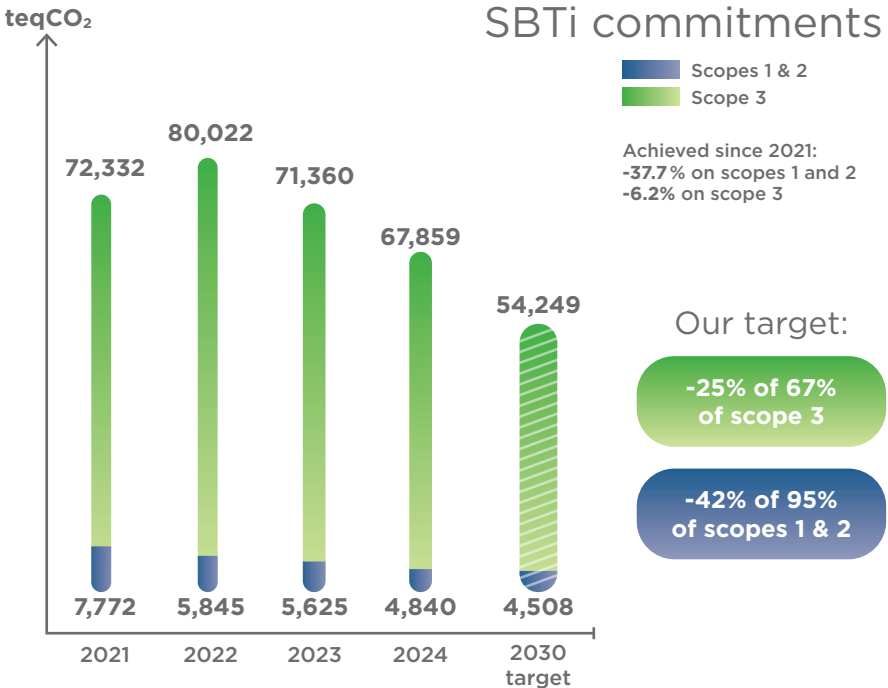
By joining the Science-Based Target initiative (SBTi), the Chairman underlines the Group's ambition to take a leadership position in its sector, and to be an eco-responsible player, a stakeholder in the transformation of the transport sector in general and urban logistics in particular.

The trajectory validated by the SBTi covers the 2021-2030 period for **STERNE France** and **STERNE Time Critical**. 2021 was chosen as the reference year because it had no particular strategic or climatic characteristics, and was the first year in which an audited carbon footprint was calculated for the entire scope.

The **STERNE nox** Business Unit had not been consolidated when the file was submitted to the SBTi. In accordance with its commitments, in 2025, the Group submitted a new trajectory taking into account the entire consolidated scope.

The trajectory validated by the SBTi includes:

- **A 42 % reduction in scope 1 and 2 GHG emissions from 2021 to 2030.** This commitment covers 95% of the scope 1 and 2 emissions of **STERNE France** and **STERNE Time Critical**, i.e. 3.74 % of the Group's total GHG emissions.
- **A 25 % reduction in scope 3 GHG emissions from 2021 to 2030.** This commitment covers emissions from upstream transport and distribution, i.e. 67% of the scope 3 emissions items for **STERNE France** and **STERNE Time Critical**, representing 58.24% of the Group's total GHG emissions.

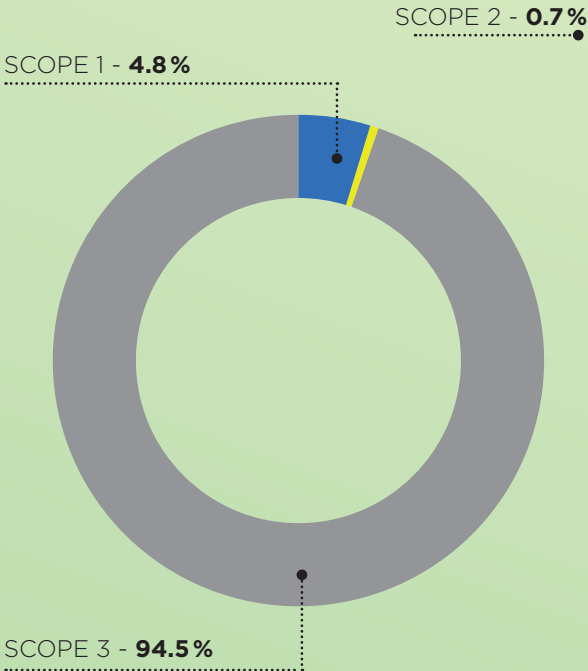


Performances: gross scope 1, 2 and 3 GHG emissions

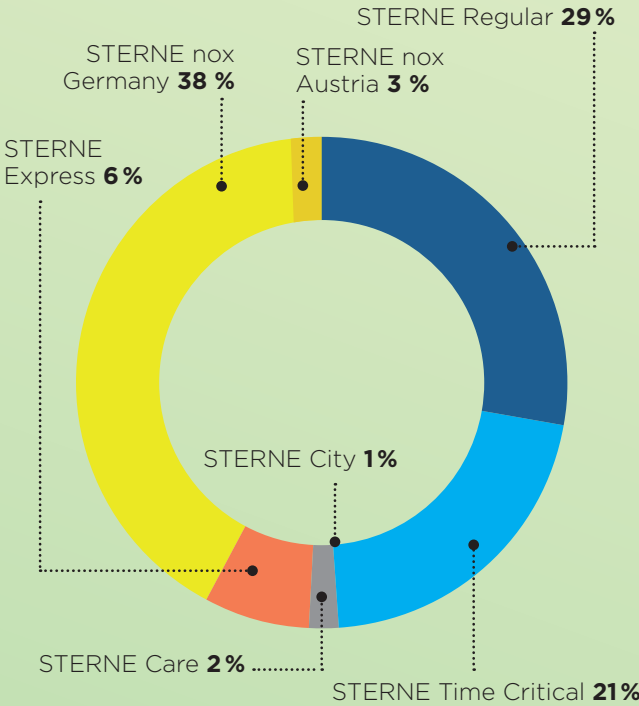
[E1-6]

Breakdown of gross GHG emissions

GHG emissions
by scope in 2024

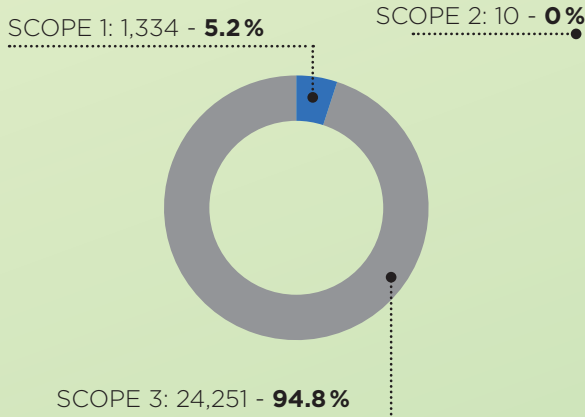


GHG emissions
by Business Unit in 2024



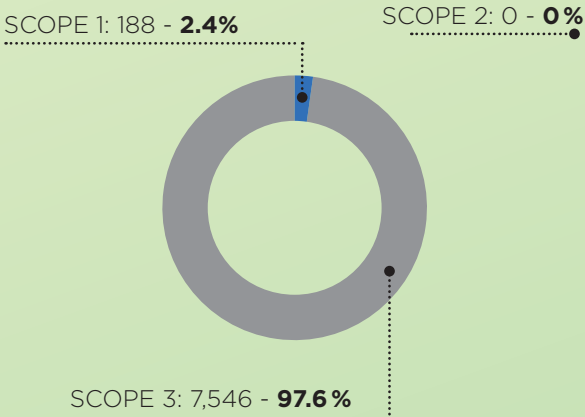
Gross GHG emissions
STERNE Time Critical

Total GHG emissions: 25,595



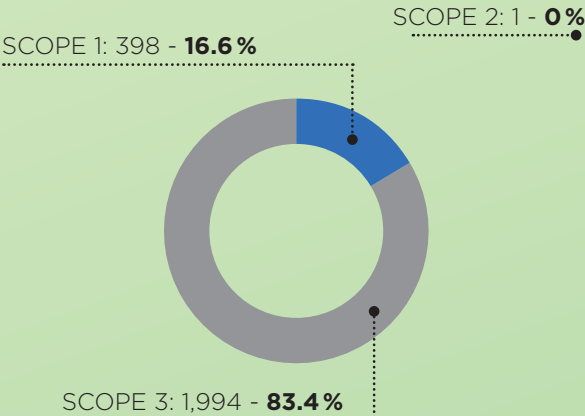
Gross GHG emissions
STERNE Express

Total GHG emissions: 7,734



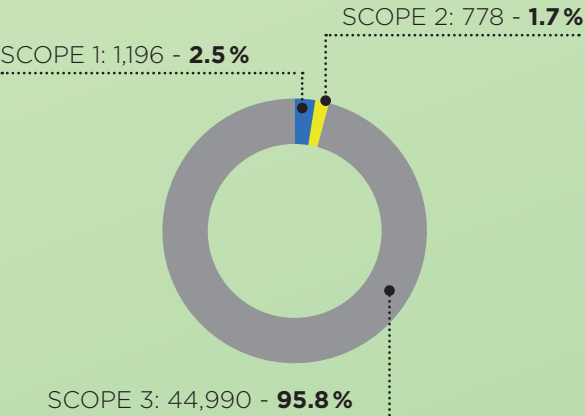
Gross GHG emissions
STERNE Care

Total GHG emissions: 2,393



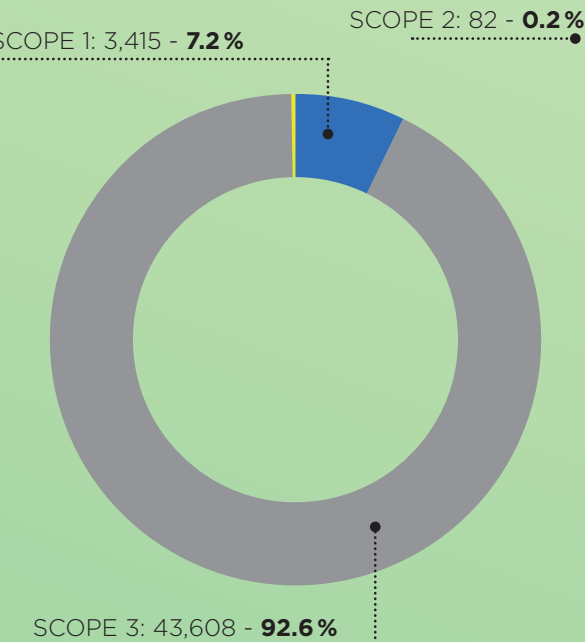
Gross GHG emissions
STERNE nox Germany

Total GHG emissions: 46,964



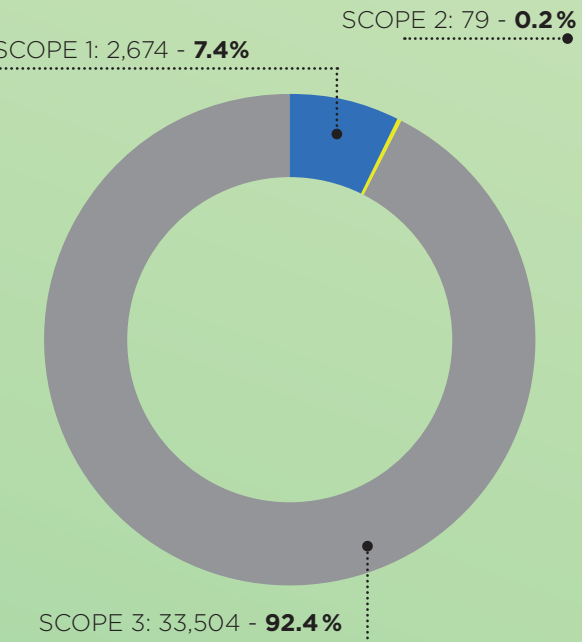
Gross GHG emissions
STERNE France

Total GHG emissions: 47,104



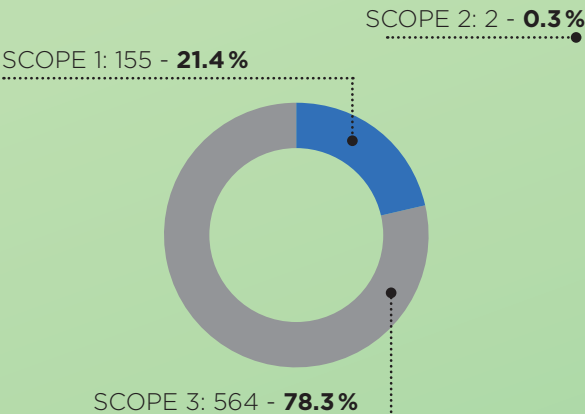
Gross GHG emissions
STERNE Regular

Total GHG emissions: 36,257



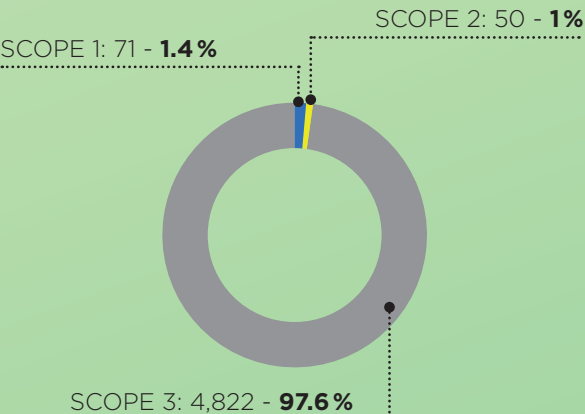
Gross GHG emissions
STERNE City

Total GHG emissions: 720



Gross GHG emissions
STERNE nox Austria

Total GHG emissions: 4,943



teq CO ₂	2024***	2024**	2023**	Variation 2024** / 2023**
Gross Scope 1 GHG emissions	6,014	5,944	6884	- 13.7 %
Of which gas, propane and fuel consumption	14.8%	13.7%		
Of which fuel consumption (own fleet)	85.2%	86.2%	85.9%	
% of GHG emissions resulting from regulated emissions quota trading schemes	0%	0%		
Scope 2 gross GHG emissions (location-based)	920	870	168 / 862 ¹³	+ 0,9 %
Scope 3 gross emissions	117,671	112,849	129,788	- 13 %
Including Outsourced transport	92.6%	92.3%		
Of which Waste	0.92%	0.96%		
Total GHG emissions	124,606	119,663	136,841	-12.5 %

Reduction in GHG emissions from 2023 to 2024

- **Scope 1** emissions fell by 13.7% over the year on a like-for-like basis, with this variation explained in particular by the following factors:
 - Lower fuel consumption linked to the reduction in mileage, especially thanks to route optimisation.
 - The drop in gas consumption at our sites, which was the result of ongoing efforts to reduce energy consumption and energy refurbishment, especially in Germany.
 - The integration of the data from **STERNE nox Austria** contributed an additional 71 teqCO₂.
- **Scope 2 emissions** were almost stable (+0.9%).
- **Scope 3 emissions** were down 13%, with the main factors behind that being:
 - Lower fuel consumption by subcontractors as well as for the company's own fleet.
 - Reduction in the volume of waste.
 - More detailed consideration of business travel.
 - The inclusion of data from **STERNE nox Austria** contributed an additional 4,822 teqCO₂.



Reduction in GHG emissions inside the SBTi perimeter



- Since 2021, **scope 1 and 2 GHG emissions** dropped by 37.7%.
- **Scope 3 emissions** were down 6.2%.

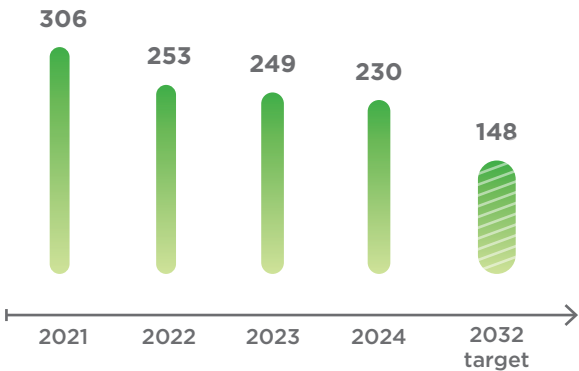
As a result, the Group achieved its greenhouse gas emission reduction targets on scopes 1 and 2 5 years ahead of schedule.

The definition of the new trajectory including **Sterne nox** in 2025 marks a renewed ambition which commits the entire Group to staying mobilised to achieve carbon neutrality in 2050.

13 - Corrected with an updated emission factor

Reduction in carbon intensity inside the SBTi perimeter

- **Carbon intensity** dropped by 7.5% over the financial year compared to 2023 and by 25% since 2021
- These results demonstrate the Group's permanent efforts to **control energy consumption and the energy mix** across all scopes.



