



# DECLARATION OF NON-FINANCIAL PERFORMANCE



THE CLIENTS, PROFIT  
&  
*Fun* COMPANY

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# 01

## STRATEGY AND PROFILE

08. CLASQUIN, UNIQUE IN ITS FIELD  
12. EXPANSION STRATEGY  
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# STRATEGY AND PROFILE





**CLARIFAI**  
**ive**  
**orative platform**  
**augmented**  
**y chain**



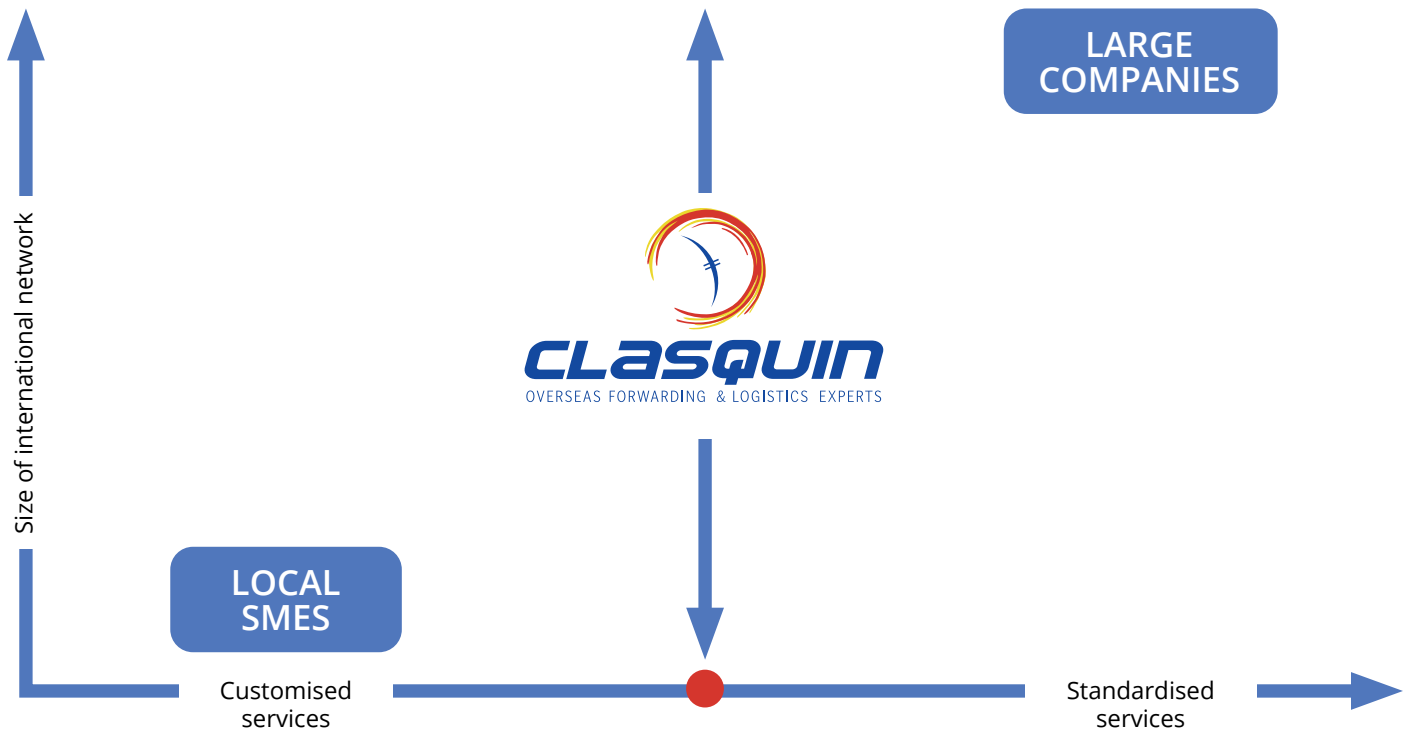
# CLASQUIN, **UNIQUE** IN ITS FIELD

## Description of main operations, products and services

As a medium-sized multinational company operating in the fields of international freight forwarding and overseas logistics, CLASQUIN combines the range of services offered by a multinational company with the advantages of an SME, such as quick response times, reliability, dedicated client contacts, creativity and innovation.

This unique market position is bolstered by its fundamental strengths: expert dedicated teams, an international network and integrated information system.

The flexibility and client proximity of a mid-tier company coupled with the expertise of a large group



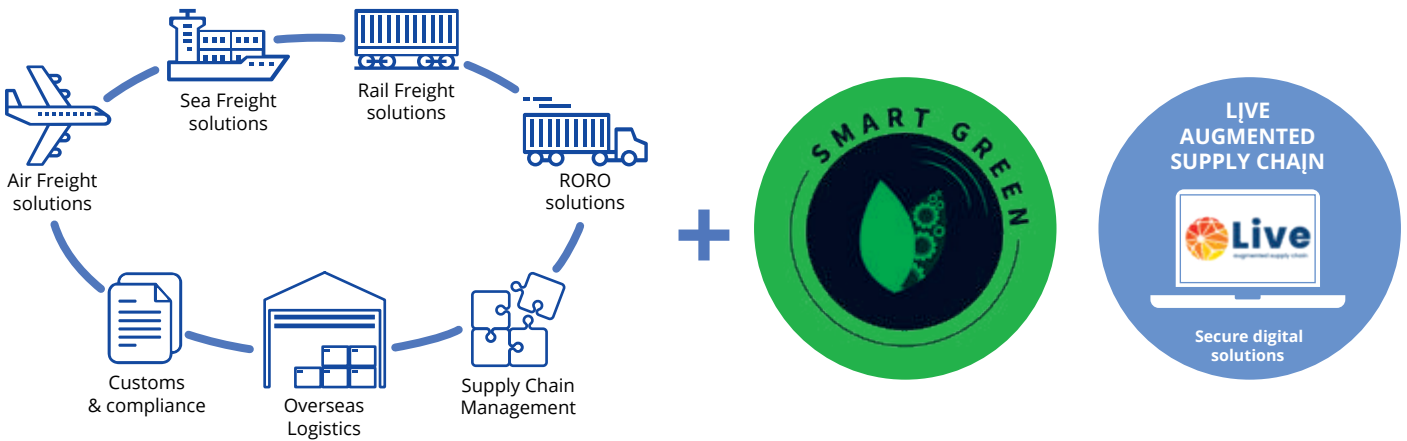


# High value-added business model

CLASQUIN is free of the constraints of managing transport assets and develops its value-added in terms of services and expertise. The Group leverages its know-how to implement

efficient solutions that harmonise, streamline and secure the shipments of its clients, for whom global trade is both strategic and complex.

## Our business



Through its network of 85 offices, CLASQUIN now manages import and export flows mainly between Western Europe and overseas markets, in particular Asia-Pacific, North America, North Africa and sub-Saharan Africa. In 2023, the Group consolidated its presence on this continent with the acquisi-

tion of TIMAR, a Moroccan group specialising in international transport, logistics and goods transit. And as a forerunner of trade with Asia, CLASQUIN has always had a strong presence on the Asia-Pacific routes.

