

CSR

REPORT

2021



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# INTRODUCTION

Providing transport and logistics for food products at all stages of the cold chain is a major daily responsibility. The Group's CSR commitments have been an integral part of its DNA for over 20 years and are fully consistent with how it operates and its values.

Today, STEF has made this a lever for progress and performance. The Group is committed to developing its business by reconciling economic development, health and safety compliance, social responsibility and respect for the major environmental balances.

Its businesses are constantly evolving, in direct relation to the development of society. Consumption habits are changing, consumer expectations diversifying and technological innovations multiplying. These changes are all opportunities to improve the Group's CSR performances.

# CHALLENGES AND STRATEGY



## CSR POLICY AND PURPOSE

Driven by the Group's Executive Management, the CSR policy is an integral part of STEF's mission to:

**“guarantee safe and sustainable access to a diverse range of products so everyone can enjoy food”**

It fuels its strategic choices and business conduct and guides its commitments.

# BUSINESS MODEL



### Our purpose

Guarantee safe and sustainable access to a diverse range of products so everyone can enjoy food

### A balanced business portfolio

- National and international transport
- Logistics
- Packaging
- Maritime





### Our assets

- 20,000 experienced and committed employees
- 10,000 customers who put their trust in us every day
- A recognised expertise in consignment management and food safety
- Strong ties in the regions
- Integrated real estate, IT and energy centres of expertise
- A culture of innovation
- A solid financial situation
- A stable share ownership comprised mainly of employees
- A long-standing societal commitment

### Our values

- Enthusiasm
- Respect
- Reliability
- Performance

### resources

- 
  - A unique network of over 250 multi-temperature sites
- 
  - A presence in 8 European countries
- 
  - 4,000 vehicles for serving our customers
- 
  - 4 ships

OTHERS  
—  
WHOLESALE  
—  
AGRIFOOD PRODUCERS  
—  
AGRIFOOD INDUSTRIES

RETAIL  
—  
WHOLESALE  
—  
E-COMMERCE  
—  
COLLECTIVE AND COMMERCIAL CATERING

PRODUCERS  
FARMERS  
FISHERMEN

CONSUMERS

# HOW CAN WE CREATE SUSTAINABLE VALUE FOR OUR STAKEHOLDERS?

## For our customers

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>— Find targeted transport and logistics solutions to optimise their supply chain</li> <li>— Work together to build competitive solutions for their businesses and products</li> <li>— Contribute to their environmental commitments through our capacities to consolidate consignments and an increasingly ethical fleet</li> </ul> | <ul style="list-style-type: none"> <li>— Nearly 15 million food products handled annually</li> <li>— Over 100,000 deliveries per day throughout Europe</li> <li>— An expert organisation structured around 8 BU specialised in its customers' businesses</li> </ul> |
|--|---|

## For our employees

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>— Take pride in the collective for a noble mission; helping to feed people</li> <li>— Experiment with a differentiating equal opportunities and internal promotion policy</li> <li>— Benefit from a respectful remuneration policy and working conditions</li> <li>— Develop skills and employability</li> <li>— Be able to find a job near to where they live and as close as possible to the regions</li> </ul> | <ul style="list-style-type: none"> <li>— Over 3,000 people recruited per year</li> <li>— Over 24,000 hours of training given, partly by an integrated university</li> <li>— Every employee received an average of 1.23 training days in 2021</li> <li>— 70% of management positions filled through internal promotion</li> <li>— Personalised career development defined by annual appraisals</li> </ul> |
|--|--|

## For our suppliers and partners

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>— Be able to rely on long-term, balanced relationships</li> <li>— Responsible and ethical cooperation</li> <li>— Support for environmental transition</li> </ul> | <ul style="list-style-type: none"> <li>— 336 new contracts incorporating the responsible purchasing policy signed in 2021</li> </ul> |
|---|--|

## For the public authorities

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>— Be involved in the vibrancy, economic life and financing of the regions in line with our commitments for the Districts of the City Policy</li> <li>— Become part of the associative fabric: food aid and fostering job opportunities for people furthest removed from the job market</li> <li>— Work with the regional authorities to build the logistics solutions of the future (multimodal, sustainable urban logistics, etc.)</li> </ul> | <ul style="list-style-type: none"> <li>— Commitments with Sport in the City and our Districts have Talent to integrate young people into the world of work</li> <li>— Commitment for the professional integration of refugees</li> <li>— Multi-year commitments with Restaurants du Cœur in France and Banco Alimentario in Spain</li> <li>— An internal structure that includes 80 Sustainable Urban Logistics contacts spread throughout the regions</li> </ul> |
|---|---|

## For our shareholders

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>— Focus on the long-term development and sustainability strategy</li> <li>— Be part of a unique shareholding model which puts employees at the heart of the company's capital</li> <li>— Propose a regular redistribution policy</li> </ul> | <ul style="list-style-type: none"> <li>— 12,000 employees are Group shareholders through the FCPE</li> <li>— Over 17% of capital held by employees through the FCPE</li> <li>— A steady growth in dividends in line with the trend in the Group's performance</li> </ul> |
|--|--|

## For society and the planet

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>— Every day ensure the food safety of the products consumed</li> <li>— Commitments for the energy transition of the supply chain sector through the Moving Green plan</li> </ul> | <ul style="list-style-type: none"> <li>— Over 20,000 hours of food safety training given in 2021</li> <li>— 1,500 vehicles fitted with advanced driving and temperature alert technologies</li> <li>— Programme of climate commitments audited annually</li> <li>— Signing of the AFILOG Charter with the French government for the environmental and economic performance of the logistics facilities</li> </ul> |
|---|---|

## CHALLENGES & COMMITMENTS

### CSR PROCESS MANAGEMENT

Aware of its responsibilities, STEF has analysed the environmental, social and societal challenges to which the Group could be exposed by producing a risk analysis, cross-referenced with a materiality matrix. To this end, it maintains an ongoing dialogue with its stakeholders.

STEF's CSR policy is defined by the various departments concerned (Sustainable Development, Human Resources, Purchasing, Food Safety, etc.), in line with the company's general strategy and the expectations of the Group's identified stakeholders. It then has to be approved by the Board of Directors, which in 2021 validated the "Climate 2030" and "Mix' Up" commitments for professional equality.

The Departments then deploy their process. They draft their roadmap, propose the tools and the methods for implementing them, define the performance monitoring indicators and propose progress plans as part of a continuous improvement process. To do so, they use a network of advisors who cover all the Group's operating countries. The Executive Committee dedicates several sessions a year to monitoring the CSR process.

### METHODOLOGY AND IDENTIFICATION OF SOCIAL, SOCIETAL AND ENVIRONMENTAL RISKS

At the end of 2021, the STEF Group updated its materiality matrix to take into account the new and current perceptions of its internal and external stakeholders. So, employees, experts, customers, partners (service providers, suppliers, subcontractors, associations, professional organisations) and civil servants from regional authorities shared their vision of STEF's major CSR challenges, by questionnaire or telephone interview.

For a comprehensive vision of the subjects to which the Group must pay attention, the results of the materiality matrix were cross-referenced with a CSR risk analysis conducted by STEF's CSR experts. They based this analysis on their technical expertise, their knowledge of the Group and the ISO 14001 and ISO 26000 standards, including the French "CSR logistics reference system" produced by the Directorate-General for Transport, Infrastructure and the Sea (DGITM).

Information on the challenges now considered as "major" will be published from 2022.

## THE FIVE MAJOR CHALLENGES FOR THE STEF GROUP

The five major challenges arise from the Group's convictions and the imperatives related to its businesses.

1

Climate change



2

Air quality



3

Attracting, developing and retaining talents



4

Health and safety at work



5

Food safety




Each of these can be linked to several of the UN's 17 Sustainable Development Goals (SDGs). Overall, the STEF Group's CSR actions make a positive contribution to 10 of these 17 SDGs.




## CLIMATE CHANGE

| RISKS   | CHALLENGES   | POLICIES  | SDG   |
|---|--|---|---|
| <p>Climate change generates a risk for all the planet's ecosystems. It:</p> <ul style="list-style-type: none"> <li>— is impacted by our operations;</li> <li>— has an impact on our operations (increased outdoor temperatures generating an increase in energy requirements for refrigeration, extreme climate events, regulatory changes on energies that can be used for our vehicles).</li> </ul> | <p>Making our operations sustainable in a climate context that will change and impact our business model, making them compatible with the climate emergency and aligning them with the expectations of our stakeholders.</p> | <p>Test and deploy new, more ethical solutions for the environment, enabling us to control our consumption while reducing our greenhouse gas emissions.</p> |  |


## AIR QUALITY

| RISKS   | CHALLENGES   | POLICIES  | SDG   |
|---|--|---|---|
| <p>Air pollution generates a risk for human health locally. It:</p> <ul style="list-style-type: none"> <li>— can be caused by our operations;</li> <li>— has an impact on our operations (deliveries in low emission zones).</li> </ul> | <p>Helping to protect the health of individuals, making our operations more sustainable in restricted areas and satisfying the expectations of our stakeholders.</p> | <p>Frequently replace our vehicle fleet to take advantage of the most efficient technologies, test more ethical alternative technologies particularly in terms of fine particle and nitrogen oxide emissions.</p> |  |


## ATTRACTING, DEVELOPING AND RETAINING TALENTS

| RISKS   | CHALLENGES  | POLICIES   | SDG   |
|---|---|--|---|
| <p>The failure of human resources to adapt to changes in activities and processes may jeopardise the continuation and development of STEF's business.</p> | <p>Having resources that match the Group's needs.</p> | <ul style="list-style-type: none"> <li>— Develop the attractiveness of all our jobs by increasing the visibility of our employer brand and our presence in all recruitment channels;</li> <li>— Identify and improve the potential of our employees through development paths;</li> <li>— Ensure a constructive social dialogue, diversity in the teams, the quality of working life and provide an opportunity to hold capital in the company, to build loyalty among employees.</li> </ul> |  |

## HEALTH AND SAFETY AT WORK (HSW)

| RISKS  | CHALLENGES  | POLICIES   | SDG   |
|--|---|--|---|
| <p>Insufficient and inadequate protection for employees, certain risks to which they may be exposed when performing their job are likely to affect their health.</p> | <p>Protect the health of employees within the framework of their job.</p> | <p>Ensure the safety and health of employees:</p> <ul style="list-style-type: none"> <li>— train, manage and communicate about health at all levels of the company;</li> <li>— analyse the causes of accidents and implement the necessary corrective actions;</li> <li>— adapt buildings, processes and tools;</li> <li>— implement the necessary conditions to protect the physical and mental health of our employees.</li> </ul> |  |

## FOOD SAFETY

| RISKS   | CHALLENGES   | POLICIES  | SDG   |
|---|--|---|---|
| <p>A failure to control operations may damage foods with the risk of affecting consumer health.</p> | <p>Ensuring optimal storage and transport conditions for foods in order to protect consumer health and contribute to the development and reputation of the STEF Group's customers.</p> | <p>Implement actions that allow the integrity of goods, the cold chain, hygiene and the deadlines and dates in the operational and logistics processes to be respected.</p> |  |

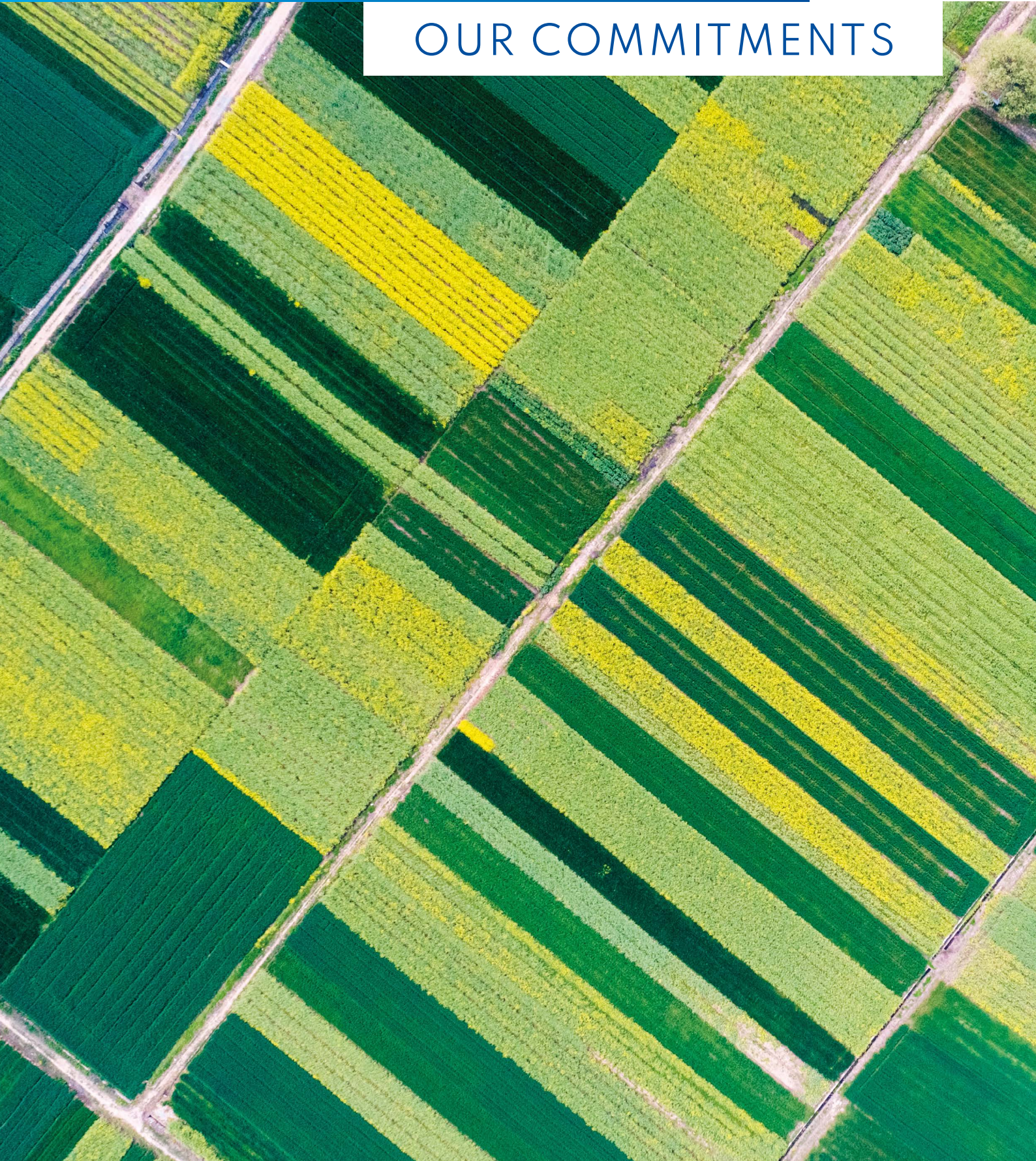
## STAKEHOLDERS

In order to take into consideration the expectations of its various stakeholders, STEF maintains a robust and regular dialogue with each of them. The aim is to work together to find the best responses and make progress together.