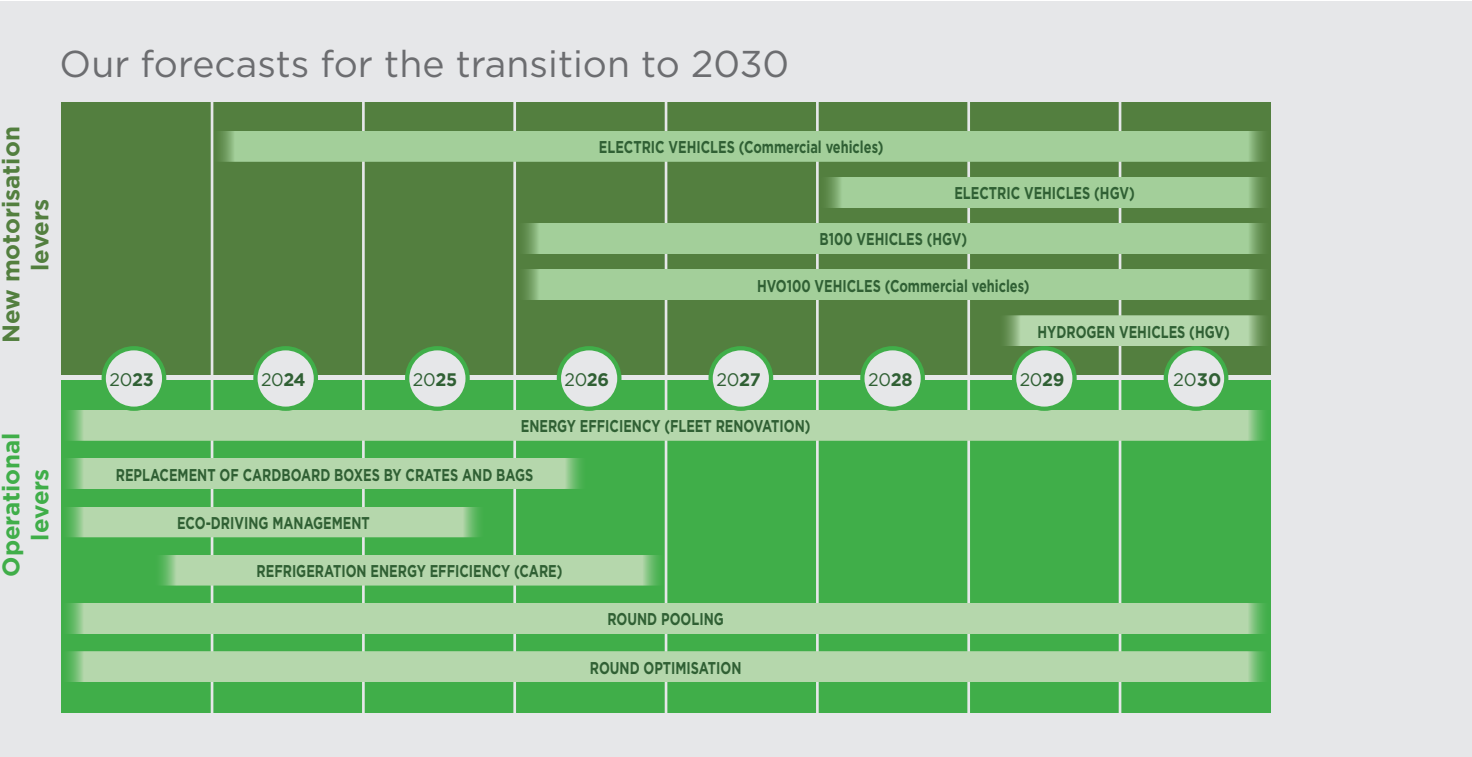
Action plans to reduce GHG emissions

[E1-3]

The 2024 financial year was a **year of consolidation**, continuing the actions undertaken since 2021 and bolstered in 2023. The pace at which projects are rolled out depends to a large extent on the availability of low-carbon vehicles on the market for the motorisation lever.

The pooling and optimisation of routes, which is the Group's main lever for action, is the subject of a continuous improvement process facilitated by the Group's technological and organisational investments in 2023 and 2024.

Forecast project deployment calendar



Decarbonation lever #1

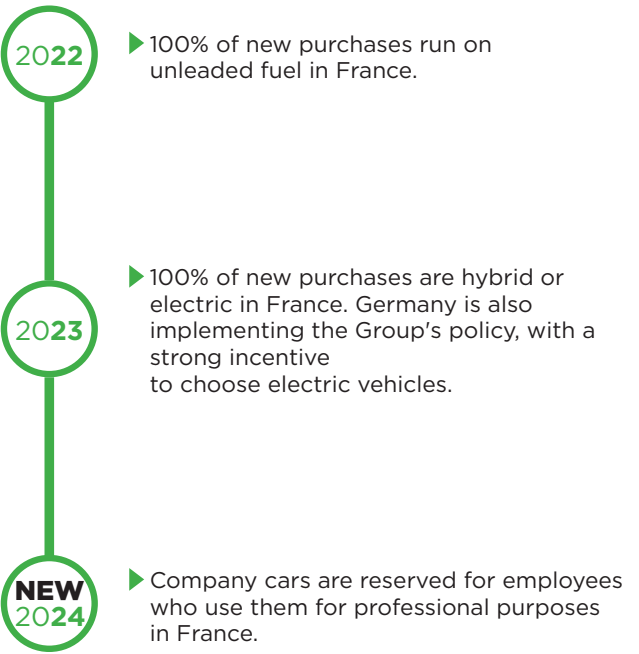
Deployment of a fleet of clean vehicles and adaptation of rounds

At the end of 2024, the Group's own fleet of vehicles consisted of:

- **589 commercial vehicles** including **244 company cars** (146 for **Sterne France** and **STERNE Time Critical** and 98 for **STERNE nox**)



For company vehicles, the Purchasing Department adopted and implemented the following trajectory in 2021¹⁴:



14 - By 2021, the entire company-owned fleet was diesel-powered

For the company's own commercial vehicles, the first rule is to **adapt rounds** inside ring roads and by-passes **to make them compatible with electric or zero-emission vehicles** such as cargo bikes. This is because electric vehicles currently have a shorter range than internal combustion vehicles. The policy makes it possible to speed up the transition, with the objective of **using electric vehicles weighing less than 3.5 metric tons for 100% of trips inside ring roads by 2025 in France**.

The clean vehicle policy is tailored to the requirements of each Group business line. Deployed voluntarily, it also depends on:

- regulatory requirements (e.g. the implementation of Low Emission Zones) ;
- vehicle manufacturers' capacity for innovation. In that respect, the purchase of vehicles with new motorisations is a test to discover their advantages and limitations in live conditions before a more complete roll-out. In Germany, **STERNE nox** is starting to get access to 100% electric HGVs in early 2025, ahead of an ambitious roll-out. This development also depends on the development of charging infrastructure.

An own fleet and service providers complying with EURO 6 standards

The Group regularly renews its fleet of motor vehicles to have recent, fuel-efficient vehicles.

100% of new specifications for transport service providers include motorisation requirements.

By the end of 2024, **96% of the Group's fleet and that of its service providers was composed of EURO 6 vehicles**. On average, light commercial vehicles are renewed every 3 years and heavy goods vehicles every 5 years.

Trials for alternative fuels over long distances

TARGET:
100% of long-distance transport using BioLNG or HVO100 by 2028.

In 2024, **STERNE Group** is continuing its test phase for several alternative fuels. The aim is to get detailed knowledge of the technical and financial elements when regulations and technology allow their large scale use. These tests cover BioLNG (for heavy goods vehicles), xTL / HVO15 and B10016 biofuels (for commercial vehicles), in partnership with the fuel distributors.

With a view to rolling out those alternative solutions on a wider scale, the Group is working with haulier syndicates such as Union TLF and motorway operators to deploy pumps adapted to these alternative fuels.

The Group is also working with specialist energy schools such as IFP Énergies Nouvelles on research into hydrogen which could become an alternative by the end of the decade.



Electric vehicles and cargo bikes for the last mile in urban areas

*The electrification of the fleet is favoured wherever possible, especially at **STERNE Regular** and **STERNE City**.*

Charging stations are systematically installed in new buildings.

*At the end of 2024, the **Regular** and **City BUs** were operating their own fleet of 27 electric vehicles (17 for **STERNE Regular** and 10 for **STERNE City** including 1 electric scooter), providing 100% carbon-free transport in urban areas. They perfectly meet the expectations of customers and civil society, as well as the LEZ regulations.*

STUDY STUDY STUDY CASE



STERNE REGULAR ACCELERATES CYCLE LOGISTICS WITH COLIS ACTIV' TO DECARBONISE URBAN TRANSPORT



*It all began in Marseilles in October 2020. I wanted to **decarbonise our city centre delivery rounds**. I contacted the cyclo-logisticians directly and worked with them to put together a round specifically designed for bicycles. That was the trigger.*

*In 2022, **Colis Activ'** contacted me to join the programme. After their presentation, I said yes immediately. **We reduce our carbon footprint, improve the image of the service, and save money too.** The return on investment is real.*

Every day, our delivery cyclists come to the depot, scan the parcels, set off on their rounds and then return with the collections. The organisation runs smoothly. They are solid partners, not just service providers. We build together on every round.

Our customers are very positive about it. They see the approach as a reflection of their own commitments.

And commercially, it's a real asset during negotiations.

Thierry TRÉGLIA
Operational manager
Sterne Regular

1

ISSUE: THE LAST MILE, A CRITICAL LEVER FOR THE ECOLOGICAL TRANSITION

Urban transport is facing twofold pressure: ecological and logistic. According to ADEME, last-mile deliveries account for up to 30% of CO₂ emissions in towns and cities and 25% of street use. At a time when Low Emission Zones (LEZs) are becoming widespread and consumers are demanding more responsible services, the transport industry needs to adapt fast.

For **STERNE Regular**, a leading player in scheduled precision transport in France, this development is an opportunity: to decarbonise its operations, meet new customer expectations, and anticipate regulatory changes.



The **ColisActiv'** programme, initiated by ADEME, has made it possible to move one step forward step towards clean, agile, and supported urban logistics.



*It is becoming increasingly difficult to drive, and even to access and park in town and city centres. Cyclo-logistics is one way of sustainably overcoming the constraints and maintaining the quality of service provided by transport companies. I'm very happy that the **ColisActiv'** programme and the bonuses it pays helped the **STERNE Group** to increase the inclusion of cargo bikes in its supply chain.*

A great opportunity to accelerate the decarbonisation of fleets while reducing the impact of freight transport on urban air quality.

Amauric GUINARD
Co-founder of Colis Activ'

2

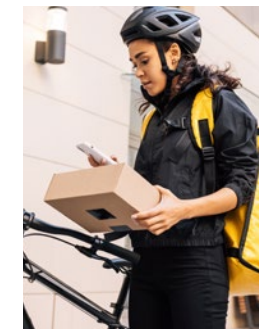
A SOLUTION: POOLED, SUBSIDISED AND REGIONALISED CYCLO-LOGISTICS

Since 2020 in Marseilles, then extended to Nice, Bordeaux and Orléans, **STERNE Regular** has built a network of cyclo-logistics partners providing morning deliveries and afternoon collections by cargo bike or three-wheelers.

The purpose: to replace internal combustion vehicles on short journeys while maintaining the requirement for reliability, traceability and regularity specific to the **STERNE Group**.

Every day, the couriers arrive at the Sterne depot between 8.30 and 9 a.m.; they collect their parcels from assigned boxes, scan them **using the SAIC** application; the morning is spent delivering in dense urban areas; in the afternoon, the same operators collect customer parcels, which will then be included in the night or next-day rounds.

Sterne has chosen to work with several operators to improve regional coverage and respond to peaks in activity. Every partnership is formalised by a contract and a set of specifications drawn up jointly according to the areas served.



Partner bicycle courier
ColisActiv'

*What I like about **STERNE Group** is the regularity. We know that there's a delivery round every morning and every afternoon. For us, as cyclo-logistics specialists, it's highly structuring.*

The SAIC scan tool is simple and effective. It allows us to trace all parcels and transit points. It's a professional approach, not a cottage industry.

And then there's the real recognition. We're not just operatives. We take part in weekly meetings and discuss possible improvements. We feel we're a part of it.

And of course, we pride ourselves on delivering cleanly, without noise or emissions. In towns and cities it makes all the difference.

3

MEASURABLE RESULTS FOR THE ENVIRONMENT, CUSTOMERS AND BUSINESS

The model set up with ColisActiv' and the cyclo-logistics specialists made possible:

- ▶ **A significant reduction in emissions:** several metric tons of CO₂ avoided every month in the areas covered.
- ▶ **Better image** with end customers, who are increasingly appreciative of responsible delivery modes.
- ▶ **Increased operational flexibility**, with decentralised flows that are better adapted to urban constraints.
- ▶ **A sustained business model:** ColisActiv' pays a bonus to the operator, 50% of which goes to the client to offset any additional costs of these solutions.
- ▶ **Fluid sales:** customers see cyclo-logistics as a marker of seriousness and lasting commitment.

The approach also contributes to **STERNE Group's** CSR and climate commitments, in line with its trajectory validated by the SBTi.

CYCLO-LOGISTICS, A NEW BRICK IN STERNE'S MISSION

STERNE Regular, with **ColisActiv'**, has proved that it is possible to combine logistical efficiency, environmental commitment and economic performance. The partnership demonstrates that cyclo-logistics is no longer a marginal alternative, but a structuring pillar of modern urban logistics.

The approach is fully in line with **STERNE Group's** mission: *"To optimise logistics flows to accompany our customers towards eco-responsible, innovative, high value-added services"*

The model can already be replicated in other towns and cities. It is based on:

- A strong partnership logic,
- Clear operational and financial support through ColisActiv',
- Robust digital tools for control and traceability.

It is not just an experiment. It is a long-term strategy in line with market expectations and climate imperatives.



*The choice of cyclo-logistics is not a fad but a true lever for transforming our model. Thanks to **ColisActiv'**, we were able to **speed up the transition** by securing the business model from the outset. The partnership embodies what we are seeking to develop at **STERNE**: agile, responsible solutions, built with local players, and capable of a genuine response to our customers' expectations.*

Loïc CHAVAROCHE
Director of CSR and ESG
Group **STERNE**

The deployment of the "Clean Vehicles" policy depends on the specificities of each business line:

STERNE Regular

The **STERNE Regular** distribution network is national, powerful and scalable. It provides H+ service throughout France with over 1,900 daily rounds almost entirely using recent vehicles (Euro 6) and electric vehicles. Business is directly concerned by experiments with new fuels and increasingly by the use of cargo bikes.

STERNE City

In its business, half the rounds are made by a fleet of company-owned vehicles. A pioneer in green delivery in Paris, **STERNE City** is compliant with Low Emission Zone regulations. In those zones, the most polluting vehicles identified by the Crit'Air 5, 4 and 3 stickers, may be subject to traffic restrictions. Even in the absence of regulations, customers are concerned about their brand image and their contribution to improving the quality of life in urban centres.

To fulfil their expectations, **STERNE City** favours the use of bicycles and cargo bikes, 2 or 4-wheel electric bicycles, and EURO 6 standard internal combustion vehicles.

By the end of 2024, 100% of the vehicles operated by **STERNE City** complied with the LEZ regulations.

OBJECTIVE ACHIEVED: 72% of the vehicle fleet operated by **STERNE City** is equipped with an alternative energy to diesel.

STERNE Express

The Group is examining the possibility of acquiring electric vehicles where substitution is possible and appropriate.

STERNE CARE

At **STERNE CARE**, work has focused on insulating refrigerated vehicles, which significantly improves compressor efficiency and reduces consumption.



“The conversion of 100% of the fleet to electric vehicles and cargo bikes is an important commercial differentiator for our customers in the Paris region. We make all our teams aware of the relevance of this strategy which combines environmental impact, quality of service and return on investment.”

Fabienne FAUNY TIZIO
Director of Business units **STERNE Express** and **STERNE CARE**

STERNE Time Critical

In a business where speed is of the essence, the Group nonetheless applies the Group's vehicle policy to its purchasing with an increasingly clean fleet of vehicles (replacement of vehicles by Euro 6 or electric vehicles where appropriate) and in its specifications for service providers.

The possibility of moving to biofuels is under study.



“Our customers, in particular the major accounts, place great importance on solutions to optimise their logistics, and on the alternative solutions that **STERNE Group** offers in terms of motorisation. The reliability of our environmental and social data, which is audited by an external third party, is tangible proof of our actions, as are our ISO certifications.”

Yeliz ORAK
Commercial Director **Time Critical**

STERNE nox

The **STERNE nox** business unit does not have its own fleet of transport vehicles; all transport is subcontracted. As the transported parts are of large volume (typically parts weighing one metric ton), the deployment of the Group's policy focuses on encouraging subcontractors to renew their fleets with Euro 5 and 6 standard motorisations. Motorisation criteria are included in specifications or requests for proposals, with the aim of having 100% of internal combustion vehicles to Euro 5 and 6 standards (currently 98.1% of the fleet to Euro 5 and 6 standards).

NEW!

STERNE nox has set the target of inciting its subcontractors to use electric vans, subject to the availability of vehicles from manufacturers, which remains limited this year. The newly set up database allows us to check the types of vehicle used.

For company cars, the Group's policy was rolled out at **STERNE nox** from 2023, with a strong incentive to choose an electric vehicle. This policy is accompanied by an investment plan to install charging stations on the sites within two years. By the end of 2024, 22 sites were equipped with charging stations, and that electricity is 100% renewable. Subsidies are also available to help employees install charging stations at their homes.

THE nox OBJECTIVE: to reach 100% own electric vehicles by the end of 2026.
By the end of 2024, 25% of the fleet was electric or hybrid.



Decarbonation lever
#2

Trip optimisation and pooling
STERNE France and STERNE nox

The local network

Local networking and synergies between the Group's business lines are key elements in this approach: **optimising and pooling flows** reduces the distances travelled and optimises vehicle loads.

This know-how is especially effective for managing scheduled rounds. As the vast majority of those trips are at night, they also reduce congestion in towns and cities, saving more fuel.

NEW!

With the inclusion of **STERNE nox**, new types of international customers can benefit from these pooled logistics on a cross-border scale, between France, Germany and the Benelux.

Reverse logistics

Coordinated collection and delivery as close as possible to the customer's location (including in their vehicles) also helps to avoid fuel consumption, both for the Group's teams and for customers. **STERNE Group's** teams are among the only ones to be able to collect goods at the same time as deliveries, halving the number of trips for the same service (e.g. new and used spare parts).

They offer delivery directly to customers', technicians' or sales representatives' vehicles, or to an **Access box**. That saves them a return trip to a warehouse meaning they can start their working day directly.

NEW!

After the automotive industry, reverse logistics is opening up to other sectors such as agricultural machinery, a **STERNE nox** stronghold.



STUDY STUDY STUDY CASE



STERNE GROUP INNOVATES WITH KONICA MINOLTA TO REDUCE GHG EMISSIONS

The **Access box solution** set up in 2024 significantly improves Konica Minolta technicians' interventions. Located close to their homes or intervention locations, they provide them with the necessary parts early in the morning, and collect used parts and waste (WEEE and packaging) after the operations.

Konica Minolta technicians now only have to travel 12 kilometres a day to collect their spare parts, compared to 32 previously, saving 30 minutes to 1 hour a day and 435 metric tons of eqCO₂ per year.



We are delighted with the bespoke service provided by **STERNE Group**. All the deployed solutions allow our technicians to benefit from delivery as close as possible to their homes or to the area where they are doing their rounds, saving them a great deal of time and significantly reducing the intervention times for our customers. We provide complete traceability of our waste, from collection to final processing. As we are very committed to reducing the environmental footprint of our activities, we are now able to measure our carbon impact on this scope much more precisely.

Jean-Christophe TOZELLA
Transport Logistics and Supply Director **Konica Minolta Business Solution France**

1

A SECTOR-SPECIFIC ISSUE: GHG EMISSIONS STILL TOO HIGH IN MAINTENANCE

The maintenance sector is one of the most exposed to greenhouse gas (GHG) emissions, in particular because of the frequent travel by technicians and the complex logistics flows involved in transporting spare parts.

In maintenance, there are many constraints: technical emergencies, empty trips, dispersed stocks, management of waste electrical and electronic equipment (WEEE), etc. Technicians often travel dozens of miles to collect their parts, resulting in extra fuel consumption and a significant loss of time. At a time when the ecological transition is becoming a strategic priority for businesses, **it is imperative to rethink logistics flow organisation to reconcile operational performance and environmental sobriety.**

It is in that context that the partnership between **Sterne GROUP** and Konica Minolta Business Solution France takes on its full meaning. It embodies a concrete, measurable, replicable innovation that is aligned with the ambitions to reduce the **scope 3** of large companies.