## 2024 key figures

**1,602**  
EMPLOYEES

**%150.5m**  
GROSS PROFIT

**11,000**  
CLIENTS

**%697.8m**  
SALES



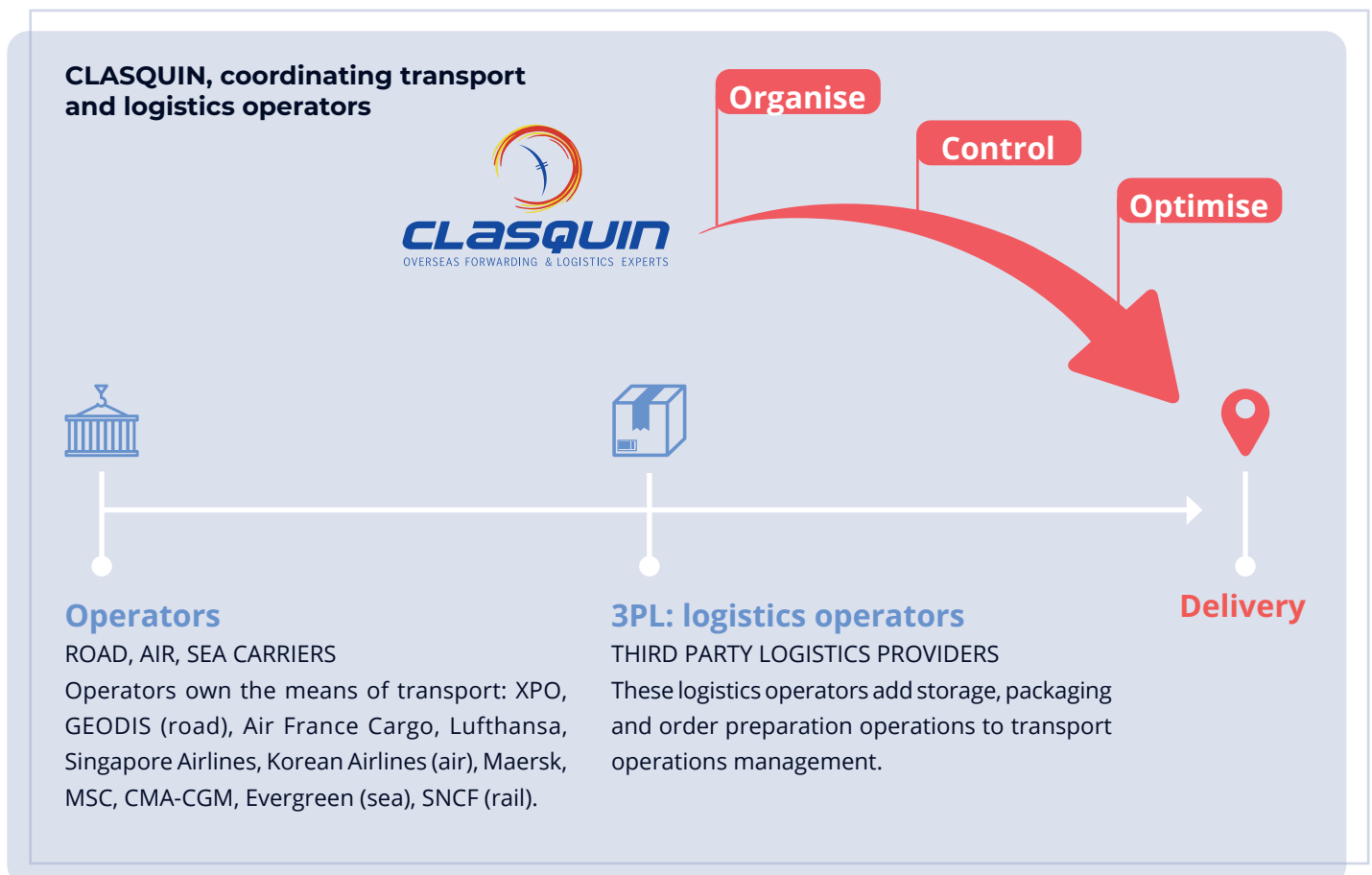
## Strong competitive position

Logistics chains involve a large number of operators: road and rail carriers, forwarding agents, customs agents, air and sea freight companies, customs warehouses, etc.

In practice, the market giants are often both operators and 3PLs (Third Party Logistics Providers). Furthermore, they operate in both international and national transport segments.

CLASQUIN belongs to that class of companies that are free of the constraints of owning its own transportation or storage assets. Such companies are free to organise, control and optimise the flow of goods and services before and after transportation, seeking to provide a value-added service.

### CLASQUIN selects and oversees a network of subcontractors chosen among the best providers available



# EXPANSION STRATEGY

For nearly 35 years, CLASQUIN has proven its ability to achieve steady growth. The Group aims to continue developing its international network on East-West routes (Asia-Europe and Asia-North America) and on the more recently served

North-South routes (Europe-Africa) following the acquisition of TIMAR. Meanwhile, we are expanding our range of value-added services, including logistics management for international clients and supply chain management consulting.



# INTEGRATED GLOBAL NETWORK

By investing in the creation of its own offices since 1984, particularly in Asia, the Group's historical foothold, CLASQUIN chose to form an integrated international network.

This international network, which comprises 35 offices in Europe, 19 in Africa, 23 in Asia-Pacific and 8 in the Americas, offers bespoke solutions to client needs and an enhanced level of security and reliability in goods tracking.

Moreover, as a founding member of WFA (World Freight Alliance), CLASQUIN can operate in all countries of the world.





**CSR POLICY  
AND  
PERFORMANCE**

- 18. A CSR POLICY THAT CONTRIBUTES TO OVERALL SUSTAINABLE PERFORMANCE
- 19. NON-FINANCIAL CONCERNS AND CSR OBJECTIVES

# CSR POLICY AND **PERFORMANCE**





# A CSR POLICY THAT CONTRIBUTES TO **OVERALL SUSTAINABLE PERFORMANCE**

At CLASQUIN, Corporate Social Responsibility (CSR) reflects our commitment to becoming an exemplary company by making constant progress on three main objectives:

... **PEOPLE**: build high-performing committed teams;

... **PARTNER**: act with responsibility, integrity and commitment;

... **PLANET**: set an example for the sector by helping to control the environmental impact of our ecosystem.

Our CSR policy is reflected in a participatory approach rooted in a corporate culture encapsulated by the motto “Clients, Profit & Fun”: client satisfaction and feedback, economic performance and leadership of social dialogue.

CLASQUIN’s devotion to its people is illustrated by its exemplary human resources policy covering areas including recruitment, employer brand, the promotion of diversity, personal development schemes, profit-sharing, listening and sharing for its multicultural and international teams.

In addition, the Group strives to be an upright, responsible partner committed to preventing and combating corruption and protecting its information systems and stakeholder data, while engaging with local communities over the long term. Since 2021, CLASQUIN has supported developing entities in line with its values and identity through the CLASQUIN Foundation created under the aegis of Fondation de France.

Moreover, CLASQUIN is aware that solutions to environmental concerns must apply not only within the Company, through concrete measures aimed at limiting its impact, but also on the scale of its global ecosystem. The Group has thus developed a “Green offering” to help clients measure, optimise and rethink the impact of their activities at local or international level.

# NON-FINANCIAL CONCERNS AND **CSR OBJECTIVES**

## Our concerns

By the nature of its activities, CLASQUIN operates in a complex environment exposed to multiple risks. As part of this Declaration and in order to identify and forestall potential non-financial concerns affecting the Group, the main CSR issues were reviewed, focusing on those related to the business of the Company or all Group entities.

The Group has used the social and environmental information listed in decree no. 2017-1265 of 9 August 2017 as a basis, by identifying the potential risks associated with each of these topics. This assessment was carried out via interviews with a number of Board and Executive Committee members, as well as an external stakeholder acting in the capacity of financial analyst. The risks described below are those considered to be the most material. These CSR risks identified within the scope of the analysis are considered to have a potential material adverse impact on the Group.

The issues identified were thus submitted to the business line managers in order to be measured. Business line managers were asked to assess gross risk levels focusing on the

likelihood of occurrence and the potential financial, reputational or economic impact. Each level of risk corresponds to specific events set out in a table, based on a pre-established rating scale. The gross rating of each risk was obtained by multiplying the degree of probability by the sum of the levels of impact. The risks were then ranked in accordance with the gross rating.

For the description of the business model, all business line managers were questioned on the Group's value creation targets and strategies, as well as the main trends and factors that could influence the Company's future development.

These results were presented to and approved by the Executive Committee.

To illustrate each of the policies applied in order to identify, mitigate or prevent the occurrence of risks, the Group has selected what appeared to be relevant performance indicators.

## Main non-financial concerns

The concerns presented below correspond to CSR risks related to the Company's business. These are "gross" risks, without taking into account policies and measures implemented by the Group to prevent their occurrence and mitigate their impact.

Meanwhile, other risks were disregarded on grounds of their irrelevance to the Group's business activities.

For example, as a freight forwarder CLASQUIN does not produce manufactured goods and has no production facilities liable to generate industrial risks. The main resource used by the Group to conduct its business is the expertise of its people. Accordingly, there is a large number of staff-related non-financial concerns, as they are relevant to CLASQUIN's business activities.