|  |   |
|--|---|
| <b>EMPLOYEES</b>                                     |   |
| <b>CHALLENGES</b>                                    | Protect the health of employees within the framework of their job. Have the resources (in terms of number and skills) that match the Group's needs. Motivate employees and involve them in the Group's performances.  |
| <b>CUSTOMERS</b>                                     |   |
| <b>CHALLENGES</b>                                    | Offer a service that enables our customers to develop their business by entrusting the transport, logistics and packaging of their products to a reliable partner, able to respect the integrity and food safety of their products, while respecting their consumers. |
| <b>SUPPLIERS</b>                                     |   |
| <b>CHALLENGES</b>                                    | Build a partnership relationship which enables the Group to benefit from the best services and innovations in each of its businesses.   |
| <b>PUBLIC AUTHORITIES</b>                            |   |
| <b>CHALLENGES</b>                                    | Share our issues in the transport, logistics and packaging industry in order to inform public decision-making in this area.   |
| <b>PROFESSIONAL ORGANISATIONS</b>                    |   |
| <b>CHALLENGES</b>                                    | Work together with the profession on the developments and future of the sector.   |
| <b>REGIONS AND COMMUNITIES</b>                       |   |
| <b>CHALLENGES</b>                                    | Share the challenges of supplying populations by finding suitable solutions for each context together, making it possible to develop the Group's local base and create jobs, while improving citizens' acceptability of our activities.                               |
| <b>EMPLOYMENT PARTNERS</b>                           |   |
| <b>CHALLENGES</b>                                    | Take action to promote professional integration, particularly for the youngest and most vulnerable individuals.   |
| <b>SCHOOLS AND UNIVERSITIES</b>                      |   |
| <b>CHALLENGES</b>                                    | Introduce the Group's sector and jobs and increase the Group's attractiveness to new generations.   |
| <b>AGENCIES AND ASSESSMENT AND INSPECTION BODIES</b> |   |
| <b>CHALLENGES</b>                                    | Using ratings, enable the Group to compare itself and improve its action on various issues.   |
| <b>FINANCIAL PARTNERS</b>                            |   |
| <b>CHALLENGES</b>                                    | Continue the Group's development by having access to the best financing.  |
| <b>SHAREHOLDERS</b>                                  |   |
| <b>CHALLENGES</b>                                    | Be transparent when informing the Group's shareholders of its development and increase STEF's independence by strengthening its employee shareholding to ensure its long-term viability.  |

# ENVIRONMENT

## OUR COMMITMENTS



## OUR COMMITMENTS FOR THE PLANET

Climate change is a hot topic around the world and since 2020, it has resonated strongly due to the global health crisis. Long-committed to a process of reducing its emissions, the Group has decided to give fresh impetus to its Climate process. Moving Green, the STEF Group’s climate policy, focuses on 4 major challenges:

- sustainable mobility
- a more responsible refrigeration
- support for transport subcontracting
- employee involvement

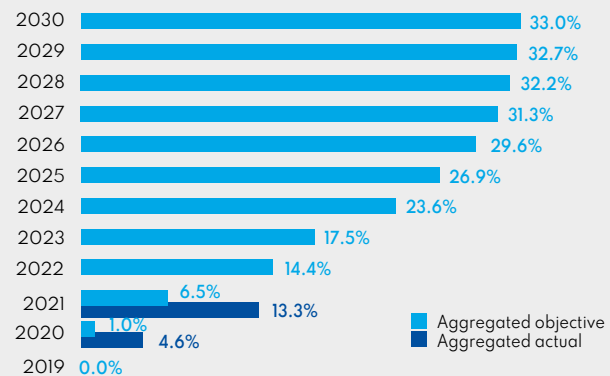


### MOVING GREEN INITIATIVE

#### OBJECTIVE 1

- Reduce our vehicles’ GHG emissions by 30% by 2030 (in gCO<sub>2e</sub>/t.km, reference 2019).

Reduction in the GHG emissions of STEF’s vehicles



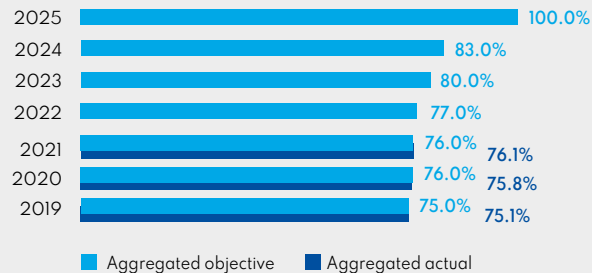
#### Our progress in 2021:

- reduction in the consumption of vehicles’ onboard refrigerated units using engineless units and optimising their operation;
  - reduction in the consumption of vehicles/100 km, by replacing vehicles and continuously improving driving behaviours;
  - optimisation of transport schemes and increased load densities.
- The fuel technology changes started in 2020 and 2021 have not yet had a significant impact at Group level.

#### OBJECTIVE 2

Use 100% of low-carbon electricity on our sites by 2025.

STEF low-carbon electricity consumed



#### Our progress in 2021:

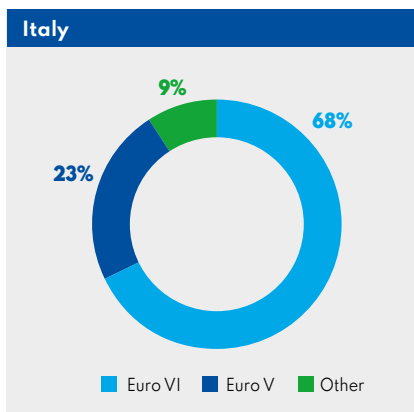
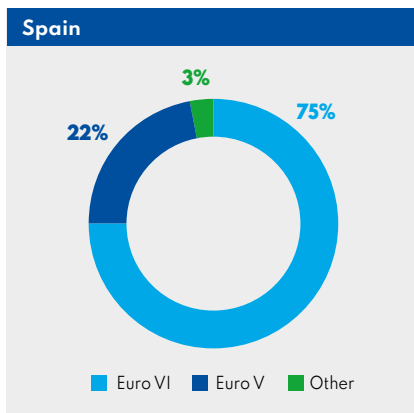
- low-carbon electricity mix: 76.06%;
- implementation of ten photovoltaic systems providing a total installed power of 11 MWp.



**OBJECTIVE 3**

**Establish a process of supporting transport subcontractors.**

Completion of an inventory of the subcontracting vehicle fleet in Spain and Italy (Spain: 75% Euro VI and 22% Euro V; Italy: 68% Euro VI and 23% Euro V).



**Our progress in 2021:**

- creation of a transport subcontracting department within the Group;
- survey conducted among the Group’s transport subcontractors on their commitments and expectations in terms of reducing their carbon footprint;
- support for some transport subcontractors to replace some of their vehicle fleet (49 in Spain, 57 in France);
- inclusion of a carbon footprint reduction clause in the specifications for certain transport partners.

**OBJECTIVE 4**

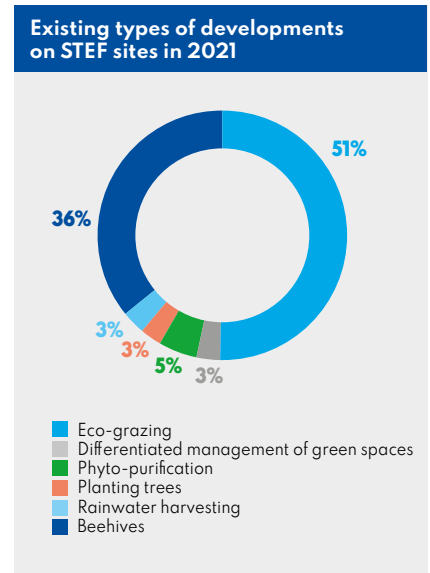
**Make each employee responsible for reducing the carbon footprint in their professional and personal lives.**

**Our progress in 2021:**

- launch of an internal communication and training programme to involve all employees in environmental issues with:
  - training for management bodies, the departments of operational entities and support functions and sales forces for key accounts, delivered by an external expert;
  - an internal communication campaign through a special programme aimed at the Group’s main executives and the provision of tools for relaying this to their teams.
- launch of the Plastic Free Italy project:
  - nearly 2 tonnes of plastic prevented in 6 months across 2 pilot sites;
  - over 10 sites involved in 2021.
- order for electric service vehicles: 20 vehicles to be delivered in 2022.
- launch of a Biodiversity initiative across our real estate projects:
  - a catalogue of development

solutions that can be used to preserve and promote biodiversity on sites was distributed within the Group;

- 40 sites involved in a process to preserve biodiversity, with 28 projects started in 2021.



## ENERGY TRANSITION

As a European leader in temperature-controlled food logistics and transport, STEF intends to play its role in supplying people in a more sustainable way. It aims to be a benchmark in its sector in terms of combating climate disruption. In 2021, the Group bolstered its environmental roadmap and gave itself the human and economic resources to achieve its aims. It is investing in greener logistics and preparing the Group for the future based on one basic principle: the greenest energy is the energy we do not use.

### A VIRTUOUS MODEL

The Group’s model is based on its consolidation activity. Resembling “public transport” for food goods, consolidation is used to optimise transport schemes and consolidate the loads in the vehicles, thus reducing the number of distribution rounds. It limits the number of kilometres travelled and reduces the environmental impact of the transport operations. STEF is also a local company; it does not operate transcontinental transport but through its 257 sites throughout Europe, it is as close

as it can be to regional producers and retailers. By centralising the movement of goods, STEF limits flows and empty kilometres.

### 150,000 tonnes of CO<sub>2</sub> saved over the last 10 years

For over 10 years, the Group has had a proactive policy to reduce the main emissions related to its business: greenhouse gas (GHG) and air pollutant emissions. It therefore reduced:

- its CO<sub>2</sub> emissions in tonne transported by 20% between 2010 and 2020, mainly due to the replacement of the vehicle fleet with vehicles with more efficient engines;
- its CO<sub>2</sub> emissions in docked tonne by 22% between 2014 and 2019 in France by deploying an Energy Management System for buildings;
- the share of refrigerants in its fixed facilities by 50% between 2013 and 2019 by replacing these with natural refrigerants, 1,000 to 4,000 times less harmful to the climate;
- CO<sub>2</sub> emissions for the energy of its Spanish platforms by 75% through the purchase of renewable electricity;
- CO<sub>2</sub> emissions for its cryogenic cold refrigeration units (compared with off-road diesel) by 77% with over 90 vehicles equipped and

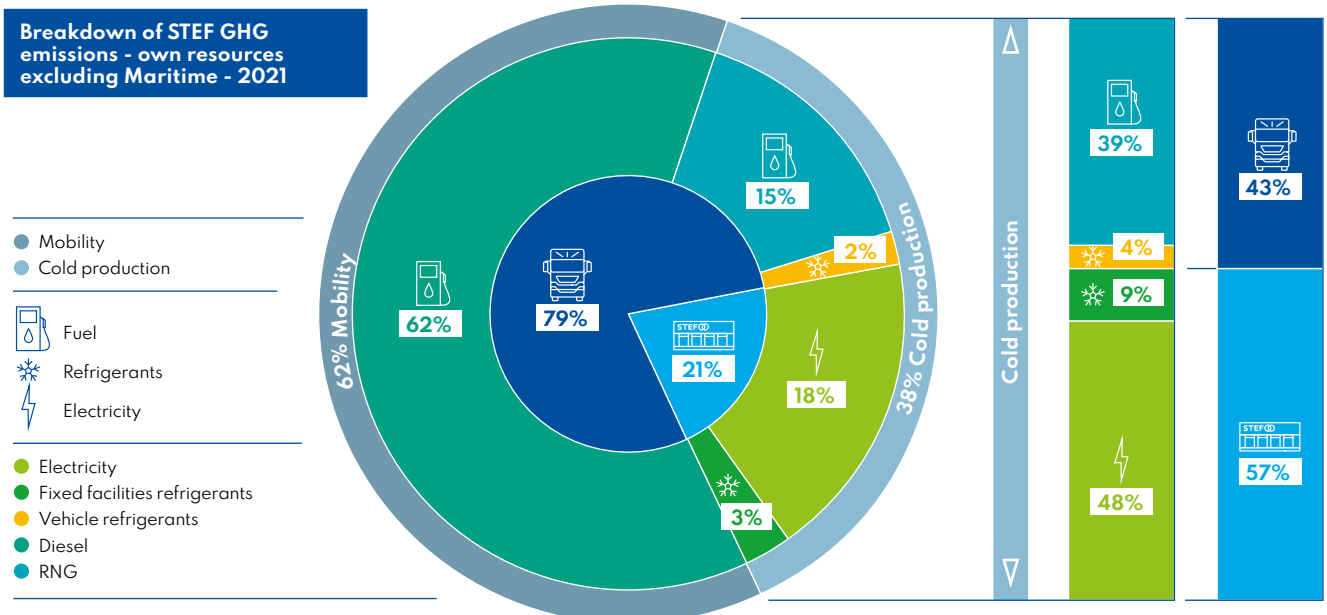
deployed across urban distribution services;

— and finally, due to the replacement of its vehicles with vehicles that comply with the Euro VI standard: nitrogen oxides by 80%, hydrocarbons by 70% and of particles by 50%.