2

AN INNOVATING LOGISTICS SOLUTION: STERNE'S ACCESS BOX

To meet these challenges, **STERNE Group** has developed a bespoke solution: **the ACCESS BOX, a local delivery and storage system for maintenance technicians.**

Konica Minolta, a Japanese manufacturer of printing systems that has been committed to CSR for over 50 years, was the first to adopt this solution on a large scale in France. The aim is to meet the constraints of technician call-outs, which are often limited to a few hours, and to guarantee next-day delivery before 8am (before 1pm for dealers) for its 8 regional divisions, 50 branches and its itinerant technicians. The system is based on several complementary blocks:

- **Access Box:** a novelty implemented by **STERNE Group**, a hundred or so boxes installed in self-storage centres close to technicians. These boxes are accessible early in the morning, offer great flexibility, and can be used for temporary storage.
- **Access Desk:** 26 collection points throughout France.
- **Access Direct:** direct delivery for 6 regional departments.
- **Reverse logistics:** collection of WEEE and packaging at the same time as deliveries, ensuring circular flow management.

3

CONVINCING, MEASURABLE RESULTS

The benefits of the scheme are tangible:

- ▶ **Reduction in travelled distances:** from 32 km to 12 km per day per technician, a 62.5% reduction.
- ▶ **Daily time savings:** from 30 minutes to 1 hour per technician.
- ▶ **Lower CO₂ emissions:** approximately 1.74 metric tons of CO₂ avoided per month, or 435 metric tons per year.
- ▶ **Flow optimisation:** Every month, 6,200 parcels weighing less than 25 kg are delivered to the boxes and desks, and 1,850 to dealerships and customers.
- ▶ **Complete traceability:** real-time tracking of deliveries, e-mail confirmation of part availability and delivery, integration into customer information systems.
- ▶ Added to that the **environmental performance of Sterne's logistics network:** 96% Euro 6 vehicles, reusable containers, logistics platforms powered by green energy.



This partnership illustrates our ability to offer tailored logistics solutions that are fully in line with our decarbonisation mission.

ACCESS BOX is more than a logistics tool: it's an actual CSR solution, serving circularity, rapid response and environmental performance.

The project also shows that logistics can be **a strategic lever for the ecological transition** of our customers. The fact that Konica Minolta, an exemplary company when it comes to CSR, has chosen our solution is a mark of confidence and relevance.

Loïc CHAVAROCHE
Director of CSR and ESG
STERNE Group

A DEMONSTRATION OF LOW-CARBON LOGISTICS AT THE SERVICE OF MAINTENANCE

This business case is the perfect embodiment of **Sterne GROUP'S** *raison d'être*. "Optimising logistics flows to support our customers in implementing eco-responsible, innovative and high value-added services."

Thanks to a simple, replicable and user-focused solution, **STERNE Group** can prove that well-designed logistics can:

- Significantly reduce CO₂ emissions
- Improve customer service quality
- Create social value (time saved, quality of life)
- Implement effective reverse logistics solutions.



The contribution of software solutions

The Group's innovation policy is especially focussed on the continuous improvement of round performance. The Group invests in sophisticated software solutions that allow the teams to pre-assign deliveries as close as possible to the pick-up point and optimise pick-up rounds.



In 2024, the optimisation unit deployed a new digital tool that multiplies the potential for pooling, including between regular rounds and long journeys. This roll-out will continue until 2025, and requires a major training effort.
(See also section 1.9.2 Innovation, a vector for continuous improvement in the services provided).

Decarbonation
lever
#3

Favour reusable containers

For its **STERNE Regular** division, the Group always favours the use of reusable containers in its requests for proposals.

Its experience allows it to select packaging with a 10-year service life with one or two repairs: canvas bags and recycled polypropylene tubs, known as attached lid containers.

Over 62% of this packaging can be recycled (98% for canvas bags).

Its 29,500 attached lid containers and 187,000 bags used in 2024 save 45,192 metric tons of disposable cardboard boxes a year, thereby **avoiding the emission of 12,166 metric tons of eqCO₂ per year**. The production and after-sales service of the bags emit a negligible amount of eqCO₂ compared to the savings (1.4 tonnes eqCO₂/year for a 10-year service life).

Other containers (cardboard boxes, bags) are made from recycled materials whenever possible. Furthermore, the containers are easier to handle.



In the **STERNE Care** activity, tests are ongoing to use reusable, smart boxes that are geolocated and equipped with sensors to detect intrusions: they can address both ecological concerns and the need to secure these sensitive products.

For parts weighing more than 30 kilos, the Group has also introduced the use of large steel crates, in the same spirit as the polypropylene crates. For these heavy parts, standardised containers also have the advantage of minimising parcel falls.

Decarbonation
lever
#4

*Deploy
Green IT and IT for Green practices*

Green IT

The optimisation of IT infrastructure has allowed the Group to absorb growth in recent years without requiring new server resources, while making the installations more reliable. With this phase now complete, in 2024 the IT teams focused on software optimisation and extending hardware service life.

In Germany, for example, the focus this year has been on printer management, the adoption of Internet telephony, which means that all landline telephones have been abandoned, and on the gradual replacement of the data centres.

IT for green

The development of digital tools (DMS and TMS) has made it possible to achieve a new level of delivery round optimisation, while at the same time making it possible to calculate the carbon footprint of the rounds to a high degree of accuracy, and to collect them for use by customers.



Decarbonation
lever
#5

*Introduce CSR criteria for
employee travel policy*

Since 2023, employee travel by plane, train, hire car and in hotels has been grouped together on a single outsourced platform. It highlights eco-responsible hotels and systematically offers a transport solution that emits fewer greenhouse gases. This gives employees the opportunity to choose more environmentally-friendly hotels and transport.

In the **STERNE nox** subsidiary, the deployment of a similar platform is ongoing. Previously, air travel had to be authorised by General Management, which greatly reduced the use of planes for journeys that could be made by train.

Decarbonation
lever
#6

*Engage suppliers
in the climate transition*

The responsible purchasing policy includes a significant environmental part.

The Group encourages its suppliers and service providers to make strategic and operational changes to reduce their carbon footprint.

For example:

- Encouraging subcontractors to **choose alternative vehicles** to diesel and to **use cargo bikes** for the last mile by including those criteria in requests for proposals and specifications.
- Supporting service providers by giving them **eco-driving** training.
- Developing **STERNE Group** know-how with subcontractors, in particular its **technological watch on motorisation**.
- Requiring subcontractors to have **vehicles with Euro 5 or 6 standard motorisations** to be able to drive freely in LEZ areas.





Adaptation to climate change

Logistics infrastructures can suffer **extreme climatic events** (heavy winds, hail, prolonged drought) that could damage them or disrupt their operation. That risk could have significant financial consequences for the Group and its customers considering the disruption it would cause to their operations (lost working days for technicians or healthcare professionals, urgent documents not received, etc.).

CLIMATE CHANGE ADAPTATION POLICY

The Risk Department includes industrial, natural and pollution risks in its risk mapping for 100% of French sites in line with the ISO 14001 standard.

The business continuity plans drawn up for all sites have been strengthened to include climate risk. In 2023, they were refined using the OCARA reference developed by the carbon4 firm which uses 3 criteria: hazard, exposure and vulnerability. In France, only one site has been identified as being at risk of flooding. The assessment is reviewed annually.

In Germany, the analysis of environmental aspects is updated annually for all the sites, as is the risk assessment for waste water and the annual biodiversity impact check.

Adapting to climate change also means **taking climate change into account in new installations** (in 2024, the Group's headquarters, the Seclin platform and the Lyon site) so that better insulated buildings can be chosen to better control variations in indoor temperatures and limit the need for heating or air conditioning, while maintaining employee comfort.

Energy control

[E1-2] & [E1-4]

Energy is a strategic resource for logistics operations. It represents a significant proportion of the costs borne by operators. Controlling energy consumption also makes it possible to reduce the impact of activities on climate change and atmospheric pollution.

ENERGY CONTROL POLICY AND TARGETS

The Group takes action on two fronts concerning energy consumption:

- **Fuel consumption**, the reduction of which is the Group's core business. The action plans in that area are detailed in the Climate change mitigation section.
- The **consumption and type of energy** used at the sites:

In that context, the Group is fully in line with the energy sobriety initiative launched by the French government by Decree no. 2022-1294 of 5 October 2022, the so-called Tertiary Decree.

In that way, it contributes to the European Green Deal which plans for the reduction of fossil fuels, the improvement of energy efficiency, and the reduction in the use of final energy in Europe by 40% from 2019 to 2050.

The Group's energy policy targets a **40% reduction in the energy consumption of Group buildings** in France by 2030, and a 10% reduction by 2024 compared to 2021, in accordance with the French tertiary sector decree.

The Group's energy policy is also applied at **STERNE nox**, taking into account the local context.

Thus, the target of **sites being supplied with 70% renewable electricity** was achieved by the end of 2023.



In 2024, **STERNE nox Germany** successfully achieved initial certification of its sites to the DIN EN ISO 50001 energy management standard. An important step in its ongoing commitment to improving the energy efficiency and sustainability of its operations.

Performances: Energy consumption

[E1-5]

	Energy consumption and energy mix	2024***	2024**	2023**	Variation 2024**/ 2023**
1	Fuel consumption from coal and coal-based products (in MWh)	0	0	0	0
2	Fuel consumption from crude oil and petroleum products (in MWh) ¹⁵	21,138	21,138	25,465	-17 %
3	Fuel consumption from natural gas (in MWh)	4,867	4,512	5,810	-22.4 %
4	Consumption of fuel from other fossil sources (in MWh)	0	0	0	0
5	Consumption of purchased or acquired electricity, heat steam and cooling (in MWh)	5,577	5,425	5,320	+1.97 %
6	Total energy consumption (in MWh). (calculated as the sum of lines 1 to 5)	31,582	31,075	36,595	-15 %

15 - Conversion rate used: litres of fuel x 38.6 (MJ/L of fuel) / 3.6 (MJ to KWh conversion) 1000 (KWH to MWH conversion)





Susanne EICH
Senior environment and sustainable
development specialist
STERNE nox Germany

“We are continuing our energy sobriety efforts. The human aspect is very important because we need to be educational to spread good practice. But we have also continued investing, both in our sites and in our vehicle fleet. Reducing energy consumption is also a question of financial performance.”

Energy management-related action plans

ACTION PLAN #1

Controlling and limiting energy consumption

On the whole, logistics operations consume very little energy, although the characteristics of the facilities vary widely (presence of a HGV dock, etc.). Structural investments (building certification, etc.) are made by the landlords. The Group’s leverage consists in choosing eco-responsible buildings and encouraging collective and individual behaviour.

In France, raising awareness of energy sobriety is permanent, as part of the 2022-2025 plan implementation. The precise consumption records provided by French supplier EDF since 2023 have made it possible to diagnose and monitor practices more accurately.

In Germany, the project to certify sites at **STERNE nox** required a major awareness raising effort amongst team of the need for energy sobriety, to good effect since electricity consumption fell by 6% over the year despite the installation of EV charging terminals. Electricity consumption was also reduced thanks to the relamping of 4 depots.

The 3.18% increase in electricity consumption compared to 2023 at Group level is mainly due to business growth.

Decarbonation lever #7

Favouring eco-responsible logistics buildings

STERNE Group’s property portfolio includes logistics platforms, agencies and pick-up points. The main ecological impact is concentrated on its logistics platforms and agencies. The Group efforts are first focused on them depending on the technical feasibility.

The approach has two parts:

- The choice of electrically heated rather than gas-heated logistics buildings for every relocation or new site.
- By the end of 2024, almost all the **STERNE France** and **STERNE Time Critical** business unit buildings were electrically heated. All the relocations and installations in 2024 resulted in greener buildings in France.

At **STERNE nox Germany**, the replacement of the old gas boilers is continuing, in agreement with the landlords, with the objective of continuing to improve site energy efficiency. In one year, site consumption has fallen by 13%, while water consumption has dropped by 10%. The property will continue to be refurbished with the landlord’s permission.

- The systematic choice of BREEAM very good or HQE very good certified buildings at **STERNE France** and **STERNE Time Critical**, which include systems to reduce the environmental impact of the project from design to completion. In use, the buildings are optimally insulated, materially reducing energy consumption and heating and air conditioning costs. They also favour natural daylight, thanks to openings in the roofs or façades.

• THE DEPLOYMENT OF MULTI-SERVICE PLATFORMS

STERNE Group manages 125 mail rooms in France, at the heart of large organisations’ incoming and outgoing flows.

In addition to sorting, processing and distributing mail, which helps to massify volumes, mail rooms are becoming true multi-service platforms that are unique in France. The Group also deploys scanning and archiving services, reducing the number of times documents have to be moved, as 100% of them are processed in situ. The offer saves time, safety and carbon footprint.

In 2024, the success of these offers necessitated the expansion of the dedicated sites. These relocations were an opportunity to choose buildings with good energy performance and to optimise their location to as close as possible to main roads.

ACTION PLAN #2

Favour renewable energy suppliers

Wherever possible, the Group chooses to source its electricity from renewable sources. In Germany, for example, sites are supplied with 70.7% renewable electricity since the end of 2023.

Among other things, some sites will gradually be fitted with photovoltaic panels on their roofs, with the landlord’s permission.

At **STERNE France** and **STERNE Time Critical**, the contract with EDF guarantees a rate of around 27.8% renewable electricity (*source: RTE-France.com*).



2.2.2_ Pollution [E2]

Context - Material impacts, risks and opportunities [SBM-3]

ISSUE	IRO DESCRIPTION	IRO TYPE
Atmospheric pollution	Logistics activities generate road traffic that emits fine particles and emanations that are harmful to people and the environment, especially in urban areas (local impact).	► NEGATIVE IMPACT
	Risk of no longer being able to drive in certain urban areas due to increasing regulations, higher costs and availability of new motorisations	► RISK
Micro-plastic pollution	Potential impact of micro-plastics generated by the activity	► NEGATIVE IMPACT



Local and immediate, **atmospheric pollution issues are especially important** in urban logistics activities in densely populated areas. Freight transport is a major emitter of atmospheric pollutants, especially NOx, SOx and fine particles. For those reasons, motorised vehicle traffic through urban areas is increasingly being regulated.

Logistics activities can also lead to the spread of micro-plastics when customers handle and open packaging. The plastics used on the sites are 100% processed for recycling, so there is no reason for them to have a material impact on the environment.

Policy, target and actions

[E2-1] [E2-2] and [E2-3]

STERNE Group’s commitment to reducing carbon-based energy consumption both on site and by vehicles (fleet renewal, electric utility vehicles, round pooling) also has a positive effect on reducing atmospheric pollution.

The objective is to only have Euro 5 or 6 internal combustion vehicles by 2026. At the end of 2024, that rate was 100% for the Group’s own fleet and 99.6% for the Group’s outsourced fleet.

Owned operated fleet	% of Euro 5 or 6 internal combustion vehicles.	2024	2023
	STERNE France	100 %	92.5 %
	STERNE Time critical	100 %	96.7 %
Outsourced fleet	STERNE nox	100 %	100 %
	% of Euro 5 and 6 internal combustion vehicles	2024	2023
	STERNE France	100 %	94 %
	STERNE Time critical	100 %	100 %
	STERNE nox	98 %	98.8 %

2.2.3_ Biodiversity and ecosystems

[E-4]

Context - Material impacts, risks and opportunities

ISSUE	IRO DESCRIPTION	IRO TYPE
Biodiversity	Financial risk associated with regulations on the impact of installations on soil and biodiversity	► RISK

12

CONSUMATION ET PRODUCTION RESPONSABLES

13

MESURES RELATIVES À LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES

15

TE

Ecosystems contribute to the development of resources useful to society, to the richness of our environment, and to the absorption and processing of certain types of man-made pollution.

Safeguarding and developing them is therefore of paramount importance.

Maintaining biodiversity is a major challenge for the future. The company must make sure its activity does not contribute to the disappearance of species or natural or agricultural areas. The international ENCORE knowledge base assigns the following impact factors on biodiversity to the logistics sector:

- **Greenhouse gas emissions,**
- **Atmospheric pollutants,**
- **Disturbance caused by noise and artificial light** at night,
- **Soil sealing which is** detrimental to the water cycle. Logistics facilities and buildings (warehouses, bulk storage, car parks, loading or intermodal transfer areas, etc.) can also have an impact on areas rich in biodiversity because of their footprint on the land.

The risks to the Group and its impact are limited at present, as the sites pre-existed the Group’s activity and are located in urban areas. They are therefore not covered by the European Zero Net Artificialisation regulations. The Group’s main impact on biodiversity is its climate footprint.

- **POLICY** [E4-2]

STERNE Group undertakes to respect legislation protecting biodiversity and combating the deterioration of all types of ecosystem, whether natural, agricultural, forestry or human. It is aligned with the **European Union’s Biodiversity Strategy** 2030 objectives, and contributes to the following objectives in particular:

- **Protection of 30% of the land and oceans:** to date, none of the **STERNE Group** agencies are located in or near key biodiversity areas, and all the sites are certified to the ISO 14001:2015 standard (except Austria and Benelux).
- **The prevention and reduction of plastic pollution** through its reusable container solutions and waste recycling policy,
- **The generalisation of agricultural-ecological practices.**

The fight against climate change and its corollary, the fight against atmospheric pollutants, are the subject of policies described in the Climate section.

Action plans relating to the protection of biodiversity and ecosystems

[E4-3]



ACTION PLAN #1

Limit the destruction and deterioration of natural environments to a minimum

The Group has mapped its sites, none of which are located in Natura 2000 zones, protected zones or high biodiversity value zones. For new deployments, impact studies are carried out in accordance with regulations which may impose compensatory measures where appropriate.

The Group strives to manage the areas it occupies in such a way as to protect local species and their habitats. For example, it practises **eco-grazing** on one of its sites and prefers low-maintenance indigenous species for the green spaces surrounding its logistics buildings. Furthermore, the Group’s processes are governed by ISO 14001 certifications for all its activities, and the Group takes care to control and limit its pollutant emissions whether accidental or diffuse.

Every agency has a pollution kit. They are used to contain accidental pollutant spillages and to clean them by absorption so that they can be processed by the appropriate sector.