| RISK                                   | CAUSES   | CONSEQUENCES   |
|--|--|--|
| <b>Staff</b>                           |  |  |
| <b>Attraction</b>                      | <ul style="list-style-type: none"> <li>• Difficulty hiring and attracting talent</li> <li>• Unattractive pay policy, weak brand visibility</li> <li>• Lack of meaning, lack of CSR policy</li> </ul>   | <ul style="list-style-type: none"> <li>• Unattractive career development management</li> </ul>   |
| <b>Failure to retain talent</b>        | <ul style="list-style-type: none"> <li>• Employee dissatisfaction with pay policy, management or internal communication</li> </ul>   | <ul style="list-style-type: none"> <li>• Departure of talented staff</li> </ul>  |
| <b>Workload and working hours</b>      | <ul style="list-style-type: none"> <li>• Inappropriate work organisation or workload</li> </ul>  | <ul style="list-style-type: none"> <li>• Increase in psychological risks, industrial accidents and commuting accidents</li> </ul>  |
| <b>Health and safety</b>               | <ul style="list-style-type: none"> <li>• Ignorance of safety requirements to be observed in warehouses, risks on the road for salespeople</li> </ul>   | <ul style="list-style-type: none"> <li>• Industrial accidents and commuting accidents</li> </ul>   |
| <b>Industrial relations</b>            | <ul style="list-style-type: none"> <li>• Lack of dialogue between Group management and employees</li> </ul>  | <ul style="list-style-type: none"> <li>• Deterioration in the working environment to the detriment of collective performance</li> </ul>  |
| <b>Training</b>                        | <ul style="list-style-type: none"> <li>• Lack of ongoing training, loss of know-how, competitive factor</li> </ul>   | <ul style="list-style-type: none"> <li>• Mismatch between staff skills and changing work practices</li> </ul>  |
| <b>Gender balance</b>                  | <ul style="list-style-type: none"> <li>• Difficulty hiring and issues of salary scales</li> </ul>  | <ul style="list-style-type: none"> <li>• Lack of gender balance and unequal pay between women and men</li> </ul>   |
| <b>Disability</b>                      | <ul style="list-style-type: none"> <li>• Difficulty hiring persons with disabilities</li> </ul>  | <ul style="list-style-type: none"> <li>• Failure to comply with requirements regarding the employment of persons with disabilities</li> </ul>  |
| <b>Cybersecurity</b>                   | <ul style="list-style-type: none"> <li>• Risk of external breach of information systems (hacking, malicious acts, fraud, etc.)</li> <li>• Lack of anticipation</li> <li>• Failure to inform employees on the cybersecurity policy</li> </ul> | <ul style="list-style-type: none"> <li>• Unavailability of information systems, deterioration of working conditions and leakage of sensitive data (on clients, employees, etc.)</li> </ul> |
| <b>Environment</b>                     |  |  |
| <b>Waste management</b>                | <ul style="list-style-type: none"> <li>• Lack of awareness about waste recycling</li> </ul>  | <ul style="list-style-type: none"> <li>• Lack of recycling</li> </ul>  |
| <b>Climate change</b>                  | <ul style="list-style-type: none"> <li>• Deterioration of climatic conditions</li> </ul>   | <ul style="list-style-type: none"> <li>• Disruption of means of transport</li> </ul>   |
| <b>Raising environmental awareness</b> | <ul style="list-style-type: none"> <li>• Non-compliance with regulations</li> <li>• Failure to meet market expectations</li> </ul>   | <ul style="list-style-type: none"> <li>• Inability to measure stakeholders' carbon footprint</li> <li>• Failure to help clients move towards a low-carbon supply chain</li> </ul>          |
| <b>Social</b>                          |  |  |
| <b>Sponsorship</b>                     | <ul style="list-style-type: none"> <li>• Difficulty selecting coherent solidarity initiatives</li> </ul>   | <ul style="list-style-type: none"> <li>• Lack of involvement in local communities as a sponsor</li> </ul>  |
| <b>Corruption risk</b>                 | <ul style="list-style-type: none"> <li>• Risk of geographical exposure and identification of sensitive posts</li> </ul>  | <ul style="list-style-type: none"> <li>• Acts of corruption, influence peddling, etc.</li> </ul>   |



| RİSK                            | PROBABLİTY | FİNANÇIAL | IMPACT ON REPUTATİON | BUSİNESS CONTİNUİTY | SIZE OF RİSK |
|---------------------------------|------------|-----------|----------------------|---------------------|--------------|
| Attraction                      | Medium     | Medium    | Limited              | Medium              | High         |
| Failure to retain talent        | Medium     | Medium    | Limited              | Medium              | High         |
| Workload and working hours      | Medium     | Medium    | Limited              | Medium              | Medium       |
| Health and safety               | Medium     | Limited   |                      |                     |              |
| Industrial relations            | Medium     | Medium    | Limited              | Medium              | Medium       |
| Training                        | Medium     | Medium    | Limited              | Medium              | Medium       |
| Gender balance                  | Medium     | Medium    | Limited              | Medium              | Medium       |
| Disability                      | Medium     | Limited   | Medium               | Limited             | Medium       |
| Waste management                | Medium     | Limited   |                      |                     |              |
| Climate change                  | Medium     | Medium    | Limited              | Medium              | High         |
| Raising environmental awareness | Medium     | Medium    |                      |                     | High         |
| Cybersecurity                   | Medium     |           |                      | High                |              |
| Corruption risk                 | Medium     | Limited   | Medium               | Limited             | Medium       |
| Sponsorship                     | Limited    |           |                      |                     |              |



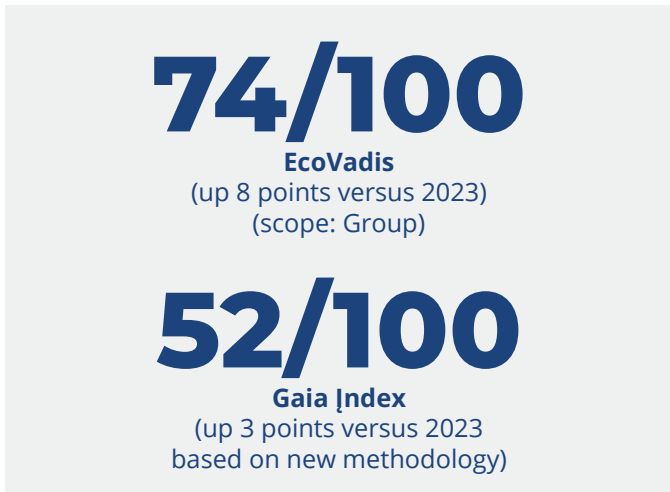
**Calculation methodology:** the risk rating is obtained by multiplying the level of probability and the impact (financial, reputational, business continuity). A reference scale then enables the risk severity to be classified into four grades: limited, medium, significant and high.



## CSR objectives

At CLASQUIN, CSR policy contributes to the Group’s sustainable growth.

For several years now, our desire to be a **GOOD COMPANY** has been reflected in our involvement in initiatives related to



Since November 2022, CLASQUIN has been officially committed to the United Nations Global Compact. The Group draws on the Ten Principles of the UNGC and the Sustainable Development Goals to guide its CSR strategy.

The 2024 Declaration of Non-Financial Performance (“Declaration”) was overseen by Group management in close collaboration with the various contributing departments: Human Resources, Legal, Marketing & Communication, Health & Safety, Environment, BST, etc.

For each reporting scope, the CSR working group was assisted by KPI Leaders tasked with collecting, analysing and sharing key indicator data. The Committee thus produced internal guidelines and indicator factsheets to improve mutual understanding and harmonise the collection of information.

social and environmental commitments. We have developed our CSR approach around the 3 Ps: “People, Partner, Planet”. Our latest ratings give us confidence in our ability to create a responsible future.

**#1  
PEOPLE**

**#2  
PARTNER**

**#3  
PLANET**





**03**

**PEOPLE:  
BUILD HIGH-  
PERFORMING  
COMMITTED  
TEAMS**

- 29. ATTRACT (AND RETAIN) THE BEST TALENTS
- 32. DEVELOP EMPLOYEE SKILLS
- 37. LISTEN TO OUR EMPLOYEES
- 39. LISTEN TO OUR CLIENTS
- 40. PROTECT EMPLOYEES AND IMPROVE THEIR WELL-BEING
- 44. PROMOTE DIVERSITY







**PEOPLE:**  
BUILD HIGH-  
PERFORMING  
COMMITTED  
TEAMS



As a service company, CLASQUIN's employees are its main asset. The "PEOPLE" pillar of our social policy is therefore a

strong component of our corporate mission, as demonstrated by the strong and ambitious HR policy explained below.

| PEOPLE  | CLASQUIN ACTIONS  | SDG  | DESCRIPTION  | GLOBAL COMPACT PRINCIPLE   |
|---|---|--|--|--|
| <b>Attract the best talents</b>                       | <ul style="list-style-type: none"> <li>A strong corporate culture</li> <li>Company attractiveness boosted by an employee shareholding policy*</li> <li>Employees involved in the Group's strategy</li> <li>Attractive employer brand</li> <li>Dynamic onboarding policy</li> </ul>  | <br><br>  | <ul style="list-style-type: none"> <li>Promote a stimulating, shared and sustainable economic growth project, full and productive employment and decent work for all</li> <li>Enable everyone to live in good health and protect the well-being of all people of all ages</li> <li>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</li> </ul> | <p><b>Principle 1:</b></p> <p>Businesses should support and respect the protection of internationally proclaimed human rights</p>  |
| <b>Develop employee skills</b>                        | <ul style="list-style-type: none"> <li>HR policy driven by high-performing teams</li> <li>Training: a profitable and sustainable investment for the Company, enhanced motivation for employees</li> <li>Internal mobility policy facilitated by effective managerial support</li> <li>Develop staff employability</li> <li>Career paths</li> <li>Promote cross-functionality</li> </ul> | <br>   | <ul style="list-style-type: none"> <li>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</li> </ul>   | <p><b>Principle 1:</b></p> <p>Businesses should support and respect the protection of internationally proclaimed human rights</p>  |
| <b>Listen to employees</b>                            | <ul style="list-style-type: none"> <li>Appropriate and agile dialogue with teams</li> <li>Attentive management to ensure quality of life at work: Fun@work scheme</li> </ul>  |   | <ul style="list-style-type: none"> <li>Enable everyone to live in good health and promote the well-being of all people of all ages</li> </ul>  | <p><b>Principle 3:</b></p> <p>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</p>  |
| <b>Listen to our clients</b>                          | <ul style="list-style-type: none"> <li>Sharing for Growing</li> </ul>   | <br>   | <ul style="list-style-type: none"> <li>Promote an effective, responsible and inclusive society at all levels</li> <li>Listening to our clients' Green issues</li> </ul>  | <p><b>Principle 1:</b></p> <p>Businesses should support and respect the protection of internationally proclaimed human rights</p>  |
| <b>Protect employees and improve their well-being</b> | <ul style="list-style-type: none"> <li>Prevention and awareness-raising</li> <li>Adaptation of workspaces and working arrangements (home office)</li> <li>Measures to promote physical exercise and sport</li> </ul>  | <br>   | <ul style="list-style-type: none"> <li>Enable everyone to live in good health and promote the well-being of all people of all ages</li> <li>Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all</li> </ul>   | <p><b>Principle 1:</b></p> <p>Businesses should support and respect the protection of internationally proclaimed human rights</p>  |
| <b>Promote diversity</b>                              | <ul style="list-style-type: none"> <li>Equal treatment</li> <li>Gender balance</li> <li>Equitable recruitment</li> <li>Disability policy</li> </ul>   | <br><br><br> | <ul style="list-style-type: none"> <li>Achieve gender equality and empower all women and girls</li> <li>Promote sustained, economic growth, full and productive employment and decent work for all</li> <li>Enable everyone to live in good health and promote the well-being of all people of all ages</li> <li>Reduce inequalities both within and between countries</li> </ul>                        | <p><b>Principle 4:</b></p> <p>Businesses should uphold the elimination of all forms of forced and compulsory labour</p> <p><b>Principle 6:</b></p> <p>Businesses should uphold the elimination of discrimination in respect of employment and occupation</p> |