### MOVING TOWARDS A DECARBONISED FOOD SUPPLY CHAIN

Encouraged by the results obtained in previous years, the Group has decided to increase its efforts to reduce its carbon footprint. In line with this, its teams have worked to define its commitment to decarbonise the food supply chain and therefore help to achieve the European objectives of “Carbon Neutrality” by 2050 (Green Deal) and comply with the 2°C trajectory defined by world experts (COP 21 - Paris Agreements).

Every year, to activate the right drivers, STEF identifies the main sources of its GHG emissions and their breakdown. This analysis complies with the methods of the GHG Protocol.





### A STRUCTURED CLIMATE PROCESS

This diagnosis has resulted in a roadmap which is adapted to the Group's commitments while respecting a current and future economic balance. Moving Green, STEF's Climate initiative was created from this analysis.

### A SUITABLE AND RESPONSIVE ORGANISATION

Driven by the Executive Management, the Group's climate strategy is supported at the highest levels of the company. Validated by the Board of Directors, it benefits from its support and is given the associated resources. A suitable organisation has been set up.

— The Sustainable Development Department supports all those involved in the initiative by providing them with its environmental expertise. It is responsible for reporting to the Executive Committee every six months, and to the Board of Directors annually. It coordinates the initiative across all cross-functional issues and guarantees a standardised deployment among the different entries.

— Its purpose is to guarantee the Group's progress towards the objectives set, make judgements on

choices as part of the initial strategy and contribute to the enhancement of the process through its overall vision of climate issues. In 2021, it met 11 times.

— Internal Advisors have been identified in each country and each business unit. Their role is to adapt the Group's climate policy objectives within their entity depending on its contribution to STEF's carbon footprint and monitor their own indicators to ensure the effectiveness of their actions.

— Towards carbon accounting Carbon accounting should help to construct and monitor the internal indicators on GHG emissions of every operational entity, monthly and refine the monitoring of GHG emissions on behalf of the Group's customers.

### ONGOING RELATIONS WITH STAKEHOLDERS

STEF supports its transport subcontractors and the Group's experts participate in the sector's inter-professional working groups on innovative technologies for transport and cold production.

STEF is a member of "France Logistique", the professional association that advises the French legislative and governmental bodies

on the promotion and energy transition of transport and logistics.

STEF is now one of the 18 European companies and organisations that make up the "European Clean Trucking Alliance" (ECTA) the objective of which is to support the decarbonisation of the road haulage of goods in the European Union.

STEF works closely with its equipment and materials suppliers to reduce the fuel consumption and CO<sub>2</sub> emissions associated with these different technical resources.

Finally, the Group participates in many consultations with the regional authorities in order to define transport and distribution schemes that are best suited to the planned local provisions.



## CLIMATE CHANGE



In 2021, the Group set out to improve its environmental performance and reduce GHG emissions. The year was marked in particular by internal awareness campaigns which are essential for involving STEF's teams at all levels.

## SUSTAINABLE MOBILITY FOR VEHICLES

For several years, the Group has been committed to a structured programme to experiment with diesel alternatives. In 2021, it took action to achieve its objective to reduce GHG emissions by 30%: 25% based on savings related to alternative fuels and 5% on managing operations (optimising transport schemes and training drivers).

— Reduce fuel consumption => Objective: 5% decrease in GHG emissions

The Group is giving itself the resources to reduce its consumption through the contributions of artificial intelligence to optimise its transport schemes and the deployment of new forms of eco-driving, a practice now widespread within the company.

Since 2021, working with Dcbrain, a company specialising in artificial intelligence applied to complex physical networks, STEF has been experimenting with a solution that allows a more virtuous operation of the transport network, improved energy efficiency and an increased ability to deal with peaks in activity.

STEF is experimenting with mega-trucks in Portugal, Spain and the Netherlands. These can be used to consolidate transport, decrease the number of kilometres travelled and therefore reduce CO<sub>2</sub> emissions by approximately 60%. These vehicles are currently only permitted in a few countries (Portugal, Spain and the Netherlands).

At the same time, STEF continues to promote eco-driving which was strengthened in 2021 by a genuine driving behaviour management system. This is used to analyse behaviour behind the wheel and improve it on a daily basis. STEF also uses:

- Alert Gasoil, which monitors driving behaviour and consumption;
- Ethical consumers, who involve the managers, instructors and drivers in controlling consumption and behaviour;
- STEF Driver which, using gamification, will help drivers to be independent and work on improving their daily behaviour.

In France, since 2016, the Group's results have been backed by the ADEME "Objective CO<sub>2</sub> - Environmentally-friendly transport" accreditation.

— Promote the use of alternative fuels = Objective: 25% decrease in GHG emissions

STEF has decided to opt for low-carbon energies that are available now or in the short-term, which will gradually replace diesel: a B100 biofuel produced in France and biogas for vehicles (bioNGV).

- Biodiesel B100: objective for 30% of the STEF fleet to be equipped by 2025 - STEF and Saipol (Groupe Avril) have signed a contract to fuel 1/3 of STEF's fleet of heavy goods vehicles with Oleo100. This "B100" type renewable energy produced from French rapeseed can reduce greenhouse gas emissions by 60%. STEF intends to move 700 vehicles to Oleo100, saving 100,000 tonnes of CO<sub>2</sub> by 2025.



- **Biogas:** objective to equip 25% of STEF lorries by 2030 - For vehicles that operate in low emission zones (LEZ), STEF is implementing bioNGV vehicles. Produced by recycling bio-waste (agricultural waste, sludge from waste water treatment plants and food residues) using anaerobic digestion, biogas can reduce GHG emissions by 80% compared with diesel.
- **Electric vehicles:** STEF is working with manufacturers to make these vehicles compatible with its operating constraints. Such constraints are currently mainly related to range and charging time, particularly with regards refrigerated use. STEF also has a continuous testing policy.
- **Hydrogen solution** - STEF is involved in studies and projects relating to the use of hydrogen-

powered heavy goods vehicles in Europe.

— **Improve onboard refrigeration systems in vehicles**

Traditional solutions allowing vehicles to be maintained at temperature use off-road diesel which has a high impact on CO<sub>2</sub> emissions. STEF is therefore experimenting with alternative solutions and deploying these when they are mature and reliable.

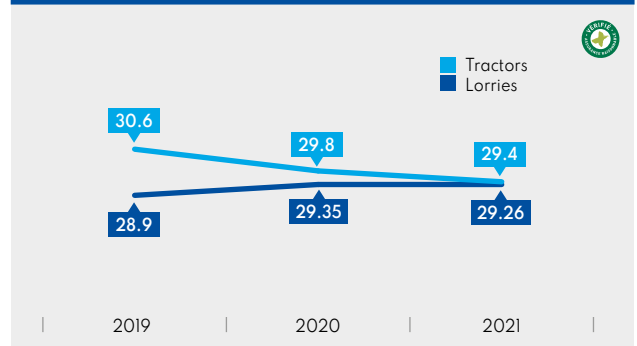
- **Hydrogen with the “FresH2” project** - Started by Bosch and Carrier Transicold in association with the bodywork manufacturer Lamberet, the hydrogen fuel cell project has entered the road testing phase with STEF. The system has been tested under real-world usage conditions by the teams at the Chambéry site.

- **“Engineless” electric refrigerated units powered by the vehicle’s engine** - 20 vehicles were tested in 2020. In 2021, STEF decided to standardise the implementation of electric refrigerated units on all its lorries. These now operate more quietly, with a more ethical cold production in terms of CO<sub>2</sub> emissions while producing the same amount of refrigeration.

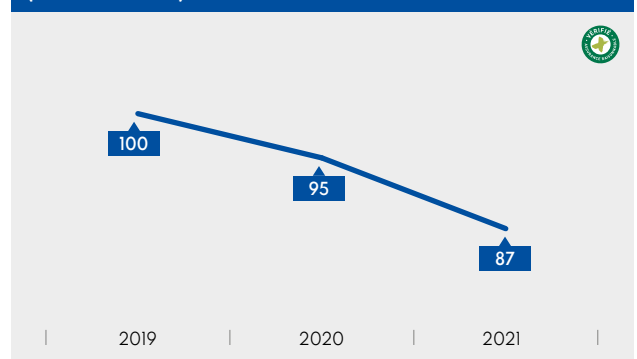
- **Cryogenics** - 90 vehicles are already fitted with this direct expansion system of compressed nitrogen which creates fuel-free refrigeration. This technology, certainly more expensive and onerous with regards the fuelling network, is attractive in terms of air quality and reducing GHG emissions and noise pollution.



**Changes in diesel consumption of tractors and lorries STEF France own fleet (L/100 km)**

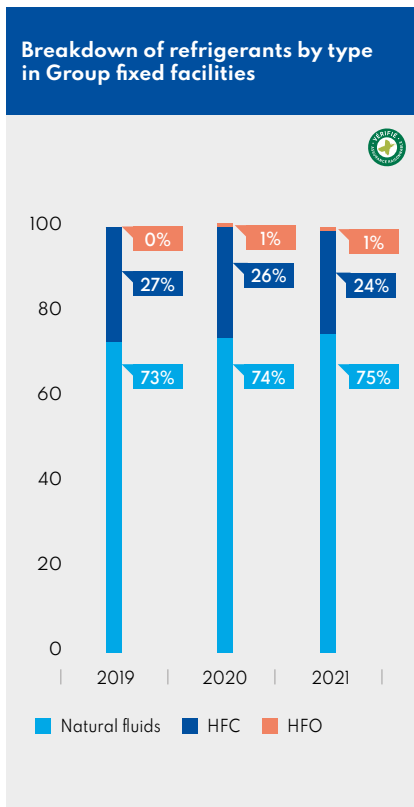


**Change in gCO<sub>2e</sub>/t.km of the Group own fleet (base 100 2019)**





At the same time, STEF continues with its plan to replace refrigerants with ones with low global warming potential. The objective is to reduce the carbon impact due to refrigerant leaks by 70%.



### MOBILISING AND RAISING THE AWARENESS OF THE GROUP'S ECOSYSTEM

This commitment is essential for injecting momentum into the climate process and making progress together. In 2021, particular attention was paid to providing information and raising the awareness of internal teams and transport subcontractors.

#### Support transport subcontracting

Reducing GHG emissions is a major requirement for the Group's customers. This must also be the case for its transport subcontractors, who represent 65% of its GHG emissions. STEF's aim is to enable its partners to align themselves with its own objectives. Given the size of the scope and the number and diversity of the subcontractors that STEF uses, this support project will be spread over several years. Various actions began in 2021 to inform them of the project and include them in the process.

- The creation of a Group transport subcontracting department is a powerful marker of STEF's commitment to support its subcontractors in reducing their emissions, but also in food safety, customer service, quality and digitalisation.

- STEF carried out diagnoses with its subcontractors to draw up an inventory.
- In France, contracts with deconsolidators<sup>(5)</sup> now include environmental commitments which enable them to adhere to the Group's Responsible Purchasing Charter. They agree to adopt an approach to reduce their GHG emissions as stated in ADEME's Objective CO<sub>2</sub> charter. Their actions will be assessed annually. The intention is to deploy these standard contracts across all the Group's operating countries.

#### Train employees and raise their awareness of environmental issues

Several training and information initiatives took place in 2021: training on the mechanisms and challenges of climate change, organisation of an internal programme and webinars, contributions to professional trade shows (SITL, Produrable, Solutrans).

<sup>(5)</sup> STEF used deconsolidators in areas where its own network has little coverage.