ACTION PLAN #2

Promote actions to restore biodiversity

To compensate for the loss of biodiversity resulting from its activities, the Group initiated several projects in France over the 2023 - 2024 period, including the **creation of refuges** by the deployment of wetlands and hedgerows to encourage the settlement of native birds,

2.2.4_ Resource management, circular economy and waste management

[E5]

Context - Impacts, risks and opportunities

[SBM-3]

ISSUE	IRO DESCRIPTION	IRO TYPE
Waste and the circular economy	Impact of the Group’s activities due to their generation of waste, in particular the use of single-use packaging or secondary packaging in the supply chain	► NEGATIVE IMPACT
	Opportunity related to the proposal of reusable containers (bags and boxes) and the recycling of customer waste	► OPPORTUNITY

3

BONNE SANTÉ ET BIEN-ÊTRE

6

SANS PRODIGES ET ACCIDENTS

11

VILLES ET COMMUNAUTÉS DURABLES

12

CONSUMATION ET PRODUCTION RESPONSABLES

13

MESURES RELATIVES À LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES

15

TE

As a service company, the Group does not generate large quantities of additional waste. Packaging is opened at the customer’s premises when the products are used. Furthermore, that packaging waste can become a resource if it is recovered, reused or recycled.



Which is why the Group offers its customers a comprehensive offer that includes the **recovery of such packaging and its worn parts** to massify and recycle it.

Some consumables used during operations (pallets, packaging, film, cardboard) have a limited lifespan. They require energy to shape and transport them. Their destruction causes pollution, regardless of whether they are incinerated or landfilled. It is costly for customers.

The waste issue also concerns the Group’s equipment such as its used parts, vehicles, IT hardware and the life of its buildings. In addition to their ecological impact, all those resources are expensive to purchase and to dispose of.

• POLICY [E5-1]

Optimising the service life, reuse and recycling of raw materials limits their impact on the environment. Which is why the Group mobilises its employees to encourage a circular economy through simple everyday gestures by:

- **minimising** waste generation as much as possible,
- encouraging **reuse**i (water, wood, plastic, cardboard, mobile phones, etc.)
- favouring **waste** recycling.

The Group favours the 5R rule hierarchy but the solutions differ depending on the nature of the issues using appropriate action plans.

In addition, **STERNE Group** is stepping up its proposals for the treatment of its customers’ waste, offering a more comprehensive solution to make it easier to develop the circular economy.



David BARIBEAU
Sales Director
STERNE France

“

STERNE Group is continuing to widen the gap in CSR maturity and service offerings to support customers in their transition. With the roll-out of our waste collection and treatment services, we are breaking new ground and offering a complete circular system for industrial processes.

”

Performance

[E5-5]

Type of waste (in metric ton)	2024**	2023**	2023/2024 variation
Wood	1,089	1,169	-6.8 %
Paper - Cardboard	902	894	+0.9 %
Plastic	320	220	+45.5 %
Household waste	607	514	+18.1 %
WEEE	3.92	2.73	-43.6 %

Indicators [E5-5]	Unit	Previous	2024	2023**	Variation 2024/2023
Proportion of recyclable content in supplied packaging	%	France	98 %	62 %	
Total quantity of produced waste	Metric ton	Group	2945**	2799.73	+5.2 %
Total quantity of hazardous WEEE waste	Metric ton	Group	3.92**	2.73	+43.6 %

Indicators [E5-5]	Unit	Non-hazardous waste	Hazardous waste
Volume of recycled waste	Metric ton	2,404	3.92
Quantities of non-recycled waste**	Metric ton	542	0
% non-recycled waste**	%	18.4 %	0





Daniel NOVAK
Senior sales director
STERNE nox Germany

It is essential for our customers that we are able to report on our actions and performance in terms of sustainability. They are part of the requirements for requests for proposals, especially with our major customers.

They are also attentive to the solutions we propose, especially in terms of spare part reverse logistics.

Circular economy-related action plans [E5-2]

ACTION PLAN #1

Use reverse logistics to encourage the circular economy amongst our customers

The historical DNA of the Group’s activity is based on regular rounds which allow thousands of technicians in Europe to optimise their work, both in industrial sectors such as the automotive and agricultural machinery industries, for example.

In that sense, **STERNE Group** makes it possible to develop the circular economy in those sectors by facilitating repair through the optimal availability of millions of spare part references.

The Group is also increasingly deploying **defective part processing** and packaging on behalf of its customers. Its waste transport accreditation (for some of its activities), makes it easier to process in accordance with regulations and in a way that can be traced. In that way, it removes one of the obstacles to the circular economy, the management of diffuse waste such as maintenance waste.

ACTION PLAN #2

Reduce waste generation to minimum by re-use

The use of reusable containers (polypropylene bags and crates) instead of disposable packaging (cardboard boxes) is perfectly in line with the principles of the circular economy: not only does it save resources and avoid greenhouse gas emissions, it also optimises the service provided. (See also section 2.2.1 Climate change, Action plan #3).

Indeed, standardised polypropylene crates can be used to increase loading capacity and secure goods by more effective blocking. They are used for reverse logistics in e-commerce, and in healthcare (laboratories and dentists).

The bags are mainly used to transport documents in the tertiary sector, but could be extended to transporting any small items in the near future. For customers, reusable containers reduce the cost of processing cardboard waste, making them a key area for growth. For employees, the fact that they have handles makes them more ergonomic.



ACTION PLAN #3

Favour the recycling and reuse of WEEE

Waste electric and electronic equipment (WEEE or W3E) is waste composed of electric or electronic products at the end of their service life. **The end of service life of such equipment is a major societal challenge:** they have a short service life (3 to 5 years for a computer, 3 years for a smartphone, 4 to 5 years for a tablet, over 5 years for a printer or mouse); Their production requires large quantities of metals, some of which are rare or not easily accessible. Extracting such materials causes major environmental and social damage.

STERNE Group has always had a rigorous WEEE recovery and recycling policy. It is dealt with at the local level in partnership with the local authorities.

In 2022, wishing to make a greater commitment to the processing of this equipment, **STERNE Group** began working with Waste marketplace, which will be its main partner for WEEE recovery. The partner makes it possible for WEEE from several operators to be centralised on a single site in Bordeaux, thereby reducing the greenhouse gas emissions associated with their transport. Waste Marketplace also calculates the exact quantity of rare metals consumed in the electronic devices used for the Group, and provides better recycling traceability.

At the end of 2023, **STERNE Group** inaugurated a new recycling channel in partnership with the Emmaüs Connect non profit organisation. The equipment is centralised in Bordeaux and donated to the organisation.

The devices will be repaired or recycled by people on social reintegration schemes.



Office and site consumables

A **Group-wide waste management procedure** is in place for the recycling of office consumables and small items of equipment. Thus, every employee knows the sorting instructions and the appropriate waste container.

Batteries, light bulbs and neon lights are collected and deposited by the General Services manager on each site in the designated areas for end-of-life processing. Ink cartridges are collected and returned to the service provider for re-use. The actions depend on the existence of local recycling channels: in Germany, the emphasis is on paper and plastic recycling.

	2024**	2023**	2022*
WEEE recycling rate	100 %	100 %	100 %



2.3 SOCIAL INFORMATION - COMPANY STAFF [S1]

To successfully implement its Mission-driven company project, **STERNE Group** can rely on the commitment of its 2,042 employees and supports them by taking care to foster a collective action culture.

2.3.1 Governance - Organisation

The Human Resources Department sets the overall orientations, and draws up and deploys Group policies in collaboration with the Business Unit Departments. The implemented actions and their results are reviewed at the weekly Executive Committee meetings, of which the Human Resources director is a member.

The Human Resources team at headquarters oversees the implementation of the policies in three main areas:

- ▶ administrative management, including payroll,
- ▶ human resource development,
- ▶ coordination of local human resources managers.

It also manages industrial relations.

The Human Resources teams make sure Group policies are implemented in line with the specific characteristics of their business and local regulations.

Considering the diversity of our sites, cultures and employment pools, HR policy prioritises local support with human resource managers for each BU. That approach allows us to provide support tailored to the specific needs of the teams and to be more responsive thanks to a better understanding of local issues.

The Group has introduced increasingly digitised, well-structured and resilient human resource management procedures and tools. That part was strengthened in 2023 and 2024 to meet the requirements of a doubling in size with the roll out of a new HR Information System (HRIS). Those tools simplify standardised data processing, increase data reliability and security, and guarantee effective control. Furthermore, they facilitate the rapid implementation of policies by giving employees access to their own data.

NEW! At the same time, dedicated reporting teams have been expanded in France and Germany, and a more targeted organisation set up to manage recruitment issues.



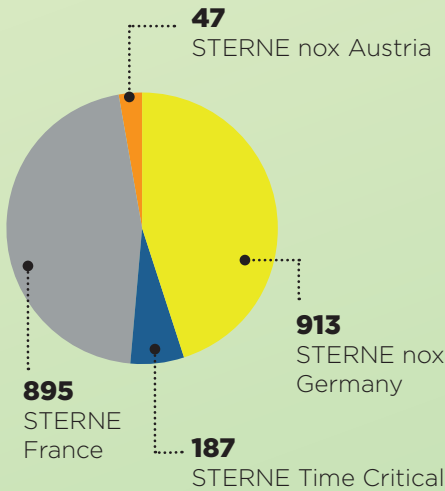
The ISO 45001 (workplace health and safety management system) certification process for **STERNE France** and **Time Critical** makes it possible to improve risk management and share best practice across the Group. It will be gradually rolled out to the other entities.

2.3.2 Workforce characteristics [S1-6]

On 31 December 2024, the Group had **2,042** employees in 10 countries.

The low proportion of women in the workforce can be explained by the low proportion of women in the sector and by how work is organised, with most of the operating teams working at night.

Breakdown of workforce by Business Unit



Geographical breakdown of workforce

	2024		2023	
	Number	%	Number	%
France	1,021	50 %	1060	52.5 %
Germany	913	44.7 %	894	44.3 %
Benelux*	nd	nd	nd	
Austria	47	2.3 %	nd	
Other (Poland, Romania, China, Morocco)	61	3 %	63	3.1 %
TOTAL	2,042	100 %	2017	100 %

* The Benelux countries are subject to specific integration processes that were not complete on 31 December 2024, their workforce is therefore excluded from the 2024 reporting.

Workforce trends

STERNE France and STERNE Time Critical perimeter	2024	2023	2022
New employees on permanent contracts	172	130	204
Departures of employees on permanent contracts	222	103	218
Turnover rate	18.2 %	9 %	19 %
STERNE nox perimeter			
New employees on permanent contracts	132	101	nd
Departures of employees on permanent contracts	143	162	nd
Turnover rate	15 %	18 %	nd
STERNE nox Austria perimeter			
New employees on permanent contracts	6	Nd	nd
Departures of employees on permanent contracts	11	Nd	nd
Turnover rate	18.1 %	Nd	nd
Group perimeter			
New employees on permanent contracts	310	231	nd
Departures of employees on permanent contracts	376	265	nd
Turnover rate	16.8 %	13 %	nd

Breakdown of workforce by type of contract

The vast majority of Group employees have permanent contracts (**88%**) and work full-time (**88.5%**).

	WOMEN	MEN	TOTAL
No. of employees	561	1,481	2,042
%	27.5 %	72.5 %	100 %
Number of permanent employees	512	1,289	1,801
% of employees	91.3 %	87 %	88.2 %
Number of full-time employees	458	1,349	1,807
% of employees	81.6 %	91.1 %	88.5 %
Number of part-time employees	103	132	235
% of employees	18.4 %	8.9 %	11.5 %

2.3.3 Context - Material impacts, risks and opportunities

STERNE Group has undertaken work to identify its impacts, risks and opportunities (IROs) relative to company employees as part of its double materiality analysis. All those IROs are assessed short term, and are summarised in the introduction to each industrial relations theme: workplace health and safety, pay and social protection, social dialogue, training and development, equality, diversity, social inclusion, and quality of life at work.

STERNE Group is made up of 2,042 men and women who form multicultural teams working in a wide range of professions: operational, sales and support functions, all of which are experiencing recruitment difficulties. Most employees work in field or office jobs, with around 15% of the workforce employed as drivers. These often underrated transport sector trades suffer from an image deficit that does not take into consideration the richness of the activities and the ongoing transformation.



[SBM-3]

While human rights, quality of life at work, inclusion, training, pay, and health and safety issues are material for all employees, the impacts to be taken into account differ from one trade to another.

For example, drivers and sales staff are more likely to be involved in traffic accidents. The Group therefore deploys common Group policies by **adapting action plans to the reality in the field**. Details of the risk assessment are set out in the French Regulatory Risk Assessment Document (DUERP), which is presented to staff representative bodies in France and Germany every year. The categories of positions most impacted by the risks are detailed in each section of this chapter, together with the positive effects of Group actions.

The plan to reduce carbon emissions has a major impact on the Group's workforce insofar as it is at the heart of the Group's mission and requires it to develop strong expertise in that area across all its professions. **A team is directly dedicated to reducing the carbon footprint by optimising and pooling rounds**. In terms of opportunities, the transport and logistics sector is a formidable vector for professional integration. It provides many job and career opportunities accessible to all levels of qualification and to people who have been out of work for a long time.

2.3.4 Policies and targets relating to company staff

[S1-1] & [S1-5]

As a Mission-driven company, **STERNE Group** aims to meet major social and environmental challenges with a virtuous business model, offering eco-responsible, innovating, high added value logistics services. It has high ambitions in terms of growth and economic performance.

As a service company, the commitment and motivation of its employees are the main driving force behind its growth. Thus, from the outset, it has sought to foster a culture of collective action, and to do everything in its power to attract and retain talent by promoting their development, job safety, diversity, inclusion and safety. Its human resources policy reflects **its commitment to people, sustainability and ethics**.



To maintain and develop those strong values, in 2024, the Group's Human Resources Department structured its actions around **3 priorities**. They were adapted to local cultural contexts, but their spirit was kept. Group policy is drafted in English to adapt to the Group's international dimension. Every theme has management and target indicators determined by an analysis of the business model and sector averages.

A 3-pronged HR policy

1 Take care

This involves focusing on team well-being and health, while fostering a culture of inclusion and diversity, as well as a responsible approach to society and the environment.

- **OUR AMBITIONS:**
 - **Health and well-being programmes:** health, nutrition and stress management programmes, including initiatives to promote the mental health and general well-being of the teams.
 - **Flexibility and integration:** Offer flexible working options and a comprehensive induction programme for new employees taking into account the cultural diversity of the teams.
 - **Workplace safety:** Strengthening of safety practices with regular audits and specific training on workplace safety.
 - **Societal commitment:** Promotion of initiatives that have a positive impact on the local community, thereby strengthening the collective responsibility of employees and the company (skills sponsorship, youth mentoring, etc.).

- **TARGETS AND STEERING INDICATORS:**
 - **Absenteeism rate** (target: less than 5%).
 - **Staff turnover rate** (target: less than 15% on average and gain of 5% on trades that are subject to shortages).
 - **Implementation of nps**, in the form of surveys.

2 Be concentrated

This topic is intended to optimise the productivity, commitment and skills development of the teams, while including ethical and responsible values.

- **OUR AMBITIONS:**
 - **Professional training plan:** Development of a training plan that includes trade training, modules on safety, sustainability, ethics and inter-cultural skills, thereby promoting professional development.
 - **Performance assessments:** Roll-out of regular performance assessments with constructive feedback, including social and ethical responsibility criteria.
 - **Collaborative working environment:** Creation of collaborative workspaces and digital tools to facilitate communication between teams.
 - **Ethical culture:** Inclusion of ethical values in work practices, encouraging transparency and integrity.

- **TARGETS AND STEERING INDICATORS:**
 - **Employee engagement rate** (target of over 70 %).
 - **Average individual performance objective achievement rate** (target 80%, aim for 90).
 - **Number of hours of training per employee per year** (target 14 to 21 hours per year).



Marie-Christine ARGUEIL
Transitional Chairman
of the Mission Committee
and HR Director at
STERNE Group

We firmly believe that the key to our success is the commitment of our teams. In a sector where service and people are essential, every action counts.

Our policy is geared towards making the most of that daily commitment, because it is thanks to the men and women who act every day that we make, and will continue to make the difference.

3 Save money (Optimise Resources)

This theme focuses on operational efficiency and performance improvement, while including sustainable cost management practices.

- **OUR AMBITIONS:**
 - **HR process optimisation:** Use of digital tools to automate recruitment and talent management processes, thereby reducing administrative costs and improving efficiency.
 - **Sustainable mobility:** Implementation of sustainable transport programmes for the teams, such as car-pooling and incentives to use public transport, contributing to reducing travel-related costs.
 - **Talent retention strategies:** Development of recognition and rewards programmes to reward employee performance, intended to reduce staff turnover and foster a positive working environment.
 - **Performance assessment:** Implementation of clear performance indicators and regular assessments to identify the best talent and align it with the company's strategic objectives.
 - **Social responsibility initiatives:** Encouraging employees to get involved in community projects, thereby strengthening the company's image and fostering a sense of belonging.

- **PERFORMANCE TARGETS AND INDICATORS:**
 - **Turnover reduction** (target of 5% drop per BU).
 - **Increased performance** (Target of 80%, tending towards 90% for the individual performance targets).

2.3.5 Organisation of social dialogue

[S1-2] [S1-3] and [S1-8]

ISSUE	IRO DESCRIPTION	IRO TYPE
Industrial relations	Industrial relations, collective bargaining, and freedom of association contribute to employee commitment, cooperation between management and employees to solve problems, and a good industrial relations climate.	▶ OPPORTUNITY

Dialogue processes, listening channels and collective bargaining

Industrial relations have an essential role in creating mutual understanding and establishing **healthy relations between management and employees**, thereby promoting the fluidity of company operations and reducing the risk of industrial action.

Such dialogue not only encompasses formal consultations, but also the informal discussions that are part of the decision-making process. The Group is committed to promoting such discussions and building them into organisational structures that encourage active listening.

In particular, the Group is setting up processes to listen to employees so that changes can be anticipated, and the changing expectations of new generations, including their perception of work, are understood. That is materialised by annual interviews, and interviews at the request of employees. Finally, industrial relations are reflected in the signing of collective agreements.

All employees are covered by staff representation bodies, and collective agreements apply in the relevant Business units to all staff.

Coverage by collective agreements	2024**	2023**	2022*
Percentage of employees covered by employee representatives	100 %	100 %	78.9 %
Percentage of employees covered by collective agreements	100 %	100 %	93.8 %

2.3.6 Human rights commitments

Protection of essential rights

The Group's policy is intended to **guarantee a fair and respectful relationship between employer and employees** in line with the fundamental principles of the International Labour Organisation and reinforcing the applicable legislation, regulations and collective agreements in the countries where it operates.