\* No longer applicable at the date of the Declaration

# ATTRACT (AND RETAIN) THE **BEST TALENTS**

**Group objectives:** hire talents and promote our employer brand; enhance understanding of the professions of freight forwarding.



Steps associated with **Sustainable Development Goals 3** (*Good health and well-being*), **4** (*Quality education*) and **8** (*Decent work and economic growth*)

## #1. Worldwide teams united by a single corporate culture

At CLASQUIN, team commitment is fuelled by a strong corporate culture encapsulated in the motto:

# #1

THE CLIENTS, PROFIT & **Fun** COMPANY

**Clients:** Central, winning mindset - **Pro' t:** Entrepreneurship, collective - **Fun:** Caring, listening, living well together.

CLASQUIN currently has 1,602 employees working in 25 countries. Each employee is at ease working in an international multicultural environment.



## #2. An attractive employer brand



The success of the **Welcome to the Jungle** platform

For the third year running, CLASQUIN has extended its presence on the Welcome to the Jungle platform to bolster its employer brand on social media.

The aim of this approach is to attract tomorrow's young talent and introduce them to our work environment and corporate culture using today's codes (social media, gamification, etc.).



New content is developed every year to illustrate and promote all of the Group's businesses internationally. In November 2024, CLASQUIN developed its Extra-Mile employer

brand campaign, highlighting the Company's wealth of human talent.

#2

## FOCUS — ONBOARDING OF YOUNG TALENT



Anchored in our culture for several years now, learning is a source of enrichment for CLASQUIN. Our youth policy is a response to the need to train young people and guarantee their employability through a "win-win" mindset. Considered as employees in their own right, our "young people" receive ongoing support in developing their skills through enriching assignments tailored to their educational background.

As witnessed by the award of the Happy Trainees France 2025 label, feedback from our young talent via the 2024 survey highlighted the strengths of CLASQUIN's policy (over 92% recommendation rate). Our commitment is based on five pillars:

- Training
- Ful'iment
- Loyalty
- Community
- Attraction

By offering our work-study trainees an experience combining proximity with professional empowerment, CLASQUIN provide them with a structured pathway leading to qualification.

In 2024, 20% of our apprentices were hired after the end of their work-study programmes.

Driven by our CLASQUIN ACADEMY unit, our youth policy focuses on optimising the trainee-mentor-school relationship. Our initiatives focus on supporting and training our mentors, as well as our commitment to providing hands-on support to our work-study trainees during their studies. Through the individual monitoring provided outside the mentor relationship, their feedback allows us to implement the requisite individual and collective measures in our quest to continuously improve our Young Talent policy.

This commitment on behalf of all those involved in work-study programmes helps promote the CLASQUIN Group and enhance the attractiveness of our employer brand.

### Across the entire Group:

CLASQUIN welcomed 271 young interns and work-study trainees in 2024. Our TIMAR subsidiary in Morocco, which welcomed 156 interns in 2024, pursues a strategy geared towards the professional integration of young graduates by putting them through internship and retraining programmes to help them integrate into companies and the job market.



Lack of attractiveness  
Failure to retain talent  
Industrial relations

>130

new hires took part in the 2024  
Welcome Events in France

## FOCUS — WELCOME EVENT

**In France**, a collective onboarding event called the “Welcome Event” is organised two or three times a year. The event enables employees to meet Group managers, discover Group culture and best practices and understand our business lines, organisation and processes. Over 130 new hires took part in the 2024 Welcome Events.

The Welcome Event takes place remotely over the course of a single day divided into two main sessions: (i) understanding Group organisation and culture; (ii) focus on contacts, daily tasks and tools.

The 2024 sessions were enhanced by business line webinars organised in the days following the Welcome Event, enabling new recruits to learn more about certain topics.

Welcome Events were also organised among our **European subsidiaries** in 2024. 29 employees took part. A digital format was maintained, as in France, over a half-day period.

# DEVELOP EMPLOYEE SKILLS

**Group objectives:** enable employees to perform well and find professional fulfilment within the Group.



Steps associated with **Sustainable Development Goals 4** (*Quality education*) and **8** (*Decent work and economic growth*)

## #1. HR policy driven by high-performing teams

CLASQUIN's wealth and resources mainly comprise its 1,602 employees working in 25 countries, including 35.6% in France, 17.7% in Morocco, 12.3% in Greater China and 3.8% in Canada. In 2024, the average age of Group employees under all types of employment contract was 41.1, virtually unchanged from previous years.

Most of the workforce on permanent contracts are aged 35-54 (59.4%), while 24.4% are aged 25-34, 3.3% under 25 and 12.9% over 55.

### Breakdown of headcount:

- 570 France employees** (CLASQUIN SA, LCI-CLASQUIN, Exaciel, CLASQUIN Fairs & Events, Art Shipping International, CLASQUIN Handling Solutions, Transports Petit and TIMAR International), including 534 permanent employees.
- 1,032 employees** throughout the rest of the world (including 197 in China and 283 in Morocco). 988 of these are permanent employees.
- 1,602 employees** across the whole Group, including 1,522 permanent employees.



**570**

France employees

**283**

Morocco employees

**1,602**

Group employees

## Focus - permanent employees

### AVERAGE AGE OF GROUP PERMANENT EMPLOYEES AT 31/12/2024

**41.9**  
average age Group employees  
on permanent contracts

### BREAKDOWN OF GROUP PERMANENT EMPLOYEES BY AGE GROUP

**50**

Under 25

**371**

25 - 34

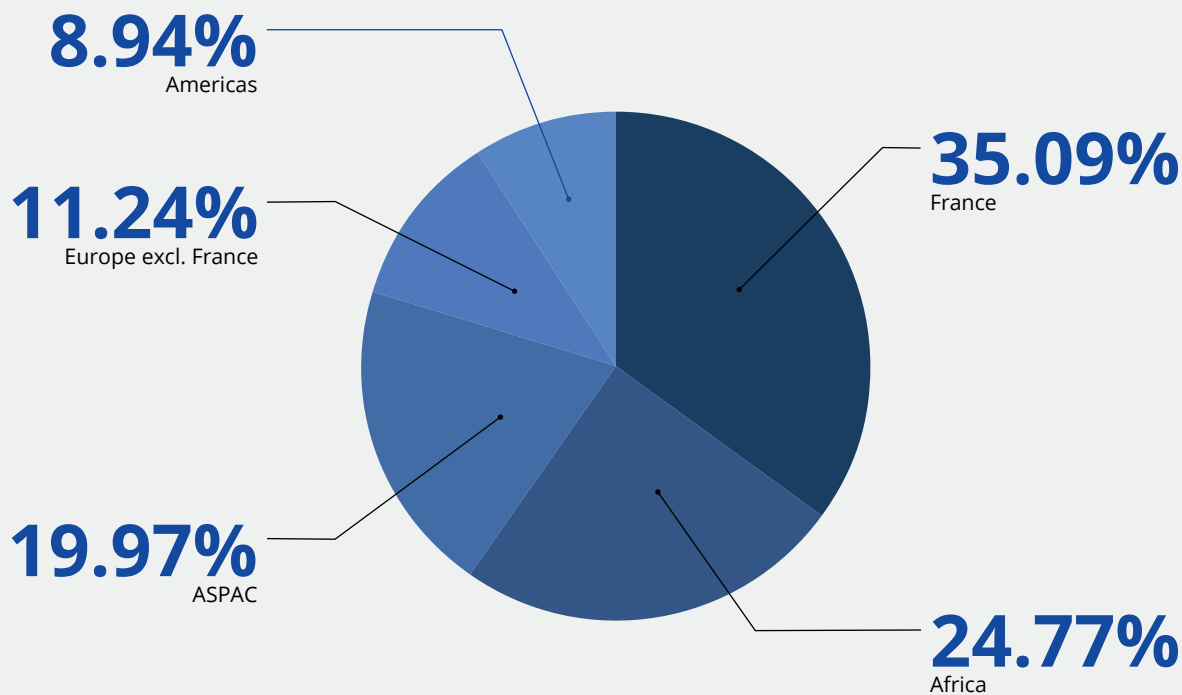
**904**

35 - 54

**197**

55 and above

### BREAKDOWN OF PERMANENT EMPLOYEES BY REGION AT 31/12/2024



**ASPAC:** all Asia

**Europe excl. France:** Belgium, Italy, Germany, Spain, Portugal

**Americas:** Canada, Chile, USA

**Africa:** all subsidiaries in Africa

**France:** CLASQUIN SA, LCI-CLASQUIN, CLASQUIN Fairs & Events, Art Shipping International, Transports Petit, CLASQUIN Handling Solutions, Exaciel, TIMAR International

## Movement of permanent employees & related staff turnover

Overall Group staff turnover was 14.80% (stable versus 2023).