## OTHER ENVIRONMENTAL ISSUES RELATED TO THE BUSINESS

In order to protect the health of citizens and reduce its environmental impact, for several years, STEF has undertaken various initiatives to improve the performance of its vehicles' engines and refrigeration units. These initiatives also enable it to respond to the growth in the low emission zones (LEZ) established in Europe.

### REDUCE AIR POLLUTION FROM VEHICLE ENGINES

The actions of the last 10 years and more have yielded results. Due to the regular replacement of its vehicle fleet, STEF owns a fleet that meets the Euro VI standard and which releases 80% less NOx and 50% fewer particles than Euro V vehicles. The Group is also committed to adjusting its vehicle

policy every year in line with technological developments. Its teams take part in various working groups with manufacturers.

### PROTECT BIODIVERSITY

Protecting biodiversity is another subject to which the Group is committed. However, this issue is becoming increasingly sensitive and STEF is giving itself the resources to strengthen its approach with:

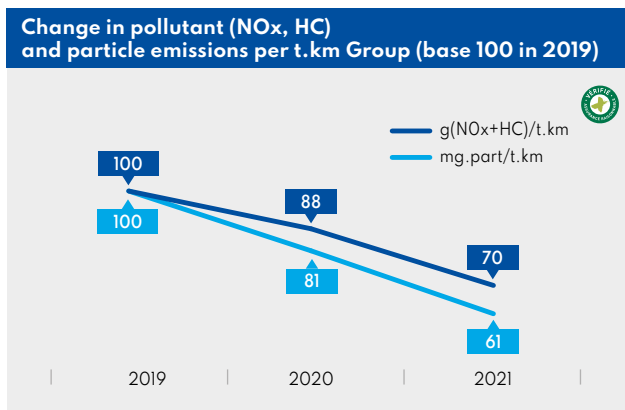
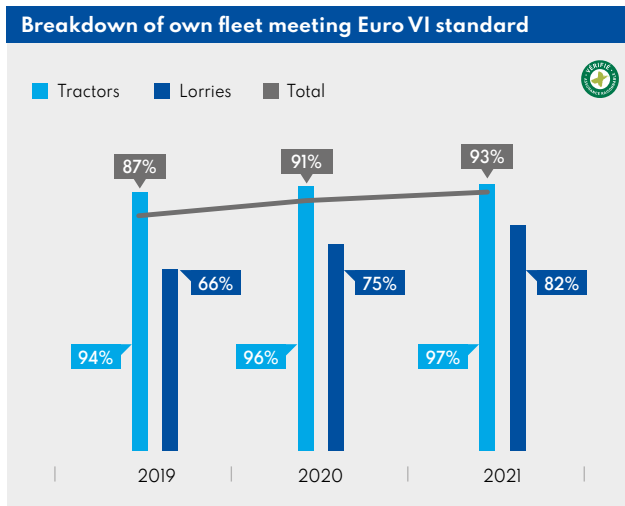
- an environmental impact analysis for every real estate project;
- monitoring procedures for the operation of facilities and compliance with the regulations in every operating country, particularly in France with the ICPE (Installations Classées pour la Protection de l'Environnement) scheme for facilities classified for environmental protection;
- the recruitment of a specialist Masters student tasked with encouraging the deployment

of developments to promote biodiversity;

- working with the real estate team to incorporate biodiversity issues into all the Group's projects;
- together with AFILOG (Association Française des Professionnels de l'Immobilier Logistique), signing a reciprocal commitment charter with the public authorities concerning land take, among other things.

### MITIGATE NOISE POLLUTION

In 2021, STEF continued its policy of tests and solutions designed to limit noise pollution and dialogue with local authorities to meet their requirements for urban delivery. For example, this is the case in Montpellier where the Group is involved in the Carreta experiment using autonomous vehicles or Lyon where an urban delivery test has been conducted with a next generation ZE electric lorry.





All the Group’s new rolling stock meets the PIEK standard and therefore complies with a sound threshold below 60dB (A). In order to mitigate noise pollution during city centre deliveries, STEF chooses the equipment with the lowest noise emission levels on the market (e.g. electric or cryogenic refrigerated units).

Before they become operational, the sites are subject to an impact study which includes noise measurements. Most of their refrigerated facilities are located in premises which substantially mitigate the noise from the compression equipment. Specific constructions (containment, bunds) are also used to limit noise levels.

**PROMOTE THE CIRCULAR ECONOMY AND OPTIMISE PURCHASE MANAGEMENT**

STEF does its best to set up “reverse logistics” processes to optimise transport schemes and occupancy rates for vehicles and therefore promote the circular economy.

Non-hazardous waste is sorted on site, or directly by the service providers, to be recovered by material or energy recycling. The production of hazardous waste is restricted to the maintenance of rolling stock. Such waste is therefore collected and processed in compliance with the regulations in the operating countries.

A “zero plastics” programme is also underway in the offices.

**OPTIMISE WATER RESOURCE MANAGEMENT**

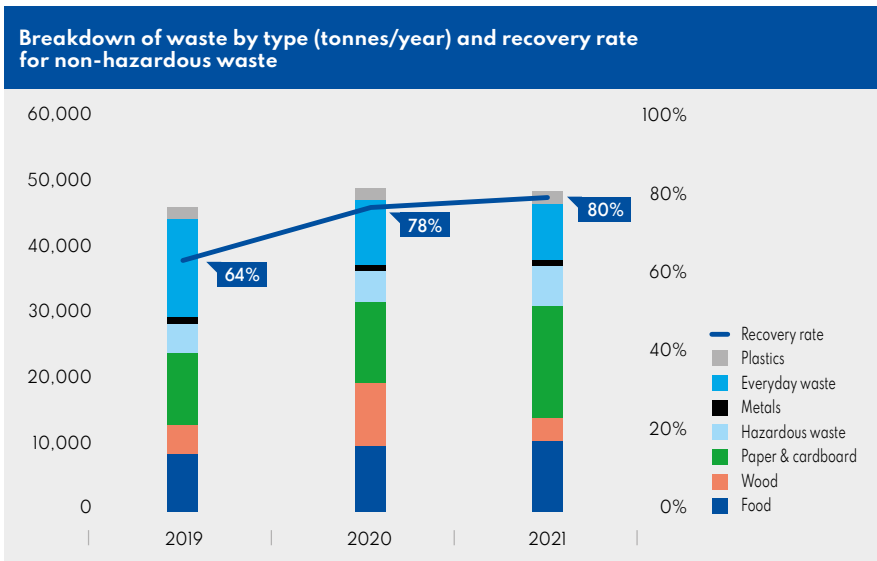
The Group’s operations use few water resources, with the exception of the regular washing of the vehicles. The Group’s washing stations are equipped with systems that optimise consumption and control discharges. Site effluents are checked regularly for compliance with the applicable regulations.

**POSSIBLE SOURCES OF POLLUTION AND/OR INCIDENTS**

These are strictly defined by the implementation of regular, internal audits across all of the Group’s sites. These audits concern both the safety and security of people and goods and compliance with technical instructions and procedures. Every site has an emergency plan which includes an “accidental spillage” section for intervention in the event of an incident.

**RESPONSIBLE, FAIR AND SUSTAINABLE FOOD/THE FIGHT AGAINST FOOD WASTE**

STEF is one of the links in the food distribution chain: the producers who entrust it with their products are mostly SMEs from the agrifood industry based in the regions. STEF collects and transports their goods in optimum temperature-controlled conditions which guarantees their shelf life, thus helping to prevent food waste.



## COMMITTED TO THE MARITIME ENVIRONMENT

STEF's maritime activities are subject to a specific environmental process. A pioneer in environmental protection, La Méridionale innovates so as to reduce the ecological impact of its crossings.

### — The particle filter —

La Méridionale is the world's 1<sup>st</sup> shipowner to have fitted a particle filter on a vessel. This removes 99% of the fine and ultrafine particles discharged at sea during crossings. It has selected a solution developed by Solvay and Andritz in order to condition their dry desulphurisation of exhaust gases technologies for sea use. The process is based on a chemical reaction using a natural

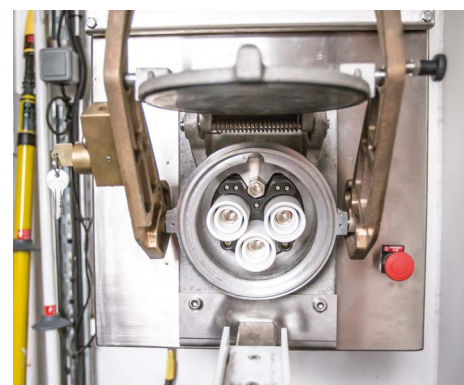
product, sodium bicarbonate, which totally eliminates the sulphur contained in the exhaust gases, without any discharge into the sea. The dirty bicarbonate is then sent to a waste treatment facility. The Pelagos vessel also has a hybrid scrubber system that can operate as an open or closed loop.

### — Quayside electrical connection —

La Méridionale commissioned the quayside electrical connection at the Port of Marseille in 2017. It is the first and only maritime company in the Mediterranean to use this solution for two of its ships.

This equipment is used to reduce diesel consumption during berthing periods, not only removing the resulting emissions but also noise pollution and vibrations related to the operation of engines when in port.

— Protecting biodiversity in the Mediterranean — La Méridionale has helped to develop the REPCET (REpérage des CETacés) software designed to avoid collisions between vessels and large Cetacea. The company's sailors are trained in spotting cetacea. La Méridionale was one of the first to be awarded the "Green Marine Europe" accreditation.



## GREEN TAXONOMY

### REGULATORY FRAMEWORK

In accordance with Regulation (EU) 2020/852 of 18 June 2020 (“Taxonomy Regulation”), for the 2021 financial year, STEF publishes the share of its turnover, investments and some of its operational expenses considered as eligible under climate change mitigation and adaptation objectives.

An economic activity is considered as eligible if it is included on the list of activities set out in the delegated acts to the taxonomy regulation, corresponding to the activities that the European Commission has identified as being likely to make a contribution to the first two environmental objectives referred to below, out of the six long-term objectives:

- climate change mitigation;
- climate change adaptation;
- the sustainable use and protection of water and marine resources;
- the transition to a circular economy, waste prevention and recycling;
- pollution prevention and control;
- the protection of healthy ecosystems.

### APPLICATION AT 31 DECEMBER 2021

The Group conducted a detailed analysis of its activities in order to identify those corresponding to the activities set out in the appendices to Regulation (EU) 2021/2139 on Climate. The following activities were identified as eligible:

- district heating/cooling distribution (activity 4.15);
- transport by motorbikes, passenger cars and light commercial vehicles (activity 6.5);
- freight transport services by road (activity 6.6);
- sea and coastal freight water transport, vessels for port operations and auxiliary activities (activity 6.10);
- construction of new buildings (activity 7.1);

— renovation of existing buildings (activity 7.2);

— installation, maintenance and repair of energy efficiency equipment (activity 7.3);

— installation, maintenance and repair of renewable energy technologies (activity 7.6);

— acquisition and ownership of buildings (activity 7.7);

The share of turnover, investments and operating expenses considered as eligible at 31 December 2021 is presented in the table below.

|                             |        |
|-----------------------------|--------|
| Eligible turnover           | 3.73%  |
| Eligible investments        | 56.61% |
| Eligible operating expenses | 22.84% |

### SCOPE

— The turnover, investment expenditure and operating expenses considered cover all the Group’s activities corresponding to the scope of the companies under its control;

— The companies in which the Group has joint control or notable influence are excluded from the calculation of the ratios defined by the delegated act relating to Article 8 of the taxonomy regulation published on 6 July 2021;

— The financial data comes from the accounts at 31 December 2021; turnover and investment expenditure can therefore be reconciled with the financial statements.

The ratios have been calculated as detailed below. Since the taxonomy regulation is evolving, the Group’s analysis will be adapted as changes occur in the future.

### Turnover

At 31 December 2021, eligible turnover amounted to €131 million and mainly corresponds to the turnover achieved by the operation of the four vessels of La Méridionale, the operation of vehicles covered within the scope of step E of the Euro VI standard and the lease or provision of premises.

It is compared to the Group’s total turnover at 31 December 2021 of €3,507 million.

The low eligibility percentage of the Group’s turnover at 31 December 2021 is explained by the limited number of Euro VI-E vehicles. This eligibility percentage should however increase in the coming years, with the replacement of the fleet, the introduction of new vehicles that meet the regulation’s criteria and the growing acquisition of electric vehicles.



The share of eligible turnover relating to freight transport services by road has been calculated by considering that the turnover was achieved uniformly by all vehicles in the fleet and on a straight-line basis over the year and that the eligibility percentage across the subcontractor fleet and the fleet on short-term lease was identical to that of the own fleet.

### Investments

At 31 December 2021, eligible investments amounted to €162 million and mainly correspond to expenses related to the construction, renovation, purchase or increase of IFRS 16 rights of use of buildings (offices and warehouses), to investments made in the four vessels of La Méridionale and the acquisition of Euro VI-E vehicles.

They correlate to the total amount of acquisitions and additions to the scope of intangible and tangible fixed assets and rights of use relating to leases of €286 million at 31 December 2021.