The policy **respects the economic, social, civil and political rights of staff** and is based on the following points in particular:

- ▶ Ensuring that the work carried out complies with the legal framework of the applicable statutes.
- ▶ Eliminating forced labour and child labour.
- ▶ Promoting stable employment, including the sustainability of employment contracts.
- ▶ Eradicating all forms of discrimination between employees with the aim of providing equal opportunities and equal treatment, especially in terms of gender.
- ▶ Protecting employees' personal data and privacy.



• SYSTEM

The Group has implemented processes and mechanisms to monitor compliance with:

- ▶ The United Nations Guiding Principles on Business and Human Rights.
- ▶ The ILO Declaration on Fundamental Principles and Rights at Work.
- ▶ OECD Guidelines for Multinational Enterprises.

All its instruments are aligned with the relevant internationally recognised references.

1.

The policies include awareness-raising measures to inform employees on the signs of human trafficking, as well as clear protocols for reporting any suspicious activity. Regular staff training and collaboration with specialist organisations reinforce this prevention.

2.

Group policies demand an absolute ban on forced or child labour. They are supported by monitoring mechanisms to make sure all employees are hired voluntarily and that they work in conditions that respect their fundamental rights.

They include employee age checking mechanisms and educational and awareness-raising programmes to make sure children have access to education instead of working.

3.

Regular automated internal checks are carried out to assess suppliers' documentary compliance with ethics standards, including human trafficking, forced labour and child labour.



Sanctions are clearly defined for non-compliance with the rules on human trafficking, forced labour and child labour.

The system allowing employees to report a number of alerts relating to human rights (harassment, discrimination, etc.) is described in section G1. **No alerts were reported in 2024 in accordance with the planned in-house process.**

The Group had no fines, penalties or compensation to pay in 2024 for human rights issues (forced labour, human trafficking or child labour).

2.3.7 Training, skills and career development

Context - material impacts, risks and opportunities

[SBM-3]

ISSUE	IRO DESCRIPTION	IRO TYPE
<div></div> Training, skills and career development	Positive impacts on employees (well-being, employability, ability to build a career, etc.) due to the training opportunities provided by the Group.	▶ POSITIVE IMPACT
	Risk of misalignment between employee skills and the company's future needs, loss of competitiveness	▶ RISK
	Opportunity to increase employee commitment as training and career development is an important factor in attracting and retaining talent. It reduces recruitment costs. Skills development is an essential part of service quality and helps to favour the Group's adaptability.	▶ OPPORTUNITY

In logistics, where operations are closely linked to the physical flow of goods, the central role of labour is undeniable. **The Group's success is intrinsically linked to the contribution of its staff.**

The required skills are evolving to meet the new challenges and changes in the logistics and transport professions, especially its environmental impact which calls for specialised expertise and sought-after profiles.

The criticality of the issue is heightened by the lack of appeal among the younger generation for certain logistics jobs, especially truck driving. Advances in digital technology, automation and the use of robots have a major impact on warehouse operative tasks. **The Group must ensure that their skills and employability are maintained.**

The Group is therefore committed to **ensuring its appeal and promoting the professional development of its employees.** It strives to be attentive to their expectations while encouraging their employability, which is a proactive response to changes in the sector.



Furthermore, the sector is still a major source of jobs requiring few qualifications, and which can be acquired through certifications and short courses. In that way, **it contributes to the development of local jobs** that cannot be relocated, that are accessible to people with few qualifications or who have been out of work for extended periods, and offers them perspectives for internal promotion.

Policy and targets

The **Be concentrated** policy includes a major *training and skills development* component, addressing both attractiveness and expertise issues. The Group strives to be attentive to employee expectations while encouraging their employability, which is a proactive response to changes in the sector. In a constantly changing sector, it is imperative for the Group to constantly improve its employees' skills in order to:

- ▶ Better meet customer expectations,
- ▶ Encourage team motivation and commitment by making sure their needs are met to contribute to their personal development and professional advancement,
- ▶ Improve their performance and guarantee their long-term employability.

NEW!

For France, the Group set itself the target of offering each employee **a base of 14 hours of training per year, including 7 hours of classroom training.**

As **CSR awareness is a strong skills foundation**, especially for the sales teams as it constitutes an important differentiating element, it has been initiated over the financial year in a comprehensive manner. The aim is to **train 100% of employees in CSR by 2030**, including using e-learning.

Performance

[S1-13]

S1-13	2024**	2023**
Hours of training	8,416.1	6,576
Percentage of trained employees	44.8%	34.7%
Average number of training hours per trained employee	9.2	9.4
Percentage of employees having undergone training leading to certification	0.1%	7.4%
Proportion of employees with CSR training**	9.87%	

Action plans

ACTION PLAN #1

Support career development

► RECRUITMENT

The Group has introduced similar recruitment and on-boarding procedures and tools in all the countries where it operates. The internal reference system details the job profiles and skills required, and advertisements are written in such a way as to prevent any form of discrimination, focusing exclusively on the skills and experience required.

The online recruitment platform makes it easy to manage a large number of recruitment processes simultaneously, especially when new agencies are created.

The crucial stage of on-boarding new staff is carefully orchestrated to guarantee a quick and efficient start, and a successful experience from the outset.

During the process, a mentor is assigned to guide the new employee in familiarising him or herself with the work environment. The mentors present the Group, its offer, its values, its methods and processes. Furthermore, they coordinate meetings with the teams and supervise agency visits.

► JOB INTERVIEWS AND IN-HOUSE PROMOTION

Employees have professional interviews that are meticulously monitored by the central HR team that go much further than the statutory annual interviews. The discussions include specific interviews such as "seniors" interviews, those at the end of probationary periods, and when employees leave or return from maternity, adoption or parental leave.

Those discussions provide an opportunity for employees and their managers to take stock of activities, objectives and career aspirations.

The Group's priority is also to encourage internal promotion, a generator of loyalty. It is supported and encouraged, as it allows employees to acquire new skills, and to capitalise on the Group's expertise.

In France, job opportunities are published in **STERNE News** and posted in the agencies so that everyone can apply fairly.

In Germany and Austria, vacancies are posted on internal notice boards, on the website and on online job platforms to guarantee a fair and transparent application process for all interested candidates.



ACTION PLAN #2

Propose appropriate training and development schemes

The Group offers its employees **a diverse range of training courses** designed to acquire or enhance their skills. It draws up a training budget and plan that takes into account every entity's resource requirements. Those needs are particular linked to changes in regulations (CACES18, FCO19, etc.), technological advances (electronics, increasing computerisation, etc.) and the need to include sustainable development concerns.

The Group has drawn up an inventory of the skills needed by the company, taking into account the employee age pyramid, the staff turnover rate, technological developments and the company's evolving needs.

Acquiring foreign language skills, especially English, has become increasingly essential. In-house GDPR and CSR training is also provided for all employees.

Specific training plans can be drawn up for specific groups (sales representatives, managers, operational staff, support services, etc.) depending on changes to regulations or the arrival of new missions. A communication and information programme has been set up to inform about schemes that allow people to gain higher qualifications such as the Professional Experience Validation scheme (Validation des Acquis de l'Expérience (VEA)), skills assessment and the Professional Training Account (Compte Personnel de Formation (CPF)).

In 2024, the focus was on:

In France

- **CSR:** by way of example, in the Express and Care business units, all managerial staff has been made aware of CSR and its strategic interest.
- **Health and safety,** with increased awareness-raising among bicycle delivery personnel, as the accident rate for deliveries by bicycle remains higher than for deliveries by 4-wheeled vehicles.
- **Cybersecurity,** with an e-Learning platform giving the greatest number the opportunity to train.
- Use of IT equipment.
- The handling of **hazardous substances** (ADR).

In Germany

In 2024, **new modules** were added to the Safety Culture training platform which delivers the training offering:

NEW!

- 2 modules on energy savings in support of the ISO 50001 certification of energy management systems.
- 1 compulsory module on raising awareness of discrimination and harassment.
- 4 modules on data security and cyber security are compulsory and are delivered on an external platform.

2.3.8 Transparent and fair pay, social protection

Context and issues - Material impacts, risks and opportunities relating to pay

[S1] & [SBM-3]

ISSUE	IRO DESCRIPTION	IRO TYPE
Pay	Risk of lack of appeal, industrial disputes, absenteeism or demotivated of employees	► RISK

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Pay, including salary, benefits in kind, bonuses, employee savings schemes (profit-sharing, incentive schemes, etc.) and pension contributions, has a decisive role in choosing jobs, and is also a key factor in motivating and retaining employees. Many jobs are accessible without qualifications, but as for all positions, their pay is strictly regulated by the regulations and the sector's Collective Agreement in France, and by local regulations in Germany, Austria and the Benelux countries (AÜG, EntgTransG and MiLoG).

The main objective is to meet employees' expectations while recognising and rewarding their contributions to the company's growth and performance. The Group is committed to balancing the individual aspirations of employees with the company's financial and corporate imperatives.

Policy

The pay system at **STERNE Group** guarantees employees are treated fairly. As far as possible, it includes a variable pay plan based on performance criteria linked to the achievement of objectives. That system includes economic benefits linked to collective success, such as collective bonuses, profit-sharing and/or incentive schemes.

Specific salary benefits are also included in the pay package depending on the position (company car, vouchers and gift certificates, IT and telephone equipment, loans). The Group is actively committed to reducing any gender pay gaps by implementing **an equal pay plan for women and men**.

Salaries offered on recruitment as well as pay rises suggested by managers are subject to approval by both Human Resource managers and the Head of the Business Unit. Managers are supported by the Human Resource teams to guarantee that the pay rise award criteria are applied.

The payroll system is fully automated, guaranteeing that employees are paid on the date agreed in advance. Every month, the Payroll Department carries out preliminary and retrospective checks on current applications to ensure compliance. Employees have access to their electronic format pay slips through a confidential digital portal, which they have been able to use to manage their leave and absences independently with their manager since 2024.

An anomaly notification is issued whenever the minimum wage compliant with the applicable legal and collective agreement standards in France and Europe is not respected.

Furthermore, **STERNE Group** is unique in its will to involve a large proportion of its employees in its expansion and value creation, particularly through share ownership. During the LBO, 72 managers were given the opportunity to acquire shares in the Group's equity.

Performance

[S1-11] & [S1-16]

Indicators	Previous	2024	2023
% of employees covered by social protection (Group level sickness, unemployment, workplace accidents and disabilities, parental leave, retirement)	Group	100 %	100 %
Gender pay gap [S1-16.97a]	France	6.8 %	7.8 %
Number of employee shareholders	Group	78	72
Proportion of equity held by employees and retired employees	Group	10.27 %	9.27 %

Action plans relating to pay policies and social protection

ACTION PLAN #1

Guaranteed gender parity



STERNE Group is committed to guaranteeing fair, impartial and reasonable treatment for all by creating a classification of professions, functions and positions in the professional sector. The classification takes into account the activities, qualifications and skills, and is associated with a pay scale to maintain gender and job equity.

The **significant rise in the gender equality index in France**, from 71 in 2018 to 87 in 2024 for the Regular BU, bears witness to the Group's constant vigilance on the subject. It reflects the HR teams' ongoing, targeted actions in that area. The governance of the issue was strengthened with the signature of the Gender Equality Agreement and the Quality of Life at Work Agreement in 2022.

The signing of national charters such as the Charta der Vielfalt in Germany based on the French model underlines the Group's ongoing commitment to fairness and diversity. It should be noted that the pay gap is expressed without taking into account the types of position.

The Group has set up systems to guarantee equal pay for equal work.

ACTION PLAN #2

Providing employees with an effective social protection system

The Group aims to provide its employees safety and protection, thereby promoting a peaceful working environment. It is committed to guaranteeing a high level of coverage of health, incapacity and disability risks that exceeds legal obligations and takes into account the economic and regulatory contexts specific to each country.

In France, a **compulsory and advantageous health contract** has been set up with automatic enrolment of all employees, demonstrating the Group's commitment to the well-being and safety of its employees. Employees are free to opt out.

In Germany and Austria, **STERNE nox** goes beyond legal requirements by offering its employees additional support for their health and well-being. As part of that commitment, **STERNE nox** works with *voio*, a digital corporate health management platform providing access to a wide range of services focused on mental health, family care and work-life balance.

2.3.9 Health and safety

Context - material impacts, risks and opportunities

[SBM-3]

ISSUE	IRO DESCRIPTION	IRO TYPE
Workplace health and safety	Potential negative impact on employees' physical and mental health due to the conditions and nature of the work	► NEGATIVE IMPACT
	Legal costs, deterioration in industrial relations or loss of reputation for potential health and safety negligence	► RISK

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BONNE SANTÉ ET BIEN-ÊTRE

8

TRAVAIL DÉCENT ET CROISSANCE ÉCONOMIQUE

16

PAIX, JUSTICE ET INSTITUTIONS EFFICACES

The transport and logistics sector has a high accident rate that impacts all workers. It is a more accident-prone sector than the average. Furthermore, the severity of the accidents in logistics and transport operations can be high due to the presence of blunt equipment and objects.

Preventive actions **must be coordinated with** customers, suppliers, principals and subcontractors as many activities are carried out jointly (work on customer sites). The main risks to employees' physical health are carrying loads, repetitive movements and manual handling, which lead to the appearance of muscular-skeletal disorders (MSDs) mainly of the upper limbs and back.



Despite the mechanisation of handling equipment, order pickers, sorters, drivers and delivery personnel still have to lift, move or transport loads, sometimes with time constraints. **A great deal of attention is paid to work ergonomics.**

Furthermore, particularly in industrial activities, the greater weight of parcels requires the use of mechanical handling, which can also lead to accidents.

Although the physical aspect of the operators' activity is the most **obvious**, **it also involves an increasingly heavy mental stress**, encompassing aspects such as anticipating the tasks to be carried out, voice guidance and frequent changes to schedules, as well as night work. This increasing mental stress can contribute to health risks, particularly psychosocial risks, which are also found in management, sales and support functions.

Health and safety policy and target

The Group is actively committed to controlling and reducing all the risks through proactive prevention policies. The health and safety policy is overseen by the QHSE Director, who makes sure standards and regulations are applied throughout the Group. He benefits from relays in each French Business Unit, provided by the CSE chairmen and for the **STERNE nox** entity, by the Compliance, Safety, CSR Department.

The policy meets all the requirements of the various standards implemented by the Group and applicable regulations.



In 2024, the **STERNE nox** health and safety policy was reviewed to align it with Group policy and take up all of its themes while complying with German regulations.

In 2022, QSSE software was rolled out across the Group to provide consistent reporting. ISO 45001 certification has also been in place since January 2023 for **STERNE France** and **STERNE Time Critical**. The aim is to also roll it out to the **STERNE nox** entity, as Austria is already certified.

As part of our responsible purchasing policy, health and safety obligations are also included for all subcontractors.

In addition, to guarantee hazardous product transport compliance, the Group has appointed Safety Advisers (2 in-house, 1 external).



The targets are organisational, such as the 100% ISO 45001 certified rate for French sites, in order to stimulate the continuous improvement approach, the deployment of in-house Health and Safety audits in both France and Germany, in order to **reduce the workplace accident rate**.

In Germany, the reduction of accident rates is one of the criteria used to assess variable pay for the human resources director and operations director.

Performance

[S1-14]

Indicators	Previous	2024	2023**
% of employees covered by the Group's health management system	Group	100 %	100 %
Number of workplace accidents	Group (France + TC + nox Germany)	154**	146
Workplace accident frequency rate	Group	41.8**	40
Workplace accident severity rate	Group	1.71**	1.74
Number of deaths due to accidents and occupational illnesses	Group	0	0
Number of days lost due to injury or accident	Group	6,325**	6,332
Absenteeism rate	Group	12.38**	8.5
ISO 45001 certification coverage rate	France	100 %	100 %



The workplace accident frequency rate rose slightly over the year, but remains well below the rates observed in the sector (TF: 60). Nevertheless **the Group has strengthened its prevention plan.**

The overall absenteeism rate remains under scrutiny.

Health and safety-related action plans

ACTION PLAN #1

To promote and maintain safety and the physical, mental and social well-being of workers at the highest level

In STERNE France and STERNE Time Critical:

During the financial year, the emphasis was placed on raising managers’ awareness so that they could support their teams and prevent accident-prone situations. Our employees have also been very active on the health and safety front, and in the fight against addictions. The parity committees have been led to specifically work on health and safety and to carry out site inspections to step up corrective action where necessary.

In a will to standardise safety protocols and standards, the HR Department has increased the use of digital technology to collect information and analyse accident-prone situations. That made it possible to refine the analysis of the causes of accidents and to share them throughout the Group. In addition, “muscular-skeletal disorders” referents have been trained to monitor more specifically at-risk trade.

Finally, an external survey allowed us to carry out a diagnosis and set up action plans to reduce psychosocial risks.



At STERNE nox

The emphasis has been on investment in site organisation and the elimination of installations that could be more accident-prone. In particular, new forklift trucks equipped with collision prevention systems and limited speed will be deployed. The continuous monitoring of depot compliance has been stepped up, and safety equipment renewed. As in France, accident analysis and standardised reporting allow the teams to take corrective action more effectively.

NEW!

An in-house Health and Safety audit plan was deployed in 2024 in France and Germany to identify the most at-risk situations and adjust the action plans. Those audits allowed to reinforce or initiate new prevention measures. Thus, personal protective equipment has been reinforced, and specific awareness-raising and training initiatives in the use of handling equipment have been launched for handling operatives. To combat attacks on certain sites, audits have been carried out and double crew tests are ongoing.

In Germany, the focus has also been on measuring pollutant emissions and dust in the depots. By the end of 2024, one depot had already benefited from the measure.



ACTION PLAN #2

Promote physical activity and a healthy lifestyle with the Sterne box and access to the Voiio platform

As part of the #TOUSABORD initiative, in 2023 the Group launched the **STERNE box** initiative in France, a set of quality equipment (water bottle, towel, cutlery, etc.) and lifestyle advice to remind everyone to fight a sedentary lifestyle by practising sports and taking care of their health. Themes range from nutrition and hydration to sport ...

In the same vein, the Group organised the participation of head office employees in the sporting event **"I'm running for the SDGs"**, with 22 employees joining the initiative.

In Germany and Austria, access to the **Voiio platform** also includes a range of resources to help employees look after their own health and that of their loved ones. In Germany, 17.4% of employees use those services, and the objective is 20%.

2.3.10_ Quality of life at work, work-home balance and parenthood

Context - material impacts, risks and opportunities

[SBM-3]

ISSUE	IRO DESCRIPTION	IRO TYPE
Quality of life at work	Potential impact on employees as a result of a work-life balance due to the contingencies of the Group's trades	► NEGATIVE IMPACT
	Risks related to the contingencies of the trade in terms of working hours which have an impact on the appeal of the trade, staff turnover and employee motivation.	► RISK

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Improving working conditions and the quality of life of our employees is a Group priority.