In France, hiring increased compared to 2023 (61) in line with the upswing in business.

STAFF TURNOVER  
(EXCLUDING ACQUISITIONS AND DISPOSALS)

**14.80%**  
Overall Group turnover

## New hires and departures on permanent contracts - excluding acquisitions and disposals during the year

|                 | FRANCE*       | GROUP TOTAL   |
|-----------------|---------------|---------------|
| Hires           | 89            | 215           |
| Departures      | 56            | 231           |
| <b>Turnover</b> | <b>14.71%</b> | <b>14.80%</b> |

\* France: all entities in France.

Group-wide staff turnover was stable between 2023 and 2024.

AVERAGE SENIORITY

**7.7 years**  
Average seniority in the Group

In 2024, the Group hired 215 employees on permanent contracts and recorded 231 departures of employees on permanent contracts.

### Average seniority of Group permanent employees at 31/12/2024

**Overall Group average:** 7.7 years (stable versus 2023: 7.3 years)

The average seniority among all employees (permanent, fixed-term and work-study contracts) is 7.3 years.

The average seniority of Group employees was stable compared to 2023 (7.3).

## #2. CLASQUIN ACADEMY: building skills to shape the future

At CLASQUIN, training plays a key role in consolidating and developing skills and fostering employees' professional fulfilment.

In 2024, CLASQUIN ACADEMY continued to focus on training managers in the areas of team cohesion and managerial style.

This approach has been implemented with managers on an individual basis via management courses in order to provide the team leaders concerned, who occupy a key position or have undergone a significant career change, with tools and practices to help them support their teams.

CLASQUIN ACADEMY has also integrated this approach into group training, with the aim of improving performance in communication, management and teamwork.

Faced with the new concerns and challenges of the future, CLASQUIN has developed its expertise in artificial intelligence by training around 20 employees under a pilot scheme. Meanwhile, in response to the new European directives and regulations, a training module was set up to prepare CLASQUIN for the upcoming CSRD (Corporate Sustainability Reporting Directive).

In addition, CLASQUIN promoted the upskilling of the sales force, particularly the key account managers (KAMs), by laying on a multi-day module on responding to calls for tenders, in order to continue to structure our practices.

Across the total France scope in 2024, 256 employees received training, involving 2,766 hours of training for a total budget of €422,498.51. Across the same scope, 94 employees were trained in fire prevention and over 36 trained as occupational health and safety officers.

### Supporting skills development within the CLASQUIN Group

Training aims to ensure an optimum balance between individual skills management, employee career aspirations and the Company's skills requirements in order to effectively support CLASQUIN's strategy.

**Canada:** 78 employees received training in 2024 during a combined total of 1,609 hours, mainly in business-specific areas (Incoterms, dangerous products), as well as introductory finance courses and preparing and conducting the annual interview.

**China:** 209 employees were trained in 2024 during a total of 1,430.50 training hours.

**Morocco:** 108 employees were trained. The training focused on topics related to quality and ISO 9001 certification.

Training aims to ensure an optimum balance between individual skills management, employee career aspirations and the Company's skills requirements in order to effectively support CLASQUIN's strategy.



## ANNUAL INTERVIEW

An annual interview and a career prospect meeting are organised every year between each employee and their line manager. This is a special moment for discussing the results of the past year, objectives for the coming year, career aspirations (redeployment and/or transfer) and training needs. Annual interviews are formalised on Workday for all Group subsidiaries.

In 2024, 90.3% of eligible Group employees had an annual interview with their manager.



Training  
Failure to retain talent  
Attraction



Headcount (KPI),  
staff turnover (KPI),  
average seniority (KPI)  
(scope: Group).  
Number of employees trained  
Average number of hours  
of training per employee  
(France, China, Canada  
and Morocco)



# LISTEN TO OUR EMPLOYEES

**Group objectives:** proactively listen to staff members in order to improve well-being in the workplace and foster industrial relations that enhance collective performance.



Steps associated with **Sustainable Development Goal 3** (*Good health & well-being*)

## #1. Appropriate and agile dialogue with teams

Management plays a direct role in industrial relations by chairing monthly meetings of the CLASQUIN SA and LCI-CLASQUIN Social and Economic Committees alongside the HR Department. These meetings ensure that effective dialogue is maintained between employees and management. The QHSE manager for the French subsidiaries also takes part in most ordinary meetings. In 2024, besides recurring topics, the meetings focused on health and well-being at work, safety,

negotiations on work organisation, profit-sharing, home office arrangements, professional equality, disability and additional subsidies to the social welfare budget. The Social and Economic Committees (SECs) were consulted, with input from both MSC executives, on MSC's takeover of the Company at a series of extraordinary meetings held during the year.

|                  | ORDINARY MEETINGS | EXTRAORDINARY MEETINGS |
|------------------|-------------------|------------------------|
| CLASQUIN SA SEC  | 11                | 3                      |
| LCI-CLASQUIN SEC | 11                | 3                      |

Moreover, the HR team and QHSE teams work at ground level with managers and teams to promote dialogue on specific topics.



## #2. Attentive management to ensure quality of life at work: Fun@work scheme



Industrial relations

Number of Social and Economic Committee (SEC) meetings (CLASQUIN SA, CLASQUIN LCI), results of “Funometer” in-company satisfaction survey (KPI) (scope: Group excluding TIMAR)

94%

overall satisfaction rate

CLASQUIN encourages a corporate culture founded on regular discussions between employees and managers and a team experience based on cohesion and team spirit. In order to ascertain the expectations of each employee, for several years now the Group has conducted an in-house survey called the “Funometer”.

- All employees are invited to express their views on a number of topics. In 2024, TIMAR was included in the survey and there was therefore no need to conduct two separate surveys as in 2023.
- The participation rate for the 2024 Funometer survey was 91.1%, a further increase on previous years (88.9% in 2023; 88.1% in 2022; 86.3% in 2021).
- As always, employees expressed a high level of trust in management, with a satisfaction rate of 94.1%. Likewise, 87.6% of employees said they were satisfied with their work-life balance. Overall satisfaction was 94%.
- Depending on the size of the subsidiary, results are presented at office or country level. Action plans are drawn up following these discussion meetings to take into account employees' suggestions for improvement.

- The annual interview is another key opportunity for listening and dialogue. The interview season is launched at all Group subsidiaries at the beginning of the year, using a common framework.
- In France, 43 agreements/memos/charters/single documents were signed in 2024 for CLASQUIN SA, LCI-CLASQUIN, ASI, FAE, CHS, Exaciel and Transports Petit on the subjects of professional equality, profit-sharing, working hours, home office arrangements, disability, the provident scheme and health & safety.

# LISTEN TO OUR CLIENTS

**Group objectives:** proactively listen to our clients to further improve our quality of service.



Steps associated with **Sustainable Development Goals 12** (*Ensure sustainable consumption and production patterns*) and **16** (*Peace, justice and strong institutions*).

## SHARING4GROWING

### Building tomorrow's solutions alongside our clients

This year, over **800 clients and prospects** met at our offices to share their experiences, voice their expectations and discuss the new challenges and concerns facing the transport and logistics sector.

• **Business Breakfasts in France (CDG, Bordeaux, Lille, Nantes), Spain, Italy and Germany** brought together around 300 clients to discuss key customs and sea freight issues;

• **Webinars with the Mix-R** "agitator for responsible companies" were organised on the theme of decarbonising the supply chain with quick-win solutions;

• **International trade shows** such as Tilog in Thailand.