### Operating expenses

In accordance with the Delegated Regulation (EU) 2021/2178, the operating expenses to be taken into account in the taxonomic ratio correspond to the direct costs not entered on the assets side which relate to research and development, the renovation of buildings, short-term leases, maintenance and

repair and any other direct expense related to the routine maintenance of assets.

Within the Group, the corresponding operating expenses are maintenance and cleaning charges, short-term lease charges and other IFRS 16 exemptions.

At 31 December 2021, eligible operating expenses amounted to €31 million and mainly correspond to cleaning and maintenance charges on buildings and the four vessels of La Méridionale. The cleaning and maintenance charges on eligible vehicles were not significant at 31 December 2021 due to the limited number of vehicles in the fleet covered under the scope of step E of the Euro VI standard. Operating expenses related to the purchase of alternative fuels are not included.

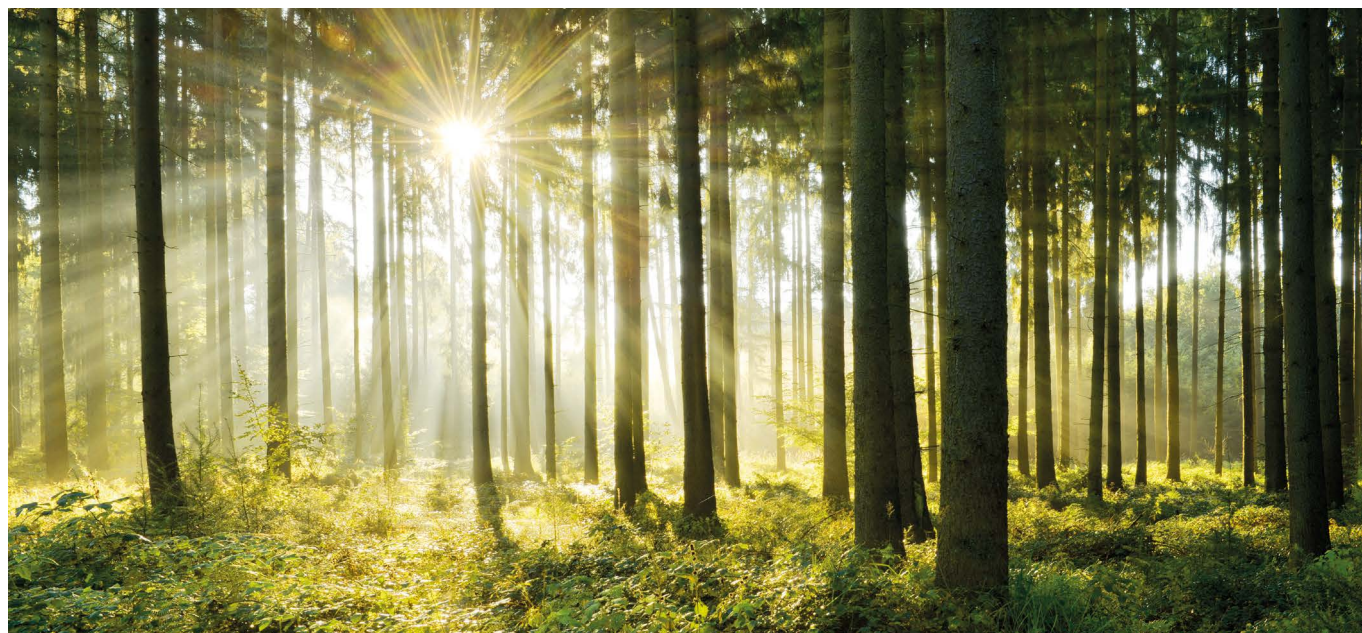
The eligible operating expenses correlate to the total amount of cleaning and maintenance charges, short-term lease charges and other IFRS 16 exemptions at 31 December 2021, which amounted to €137 million.

## DEVELOPMENTS AND OUTLOOK

The Group's analysis of the alignment and share of eligible turnover, investments and operating expenses does not predict the aligned share which will be published in 2022.

From 31 December 2022, the Group will publish the share of its turnover, investments and operating expenses resulting from economic activities considered as "aligned" with the two climate objectives, i.e. contributing substantially to at least one of the objectives while not causing significant harm to the other objectives and respecting the guiding principles of the OECD and the United Nations relating to companies and in particular human rights and fundamental rights at work.

The regulatory taxonomic ratios only partially reflect the Group's Moving Green strategy set up in 2021. Indeed, the Group is pursuing its objectives to reduce the greenhouse gas emissions related to its activities with alternative techniques not taken into account by the taxonomy. The use of biofuels is not one of its eligibility criteria, but contributes to the reduction in vehicles' GHG emissions. This reduction (of 60% for the biodiesel Olea 100 and 80% for bioNGV) is effective on the full production cycle of these fuels and not only on exhaust emissions.





# SOCIAL

## OUR COMMITMENTS



## OUR COMMITMENTS FOR THE TEAMS

The performance and quality of STEF's services relies on its teams: diverse teams who are rich in the different cultures of the Group. Training and developing the career of every team member and ensuring their health, safety and quality of working life are therefore key issues for the Group in its eight operating countries. In 2021, STEF committed to making diversity and professional gender equality a priority subject.



## PROTECTING EMPLOYEE HEALTH

The health and safety of employees are subject to ambitious policies that favour prevention. Regardless of their job, everyone is supported to ensure that their aspirations match STEF's needs and thus create the conditions for a sustainable commitment.

### REDUCING ACCIDENT RATES: A MAJOR AND LONG-TERM PRINCIPLE

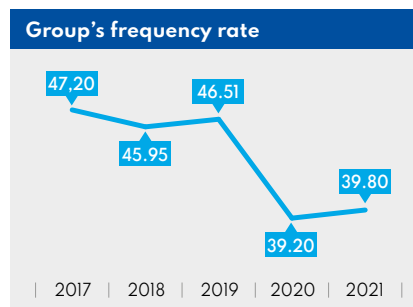
Following on from 2020, the Group's commitment is reflected through:

- the inclusion of new Health and Safety at Work (HSW) monitoring indicators in the performance audit and prevention elements for the design of the Group's new sites;
- improving the induction of new recruits on the HSW component;
- employee awareness;

— deploying Safety Committees (COSEC) across all sites in France in order to move forward together.

### Accident rates down:

- the frequency rate fell from 47.2 in 2017 to 39.8 in 2021;
- for the entire Group, the frequency rate for occupational lost-time accidents increased slightly: 39.8 in 2021 for 39.2 in 2020. The severity rate was 2.8 in 2021 (excluding United Kingdom).



## AN EVER MORE CROSS-FUNCTIONAL AND COLLABORATIVE APPROACH

The HSW approach is based on prevention. This requires collective and individual awareness, changes in practices and transformations at all levels which involve operational staff as well as support functions. The commitment of management is a key success factor.

— From the “Health and Safety at Work” process to the “Health, Safety and Working Conditions” process - In 2021, the Group accelerated its approach by reasserting its prevention objective and its goal for the sustainable improvement of its working environments. The HSW Steering Committee, therefore became the “Health, Safety and Working Conditions Steering Committee”. It now includes different support functions and centres of expertise: Group Business Unit (Studies, R&D, etc.) Real Estate, Ergonomics, Innovation...

- A stronger working relationship with CARSAT and CRAMIF<sup>(6)</sup>- To improve relevance and effectiveness, STEF has elected to work in partnership with one of its stakeholders, CARSAT which is the reference body for occupational risk prevention. From the analysis grids supplied, STEF conducted an inventory of all its sites in France and defined three priority areas:
  - strengthen the actions regarding musculoskeletal issues related to manual handling;
  - reduce the occurrence of long-term sick leave related to sick leave/ occupational diseases and prevent professional inadaptability;
  - develop the safety culture and managerial commitment in terms of prevention and safety.

**COMMITTED ACTIONS TO IMPROVE THE WORKING ENVIRONMENTS AND CONDITIONS**

STEF integrates risk prevention at work prior to transformation projects (operating processes, organisation, design, equipment, etc.). The teams are involved in this, particularly with regards major risks such as musculoskeletal issues, manoeuvring vehicles, the unexpected departure of lorries and addictive behaviours.

- The prevention of musculoskeletal disorders remained a priority issue in 2021. The search for organisational, technical and human solutions benefited from the inherent synergy in the creation of the Health, Safety and Working Conditions Steering Committee (HSWC) and the commitments made in partnership with CARSAT. At the same time, the Group continued its benchmarking work on innovative solutions and has developed tests for physical assistance devices: 3 new devices were tested in 2021 and a further 14 handling assistance solutions were deployed with the contribution of over 340 people.
  - Site renovation or design projects benefited from the support of internal specialist teams. Ergonomists can also be used to improve the working environments on sites. In 2021, 14 renovation and extension projects were conducted with the teams from the Real Estate Division.
    - Work clothes developed with and for employees. Ongoing deployments based on this principle of involving employees related to clothing in the ambient environment and the range of clothes for technical and real estate personnel that need to respond to the diversity of their tasks.

- New tests (gloves, shoes) on personal protective equipment (PPE) were conducted in 2021 in order to take advantage of the latest technological innovations. The Group won the 2021 “Initiatives des leaders bienveillants” compassionate leaders award at the Préventica trade show for the quality of the collaboration with its teams in implementing good HSW initiatives. Quality of working life initiatives.
 

The Quality of Working Life (QWL) helps to strengthen employee commitment. Actions take place across three areas: work-life balance (e.g. implementation of a school support platform for employees who are parents), health practices (e.g. online medical consultation) and support for people in difficulty (e.g. network of social workers and occupational psychologists). The remote working experiment during the pandemic has proved conclusive. In France the implementation of remote working for up to two days a week was approved in 2021 for positions that allow such working practices and on a voluntary basis, while endeavouring to maintain the social link.

<sup>(6)</sup> Caisse Régionale d'Assurance Maladie d'Ile-de-France: responsible for preventing, supporting and rectifying social and professional weaknesses related to health in Ile-de-France.





## ATTRACTING, DEVELOPING AND RETAINING ALL TALENTS

One of the Group’s major challenges is ensuring it has resources that match its needs. In 2021, STEF continued its long-standing substantive programmes. Its work focuses on three areas: the attractiveness of the Group’s professions, developing team skills and building employee loyalty.

### IMPROVING THE ATTRACTIVENESS OF THE GROUP’S PROFESSIONS

The health crisis brought STEF’s professions out of the shadows. In order to improve the visibility of its employer brand “Build your future at the heart of the food world”, the Group wanted to capitalise on this spotlight. It has continued to consolidate its presence on all recruitment channels so as to raise greater awareness of the assignments that it offers and the career prospects that it opens up to its employees.

— **New recruitment campaign**

-Promoting four operational jobs: maintenance technician, driver, order picker, quay or team manager.

— **Relations with schools** - STEF took part in online events (forums, job dating). It maintained its “*Talent Spotters*” programme, the aim of which is to identify and attract future talents, across all study levels and its “*Campus Connectors*” who are in contact with around fifty target schools to raise awareness of the Group’s professions among young graduates.

— **The applicant experience.** The digital recruitment tool implemented in 2019 has improved the visibility of the Group’s vacancies on its job site [www.stef.jobs](http://www.stef.jobs). New tools designed to strengthen the direct link between applicants and the Group were deployed in 2021 in all countries with the exception of Switzerland and the Netherlands who will benefit from this in 2022.

— **Three specific programmes for highly-challenging jobs** - The “Graduate Programme”

targeting young graduates (108 graduates in training in 2021); the “Middle Management” course (24 attendees in 2021); and the internal driving school, deployed in France and dedicated to drivers through professionalisation or apprenticeship contracts, this profession being under great pressure. Launched in 2021, this internal driving school was created with AFTRAL, the leading transport and logistics training body, in order to support the recruitment campaign for 500 drivers in France. This school, open to STEF employees and new recruits, delivered 8 sessions (82 trainees including 18 internal) with a success rate of 96%.

Since 2017, STEF has been one the **25 largest recruiters in France** (Usine Nouvelle Survey – February 2022).

In 2021, STEF recruited **2,591** permanent employees for jobs as diverse as local managers, young graduates, experienced executives, order preparation and driving teams.

### A WORKFORCE THAT REFLECTS THE GROUP'S GROWTH

At 31 December 2021, the Group's workforce (permanent and fixed term employment contracts) totalled 20,528 employees, an increase of +9.42% when compared to 2020 (+1,767 people).

#### The change in workforce in 2021 reflects the change in scopes

— In France, the workforce fell slightly.

• In all other countries, the strengthening of the teams led to an increase in the workforce, in particular in Italy and Belgium, following the integration of the Nagel group's activities in these countries and in Switzerland with the incorporation of new businesses.

In Spain, the workforce grew and stood at roughly the same level as at the end of 2019.

• 1,436 employees from Langdons<sup>(7)</sup> in the United Kingdom joined the Group on 31 December 2021.

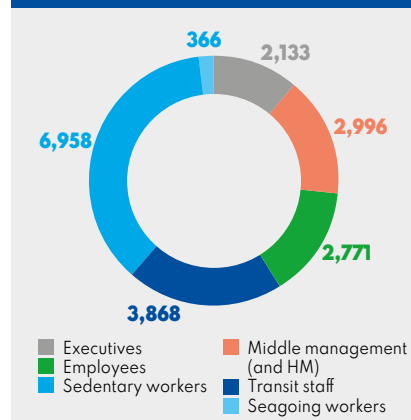
These figures do not take into account assisted contracts which accounted for 521 people at 31 December 2021 (primarily apprenticeship and professionalisation contracts) or temporary staff (4,974 in full time equivalent).