It plays an essential role in its appeal and helps improve performance. In Germany, the Group pays particular attention **to the living conditions and integration of its employees** who often have few qualifications and little knowledge of the intricacies of the German administration.

Finally, the development of service activities such as mail sorting or digitisation on multifunction platforms is making it possible to offer **an ever wider range of jobs, which are more feminised, and of which the early morning hours free up afternoons for family life.**

Policy in favour of work-home balance and parenthood

NEW!

In 2024, the Group formalised a policy to promote Quality of Life, gender equality and improved working conditions.

It corresponds to the Take Care theme in the new HR policy.

The policy reflects the commitment of the company and all its employees to improving quality of life and working conditions. It also intends to give pride of place to initiatives to support parenthood and family organisation to make the day-to-day lives of our teams easier. The objective is to help our employees better reconcile their professional and private lives. We are thus convinced that good organisation and working condition management result in more efficiency and improved performance.

Performance

[S1-15]

Indicators	Previous	2024 ***	2023 **	2024/2023 variations
% of employees able to take family-related leave [S1-15]	Group	100 %	100 %	-

The commitments and implemented action plans contribute to reducing staff turnover, absenteeism and employee satisfaction.



Quality of working life related action plans

The Group is committed to promoting a **better work-home balance**, implementing experimental actions in France before rolling them out internationally if they prove relevant.



For example, the head office expansion was an opportunity to build a large bicycle parking area and showers to encourage people to practise sports and cycling.

The Group has also set up **significant initiatives in favour of parenthood which were** formalised in 2023. This approach includes:

- ▶ A **partnership with Babilou kindergartens** since 2020, to offer places at preferential prices to employees from all our French sites.
- ▶ Throughout the Group, all employees are entitled **to family-related leave**. Managers organise pre- and post-interviews for maternity, adoption or parental leave. The aim is to ensure that the leave is not a brake on employee career development. The interviews cover the organisation of the job until employees start their leave, the replacement, the return to work arrangements, training needs, and mobility or career development expectations. If they so wish, employees can ask to continue accessing their emails during their leave, to make it easier for them on their return.
- ▶ Fathers are encouraged to take **paternity leave**.
- ▶ **Working hours are adjusted** for the start of the new school year.
- ▶ 3 days' leave for **sick children**.
- ▶ An obligation to organise internal work meetings at the usual times, **and not after 7 p.m.**
- ▶ Adjustment of working conditions **for pregnant women** (work from home, parking space, adjustment of workstation, reduced working hours, breast-feeding).



At the beginning of 2025, the Group launched a major survey of French managers alongside social partners. The survey results will guide the material actions to be prioritised to improve quality of life at work.

At **STERNE nox**, the Group has created a partnership with a **support platform** that employees can use when confronted with medical, financial, legal or other difficulties. The Voio platform provides a wealth of useful information online, as well as expert advice for employees. The platform, which went live in December 2023, especially targets the needs of lower-paid employees or those who are less comfortable with German administrative rules. But it also seeks to **improve the well-being of employees in every aspect of everyday life**. 17.4% of them have used it, in particular to improve their physical fitness, their workplace soft skills and leadership, and for educational support. New services are added every week, especially relating to diversity.

Voio also organises special weeks such as World Health Week, with objectives and activities.



Since 2024, after Germany, Austrian employees have also been given access to the **Voio** platform. Furthermore, a philanthropic initiative has been supporting drivers or employees in difficulty for over 10 years, especially those who have had a workplace accident. This association benefits from donations from **STERNE nox** and the employees who so wish.

Since January 2025, it has been easier for employees to make donations, as they can voluntarily decide to have them deducted directly from their pay.

2.3.11_ Diversity, inclusion and the fight against discrimination

[SBM-3]

Context - material impacts, risks and opportunities

ISSUE	IRO DESCRIPTION	IRO TYPE
Equality, diversity, inclusion and the fight against discrimination	Positive impact on employees as a result of the Group's ability to avoid any form of discrimination or unfair treatment	▶ POSITIVE IMPACT
	Positive impact on employees as a result of the Group's ability to promote inclusion and avoid all forms of discrimination, particularly for those with disabilities.	▶ POSITIVE IMPACT
	Positive impact on employees as a result of the Group's ability to prevent all forms of violence or harassment in the workplace	▶ POSITIVE IMPACT



For **STERNE Group**, promoting diversity, inclusion and fairness is not only a performance lever, but also one of its founding principles, the implementation of which has been continuously enriched throughout its history.

Today, the approach is also one of the pillars of its mission. The fight against all forms of discrimination and unfairness is also a lever in nurturing team commitment and recruiting in a tight market. **An open and inclusive business** promotes the well-being of its employees and strengthens the resilience of the entire organisation as well as its ability to innovate. This proactive approach is structured around **two pillars**:

Inclusion of the most vulnerable, including people with disabilities

The fight against harassment and all forms of violence in the workplace.



Bernard DE FROISSARD
Sales Director Tertiary Division
STERNE France

The diversification of our trades towards more added services, such as sorting room management and digitisation, allows us to broaden the range of our activities and therefore the skills we call on.
Many of these jobs are filled by more women than the average in the logistics sector, and we have made special arrangements to bring people with disabilities into our sorting rooms.
Inclusion has always been a strength of our Group that is recognised and encouraged by our customers.

STUDY STUDY STUDY CASE



STERNE GROUP JOINS FORCES WITH DSI FOR INCLUSIVE, HIGH-PERFORMANCE DOCUMENTARY LOGISTICS



“

At DSI, our mission is to make the business accessible to everyone. Thanks to the partnership with **STERNE Group**, we have been able to integrate our operators into a structured, demanding but human environment. These are high value-added services that make our employees feel useful and recognised, and to learn new skills. The remarkable thing about **STERNE Group** is that they didn't include us as a substitute provider, but as a true efficiency partner.

Our job is also to provide support. Every one of our operators has a training plan and a local tutor. And that partnership works because we share the same values: inclusion, reliability and performance. That is our shared DNA.”

David S.
DSI Agency Manager

1 ISSUE: WHY PROMOTE THE INCLUSION OF PEOPLE WITH DISABILITIES?

In France, almost 2.7 million people of working age are disabled.

Yet their unemployment rate is twice the national average. Since the 1987 Act that was strengthened in 2005, companies have an obligation to employ at least 6% of people with disabilities in their value chain. That obligation is often seen as a constraint, even though it can be a tremendous opportunity for social innovation, concrete CSR commitment and operational optimisation.

At **STERNE Group**, we believe that positive societal impact must go hand in hand with economic performance. Which is why we chose to set up a co-contracting service with DSI (Distribution Services Industriels), an adapted company that is a pioneer in the field of inclusion.

Partnering with DSI is not just about fulfilling a regulatory obligation. It is a **voluntary commitment to a more inclusive, human and responsible economic model**. A winning strategy for the company, its customers and society as a whole.

2 DEPLOYED SOLUTION: INCLUSIVE CO-CONTRACTING WITH DSI

The DSI partnership covers several strategic logistics activities for **STERNE Group** customers. We set up a comprehensive and flexible system together, drawing on DSI's recognised expertise in:

- ▶ Handling mail and parcels (sorting, franking)
- ▶ Management of document sorting rooms
- ▶ Digitisation and indexing preparation
- ▶ Confidential processing (document destruction)
- ▶ Small equipment logistics (management of VSEs, tablets, telephones)

The services are provided using a co-contracting or sub-contracting

framework depending on the sites, with strong collaboration between the DSI and **STERNE Group** employees.

The Canéjan, Rennes and Lille sites are currently spearheading this inclusive collaboration. The DSI teams provide exemplary continuity of service thanks to a perfect understanding of the customer's needs, as well as support and skills training for operators.



“

Before working at DSI, I hadn't had a stable job. My disability limited me in certain physical missions, but here I have found my place. I'm in charge of sorting mail, managing small equipment, and preparing for digitisation. It's a highly organised job, with clear responsibilities.

Working on a **STERNE Group** site alongside their teams, changes everything. I feel integrated, respected and useful. I get up in the morning with an objective. And I know that what I do has value, both for the customer and for myself.”

Pierre A.
DSI operator at the Canéjan site

3 CONCRETE, MEASURABLE RESULTS

The benefits of this collaboration go far beyond the CSR indicators:

- **Constant quality of service** thanks to the involvement of the DSI teams who are permanently trained and supported.
- **Cost reduction** on the mail function (franking, massification, sorting) and improvements in operational performance.
- **Improving the non-financial balance sheet** of our customers, in particular via the AGEFIPH/FIPHFP deduction.
- **ESG valuation**: the approach is compatible with CSRD/ESRS requirements, particularly on social and societal criteria.

In total, 5 disabled employees who had difficulties finding employment are currently mobilised in the services operated through DSI for **STERNE Group**. Those jobs are permanent, adapted and a source of pride for those who have them.



INCLUSIVE, HIGH-PERFORMANCE, REPLICABLE LOGISTICS

The partnership between **Sterne GROUP** and DSI is the perfect illustration of our ambition to combine economic performance and societal impact. It shows that inclusion is not a constraint, but a driver of shared value:

- **For customers**: a material response to their CSR commitments, optimised flows, a direct contribution to inclusive employment.
- **For operators**: a stable, formative, rewarding job.
- **For STERNE Group**: a network of solid, committed and expert partners, that enriches our value proposal.

In 2025, we will continue to develop those services at other sites with new customers, to anchor inclusion in our logistics model.

“

We always wanted to give meaning to our operations. Working with DSI is both a human and a strategic decision. In operational terms, they bring rigour, reliability and real team stability. On a human level, they remind us why we do this job: to serve, with high standards and kindness.

Collaboration is fluid. The DSI teams are perfectly integrated into our organisation. They take part in our steering meetings, and their feedback is taken into account in the same way as that of our own employees. We have formalised shared quality standards, and the results are there for all to see. It's a real long-term partnership based on trust.”

Jérôme BOURGOIN
Canéjan Agency Manager
STERNE Group

Policies

In 2024, the Group formalised a Diversity, Equity and Inclusion policy to reflect Group Management's commitment to creating an inclusive, diverse and fair working environment where every employee is respected, valued and given the opportunity to succeed.

It intends to promote diversity in all its forms, to encourage inclusion, and guarantee fairness in all aspects of employment.

In France, the policy has been complemented since 2021 by the **#TOUSABORD** programme. The purpose of the approach is to implement meaningful initiatives in 3 areas: disability, equal opportunities and the promotion of physical activity.

The recruitment policy is resolutely focused **on skills and diversity**, in order to counter the stereotypes likely to influence the processes.

The anti-discrimination and anti-harassment policy focuses on preventing discrimination and possible cases of harassment.

The implementation of Group policy in **STERNE Business Unit nox** is also supported by a major programme to raise awareness of discrimination and harassment situations.



The objectives of the Diversity and Inclusion policy are to **improve the gender equality index** across France and maintain the disabled employment rate.

In Germany, a Diversity Charter was signed in 2021, to standardise the various initiatives and align them with the Group's DEI policy, while adapting them to local specificities.

Performance

[S1-17] and [S1-12]

Indicators	Previous	2024	2023
Number of identified cases of harassment [S1-17]	Group	0	1
Disabled rate [S1-12]	Group (excluding Austria)	5.01%	5.06%
Number of work-study programme students and apprentices	Group	43	58



Lena RODEFELD
Director of Compliance, Quality, Safety and Sustainability



Since the spring of 2024, we have been running interactive workshops to raise awareness of discrimination and harassment. They help to combat subconscious prejudices, encourage self-questioning and improve our working environment.

The participants' positive response confirms the value of the initiative, which will be repeated with sessions for all employees.



Diversity and inclusion action plans

ACTION PLAN #1

#TOUSABORD, an initiative focused on social cohesion

• DISABILITY

The purpose is to raise awareness among the teams of the need to integrate people with disabilities into the Group's professions, covering the entire process from recruitment to support.

In France, for the fourth consecutive year, employees were able to take part in **Duodays**, a day when teams host a disabled person in a pair with a volunteer professional. 13 pairs were formed in 2024, resulting in one hire this year.



• SUPPORTING SENIORS

The Group has set up end-of-career assessments for employees nearing retirement to help them make the transition. This approach illustrates the importance of its commitment to including everyone.

In the same vein, skills sponsorship offers a highly relevant framework to **promote the know-how** of employees in the service of meaningful missions. The Group has embarked on this process with an initial contract. An association specialising in the integration of people with disabilities benefited from the expertise of a high-level manager to support its growth.



• EQUAL OPPORTUNITIES

With an unemployment rate of over 20% among 18-24 year olds, the focus is on getting younger people into the company, attracting, training and retaining them, and creating a pool of future employees.

The **Jeune pousse** boost includes a partnership with France Travail, to give young people their first job experience. Every business unit must implement actions to facilitate the integration of young people into the company.

Aware of **STERNE Group's** pathfinder role, it contributes to the educational content of the specialised Master of Science Manager of Sustainable Development and Ecological Transition. The Group's CSR Director ensures the overall quality of this training by acting as the programme's educational director. That commitment also contributes to raising students' awareness of environmental and social issues, and to make the transport and logistics professions more appealing.

In addition, **STERNE Group** has a long tradition of hosting work-study students in both France and Germany. That commitment is used to spread the Group's best practices in the field.

“
From past experience, I know that discrimination is often ignored or downplayed to protect the company's reputation. I now feel able to address those issues directly if they arise, without fear of reprisals.
The workshop also showed me that we very often have subconscious biases and that we can identify them by taking a step back.
Today, my relationships with those around me have changed profoundly.”

Tobias HANSEN
Employee at **STERNE nox**

ACTION PLAN #2

The development of activities open to the adapted sector

on the multi-function platforms, **STERNE Group** promotes the employment of people from the adapted sector in the form of tripartite agreements between the Group, several major French banks, and companies from the adapted sector.

In that way, it can organise the induction of disabled employees in conditions that are adapted to their needs and secured by those agreements. These successful initiatives allow us to envisage deploying this model in other sectors to meet the needs of each of our stakeholders.

ACTION PLAN #3

The fight against harassment and discrimination

In France, the Group focuses on preventing discrimination and takes action **against possible cases of harassment** by training the social partners and employees. It is supported by a network of harassment advisers on the sites, who are in charge of rapidly reporting contentious situations so that they can be examined and dealt with.

No cases of harassment were reported. in 2024

NEW!

In Germany, the focus was on raising the awareness of teams in 2024: 70 employees were able to take part in initial interactive workshop sessions, in which they were able to share their experiences and reflect on ways of creating a more inclusive workplace. The workshops helped raise awareness of the different forms of discrimination and harassment, understand subconscious bias, and to work as a team on the strategies to adopt, including reporting problematic situations. The approach will be renewed and will include compulsory sessions for managers.

In Germany and Austria, the digital alert line guarantees the protection of the employees concerned. They can turn to their managers, union representatives or the Compliance Committee. The alert portal is also accessible to external stakeholders.

The complexity of the value chain in the transport and logistics sector involving subcontractors at several levels both in France and elsewhere entails potential human rights risks.

To manage those risks more effectively, the Group believes that the duty of vigilance must be exercised with an absolute guarantee of full compliance with regulations and the reality of controls.

The majority of the Group's purchases are for transport services. It promotes direct access to local VSE-SME subcontractors. That approach **avoids the proliferation of intermediaries** which is likely to reduce visibility and control over the actual practices of the subcontractors.

Furthermore, virtually all other purchasing is centralised and contracted through framework agreements, which makes it easier to include CSR criteria in contracts and to sign the Responsible Purchasing charter.



2.4.2_ Responsible purchasing policy [S2-1]



Governance

The Purchasing Department, which reports to General Management, is in charge of centralising, harmonising and controlling purchasing practices and request for proposal procedures in the Group. It sets out the processes agencies follow in their purchasing and pricing activities. The Purchasing Director reports directly to the Managing Director twice a month. The **STERNE nox** Purchasing and supplier relations director reports to the Managing director and is in charge of deploying Group policies.

The Supplier and Service Provider Responsible Purchasing Charter

In France, the responsible purchasing policy is formalised by the **Group signing up to to the Responsible Purchasing charter for suppliers and service providers in 2021**, which is aligned with the guidelines of the Responsible Purchasing Supplier Relations initiative overseen by the French Ministry of the Economy and Finance. The Group has implemented initiatives to meet its 10 commitments.

It inspired the Responsible purchasing policy that was updated in 2024, which is part of the contractual agreements signed with Group partners and sets out expectations in terms of ethics, respect for human rights, working conditions, health and safety and environmental protection.

The policy is intended to replace the sworn declaration of professional ethics signed up till now by subcontractors when they enter into relations with the company and then annually.

NEW!

The deployment of the Responsible Purchasing policy will be systematic for all Group entities in 2025.

2.4 WORKERS IN THE VALUE CHAIN

2.4.1_ Context and issues - Material impacts, risks and opportunities [SBM-3]

ISSUE	IRO DESCRIPTION	IRO TYPE
Workers in the value chain	Potential negative impact of downgraded working conditions for transport service providers due to insufficient contractual protection	► NEGATIVE IMPACT
	Potential negative impact of job instability for employees of service providers due to the fluctuations in activity inherent in the Group's trades	► NEGATIVE IMPACT
	Risk of litigation with regulators in the event of non-compliance with international standards and specific road transport rules	► RISK
	Risk of difficulty in maintaining a functional value chain in the event of industrial disputes or absenteeism at service providers	► RISK
	Risk of damage to the Group's reputation as a prime contractor	► RISK

1 PAIX ET PROSPÉRITÉ

8 TRAVAIL DÉCENT ET CROISSANCE ÉCONOMIQUE

10 INÉGALITÉS RÉDUIRES

12 CONSOMMATION RESPONSABLE

16 PAIX, JUSTICE ET INSTITUTIONS ÉFFICACES

2.4.3_ Risk and workplace human rights monitoring system [S2-4]

In 2023, a complete mapping of supplier risks was drawn up, focusing on ethics risk issues for French activities. The map is presented in detail in *section 2.6 Ethics and fair practices*.



Daniel REINSHAGEN
Senior director of purchasing and supplier relations **STERNE nox Germany**

In addition to our extensive documentary qualification work, we have deployed a risk management tool to assess subcontractors on financial, compliance and operational performance criteria.

As part of its due diligence plan, the Group is committed to **auditing 100% of its priority suppliers on workplace human rights issues** at least every three years starting from 2023.

In particular, and this point is audited twice a year, it is stipulated that 100% of transport partners provide all **regulatory compliance documents**, such as the Code of conduct, transport licence, administration of foreign workers, etc. at all times.