# PROTECT EMPLOYEES AND IMPROVE THEIR WELL-BEING

**Group objectives: communicate in order to eliminate safety risks.**



Steps associated with **Sustainable Development Goals 3** (*Good health and well-being*) and **8** (*Decent work and economic growth*)

## #1. Prevention and awareness-raising

In order to mitigate the risks of accidents and safety breaches, the CLASQUIN Group uses a wide range of materials to raise awareness and apply preventive and emergency measures, particularly in the warehouses and with regard to staff directly involved in logistics operations.

Following on from the measures implemented in 2023, in 2024 we stepped up our safety initiatives in warehouses.

In particular, we broadly circulated the “Golden Rules” guide for warehouse staff and forklift operators.

We focused on safe management of hazardous materials through awareness-raising sessions and the signing of new contracts with a hazardous materials safety adviser.

Furthermore, the root causes of incidents and accidents were systematically analysed. The results of these analyses are regularly presented to the employee representative bodies (SECS).

In addition, at our Moroccan subsidiary, all new hires, regardless of their position, receive training from the Quality/Safety/Security Department on supply chain safety and security requirements.

### Single Occupational Risk Assessment Document (DUERP)

In 2024, the structure of the Single Occupational Risk Assessment Document (DUERP) was revised to make it easier to read and to ensure the updating of the PAPRIACT occupational risk prevention plan. All DUERPs were thus reviewed and joint HSE inspections were carried out. Action plans were then implemented with a view to improving staff safety. Since October 2023, regular QHSE webinars have been organised as

part of the onboarding process for new employees, to present and explain the QHSE approach implemented at CLASQUIN, particularly with regard to health and safety, including a presentation of the most frequent risks identified in the DUERP.

### Health and safety

In 2024, 94 employees in France were trained in fire risk and the use of fire extinguishers. This year, we completed the roll-out of fire risk training at national level.

Meanwhile, 36 employees received occupational health and safety training this year, thereby reinforcing CLASQUIN's overall occupational risk prevention policy.

### Health through movement

Anouk Garnier, a sports coach boasting 14 years of experience, has developed expertise in the field of health through movement.

She focuses on giving conferences and organising workshops to provide a better understanding of the needs of the human body in terms of movement, why it is vital to meet them and how to set up a simple daily routine.



## FOCUS - ABSENTEEISM

Absenteeism (sick leave, industrial accidents, commuting accidents, occupational illnesses and unjustified absences) remained low despite a slight increase versus 2023 at most subsidiaries, particularly CLASQUIN SA.

### France excluding TIMAR International:

- The national absenteeism rate is rising steadily in France and was estimated at 6.10% in 2022 in the transport and logistics sector, according to a study by Mercer. All of our French subsidiaries are below this average.
- At CLASQUIN SA, the absenteeism rate is 1.94%, slightly up from 1.60% in 2023.

Absenteeism also increased at LCI-CLASQUIN in 2024, as these entities are more exposed to risks due to the nature of their activities (dockers and freight handlers) and the strong growth in logistics activities since 2023. Training and awareness-raising initiatives were rolled out by the HSE Department at the end of 2023 and throughout 2024. The root causes of each incident and accident were analysed. Tighter monitoring by managers has been introduced in order to eliminate risk factors.

In November 2024, visually impaired practitioners performed massages at the Roissy and Villefranche-sur-Saône sites with a dual objective, to enhance well-being at work and to prevent and combat musculoskeletal disorders and psychosocial risks.

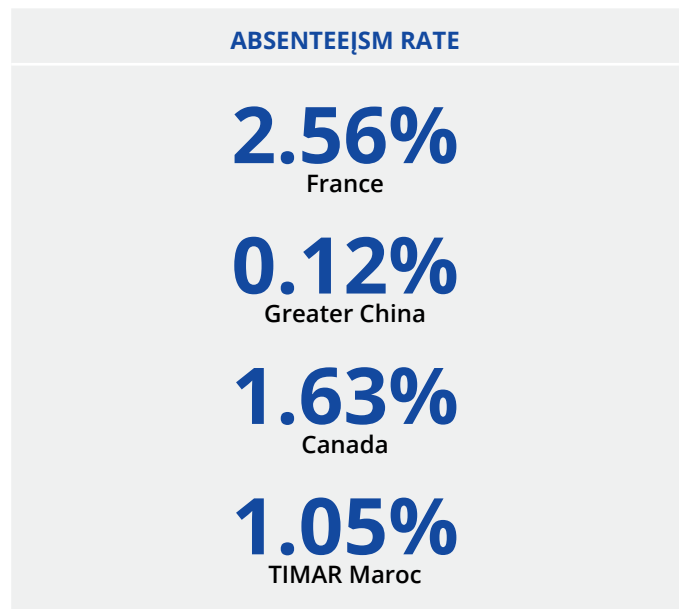
### Responsible Conduct Code

To protect employee health and safety during events organised by the Company, we apply our Responsible Conduct Code designed to prevent all forms of potential misconduct: excessive alcohol consumption, inappropriate remarks and gestures, dangerous driving.

### At TIMAR Morocco:

The absenteeism rate is low at 1.05%.

In Canada, absenteeism also remains low at 1.63%.



## FOCUS - INDUSTRIAL ACCIDENTS

### France excluding TIMAR International:

It should be noted that, in France, industrial accident frequency and severity rates remain low compared to the levels set out in the applicable national collective bargaining agreement (“Sundry activities”), according to the 2021 report published by OPTL, the French transport and logistics industry watchdog:

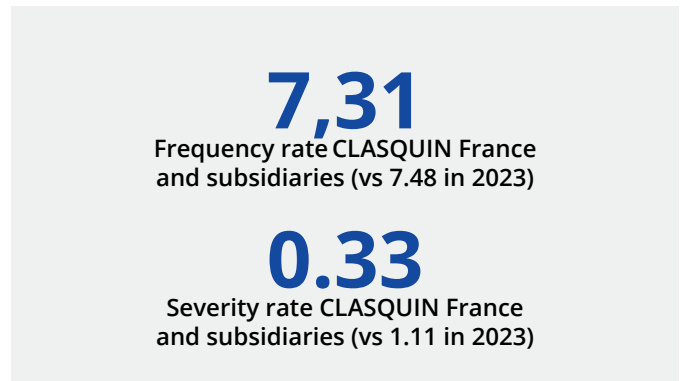
No industrial accidents were recorded at ASI, F&E, EXA, CHS or Transports Petit International. Only two industrial accidents occurred at CLASQUIN SA and four at LCI-CLASQUIN resulting in lost time.

These results are the fruit of a proactive risk prevention policy pursued since 2018 and in-house awareness training provided by CLASQUIN Academy.

In Canada and China, no industrial accidents were recorded.

In Morocco, there were eight, but no serious accidents.

Furthermore, at Group level across all subsidiaries, no fatal accidents were reported in 2024.



| SCOPE                               | CLASQUIN SA | LCI-CLASQUIN | GREATER CHINA | CANADA | MOROCCO |
|-------------------------------------|-------------|--------------|---------------|--------|---------|
| Industrial accidents with lost time | 2           | 4            | 0             | 0      | 8       |
| Frequency rate                      | 3.21        | 30.23        | 0             | 0      | 12.2    |
| Severity rate                       | 0.24        | 0.94         | 0             | 0      | 0.47    |





## #2. ... Measures to promote physical exercise and sport

For years, CLASQUIN's employees have been involved in a wide range of sport-related initiatives:

- CLASQUIN repeated the "Run United" operation with the aim of committing each office to run a certain number of kilometres. The operation was successful, as CLASQUIN employees exceeded the target by running 4,887 km worldwide. We hope to repeat this type of operation next year.
- 40 CLASQUIN employees took part in the 2024 "Run in Lyon" foot race. Our champion and ambassador Anthony Frontera even won the 10 km race, with CLASQUIN finishing fourth overall among the participating companies.
- Lastly, CLASQUIN invited all Group employees to take part in conferences on motivation, concentration and team spirit led by our brand ambassadors Anouk Garnier, World Vice Champion of obstacle course racing and sports coach, and Anthony Frontera, a CLASQUIN employee. In 2024, our teams in Canada enjoyed a chance to share ideas based on the strong values inherent in sport.



Health  
Security



Absenteeism,  
number of industrial accidents  
(scope: CLASQUIN France)

**4,887**  
km run worldwide

# PROMOTE DIVERSITY

**Group objectives: ensure equal treatment and promote diversity amongst our staff.**



Steps associated with **Sustainable Development Goals 3** (*Good health and well-being*), **5** (*Gender equality*), **8** (*Decent work and economic growth*) and **10** (*Reduced inequalities*).

## #1. Equal treatment

CLASQUIN guarantees equality between women and men in terms of pay, qualifications and career opportunities, especially via the annual “People Review” appraisals organised in every subsidiary.

## GENDER BREAKDOWN OF GROUP PERMANENT EMPLOYEES AT 31/12/2024

At 31/12/2024, 50.4% of the Group’s permanent employees were women (equal proportions for each type of contract: 50.5%).

### France: a mandatory gender equality index since 2020

The index is based on precise indicators defined by law and aims to target any pay gaps between male and female employees.