Including all contract types, the increase in the workforce was +11.9% over the period, a result of the integration of the workforce from Nagel's activities in Belgium, the Netherlands, Italy and the United Kingdom.

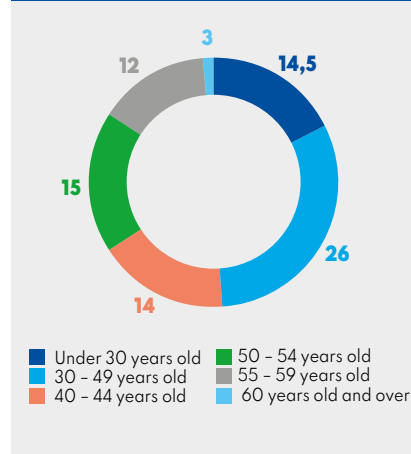
### BREAKDOWN OF WORKFORCE BY DIVISION/BU/COUNTRY

| Permanent and fixed term employment contracts | 31/12/2019    | 31/12/2020    | 31/12/2021    |
|---|---------------|---------------|---------------|
| <b>STEF France</b>                            | <b>13,689</b> | <b>13,619</b> | <b>13,569</b> |
| Chilled Consignments BU                       | 7,992         | 7,852         | 7,896         |
| RETAIL BU                                     | 1,751         | 1,956         | 1,881         |
| Frozen BU                                     | 1328          | 1271          | 1289          |
| Chilled Supply Chain BU                       | 748           | 805           | 806           |
| Seafood BU                                    | 858           | 766           | 701           |
| Out-Of-Home Foodservices BU                   | 594           | 549           | 540           |
| Ambient And Temperature Controlled BU         | 142           | 139           | 156           |
| Packaging BU                                  | 136           | 140           | 132           |
| Cross-functional departments BU               | 140           | 141           | 168           |
| <b>STEF International</b>                     | <b>4,150</b>  | <b>3,897</b>  | <b>5,684</b>  |
| Spain   | 1,854         | 1,751         | 1,873         |
| Portugal                                      | 554           | 415           | 432           |
| Italy   | 856           | 826           | 956           |
| Belgium                                       | 379           | 371           | 431           |
| The Netherlands                               | 311           | 329           | 334           |
| Switzerland                                   | 123           | 133           | 148           |
| European Consignments                         | 73            | 72            | 74            |
| United Kingdom                                | -             | -             | 1,436         |
| <b>Maritime</b>                               | <b>537</b>    | <b>573</b>    | <b>584</b>    |
| <b>Other activities and central functions</b> | <b>669</b>    | <b>672</b>    | <b>691</b>    |
| <b>Group Total</b>                            | <b>19,045</b> | <b>18,761</b> | <b>20,528</b> |

Breakdown of Group workforce by socio-professional categories



Breakdown of Group workforce, permanent and fixed term contracts, by age bracket



<sup>(7)</sup> With the exception of the table on the breakdown of the workforce at 31 December 2021, the workforce from Langdons in the United Kingdom is excluded from all other indicators in the "Social - Our commitments for our teams" section due to the recent nature of its acquisition.

## DEVELOPING SKILLS AND RETAINING ALL TALENTS

Professional training is one of the pillars of STEF's human resources policy. Transport and logistics roles are highly competitive, constantly evolving and demanding in terms of working conditions. The challenge therefore is to develop employee skills that support the Group's operations while ensuring their welfare at work. The training process is based on the educational resources of STEF's university which is organised into campuses, and those of the Institut des Métiers du Froid developing professional expertise. Reorganised in 2021, it is now digital and structured around 4 priorities.

— Ensuring that employees master basic skills – In order to facilitate the integration of new recruits, the digital pre-reception process and the induction process (Step by Stef) focus on understanding the working environment, safety and the perception of their contribution to serving the Group's customers. These digital tools are strengthened by the support of professional trainers.

— Promoting the development of every employee for their professional fulfilment – Obtaining recognised qualifications outside the Group is a valuable experience and a source of performance. Inspired by this conviction, the Group has made training in basic knowledge and certified courses a key factor. The programmes on offer include: "Devenir", a certified team leader course (3 groups in 2021); Recognition of Prior Learning (70 individuals have gained qualifications ranging from vocational diplomas to masters degrees over the last 3 years).

— Developing a strong managerial culture – Training is provided to support managers in their role: partnership with HEC focused on "Leadership and strategy" (20 managers a year on average), Executive MBA.

— Anticipating future changes and fostering the emergence of new skills for building the future – There are different courses (campus) on offer. Each country can adapt the content to match its culture and

challenges. Once again this year, many training courses, initially planned as face-to-face sessions were changed to remote sessions: "Tech Campus" (technical real estate course); "Sales Campus" (73 training actions in 2021); Job advisors (in France approximately 80 "driver" training advisors and 150 "quay advisors"). The LMS (Learning Management System) project to support employees with new societal challenges and change management was deployed across five of the Group's countries (France, Italy, Belgium, Spain and Switzerland). In 2022, this will be extended to Portugal and the Netherlands. It is used to anchor employee skills development using innovative methods, including digitalisation and provide better management of the training offered.

## TROPHÉES DES BINÔMES CEO/HRD PARTNERSHIP AWARDS

In 2021, Stanislas Lemor and Jean-Yves Chameyrat received the CEO/HRD Partnership Award along with the public "Favourites" Award. Organised by the RH&M group, this award aims to promote the role of the HR department in the company's strategic decision-making and shows that the CEO/HRD partnership is a key factor in the company's economic and social performance.



The Group arranges career management schemes at all levels of the organisation in order to build employee loyalty. In addition to the career development paths previously mentioned, a digital platform is used to manage the main HR development processes in all countries. 70% of executive and senior positions are therefore filled through internal promotion. Annual appraisals are a real basis for developing skills and careers. STEF also uses professional evaluation experts. The Group complies with the provisions of the "Professional Future" Law. One of the future major challenges will be empowering employees to be responsible for their own development, in particular by enabling them to identify possible gateways beyond their jobs.

The Institut des Métiers du Froid (IMF) – STEF University aims to pass on expertise and train employees in the skills of the future. Organised by campus, it relies on the best partners on the market as well as IMF which was one of the first in-house training bodies to be Qualiopi (national quality reference system) certified. In 2021, a Group employee attended an average of 1.23 training days a figure equivalent to 2020. In total, 24,077 training actions were completed. 🌱

## EMPLOYEE SHAREHOLDING

**Employee shareholding** is one of the key priorities on which the Group is built. This model, unique in its business sector, is not only a powerful uniting force, but also a true lever for economic performance and a differentiating factor for the Group's customers.

Today, 72.56% of STEF's capital is held by its management and employees, including 17.73% through the dedicated company mutual fund (FCPE). Through this, over 12,000 employees are Group shareholders, across all socio-professional categories. The FCPE has been put in place in almost all of the countries where STEF operates. In 2021, the move to digital led to greater flexibility and convenience for shareholders' transactions.



## KEY FIGURES

# 13.49%

staff turnover<sup>(8)</sup>, an increase compared with 2020 🌱

# 2,591

permanent appointments or promotions<sup>(9)</sup>

including **1,931** in France

# 2,225

permanent contract departures

including 758 redundancies or negotiated terminations

including 282 retirements or early retirements

# 7.2%

absenteeism rate due to illness or accident at work<sup>(10)</sup>, directly related to the health crisis 🌱

<sup>(8)</sup> Permanent employees (new appointments and departures)/2/workforce at 31 December 2021, including takeovers and transfers.

<sup>(9)</sup> Takeovers are included.

<sup>(10)</sup> Including occupational diseases and commuting accidents, excluding maternity/paternity leave; all contract types included, except for La Méridionale where interns (assisted contracts) are excluded. The ratio is calendar days lost by number of theoretical calendar days. It should be noted that for Italy and Belgium, the ratio is calculated based on working days and not calendar days.

## PROMOTING PROFESSIONAL GENDER EQUALITY, DIVERSITY AND EQUAL OPPORTUNITIES

STEF has always been committed to ensuring that there is a place for everyone within the Group. The inclusion of people with disabilities and the professional integration of young people are some of the major projects successfully conducted in recent years. 2021 will see an increased focus on professional gender equality and gender diversity.

### NEW PROFESSIONAL GENDER EQUALITY DRIVE WITH MIX'UP

A diagnosis, based on quantitative and qualitative surveys, was used to establish a professional gender equality and diversity process, called MIX'UP. This was launched across the Group in October 2021. It has an ambitious objective to achieve 25% of women in the workforce by 2030. To strengthen this new momentum, the Group has set up a "Professional equality/professional diversity" committee which drives and coordinates the actions.

— The MIX'UP commitments  
-Supported by the Group's Executive Committee and Executive Management, who have signed

a letter of commitment to all employees, the process is based on 5 commitments:

- increase diversity in the teams;
- guarantee fair integration and career development;
- promote the work/live balance;
- adapt our working conditions and environments;
- change the image of our professions.

These commitments structure, complement and strengthen the processes already in place in order to increase the representativeness of women in the Group, especially in its various management bodies in France and Europe: people review, talent management to identify women with potential, integration of young women in the Graduates Program.

— A systemic approach -These five commitments refer to a diverse range of challenges and require an integrated approach which mobilises the different disciplines at all levels of the company. The action plan distributed to and shared by all countries is the translation of this: it covers awareness of stereotypes, recruitment, integration and career management, the adaptation of working environments but also internal and external communication, support for sites to facilitate diagnoses of the comparative gender situation and dialogue with social partners. Action

plans adapted to the local situation are currently being created. They will be combined with progress objectives and regular monitoring.

— MIX'UP in action - Breaking down stereotypes - even kind ones - is an essential prerequisite. Launched in March 2021, awareness actions have increased throughout the year. Training modules are also the opportunity to raise awareness of all the diversities present within the Group (intercultural, intergenerational). Hierarchy levels are challenged, making it easier for women to find their place in the company and to be part of so-called "male" environments. A communication kit has been distributed which includes an anti-prejudice guide for transport jobs. MIX'UP can also be used to build on innovative initiatives that have emerged locally and showcase and duplicate them. Such is the case for the mentoring programme "Elles pour elles" in Italy and the various association partnerships such as "Capital Filles" and "Femmes en mouvement".



At end of 2021, the number of women had increased and accounted for 21.3% of the workforce (compared with 20.5% in 2020)

| % of women in the Group's workforce |              |
|-------------------------------------|--------------|
| France                              | 20.0%        |
| Spain                               | 26.3%        |
| Portugal                            | 28.5%        |
| Italy                               | 35.4%        |
| Belgium                             | 14.6%        |
| The Netherlands                     | 15.3%        |
| Switzerland                         | 7.4%         |
| <b>Total</b>                        | <b>21.3%</b> |



Inclusive Business Award 2021.



### INTEGRATION OF PEOPLE WITH DISABILITIES

The Group's commitment to employ people with disabilities is producing results. The employment rate across France is 7.77% (compared with 2.28% in 2012) and 6.8% across the Group for 2020<sup>(1)</sup>. In 2021, the sites continued their employee awareness and training actions. In early 2022, a 6<sup>th</sup> Disability agreement was unanimously signed by union organisations in France.

— **The integration of the teams from the adapted company DYAD** - was completed. This company with special facilities for providing employment for individuals with disabilities was acquired in 2019. An obvious sign of success; the Group has built its own Packaging BU based on this adapted company specialising in packaging.

— **Dedicated HR Innovation workshop** - In 2021, the Group continued its HR innovation workshop based on the theme "Work and Cancer/Chronic Diseases" in partnership with the New Institute and the AGEFIPH.

— **STEF won the Inclusive Business Award** - Organised by Manifeste Inclusion and under the patronage of the Secretary of State for People with disabilities, the Inclusive Business Award is designed to highlight innovative initiatives by companies that are committed to inclusive actions for people with disabilities.

### ENSURING A CALM SOCIAL CLIMATE

Social dialogue is the basis of staff relations within the STEF Group. Driving the desire to share the business' challenges, it contributes to a calm and stable social climate. During the health crisis, social dialogue continued despite the organisational difficulties caused by social distancing requirements.

Social dialogue is structured around staff representative bodies, present in all the countries and at all levels of the organisations, in compliance with the various legislation. These bodies allow comprehensive and constructive discussions on the business' challenges and structural decisions. Consequently, our main international external growth operations are presented to the European Works Council for information or for an advisory opinion if required.

In order to promote a rich dialogue covering all operational or cross-functional issues, supra-legal bodies have been created: union coordinators and transport and

logistics committees therefore complement the legal systems of the European Works Council and Group Committee.

Illustrating this co-construction ambition, an agreement renewing and refining these supra-legal bodies was unanimously signed by union organisations at the end of 2021. This common desire to promote dialogue also helps to resolve any social conflicts that may arise in our organisations.

Finally, the schedule for the negotiations with social partners is consistent with the Group's challenges and policy: a 6<sup>th</sup> agreement on the policy for workers with disabilities was unanimously signed in 2022 by union organisations; a negotiation on the Quality of Life and Working Conditions (QLWC) will be launched in 2022 in accordance with the Group's commitments on the general improvement of working conditions.