Those documents are collected by a digital platform (And Co in France and Gedtrans outside France). These specialist transport and logistics platforms send weekly alerts to site directors if shortcomings are found. The service can only be provided if everything is compliant, and the site directors' half-yearly bonus is only paid if there are no anomalies.



A documentary platform of the same type was deployed in 2024 at **STERNE nox**, to meet the requirements of the new German regulations on vigilance regarding transport providers.

The providers who were unable to obtain certification from the Federal Network Agency have been replaced. In some cases, the teams provided support to service providers so that they could obtain the qualification. The procedure is currently being rolled out in Austria and Belgium.

Furthermore, to extend Human Rights monitoring in the value chain to all its partners, the Group is testing recognised social audit solutions, with the aim of deploying an upstream and ongoing due diligence procedure for the issue by 2025.

This major effort to qualify the value chain was recognised by **Ecovadis**, with the societal score rising by 5 points over the financial year.



2.5 AFFECTED COMMUNITIES - LOCATION IN THE TERRITORIES

2.5.1_ Context - Material impacts, risks and opportunities [SBM-3]

ISSUE	IRO DESCRIPTION	IRO TYPE
Affected communities	Negative impact of logistics activities on the landscape, air quality and road traffic	► NEGATIVE IMPACT
	Positive impact of logistics activities on employment and skills development in the regions where they are located	► POSITIVE IMPACT
	Risk of difficulties in developing the Group's activities due to their impact on local residents	► RISK
	Opportunity to improve the Group's image and reputation and its appeal thanks to its local roots and its ability to provide stable jobs and career opportunities for employees	► OPPORTUNITY

3

BONNE SANTÉ ET BIEN-ÊTRE

4

ÉDUCATION DE QUALITÉ

8

TRAVAIL DÉCENT ET ÉCONOMIQUE

11

INDUSTRIES ET COMMUNAUTÉS DURABLES

13

MEASURES RELATIVES À LA JUSTICE CLIMATIQUE

16

PAIX, JUSTICE ET INSTITUTIONS EFFICACES

Logistics activities, which are expanding rapidly and becoming more and more prevalent, can arouse reservations in local communities because of their **impact on the landscape, air quality and road traffic**. By paying particular attention to their socio-economic impact in the areas where it operates, the Group seeks to increase acceptance of its activities by local residents, a crucial consideration in particular when setting up new facilities or expanding existing ones.

2.5.2_ Dialogue process with affected communities [S3-2] & [S3-3]

Because of their activity, the Group's sites may be located near major transport routes, or on the outskirts of towns and cities for local deliveries. Dialogue methods to a large extent depend on local regulations on information and consultation.

In France, for example, a prior impact study and public enquiry are required for any project to set up or expand a site. It is an opportunity for elected representatives, local residents and associations to voice their concerns and influence the implementation of the project.

2.5.3_ Policy [S3-1]

The Group has not formalised a policy for the prevention of the potential negative effects of logistics activities, but it is committed to anticipating them through **ISO certification and prevention plans**. It also pays particular attention to guaranteeing the traceability of handled products. It also contributes to local development through the development of jobs and skills.

	ISO 9001	ISO 14001	ISO 45001	Induced risk analysis (georisk)	Site subject to a technological risk prevention plan*	Site subject to a flood risk prevention plan*
% of sites	100 %	88.8 %	70 %	100 %	14 %	44 %

* Only for STERNE France and STERNE Time Critical

2.5.4_ Action plans [S3-4]

The Group highlights its **employees' pride in being part** of the Group and cultivates its image with local authorities and communities. As part of its territorial responsibility, it actively contributes to job creation and skills development in the regions where it operates.

Furthermore, the Group's businesses encourage it to **promote the professional integration of people who are estranged from the labour market, and young people**. In 2024, it employed 29 people on work-study programmes and 36 people on integration contracts in France, and 14 people on work-study programmes in Germany.

The Group also facilitates the participation of its employees in local fire and rescue services by signing appropriate agreements.

Among the actions that contribute to the Group's strong local presence are:

- ▶ re-use of existing buildings to limit the amount of new land required
- ▶ greening the surroundings of premises
- ▶ limiting the impact on traffic by using night rounds
- ▶ the adoption of electric vehicles in urban centres,
- ▶ its contribution to philanthropic initiatives, such as the collection of toys, books, clothes and shoes in Bordeaux for the Red Cross.

2.6 CONSUMERS AND END USERS [S4]

2.6.1 Context - Material impacts, risks and opportunities [SBM-3]

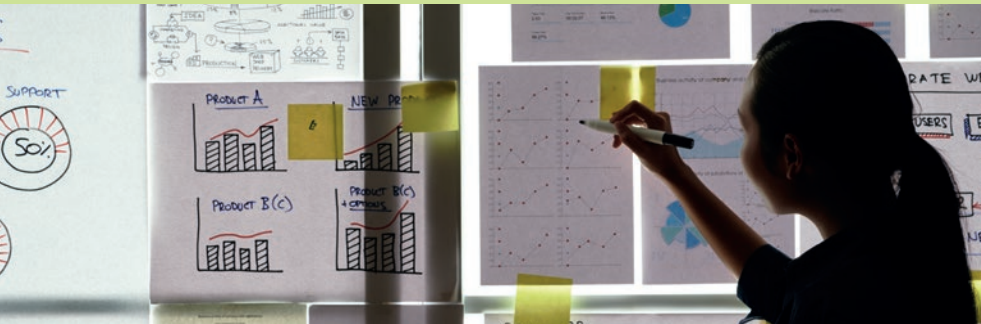
ISSUE	IRO DESCRIPTION	IRO TYPE
Consumers and end users	Potential negative impact of downgraded working conditions for transport service providers due to insufficient contractual protection	▶ NEGATIVE IMPACT
	Potential negative impact of job instability for employees of service providers due to the fluctuations in activity inherent in the Group's trades	▶ NEGATIVE IMPACT
	Risk of litigation with regulators in the event of non-compliance with international standards and specific road transport rules	▶ RISK
	Risk of difficulty in maintaining a functional value chain in the event of industrial disputes or absenteeism at service providers	▶ RISK
	Risk of damage to the Group's reputation as a prime contractor	▶ RISK

In terms of consumer protection, the Group's risks are limited to certain activities, as most of its activity is in the industrial sector. Nevertheless, in its service activities, its primary responsibility is the protection of personal data, particularly when handling sensitive objects such as bank documents.

In another area, they must also pay particular attention to maintaining the cold chain, to preserve the integrity of medicines or blood products.

It would expose itself to legal and reputational risks if it did not take the necessary steps to prevent these potential negative impacts.

2.6.2 Policies and action plans [S4-1] & [S4-4]



To minimise the risks associated with the collection of personal data from principals and their customers, the Group has strengthened its processes and tools to comply with the General Data Protection Regulation (GDPR). Detailed information on that organisation can be found in section 1.9.3 Data security and responsible use.

2.7 ETHICS AND BUSINESS CONDUCT [G1]

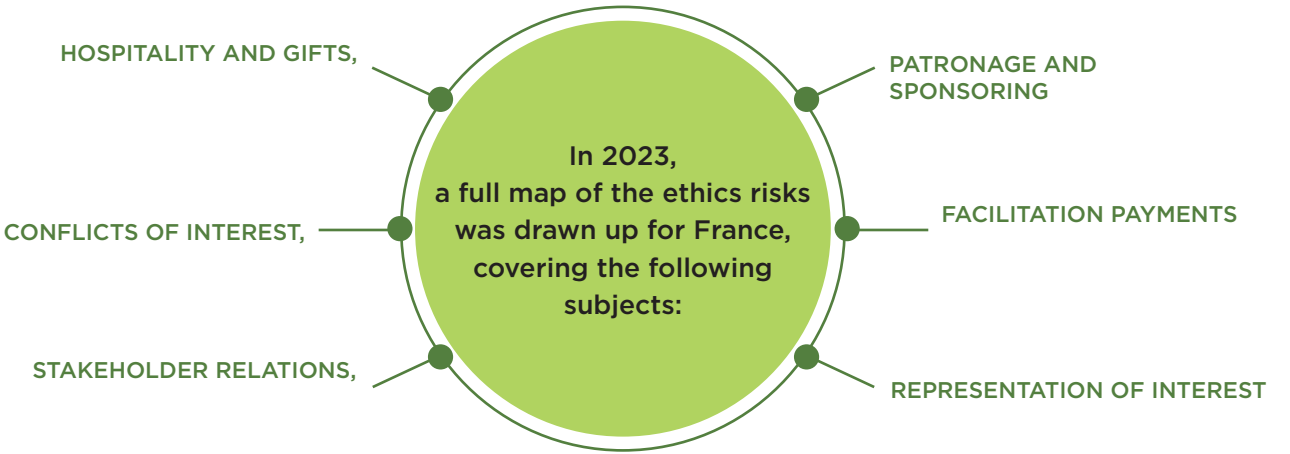
STERNE Group operates with a total commitment to ethics standards and compliance, especially in the fight against the risks of corruption and fraud. It nurtures relationships with its customers and suppliers based on trust.

ISSUE	IRO DESCRIPTION	IRO TYPE
Fair practices	Potential impact on the Group's stakeholders, in particular impact on their reputation, which could arise as the result of a lack of ethical culture	▶ NEGATIVE IMPACT
	Potential risk of litigation or loss of customers due to a failing ethical culture or lack of vigilance over in-house practices	▶ RISK
	Risk of litigation, fines and legal proceedings	▶ RISK
	Risk of sanctions, litigation or loss of customers due to lack of vigilance in in-house corruption and fraud prevention practices	▶ RISK

2.7.1 Governance [G1-GOV-1]

The management of ethics and compliance issues is given to a cross-functional team comprising the Chief Executive Officer, the Chief Financial Officer, the Purchasing Director, the Information Systems Director and the Quality, Safety, Environment, CSR and ESG Director. The subject is discussed at the quarterly Management Committee (CODIR) meetings, with the Agency and Operations Managers collecting the salient facts. An investigation is carried out if any suspicions arise.

2.7.2 Ethical risk mapping [IRO-1]



Risk mapping has made it possible to identify the most exposed activities based on the Transparency International and Gan Integrity references. It also draws up a list of the positions most at risk internally, and which need continuous awareness-raising.

At **STERNE nox**, ethical issues are dealt with globally by the compliance director, in coordination with the compliance committee, to guarantee a consistent and integrated approach across all relevant areas.

- ▶ Subcontractor compliance with human rights and labour standards is monitored through the mandatory provision of relevant documentation and its regular updating. The processes have just been strengthened in line with German regulations on the duty of care in the supply chain.
- ▶ Environmental responsibility is assessed using an environmental relevance matrix which is updated annually.
- ▶ Working conditions, such as compliance with legal requirements in terms of pay and working hours, are constantly monitored by the Human Resources department.

2.7.3_ Business conduct

Business conduct policy and corporate culture

[G1-1]

STERNE Group directs its expansion in strict compliance with the laws and regulations of the countries in which it operates, while demonstrating a resolute will to apply the ethical principles enshrined in the Group's fundamental values.

• CODE OF CONDUCT

The principles set out are formalised in the Code of Conduct which is signed by the Group Chairman. The code was revised in 2020 and in 2025. **It applies to all the Group's shareholders and employees without exception**, and is given to each new member of staff. In 2025, it will be gradually extended to all the company's suppliers, partners and customers, committing them to respecting the same ethics rules.

The code of conduct underlines the Group's commitment to Human Rights, respect for the law and free competition, both as an employer (see the section on Commitments to employees) and in its value chain. It provides a detailed overview of the fight against corruption, money laundering, fraud and tax evasion, as well as obligations relating to the security and confidentiality of data.



Guaranteeing lasting relations with the value chain depends on the **transparency and reliability of the information** communicated:

- ▶ To principals, along with compliance with contractual duties.
- ▶ To subcontractors, using contracts that provide clear and sufficient information without any abusive contractual clauses.

• ETHICS ALERT SYSTEM

The due diligence plan includes an ethics alert mechanism that covers ethical business conduct, human rights and harassment.

▶ ALERT PROCEDURE

To make sure its anti-corruption policy is properly implemented, **STERNE Group** has introduced a whistle-blower procedure for its employees and any other individual in contact with the company. The procedure aims to define the actions to be taken when a person becomes aware of a danger, risk or scandal, and to protect the whistle-blowers.

If an employee has personal knowledge of facts constituting an offence or crime that could be qualified as a conflict of interest, and that represent a serious breach of or threat to the general interest, they can trigger an alert. Reports must be sent by post, in writing and in a double envelope, to the direct line manager, to any senior manager or person of equivalent rank, or to the **STERNE Group** whistle-blowing officer.

No measures may be taken against an employee, in particular with regard to recruitment, training, discipline, promotion or assignment, for having reported facts constituting a misdemeanour or a crime of which they may have had knowledge in good faith.

In cases of non-compliance with the Code of Conduct, **STERNE Group** applies the disciplinary system in place, which is managed by Human Resources. Its is, of course, compliant with the French Labour Code rules and obligations.



Corruption, bribery and fraud prevention policy

[G1-3]

Like any economic entity, the Group is exposed to the potential risk of corruption and fraud. Those risks could lead to unfair competition, damage to its reputation and legal action.

To prevent any risk of corruption or fraud, the Group has implemented all the pillars of the Sapin II Act, including:

- ▶ A code of conduct.
- ▶ A guide to good anti-corruption practice and a responsible purchasing charter communicated to all employees.
- ▶ A whistle-blowing system.
- ▶ A whistle-blowing expert.
- ▶ Training courses for all Group employees, particularly those whose functions expose them more to the risks of fraud and corruption, were rolled out in 2023, in particular at the annual seminar attended by all commercial functions and regional management.



Recognising that corruption risks may be higher in certain geographical areas where the Group operates, additional controls are carried out. The fraud and corruption risk is included in the Group's risk mapping.

The Guide to Good Anti-Corruption Practice outlines the behaviour to adopt in potentially risky situations, such as hospitality, conflicts of interest, sponsorship, etc. It also describes the Group's whistle-blowing procedure.

The Group is not aware of **any cases of corruption or fraud** during the financial year.

2.7.4_ Supplier relationship management

[G1-2]

ISSUE	IRO DESCRIPTION	IRO TYPE
Supplier relations	Implementation of contractual conditions with suppliers to guarantee loyal and sustainable relations, and to improve their environmental and social practices through responsible purchasing practices	▶ POSITIVE IMPACT
	Implementation of fair payment terms for all suppliers that are respected, in particular to support small suppliers in their ability to maintain their activity.	▶ POSITIVE IMPACT
<div><div>1 DTS DE PROGRESSE</div><div>8 TRAVAIL DÉCENT ET CONJUGAISON ÉCONOMIQUE</div><div>10 ÉGALITÉS TERRITORIALES</div><div>12 CONSOMMATION ET PRODUCTION RESPONSABLES</div><div>17 PARTENARIATS POUR LA RÉALISATION DES OBJECTIFS</div></div>		

Late payment prevention policy

Considering the diversity of its partners, including a significant proportion of SMEs, **STERNE Group** pays particular attention to compliance with payment deadlines and to that end implements a policy to prevent late payments. An analysis of practices in 2024 identified areas for improvement, such as payment validation at the local level.


The aim is eliminate late payments, in line with local regulations and payment terms negotiated with the supplier.

Standard and actual payment times 2024*

* Transport service providers.

INDICATORS	FRANCE	TIME CRITICAL
Standard payment deadlines	30 days	30 days
Payment deadlines in days	30 days	28 days
Number of legal proceedings in progress concerning late payments	0	0

2.7.5_ Representation of interests [G1-5]

	ISSUE	IRO DESCRIPTION	IRO TYPE
	Representation of interests	Aligning the Group's commitments and interests with stakeholder expectations	► POSITIVE IMPACT

As a responsible player, **STERNE Group** contributes to discussions in its sector in order, in particular, to help draw up a legislative and regulatory framework favourable to the development of its activities, while supporting its action in favour of sustainable development. The Group's action in that area complies with the provisions on the representation of interests in the countries where it operates.

As such, the Group is an active member of the following think tanks:

- the **CLECAT**, the European Liaison Committee of Freight Forwarders and Transport Auxiliaries in the Common Market, an association of freight forwarders, customs service professionals and logistics operators;
- **ANC**, the French accounting standards authority, on the subject of ESRs sector standards;
- **Chambers of Commerce**;
- **TLF**, French union of transport and logistics companies;
- **Global Compact France**.

In drawing up this Sustainability Report, we would like to express our deep gratitude to all the members of the committees who have actively contributed to its drafting. Their collective commitment has made it possible to produce a document that is rigorous, structured and true to the issues we face.

We would particularly like to pay tribute to the exemplary involvement of Estelle Béthencourt and Amélie Triloff, whose editorial coordination and methodological rigour were crucial throughout the process. Their professionalism and exacting standards made a major contribution to the final quality of the report.

We would also like to thank all the people who were interviewed, whose testimonies enriched the content, providing a valuable diversity of perspectives and a concrete anchoring for the commitments presented.

Our warmest thanks go to Corinne Baudoin for her attentive guidance and strategic support, and to Thomas Delannoy and his teams at the dps Lyon agency, whose meticulous work on the layout helped to enhance each section of the report with clarity and elegance.

This report is the fruit of a collective effort that we welcome with gratitude.