• At CLASQUIN SA, the gender equality index remains stable, at 93/100 for 2024 and 93/100 for 2023. The index has stayed between 92/100 and 93/100 since 2020. The results regarding the rate of individual pay rises (20/20) are excellent, as are those for the pay gap (38/40), promotions (15/15) and return from maternity leave (15/15). On the other hand, there is a higher proportion of men among the best paid employees, but this gap has remained stable since 2020.

• And at LCI-CLASQUIN, the index is also stable at 89/100 for 2024 (89/100 for 2023), with a slight difference in favour of women on the pay gap indicator. Men, on the other hand, are more represented among the best paid employees, but this proportion remains stable.

## FOCUS - WOMEN MANAGERS IN THE GROUP

The CLASQUIN Group also places strong emphasis on the status of women in the Company.

In 2024, women made up 50.5% of the Group's total workforce and 43.7% of Group managers (all subsidiaries).

**50.5%**  
women in the Group

**43.7%**  
female managers in the Group

### #2. Equitable recruitment

By raising awareness among hiring managers, the Group ensures that discrimination is totally absent from its hiring and onboarding policy and processes.

### #3. Disability policy

**In France**, emphasis was placed on developing the disability policy. In line with its CSR policy, the management teams of the CLASQUIN Group subsidiaries in France and the members of the Social and Economic Committees have undertaken to continue improving the professional integration of people with disabilities, by renewing the 2023 agreement on disability for an indefinite period from 1 January 2024. The renewal of this agreement confirms our commitment to promoting the employment of persons with disabilities at CLASQUIN through long-term initiatives aimed at promoting recruitment, keeping employees with disabilities in employment, developing appropriate and innovative solutions to the specific needs of our offices and, lastly, informing, guiding, training and raising awareness among employees.

#### *Encouraging achievements in 2024:*

- Helping 5 employees with their RQTH official disability status application;
- Hiring of 1 person with RQTH official disability status in 2024;
- 3 physical adjustments to workstations carried out;
- 7 half-days of leave used by employees with disabilities to attend medical or administrative appointments related to their condition;
- 1 video testimonial from a CLASQUIN employee with a disability broadcast externally and internally;
- Various events organised:
  - Participation in Handi Spatial, an initiation game on disability in the workplace via an original video solution during one week in November;

- Organisation of relaxing ergonomic chair massages to foster well-being at work, as well as prevent and combat musculoskeletal disorders and psychosocial risks, at the CLASQUIN CDG, CHS and LCI CLASQUIN Villefranche-sur-Saône sites;
- Presence of a "Handi 4.0" workshop on the Lyon Saint-Exupéry site to present innovations to facilitate everyday life and working conditions for persons with disabilities.

- 5 disability-friendly companies engaged during the year at 11 sites (one-off or recurring services throughout the year).

More specifically, the following measures were renewed, among others:

- Helping employees with their RQTH official disability status application;
- Individual monitoring by disability officers of employees recognised as having a disability;
- Raising managers' awareness of disability during their onboarding programme;
- Permission to take three half-days off to attend disability-related medical or administrative appointments;
- Completion of a disabled access audit at our facilities;
- Drawing up a catalogue of disability-friendly companies from which each office can enlist various services (catering, grounds maintenance, printing, etc.);
- Events and awareness-raising activities throughout the year.

## Proportion of employees with disabilities in total workforce

The value for CLASQUIN SA and its French subsidiaries as defined in the disability agreement is 3.16% (versus 2.86% in 2023).

More specifically, there were:

- 15 employees with disabilities at 31/12/2024 (3.41% of the total workforce at 31/12/2024) at CLASQUIN SA,
- 2 employees with disabilities at 31/12/2024 (2.30% of the workforce at 31/12/2024) at LCI-CLASQUIN.

|              | 2024                   |  | 2023                   |  |
|--------------|------------------------|--|------------------------|--|
|              | EMPLOYMENT REQUIREMENT | REGISTERED FULL TIME EQUIVALENT (FTE) DISABLED EMPLOYEES | EMPLOYMENT REQUIREMENT | REGISTERED FULL TIME EQUIVALENT (FTE) DISABLED EMPLOYEES |
| CLASQUIN SA  | 23 FTE                 | 14.04 FTE  | 22 FTE                 | 10.44 FTE  |
| LCI CLASQUIN | 5 FTE                  | 1.29 FTE   | 5 FTE                  | 2.08 FTE   |

ASI, FAE, CHS, Exaciel and Transports Petit are not bound by the employment requirement, as they have fewer than 20 FTE employees.

In 2024, having more than 20 FTE employees, CLASQUIN SA and LCI-CLASQUIN were subject to the legal requirement to employ at least 6% persons with disabilities, which they partly fulfilled.



Gender balance



Proportion of women in the workforce (scope: Group)

Breakdown of headcount by gender (scope: Group)

Number of employees with disabilities in CLASQUIN's French entities and percentage of employees with disabilities in all French subsidiaries (KPI)



# 04

## **PARTNER: A RESPONSIBLE PARTNER**

- 53. PROTECT YOUR DATA
- 54. ENSURE RESPONSIBLE, INDEPENDENT GOVERNANCE
- 55. PREVENTION OF BRIBERY AND CORRUPTION
- 56. ENGAGE WITH THE LOCAL COMMUNITY

# **PARTNER:** A RESPONSIBLE PARTNER





| PARTNER                                    | CLASQUIN ACTIONS   | SDG   | DESCRIPTION   | GLOBAL COMPACT PRINCIPLE  |
|--|--|---|---|---|
| Protect your data                          | <ul style="list-style-type: none"> <li>Prevent threats and safeguard our organisation</li> </ul>   |    | <ul style="list-style-type: none"> <li>Promote an effective, responsible and inclusive society at all levels</li> </ul>   | <p><b>Principle 2:</b></p> <p>Businesses should make sure that they are not complicit in human rights abuses</p>                  |
| Ensure responsible, independent governance | <ul style="list-style-type: none"> <li>Involve management in CSR</li> </ul>  |    | <ul style="list-style-type: none"> <li>Achieve gender equality and empower all women and girls</li> </ul>   |   |
| Prevention of bribery and corruption       | <ul style="list-style-type: none"> <li>Combat corruption by taking action to prevent, detect and combat corruption and influence peddling</li> </ul> |    | <ul style="list-style-type: none"> <li>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</li> </ul>  | <p><b>Principle 10:</b></p> <p>Businesses should work against corruption in all its forms, including extortion and bribery</p>    |
|  |  |    | <ul style="list-style-type: none"> <li>Promote an effective, responsible and inclusive society at all levels</li> </ul>   |   |
| Engage with the local community            | <ul style="list-style-type: none"> <li>Get involved in the local community and encourage employees to follow suit</li> </ul>                         |    | <ul style="list-style-type: none"> <li>Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all</li> <li>Effective partnerships between governments, the private sector and civil society</li> <li>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</li> </ul> | <p><b>Principle 1:</b></p> <p>Businesses should support and respect the protection of internationally proclaimed human rights</p> |



# PROTECT YOUR DATA

**Group objectives:** prevent threats and safeguard our organisation.



Steps associated with **Sustainable Development Goal 16** (*Promote an effective, responsible and inclusive society at all levels*)

## Actions

- CLASQUIN is working on achieving compliance with ISO 27001, aiming for certification by the end of 2025.
- Since 2020, Airbus Cyber Security and CLASQUIN have been working on operational and security maintenance at the CLASQUIN Security Operations Centre (SOC). This initiative has allowed CLASQUIN to continuously improve its detection capacity, particularly by integrating the monitoring of phishing emails. The SOC ensures 24/7 monitoring of all core business services or those presenting a cybersecurity risk.

### In 2024:

- All CLASQUIN users met the two-factor authentication requirements. Two-factor authentication (2FA) is currently being strengthened through the gradual phase-out of SMS-based verification and systematic use of the Authenticator application.
- 2 security audits were carried out: Pentest on infrastructure and the LIVE application;
- The CLASQUIN Group security posture was rated 70/100 by Microsoft (Microsoft Score) at the end of 2024. The decrease in points is due to new security features introduced by Microsoft. CLASQUIN is working to integrate them into its ecosystem;

Monitoring of user awareness through phishing simulation campaigns:

- 8 phishing campaigns were sent to all CLASQUIN employees in 2024 via Microsoft Defender. The indicator presented is derived from the KPIs generated by the tools and ad hoc awareness sessions carried out in addition (1-to-1 awareness sessions for some employees).

Phishing campaign methodology remains the same: sending a phishing email, automated monitoring of people falling victim to the campaign, automatic sending of awareness materials to all victims and follow-up on training.

**72.09%**  
of employees  
attended  
an awareness-raising course  
after falling victim  
to the phishing campaign

- 72.09% of employees attended a cybersecurity awareness-raising course after falling victim to the phishing campaign. The increase is related to the greater complexity of in-house phishing campaigns.

In 2024, CLASQUIN worked on revamping the cyber awareness programmes in accordance with the ISO 27001 standard. These programmes will apply from 2025.