<sup>(1)</sup> Since 2020, the employment rate in France has been calculated mid-year.

## SOCIETAL: OUR SOLIDARITY COMMITMENTS

The nature of the Group’s businesses and the density of its network give it the resources to take practical actions at the heart of the regions. Long committed to young people and vulnerable populations, STEF invests in long-term initiatives and ensures that such projects match its expertise and values. To ensure their success, it is involved in community actions with experienced partners that, like STEF, are established in the domestic fabric.



### FOSTERING THE PROFESSIONAL INTEGRATION OF PEOPLE FURTHEST REMOVED FROM THE JOB MARKET

Work is a key driver of social integration. As a creator of jobs, STEF intends to be an actor and partner in the development of the regions in which it operates.

#### INTEGRATION OF YOUNG PEOPLE

Despite the pandemic, the Group has continued its partnerships with associations working for the professional integration of young people. For example, in France, initiatives with the “Sport in the City”, “Our Districts have talent” and “ARPEJEH” associations have been extended and a partnership has been launched with “Nés & Cité” a social meditation and recruitment firm.

#### EDUCATION AND GUIDANCE FOR YOUNG PEOPLE

In 2021, over 410 young people took part in various initiatives. The Group set up remote sessions to maintain the information days on its sites (Spain, Italy, France) and did its utmost to continue to welcome young trainees and interns. In France, the TEKNIK programme designed for college and high school students continued. The Group strengthened its links with the local missions. STEF also embarked on the Cordées de la Réussite scheme alongside the AgroParisTech

foundation to encourage the tutoring of young college students by young engineers.

#### INCLUSION AND INSERTION OF REFUGEES

Several refugee inclusion projects were started in France. The non-profit organisation, Tent Partnership for Refugees is helping the Group to identify and contact associations and NGOs. The training and

skills development programme is structured around two priorities: training in key FFL (French as a Foreign Language) skills and professional training. NGOs complement the scheme with social support (housing, citizen integration, etc.). In total, around twenty people with refugee status benefited from this scheme with STEF in 2021. Other groups are expected in 2022.

### FACILITATING ACCESS TO FOOD PRODUCTS FOR PEOPLE IN NEED

Access to food products is intrinsically linked to the Group’s purpose. This year, STEF continued its action under the three-year sponsorship agreement signed in 2020 with “Restaurants du Cœur”. This partnership is based on training volunteers in employment law (25 people in 2021), supporting the national collection with the provision of transport resources and storage areas (1,771 pallets collected for 1,170 tonnes of goods in 2021), collecting donations from manufacturers and delivering them to the Restaurants du Cœur warehouses (8,465 pallets collected for 2,505 tonnes of goods in 2021) and skills-based sponsorship. Several projects supporting associations have also been set up in Spain, Portugal and Italy.



# FOOD

## SAFETY



## OUR COMMITMENTS FOR CUSTOMERS AND CONSUMERS

Food safety is ingrained in STEF's purpose. It concerns consumer health, the Group's reputation and that of its customers. To improve accuracy, responsiveness and efficiency, the Group is standardising its processes and investing in new systems. Because the key to performance is also based on team behaviour, STEF is developing a positive and shared culture of food safety with the commitment to go beyond the regulations and turn it into a competitive advantage.



### MONITORING AND CONTROLLING TO GUARANTEE THE COLD CHAIN

For a specialist in temperature-controlled food transport, guaranteeing the cold chain is a top priority.

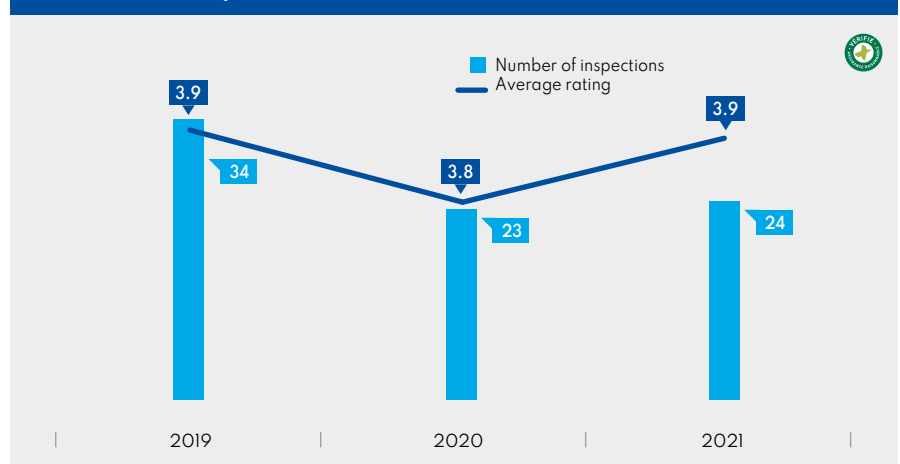
#### HEALTH CONTROL PLAN

In Europe, where all its sites have a community health certification, STEF has set up a Health Control Plan (HCP) based on the analysis of hazards to which goods may potentially be exposed (HACCP method). This plan describes the control measures taken to ensure hygiene, particularly through the cleaning plan, and the health and safety of the activities regarding: — potential biological, physical, chemical and allergen contamination. This plan's deployment is consolidated through internal and external audits conducted by independent

bodies, our customers and even the health authorities; — potential drift of the storage temperature of foods during their warehousing, transit and transport. The provision of safe food products is also based on compliance with deadlines and dates (delivery,

use-by dates, best before dates, stock management rules, etc.) and the commitments made to our customers.

Change in the average rating and number of official health inspections - France data



**MONITORING SYSTEMS AT ALL STAGES**

For many years, operating information systems (WMS and TMS) have ensured the traceability of goods and archiving:

- in the warehouses - Systems for tracking, recording and managing the alarms related to the temperature of the premises are set up and regularly audited and monitored;

- during transport -STEF's refrigerated vehicles are fitted with a temperature recording system in each compartment. The Group requires that its subcontractors comply with these rules.

**NEW SYSTEMS FOR CONSISTENT ALERT MANAGEMENT AND CONTROL**

To ensure consistent alert management and control, provide a better service to its customers and anticipate regulatory changes, in 2021, STEF decided to improve its temperature monitoring systems further and, based

on a collaborative diagnosis, worked on implementing common management rules.

**AN ACTION PLAN THAT CAPITALISES ON THE LATEST TECHNOLOGICAL DEVELOPMENTS**

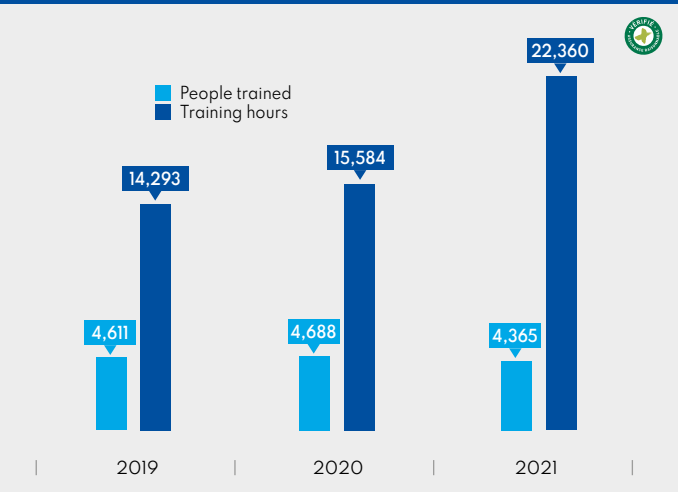
The action plan is based on the latest proven technologies (wireless, digital documents, Internet of Things) and the implementation of new devices (sensors, remote control of facilities). It also plans to integrate all the data into the Group's information systems, making it easier to exploit real-time data to manage more responsive and sophisticated alarm systems, which interact strongly with their environment and thus arrange a relevant response from the "pre-alert" level. It facilitates decision making by anticipating the organisational, operational and technical solutions to be implemented and interprets the data to establish operational diagnoses for facilities. Tested in 2021, these solutions will be deployed and extended to all Group partners from 2022.

**WORKING TOWARDS A POSITIVE FOOD SAFETY CULTURE**

Food safety is based on processes and tools, but above all, on everyone's behaviours. In order to have a positive impact on daily mindset and behaviours, STEF intends to make people more important than ever in its Quality Management Systems (QMS). This approach will also be incorporated into the food safety training programme already in place in order to ensure the proficiency of all those involved in the cold chain within all the Group's organisations.



Number of people trained and number of hours training in food safety - Group data



Despite the absenteeism related to the pandemic (absences and periods of partial unemployment) STEF has managed a substantial increase in the number of training hours dedicated to food safety.

## GOVERNANCE AND ETHICS

The governance policies adopted by STEF contribute to business ethics and help to respect the areas covering human rights and fundamental freedoms and the health and safety of the people in the 8 countries in which the Group operates.



### GOVERNANCE

The Sustainable Development and Social Responsibility Departments are responsible for deploying the CSR policy, coordinating the various internal actors, listening to stakeholders and monitoring and executing the HSW/QWL and Environment action plans. They develop and deploy policies in these areas. Management of the CSR process is set out in the first section of the Economic and Financial Planning document.

### ETHICS AND BUSINESS CONDUCT CHARTER

STEF's ethics and business conduct charter contains the standards for good business practices applicable in the Group, as well as the provisions of the Sapin II law. STEF has set up an organisation, tools and a procedure that it can use to comply with these obligations.

The ethics and business conduct charter defines the behaviour standards to be respected by all employees in situations presenting risks of corruption and influence peddling. It follows the Middlednext

reference system to which STEF has chosen to refer. The ethics and business conduct charter appears on STEF's intranet and internet sites. An external whistleblowing platform (EQS Integrity Line) completes the system.

A training module has been set up using an e-learning format, customised for STEF. This is aimed at the 1,200 executives, managers and employees who, due to their roles, are likely to face situations of corruption or influence peddling. This scheme was presented to all management committees for central functions and business units.



## MONITORING PLAN

STEF's monitoring plan presents the reasonable due diligence measures established within the Group to identify risks and prevent serious breaches regarding human rights and fundamental freedoms, the health and safety of people and the environment resulting from the Company's activities and those of its consolidated subsidiaries and the activities of subcontractors or suppliers with which the Group maintains established business relationships.



STEF operates in Europe in economic and socio-cultural environments that have few structural differences; consequently, the plan can be deployed uniformly throughout the Group. The Group's business model is set out in the first section of the annual report and the CSR report.

### METHODOLOGY AND DRAFTING OF THE MONITORING PLAN

The drafting of the STEF Monitoring Plan brought together the Group's main functions (Human Resources, Sustainable Development Department, Purchasing, Business Unit, Internal Audit, Food Safety, Company Secretary). This plan specifies the rules and provisions that enable the Group to identify and prevent actual or potential breaches related to its activities and where necessary, to limit their effects.

Ongoing discussions with internal and external stakeholders have long been used to involve them in the choice of actions carried out and their deployment.

### ENVIRONMENTAL MONITORING PLAN

The mapping of STEF's environmental risks results in impacts on:

- the climate, through GHG (greenhouse gas) emissions mainly resulting from hydrocarbon combustion (vehicle traction and operating onboard refrigerated units, ship propulsion) and, to a lesser extent, electricity consumption (quayside supply for vessels, refrigeration of platforms) and refrigerant emissions for maintaining the cold production facilities of the warehouses and platforms;
- air quality, through emissions into the atmosphere (NO<sub>x</sub>, HC and particles) during hydrocarbon combustion (vehicle traction and operating onboard refrigerated units, ship propulsion and berthing);
- food safety which emerges as a major challenge for the company given STEF's principal activity, temperature-controlled logistics for food products.

In order to reduce its emissions, STEF has implemented a structured process resulting in specific investments (ongoing replacement of its vehicle fleet and facilities, quayside electrical supply for ships, particulate filters for La Méridionale), combined with proactive accreditation and certification policies.

## HUMAN RESOURCES AND FUNDAMENTAL RIGHTS MONITORING PLAN

The STEF Group complies with the social regulations in force in each of its operating countries.

In addition to the fundamental principles set out in the Group's ethics and business conduct charter relating to the respect for human rights, STEF has chosen to focus its actions on a policy of diversity and equal opportunities. This is currently being deployed in each of its operating countries.

A Group Health and Safety at Work roadmap is applicable to each country and each organisation. It is comprised of different themes.

— Supervision of the Health and Safety at Work process by management.

— Risk control and prevention:

- integration of the HSW process upstream, from the design of facilities, work processes, vehicles or handling machines;

- major risks in terms of HSW have been identified:

- accidents related to the circulation of vehicles or handling equipment in the warehouses;
- musculoskeletal issues;
- addictive consumptions and behaviours.

- principle of supervision and monitoring managed directly by the operating sites: risk evaluation documents, accident monitoring indicators (frequency and severity rates) consolidated at country and Group level;

- deployment of the Health and Quality of Working Life procedure:

- redesign of the range of work clothes;

- programme for the prevention of psycho-social risks;
- improved working environments;
- actions promoting fulfilment at work for employees: work/life balance, health practices, employee support.

- targeted communication at all levels of the organisation order to share a common culture.