APPENDICES

Declaration on reasonable diligence

GOV-4 - Essential elements of reasonable diligence	Sections in the sustainability report
a. Integrating reasonable diligence into governance, strategy and the business model	1.2 The environmental and social challenges of the transport and logistics sector 1.3 Our activities 1.6 CSR policy governance 1.9. Strategy
b. Collaborate with the relevant stakeholders at all stages of reasonable diligence	1.5 Stakeholders and the Group's value chain
c. Identify and assess negative impacts	2.1.5 Impact, risk and opportunity management 2.7.2 Ethical risk mapping
d. Take action to remedy these negative impacts	2.2 Environmental information 2.3 Social information - Company staff 2.4 Value chain workers 2.5 Affected communities - Location in the territories 2.6 Consumers and end users 2.7 Ethics and business conduct
e. Monitor and communicate effectiveness	Appendices - Summary of indicators

SUMMARY OF INDICATORS

Performance indicators	2024*** (STERNE France + STERNE Time Critical + STERNE nox Germany and STERNE nox Austria)	2024**	2023** (STERNE France + STERNE Time Critical + STERNE nox Germany)	2022* (STERNE France + STERNE Time Critical)	Variation status (+/-/=)	2024/2023 variation on previous scope	STERNE FRANCE	STERNE TIME CRITICAL	STERNE nox Germany	STERNE nox Austria	Definition
Environment											
Scopes 1, 2 and 3	124,606	119,663	136,841** 76,985*	85,867	■	-12.99 %	47,103	25,595	46,964	4,943	<i>Scope 1: Includes downstream fuel and gas consumption</i> <i>Scope 2: Groups electricity consumption</i> <i>Scope 3: Includes all other indirect greenhouse gas emissions linked to the Group's activity</i>
Scope 1	6,014	5,944	6,884** 5,551*	5,778	■	-13.66 %	3,414	1,334	1,196	71	
Scope 2	920.28	870	168 (862,33 corrected ¹⁶)** 74*	67	+	+ 0.91 %	82	10	778	50	
Scope 3	117,671	112,849	137,534.23** 71,360*	80,022	■	-13.05 %	43,608	24,251	44,990	4,822	
Share of renewable Electricity	47.6 %	49.2 %	53.03 %** 28.6 %	23.8 %			-				Share of renewable electricity consumed by the Group
Energy consumption	10,445,090	9,936,634	11,129,737** 2,905,023*	2,209,883	■	-10.7 %	2,255,409	517,004	7,164,221	508,456	Group electricity and gas consumption in KWh in 2022, 2023 and 2024 according to invoice reporting
Of which electricity	4,787,777	4,635,213	4,492,618 2,180,530*	1,758,953	+	+3.17 %	2,052,295	266,072	2,316,846	152,564	
Of which gas	4,867,634	4,511,742	5,810,171** 724,493*	450,930	■	-22.34 %	203,114	250,932	4,057,696	355,892	
Of which urban heating	789,679	789,679	826,948	-	■	-4.5 %	-	-	789,679	-	
Metric tons of waste	2,945	2,945	2,800** 1,033*	1,194	+	+5.17 %	834.7	97.9	2,012	nd	Metric tons of group waste in 2024
WEEE recycling rate	100 %	100 %	100 %	100 %		-	100 %	100 %	100 %		WEEE recycling rate in 2022, 2023 and 2024
Number of sites in Natura 2000 zones, protected areas or key biodiversity zones	-	-	-	-		-	-	-	-	-	Number of sites in Natura 2000 zones, protected areas or key biodiversity zones
Social											
Total workforce	2,042	1,995	2,017** 1,123*	1,053	■	-1.1 %	895	187	813	47	Total group workforce in 2024
Breakdown of women and men	27.47 % women 72.53 % men	27.02 % women 72.98 % men	27.96 % women / 72.04 % men** 29.3 % women / 70.7 % men*	29 % women 71 % men		-	27.04 % women 74.9 % men	35.29 % women 64.71 % men	25.3 % women 74.7 % men	46.81 % women 53.19 % men	Percentage of women and men in the company relative to the total workforce
Breakdown of women and men in managerial positions		21.41 % women 78.59 % men	21.19 % women 78.81 % men** 22.53 % women / 77.47 % men*	29 % women 71 % men		-	22.73 % women 77.27 % men	34.21 % women 65.79 % men	25 % women 75 % men		Percentage of female and male managers in the company as a proportion of all managers in the company
Geographical breakdown	France: 50 % Outside France: 50 %	France: 51.18 % Outside France: 48.82 %	France: 52.5 % Outside France: 47.45%** France : 94.39 % Outside France: 5.61 %*	France: 93.8 % Outside France: 6.2 %		-	-	-	-	-	Breakdown of workforce by geographical region
Breakdown by age		< 30: 18.05 % 30-50: 50.93 % > 50: 31.03 %	< 30: 18.3 % 30-50: 49.3 % > 50: 32.40%** < 30: 199 % 30-50: 485 % >50: 31.6 %*	< 30: 16.7 % 30-50: 50.1 % >50: 33.2 %		-	< 30: 17.5 % 30-50: 50.1 % > 50: 32.4 %	< 30: 17.6 % 30-50: 56.7 % > 50: 25.7 %	< 30: 18.6 % 30-50: 50.6 % > 50: 30.8 %		Breakdown of workforce by age group (under 30, between 30 and 50 and over 50)
Disabled employee percentage	4.90 %	5.01 %	5.06 %** 5.16 %*	3 %*		-	5.81 %	2.14 %	4.82 %	0 %	Breakdown of workforce by age group (under 30, between 30 and 50 and over 50)
Pay parity		6.8 %	7.8 %	-		-					Ratio between the number of disabled employees and the Group's total workforce in 2022, 2023 and 2024 ¹⁷
New hires	310	304	231** 103*	204	+	+31.6 %	167	5	132	6	Number of permanent hires and departures
Departures	376	365	265** 103*	218	+	+37.7 %	201	21	143	11	

16 - Corrected with an updated emission factor
17 = data modified following a recalculation.

SUMMARY OF INDICATORS (CONTINUED)

Performance indicators	2024*** (STERNE France + STERNE Time Critical + STERNE nox Germany and STERNE nox Austria)	2024**	2023** (STERNE France + STERNE Time Critical + STERNE nox Germany)	2022* (STERNE France + STERNE Time Critical)	Variation status (+/-/=)	2024/2023 variation on previous scope	STERNE FRANCE	STERNE TIME CRITICAL	STERNE nox Germany	STERNE nox Austria	Definition
Social											
Turnover	16.80 %	16.77 %	13 %** 9 %*	19 %		-	20.56 %	6.95 %	15.06 %	18.09 %	Renewal of a company's workforce following departures (redundancy, end of contract, resignation, retirement) and employee recruitment.
Number of work-study programme students and apprentices	43	43	58** 37*	30	-	-25.86 %	22	7	14	0	Number of work-study programme students and apprentices at group level in 2022, 2023 and 2024
Workplace accident frequency rate		41.75	40.1** 35.7*	34.6	+	-	25.05	19.25	61.9		Formula: 1,000,000 ¹⁷ "number of non-fatal workplace accidents" / "number of theoretical worked hours"
Workplace accidents severity rate		1.71	1.74** 2.85*	1.75		-	2.88	1.54	0.57		Formula: 1,000 ¹⁷ "Number of lost days as a result of a workplace accident" / "number of theoretical worked hours"
Absenteeism rate		12.39	8.50** 577*	7.7	+	-	15.16	10.84	9.84		Formula: 100 ¹⁷ "Total number of hours absent" / "Theoretical number of worked hours"
Number of employees trained in road safety	100	100	37** 5*	373	+	+170.27 %	93	7	0	0	Number of employees trained in road safety at group level in 2022, 2023 and 2024
Number of hours of training	8,416.1	8,267.6	6,576** 4,444	4,216	+	+25.72 %	5,651.6	928	1,688	148.5	Number of hours of overall training at group level
Percentage of trained employees	44.81 %	45.61 %	34.71 %** 39 %*	71.3 %		-	89.83 %	19.79 %	7.56 %	10.64 %	Ratio between the total group workforce and the trained workforce
Average number of training hours per trained employee	9.20	9.09	9.4 %** 10.2 %*	5.60	-	-3.3 %	7.03	25.08	24.46	29.7	Ratio between the number of hours of training and the number of trained employees
Percentage of employees having undergone training leading to certification	0.10 %	0.10 %	7.4 %** 0 %*	50 %		-	0.22 %	-	-	-	Ratio between total workforce and number of employees having undergone training leading to certification
Cases of harassment and/or discrimination	0	0	1	-	-	-100 %	0	0	0	0	-
Percentage of employees covered by employee representatives	100 %	100 %	100 %	79 %		-					Ratio between total workforce and number of employees covered by employee representatives
Percentage of employees covered by collective agreements	100 %	100 %	100 %	94 %		-					Ratio between total workforce and number of employees covered by collective agreements
Number of employee shareholders and retired employee shareholders	78	78	72	85	+	+8.33 %					Number of employees or former employees who are shareholders
Percentage of equity held by employees	10.27 %	10.27 %	9.27 %	12 %	+	-					
Percentage of employees covered by private health insurance		45 %	87 %** 75.78 %*	86.4		-	88 %	59 %	100 %		Ratio between the total workforce and the number of employees covered by private health insurance
Societal											
Code of Business Ethics	Review in 2025	Review in 2025	-	Reviews in 2020 and January 2023		-					-
% of transport providers who signed the revised responsible purchasing policy in 2025 ¹⁸ .	-	-	-	-		-					Ratio between the total number of transport service providers and the number of transport service providers who signed the responsible purchasing charter
Number of employees who received GDPR training	511	511	142	-	+	+259.86 %					-

17 = data modified following a recalculation.
18 - The variation rate is not calculated for percentage values.

OTI Report

At the general meeting,

In our capacity as an independent third party ('third party') of your company (hereinafter 'entity'), accredited by COFRAC validation/verification (French Accreditation Committee)¹ for the verification of social, environmental and societal information under number 3-1908 (scope of accreditation available at www.cofrac.fr), we have carried out work to formulate a reasoned opinion expressing a moderate assurance conclusion on the historical information (observed or extrapolated) in the consolidated non-financial performance statement, prepared in accordance with the entity's procedures (hereinafter the 'Standard'), for the financial year ended 31 December 2024 (hereinafter referred to as the 'Information' and the 'Statement', respectively), presented in the consolidated management report in accordance with the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion

Based on the procedures we used, as described in the "Nature and scope of our work" section, and on the information we obtained, nothing has come to our attention that causes us to believe that the consolidated statement of non-financial performance is not prepared, in all material respects, in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is presented fairly in accordance with the Standard.

Comments

Without putting into question the conclusion expressed above, and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we make the following comments:

- We draw the reader's attention to the following:
 - The key performance indicators in the Non-Financial Performance Statement changed between the year 2023 and the year 2024. Two indicators were modified between 2023 and 2024 ("%" employee and retired employee shareholders", "share of renewable electricity") in order to clarify their definitions.
 - The results of the key performance indicator "% of transport service providers who signed the responsible purchasing charter" are not available for the 2024 financial year.
 - The scope of certain indicators does not include the Critical "Business unit" foreign workforce ("Pay parity", "Number of new hires and departures", "Frequency rate", "Severity rate", "Share of disabled employees", "Share of employees trained", "Number of employees trained in road safety", "Share of employees covered by private health insurance").
 - Failing to have access to the actual share of renewable electricity through electricity suppliers on the "Business Units" in France, the Group used generic data from the French electricity transmission system operator (RTE).
- We have noted that STERNE Group is continuing to solidify and harmonise its practices between the various Business Units regarding the monitoring and reporting of non-financial information. Nevertheless, we invite STERNE Group to increase the robustness of:
 - data traceability,
 - internal control over published indicators,
 - the clarification of the scope of the indicator definitions, it being specified that the latter comment relates exclusively to the foreign sites.
- Similarly, some indicators do not include data from the Austrian sites of the Nox "Business Unit". These include the following indicators: "managerial staff (with M/F breakdown)", "age breakdown", "theoretical number of hours worked over the year", "number of non-fatal workplace accidents", "number of lost days as a result of workplace accidents", "number of hours of total absence", "number and percentage of employees covered by the Group private health insurance". These specificities are mentioned in the "About this report" note. Finally, as presented in this same section of the report, the Benelux entities do not appear in the non-financial performance statement.

Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of Information means that different, but acceptable, measurement techniques may be used, which may impact comparability between entities and over time. As a result, the Information must be read and understood with reference to the Standard of which the significant elements are presented in the Statement.

Limits inherent in the preparation of information

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and in the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation and presented in the Statement.

Responsibility of the entity

Management is responsible for

- selecting or establishing appropriate criteria for the preparation of Information;
- drawing up a Statement in accordance with legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to those risks as well as the results of these policies, including key performance indicators and moreover the information provided for in Article 8 of Regulation (EU) 2020/852 (green taxonomy) where applicable;
- and to implement such internal control as it determines is necessary for the preparation of Information that is free from material misstatement, whether due to fraud or error.

The Statement has been drawn up by applying the entity's Standard as mentioned above.

Responsibility of the independent third-party body

It is our responsibility, based on our work, to formulate a reasoned opinion expressing a conclusion of moderate assurance on:

- the compliance of the Statement with the provisions set out in Article R. 225-105 of the French Commercial Code;
- the sincerity of the historical information (recorded or extrapolated) provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code, namely the results of policies, including key performance indicators, and actions, relating to the main risks.

As it is our responsibility to reach an independent conclusion on the Information as prepared by management, we are not authorised to be involved in the preparation of such Information, as this could compromise our independence.

It is not our role to comment on:

- the entity's compliance with other applicable legal and regulatory provisions (in particular with regard to the information provided for in Article 8 of Regulation (EU) 2020/852 (green taxonomy), the due diligence plan and the fight against corruption and tax evasion);
- the truthfulness of the information provided for in Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional doctrine

Our work described below was carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code and professional doctrine applicable to this type of mission.

Verification programme

Our verification programme (A9 Verification programme_6) is based on the latest technical notice issued by the Compagnie Nationale des Commissaires aux Comptes (French Institute of Statutory Auditors) entitled "Intervention du CAC Intervention de l'OTI DPEF" (CAC intervention - DPEF ITO intervention) and on the AFNOR guide FD X30-024: 2019.

Independence and quality control

Our independence is defined by regulations, the profession's code of ethics included in the decree of 30 March 2012 on the practice of public accounting and takes into account the provisions of Article L.822-11-3 of the French Commercial Code. We have also set up a quality control system that includes documented policies and procedures designed to ensure compliance with ethical rules, professional doctrine and applicable laws and regulations.

Means and resources

Our work involved the skills of 3 people and took place between March and June 2025 over a total period of 4 weeks. To assist us in our work, we called on our specialists in sustainable development and corporate social responsibility. We conducted 8 interviews with persons in charge of the preparation of the Statement, including the Chairman and Chief Executive Officer of STERNE Group, the human resources, health and safety, compliance, environment and management control departments.

Nature and scope of the work

We planned and conducted our work taking into account the risks of material misstatement of the Information. We believe that the procedures we applied in the exercise of our professional judgement allow us to provide a moderate level of assurance:

- We familiarised ourselves with the activities of all the companies included in the scope of consolidation and with the description of the main risks;
- we assessed the appropriateness of the Standard in terms of its relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, good industry practice;
- we verified that the Statement covers each category of information provided for in III of Article L. 225-102-1 on social and environmental matters;
- We verified that the Statement presents the information provided for in II of Article R. 225-105 where relevant to the principal risks and includes, where applicable, an explanation of the reasons justifying the absence of the information required by the 2nd paragraph of III of Article L. 225-102-1;
- we verified that the Statement presents the business model and a description of the principal risks associated with the activities of all the entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services and the policies, actions and results, including key performance indicators relating to the principal risks;
- we consulted documentary sources and conducted interviews to:
 - assess the process for selecting and validating the main risks and the consistency of the results, including the key performance indicators selected in relation to the main risks and policies presented, and
 - corroborate the qualitative information (actions and results) that we considered most important presented in Appendix I;
- we verified that the Statement covers the consolidated scope, i.e. all the entities included in the scope of consolidation in accordance with Article L. 233-16 with the limits specified in the Declaration
- we familiarised ourselves with the internal control and risk management procedures put in place by the entity and have assessed the collection process aimed at ensuring the completeness and fairness of the Information;
- for the key performance indicators and other quantitative results we considered most important presented in Appendix 1, we implemented:
 - analytical procedures consisting of verifying the correct consolidation of the data collected as well as the consistency of their changes;
 - detail tests based on sampling or other means of selection, consisting of verifying the correct application of definitions and procedures and reconciling data with supporting documents. This work was carried out on a selection of contributing entities² and covered between 20% and 100% of the consolidated data selected for the tests;
- we assessed the overall consistency of the Statement in relation to our knowledge of all the companies included in the scope of consolidation.

The procedures applied as part of a moderate assurance mission are less extensive than those required for a reasonable assurance mission conducted in accordance with the professional doctrine of the Compagnie Nationale des Commissaires aux Comptes; a higher level of assurance would have required more extensive verification work.

Rennes, 23/06/2025
The Independent Third Party Organisation
ACTHEOS Rouxel-Tanguy & Associés
Géraldine BLIN, Partner



APPENDIX 1:

List of the information that we considered to be the most important, subject to a detailed review on the old and new perimeters

Information on the "Social" theme:

Total workforce (KPI), Geographical breakdown of employees (KPI), Breakdown of male/female workforce (KPI), Breakdown of male/female managerial staff (KPI), Breakdown by age (KPI), Rate of disabled employees (KPI), Pay parity (pay gap) (KPI), Recruitment and departures (KPI), Turnover (KPI), Number of hours of training (KPI), Percentage of employees trained (KPI), Average number of hours of training per employee trained (KPI), Percentage of employees having received training resulting in certification (KPI), Frequency rate of workplace accidents (KPI), Severity rate of workplace accidents (KPI), Absenteeism rate (KPI), Number of employees trained in road safety (KPI), Number of employee and retired employee shareholders (KPI), Percentage of capital owned by employees (KPI), Percentage of employees covered by employee representatives (KPI), Percentage of employees covered by collective agreements (KPI), Number of cases of harassment and/or discrimination (KPI), Percentage of employees covered by private health insurance (KPI), ISO 45001 certification (Critical and Sterne France), Percentage of employees trained in CSR, EgaPro TCS Index, formalisation of a Quality of Life at Work policy.

Information on the "Environment" theme:

Group Scope 1,2,3 greenhouse gas assessment (KPI), Share of renewable electricity (KPI), Group energy consumption (KPI), Group electricity consumption (KPI), Group gas consumption (KPI), District heating consumption (KPI), Metric tons of waste (KPI), WEEE recycling rate (KPI), Number of sites located in a Natura 2000 area, protected areas or key biodiversity areas (KPI), Carbon intensity (per million euros of turnover), % of vehicles complying with Euro 5 and 6 standards for the company's own internal combustion fleet, % of internal combustion vehicles complying with Euro 5 and 6 standards for the outsourced fleet, Number of electric vehicles, Quantity of wood waste, Quantity of paper and cardboard waste, Quantity of plastic waste, Quantity of household waste, Quantity of WEEE in 2024, Ecovadis ratings.

Information on the "Societal" theme:

Code of conduct (KPI), Number of employees who took GDPR training (KPI), Standard payment times and payment in days for STERNE Critical and STERNE France, Whistleblower procedure, Ethical risk mapping, ISO 27 001 / 27 701 certification, ISO 45 001 certified sites and % of ISO 45 001 certified sites, % of ISO 9001 sites, Number of work-study students and apprentices (KPI), % of transport service providers who signed the responsible purchasing policy.

¹ - The general rules for the use of the COFRAC validation / verification mark are defined in document GEN REF 11 available at www.cofrac.fr
² - At Group level, at Business unit level for STERNE Regular, STERNE City, STERNE Care, STERNE Express, STERNE France, Nox Germany, and at sites DE97, DE21, DE27, DE59, DE71, Nox Österreich, CP06 LYON, ATS40, TCS, Site MOUEN, CP16 POITIERS, NOVEA 68



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