## RELATIONSHIPS WITH SUPPLIERS AND SUBCONTRACTORS

As a purchaser in various business sectors, including transport subcontracting and construction site management and across other purchasing categories, STEF has a proactive and inclusive policy with regards its main suppliers and subcontractors. Favouring local sourcing (95% of national suppliers in France), the Group has also strengthened the CSR criteria in its tenders.

### A PROACTIVE AND INCLUSIVE POLICY

This policy is reflected by:

- the inclusion of a CSR clause in purchasing and subcontracting contracts;
- the signing of a sustainable purchasing charter;
- the addition of CSR criteria in the specifications during calls for tenders.

The Group's sustainable purchasing charter, updated in 2020, is aimed at all suppliers and sets out the main ethical, social and environmental commitments to which they are asked to adhere.

They must also convey these principles among their own suppliers. The sustainable purchasing charter has been incorporated into the general terms and conditions of sales and standard contracts.

Strategic suppliers are subject to regular evaluations. This survey is used by internal stakeholders to give their perception of such suppliers. These assessments are shared with the suppliers themselves and, where necessary, result in corrective action plans.

### A survey of the 100 principal suppliers

In order to take better account of the CSR factors in the relationship and selection of its suppliers, in 2021, STEF conducted a detailed survey among its principal suppliers. The challenge was to respond to the requirements of standards and accreditations, refine the Group's materiality matrix and offer a better idea of their maturity level on these commitments:

- a global approach: this survey was based on the major CSR priorities defined by the ISO 26000 international standard: governance, environment, human rights, industrial relations and working conditions, fair practices, consumer-related issues and local development;

- encouraging results: 72% of suppliers confirmed that they have implemented a CSR policy and 90% are committed to an environmental process. Almost all of them ensure respect for human rights in their value chain and 87% are involved in actions designed to promote diversity and equal opportunities. Over half of the suppliers questioned have an Ecovadis rating. Finally, 72% take CSR into account when selecting their own suppliers.

### Strengthening the CSR criteria in calls for tenders

The Group's consultation, selection and monitoring documents contain environmental and societal criteria that are strengthened and clarified every year in accordance with the Group's policy and regulatory requirements. The CSR criteria included in the tenders are weighted according to the nature of suppliers' activities: for product suppliers, the emphasis is on environmental criteria while for service providers, the social aspect prevails.

## TRAINING AND INFORMATION

— The standards for good business practices appear in the Group's ethics and business conduct charter.

— The Group has implemented a specific e-learning training course and whistleblowing scheme in relation to combating corruption.




— Finally, the Group relies on a community of European correspondents to deploy the action plans and distribute the rules concerning the themes of HR, Health and Safety at Work and Environment.

## ALERTS AND WHISTLEBLOWERS

— Contentious cases are reported through the managerial channel, according to the Group's organisation and the recommendations of the ethics and business conduct charter.

— The Group has supplemented its alert and whistleblowing scheme with the implementation of an external whistleblowing platform for situations that may present risks of corruption and influence peddling.

## METHODOLOGICAL NOTE

The STEF Group's extra-financial information is published in accordance with the obligations arising from Order 2017-1180 of 19 July 2017 and the Decree of 9 August 2017 which made it possible to take the necessary provisions for the transposition of Directive 2014/95/EU. Information identified by the sign  has been verified with a reasonable level of assurance by the Independent Third Party Organisation.

— **Scope** - Quantitative and qualitative information is provided about the entire Group. Where appropriate, the differences in scope are specified for the relevant indicators. Consequently, there is a paragraph dedicated to the "maritime" activity covering La Méridionale and its subsidiaries. Companies acquired and/or sold during the year are excluded from the scope. The calculation of the gCO<sub>2</sub>e/t.km KPI excludes customers for which the Group has only partial information.

— **Selection of reporting information and indicators** - The information has been selected for its relevance with regard to STEF's main CSR impacts, given its core business and the challenges of corporate social responsibility identified as strategic for the Group. These indicators are used to measure the results of its policies and action plans. Thus, the following topics, required by Article L. 22-10-36 of the French Commercial Code, are excluded because they are not relevant to STEF's operations: the fight against tax evasion, the fight against food insecurity, respect for animal welfare and responsible, fair and sustainable food production and actions designed to promote the practice of physical and sporting activities.

— **Information collection and assessment** - The methods for reporting information are defined in an internal protocol (annually, over 12 months of the calendar year) based on datasheets describing the methods for assessing, collecting and checking the CSR indicators.

— **External audit** - The extra-financial information published has been audited by an Independent Third Party Organisation.

## AUDITORS' CERTIFICATE

### Report by the Independent Third Party Organisation on the verification of the consolidated declaration of extra-financial performance appearing in the management report

Year ended 31 December 2021


To the Shareholders,


In our capacity as an Independent Third Party Organisation, a member of the Mazars network and as the STEF company's Statutory Auditors, accredited by the COFRAC Inspection under number 3-1058 (accreditation scope available on the [www.cofrac.fr](http://www.cofrac.fr) website), we conducted the work to formulate a reasoned opinion expressing a limited assurance conclusion on the historical information (recorded or extrapolated) of the consolidated declaration of extra-financial performance, and at the Company's request and outside the scope of accreditation, a reasonable assurance conclusion on a selection of information, prepared in accordance with the entity's procedures (hereafter the "Reference System") for the financial year ended on 31 December 2021 (hereafter the "Information" and "Declaration" respectively), presented in the Group's management report in accordance with Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.


### Conclusion

Based on the procedures that we implemented, as described in the paragraph "Nature and extent of the work", and the elements we collected, we found no material misstatement that would call into question the fact that the consolidated declaration of extra-financial performance complies with the applicable regulatory provisions and that the information, taken in its entirety, is presented, in all material respects, in a sincere way in accordance with the Reference System.


### Reasonable assurance report on selected information

Regarding the information selected by the Company and identified by the  sign, at the Company's voluntary request, we conducted work of the same nature as that described in the paragraph "Nature and extent of the work" below for the key performance indicators and for the other quantitative results that we considered most important, but in greater detail, particularly regarding the number of tests.

The sample selected represented 76% of the workforce and between 67% and 91% of the environmental information identified by the sign .

We believe that this work allows us to express reasonable assurance concerning the information selected by the Company and identified by the sign .

### Conclusion

In our opinion, the information selected by the Company and identified by the sign  has been established, in all material respects, in accordance with the Reference System used.

### Preparation of the declaration of extra-financial performance

The absence of a generally accepted and commonly used reference framework or established practices on which to rely to evaluate and measure the information allows the use of different, but acceptable measurement techniques that can affect comparability both between the entities and over time.

Consequently, the information must be read and understood by referring to the Reference System, the significant elements of which are presented in the Declaration and available on request from the entity's head office.

### Limits inherent in the preparation of the information

As indicated in the Declaration, the information can be subject to an uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data used. Some information is sensitive to the methodological choices, assumptions and/or estimates selected for its preparation and presented in the Declaration.

### Company's responsibility

The Board of Directors is responsible for:

- selecting or establishing appropriate criteria for the preparation of the information;
- preparing a Declaration in accordance with the legal and regulatory provisions, including a presentation of the business model, a description of the main extra-financial risks, a presentation of the policies applied with regards these risks and the results of these policies, including the key performance indicators and the information set out in Article 8 of the Regulation (EU) 2020/852 (green taxonomy);
- and implementing the internal control that it believes necessary for producing the information to be free of material misstatement, whether due to fraud or errors.

The Declaration has been produced by applying the Reference system of this entity as referred to above.

### Responsibility of the independent third party organisation

Our role, based on our audit, is to formulate a reasoned opinion expressing a limited assurance conclusion on:

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

As our role is to formulate an independent conclusion on the information as prepared by the management, we are not authorised to be involved in the preparation of the aforementioned information as that could compromise our independence. Our role is also to express, at the entity's request and outside the scope of accreditation, a reasonable assurance conclusion on the fact that the information selected by the entity has been established, in all material respects, in accordance with the Reference Systems used.

It is not for us to decide on:

- the entity's compliance with other applicable legal and regulatory provisions (particularly in terms of the information set out in Article 8 of the Regulation (EU) 2020/852 (green taxonomy), the monitoring plan and combating corruption and tax evasion);
- the sincerity of the information set out in Article 8 of the Regulation (EU) 2020/852 (green taxonomy);
- the compliance of the products and services with the applicable regulations.

### Regulatory provisions and applicable professional standards

We conducted the following work in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, the professional standards of the national auditing body (Compagnie Nationale des Commissaires aux Comptes) for this work in lieu of a verification programme and the international standard ISAE 3000 (revised).

### Independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the professional code of ethics for the profession of auditor. In addition, we have established a quality control system that includes documented policies and procedures to ensure compliance with the applicable laws and regulations, the rules of ethics and

professional standards of the national auditing body (Compagnie Nationale des Commissaires aux Comptes).

### Means and resources

Our work used the skills of 5 people and took place between November 2021 and March 2022 over a total procedure time of 3 weeks.

We conducted around fifteen interviews with the people responsible for preparing the Declaration, in particular representing Executive Management, Management Control, Sustainable Development, Human Resources and Food Safety.

### Nature and extent of the work

We planned and conducted our work taking account of the risk of material misstatements on the information:

- we believe that the procedures we conducted using our professional judgement have enabled us to express a limited assurance conclusion;
- we reviewed the activity of all the companies included in the scope of consolidation and the exposure to the main risks;
- we assessed the appropriate nature of the Reference System with regards its relevance, exhaustiveness, reliability, neutrality and clarity, taking into consideration industry good practice, where necessary;
- we verified that the Declaration covers every category of information set out in III of Article L. 225 102 1 regarding social and environmental issues, as, well as the respect of human rights and combating corruption and tax evasion;
- we verified, when it was relevant with regards the main risks presented, that the Declaration presents the information set out in II of Article R. 225-105, and where applicable, that it includes an explanation of the reasons justifying the absence of information required by the 2<sup>nd</sup> paragraph of III of Article L. 225-102-1;
- we verified that the Declaration presents the business model and a description of the main risks related to the activity of all the entities included in the scope of consolidation, including, if necessary and proportionate, the risks created by their business relations, products or services together with the policies, actions and results, including the key performance indicators associated with the main risks;
- we consulted documentary sources and conducted interviews to:
  - assess the selection and validation process for the main risks and the consistency of the results, including the key performance indicators selected with regards the main risks and policies presented; and

- corroborate the qualitative information (actions and results) that we considered most important presented in appendix 1. For some risks, GHG emissions and air pollutants, our work was carried out at the level of the parent company, for other risks, work was conducted at the level of the parent company and in a selection of entities;

— we verified that the Declaration covers the consolidated scope, i.e. all the entities included in the scope of consolidation in accordance with Article L. 233-16 within the limits specified in the Declaration;

— we reviewed the internal control and risk management procedures implemented by the entity and assessed the collection process aimed at providing complete and sincere information;

- for the key performance indicators and other quantitative results that we considered most important presented in appendix 1, we implemented:
  - analytical procedures that involved verifying the correct consolidation of the data collected and the consistency of its development;
  - detailed tests based on samples or other selection techniques, that involved checking the correct application of the definitions and procedures and reconciling data with the supporting documents. This work was conducted with a selection of contributing entities and covered between 67% and 91% of the consolidated data selected for these tests;

— we assessed the consistency of the entire Declaration compared with our knowledge of all the entities included in the scope of consolidation.

The procedures implemented within the framework of a limited assurance mission are less extensive than those required for a reasonable assurance mission conducted in accordance with the professional standards of the national auditing body (Compagnie Nationale des Commissaires aux Comptes); the procedures implemented for the reasonable assurance required more extensive verification work.

### The independent third party organisation, Mazars SAS

Paris La Défense, 11 March 2022

#### Anne-Laure ROUSSELOU

Associate  
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### Appendix 1: information considered most important

#### Qualitative information (actions and results) relating to the principal risks

- Human capital
- Supervision of the Health and Safety at Work process by management
- GHG emissions from fuel consumption
- Use of refrigerants
- Electricity consumption
- Air pollutants
- Health and safety of consumers - food safety

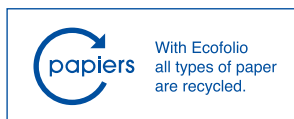
#### Quantitative indicators including key performance indicators

- End of period workforce
- Absenteeism rate
- Number of training actions
- Staff turnover
- Frequency rate and severity rate
- Diesel consumption at 100 km for own fleet (STEF France)
- CO<sub>2</sub> emissions in gCO<sub>2</sub>/t.kilometre
- Breakdown of refrigerants by type in fixed facilities
- Electricity consumption per tonne carried
- Pollutant emissions, emitted during land transport operations in g(NOx+HC)/t.kilometre and in mg.part/t.kilometre
- Change in the average rating obtained by sites during inspections by the authorities (STEF France)
- Number of training hours and number of people trained in health and safety

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Design/Publishing: Idéogramme Communication  
Photographs by: Clan d'Oeil, Cyril Bruneau, Michael Rouallo - Fucha - Muyard- PH Jacob - STEF and La Méridionale  
Photo libraries - Shutterstock - iStock  
Coordination: STEF Company Secretary – Marie-Line Pesquidoux  
and Communication Department: Céline Audibert



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