CLASQUIN improved its network segmentation strategy to prevent lateral movements by hostile parties. For this purpose, a PoC was carried out at head office to coincide with the first-time implementation of the NAC.

# ENSURE RESPONSIBLE, INDEPENDENT GOVERNANCE

## Group objectives: involve management in CSR.



Steps associated with **Sustainable Development Goal 5** (Achieve gender equality and empower all women and girls)

## Gender balance on decision-making bodies

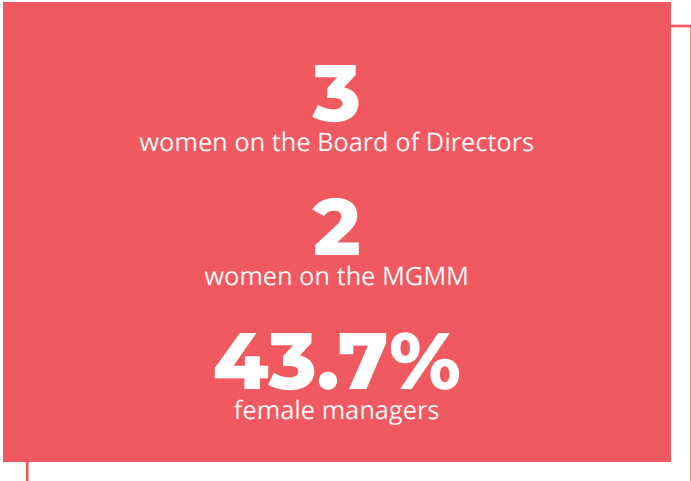
In 2024, CLASQUIN continued to rely on three key management bodies for its governance:

1. The **Board of Directors** is responsible for Group strategy, overall policy and organisation. The Board has three female members, thus meeting the gender balance objectives. Three independent directors sit on the Board.

In 2022, the Board of Directors also decided to create a CSR Committee to help monitor social and environmental responsibility issues. The Board relies on the work of this Committee for matters relating to CSR strategy and its implementation, in particular through the drafting of the Declaration of Non-Financial Performance (DNFP). The Board of Directors unanimously appointed Claude REVEL, an independent director, as member and Chair of the CSR Committee and Laurence ILHE as member of the CSR Committee.

2. The **Executive Committee (EXECOM)** manages strategy and overall policy (3 members including 1 woman).

3. The **Monthly General Management Meeting (MGMM)** brings together the Executive Committee, operating managers and regional directors. The MGMM sees to the operational implementation of business activities and projects (11 members including 2 women).



# PREVENTION OF BRIBERY AND CORRUPTION

**Group objectives: combat corruption by taking action to prevent, detect and combat corruption and influence peddling.**



Steps associated with **Sustainable Development Goal 16**  
(Promote an ejective, responsible and inclusive society at all levels)

- In December 2017, the CLASQUIN Group Board of Directors adopted an anti-corruption plan containing various measures in compliance with the French Sapin II Act.
- In 2018, the Middenext anti-corruption code of conduct was adopted and promoted in all Group companies. This code was distributed to all Group employees, along with a message from the Chairman and Chief Executive Officer. In 2023, in response to the Wasserman Act, the anti-corruption code of conduct was updated. It is now available in 6 languages.
- In 2018, a whistle-blowing system was put in place to assess potential internal alerts while complying with the need for confidentiality. This system has been updated in accordance with the French Wasserman Act of 16 March 2022. The Ethics Committee received no alerts in 2024.
- The corruption and influence peddling risk map is reviewed regularly. It will continue to be reviewed periodically (annual review and ad hoc reviews in response to new business activities or locations, for example).
- Meanwhile, in 2019 the Group rolled out the financial tools integration project (Workday, Viareport, Kiriba) in most of its subsidiaries. The project involves separating different accounting tasks in order to strengthen controls of financial and accounting operations.
- The Group continued to strengthen third-party assessment procedures, in particular via the integration of financial tools and by implementing the denied party screening procedure across the Group, as well as a third-party classification method designed to strengthen the assessment of the most at-risk third parties.



Corruption



Number of incidents reported to the Ethics Committee  
Percentage of target employees having attended  
an anti-corruption awareness-raising event  
(KPI) (scope: Group)

**86.63%**

of new hires trained in anti-corruption

- A dedicated anti-corruption compliance questionnaire has been introduced for audits of new company acquisitions.
- Employees receive regular training on the Group's anti-corruption policy, including an e-learning course organised every year since 2020 for all new Group employees. The course is available in four languages, French, English, Chinese and Spanish. Enhanced training is also provided to teams exposed to corruption risks. In 2024, the target Group employees listed below received anti-corruption training:
  - 86.63% of new arrivals (including TIMAR SA) attended an e-learning course, including 30 people in English, 93 in French, 17 in Spanish and 22 in Chinese;
- The gifts and invitations policy adopted and rolled out Group-wide was updated in 2022.

# ENGAGE WITH THE LOCAL COMMUNITY

**Group objectives:** get involved in the local community and encourage employees to follow suit.



Steps associated with **Sustainable Development Goals 4** (*Quality education*), **8** (*Decent work and economic growth*) and **17** (*Partnerships for the goals*)

## Actions:

The Group has for many years been engaged at international level through its offices acting independently via community initiatives and donations.

### CLASQUIN Foundation

CLASQUIN set up a foundation in 2021. Created under the aegis of Fondation de France, the CLASQUIN Foundation aims to support people, initiatives and organisations serving the common good, focusing on women and children in the fields of education, the environment and health.

It may exceptionally intervene in any other area of general interest.

The CLASQUIN Foundation continued to strengthen its commitment in 2024, continuing its contribution of 1% of Group EBT, a total of €276,290, through 22 initiatives in support of non-profits and foundations focusing on the education of young people in disadvantaged communities. These organisations included *Ma chance, moi aussi*, *Sport dans la Ville*, *Institut Lyfe*, the *Hospices Civils de Lyon* foundation and *Les Enfants du Mékong*.

Employee involvement initiatives have been rolled out in France and abroad, involving sponsorship, mentoring, visits to our French offices by the young people supported by these organisations and sporting activities involving organisations supported by the CLASQUIN Foundation, in the form of solidarity tournaments and hikes or projects supported by our employees, such as the ADDAT non-profit and *Lumière des Solidarités* in Madagascar.

The CLASQUIN Foundation invested €237,850 in 2024.

## Non-pro' ts supported by our employees

Since 2023, the CLASQUIN Foundation has supported the *#Lumière des solidarités* non-profit organisation, which aims to support the children of Madagascar.

The CLASQUIN Foundation donated €12,000 to the organisation to support a day centre in Madagascar for the educational and social care of children from disadvantaged neighbourhoods, to make up for the absence of parents at home by prioritising homework and citizen education. The CLASQUIN Foundation's aim for 2024 was to continue to support individuals, initiatives and charitable institutions, particularly those working in favour of children, young people and women in the fields of education, the environment and health, by giving donations, while continuing to develop an employee participation scheme involving company visits by young people to learn about their jobs, community projects, sponsorship and volunteer work.



**05**














**PLANET:  
SUSTAINABLE  
MANAGEMENT  
OF RESOURCES**

**63. LIMIT OUR ENVIRONMENTAL IMPACT**  
**70. SET AN EXAMPLE**

# PLANET: SUSTAINABLE MANAGEMENT OF RESOURCES





| PLANET   | CLASQUIN ACTIONS   | SDG  | DESCRIPTION  | GLOBAL COMPACT PRINCIPLE  |
|--|--|--|--|---|
| Limit our environmental impact   | <ul style="list-style-type: none"> <li>• Offer guidance to our organisation in controlling its environmental impact in the short, medium and long term</li> <li>• Monitor, reduce and control our emissions and those of our clients:                             <ul style="list-style-type: none"> <li>- related to electricity consumption</li> <li>- related to employee travel</li> <li>- related to freight transport that we organise on behalf of our clients</li> </ul> </li> </ul> |   | Take action to combat climate change and its repercussions   | <b>Principle 7:</b><br>Businesses should support a precautionary approach to environmental challenges                     |
|  |  |   | Ensure universal access to reliable, sustainable and modern energy services at an affordable cost  | <b>Principle 8:</b><br>Businesses should undertake initiatives to promote greater environmental responsibility            |
|  |  | <br> | Build resilient infrastructure, promote sustainable industrialisation to the benefit of all and encourage innovation<br>Ensure sustainable consumption and production patterns | <b>Principle 9:</b><br>Businesses should encourage the development and diffusion of environmentally friendly technologies |
|  |  |   | Take action to combat climate change and its repercussions   |   |
| Set an example   | <ul style="list-style-type: none"> <li>• Improve our understanding of climate change issues</li> </ul>   |   | Ensure sustainable consumption and production patterns   | <b>Principle 7:</b><br>Businesses should support a precautionary approach to environmental challenges                     |
|  |  |   | Take action to combat climate change and its repercussions   | <b>Principle 8:</b><br>Businesses should undertake initiatives to promote greater environmental responsibility            |
|  |  |  |  | <b>Principle 9:</b><br>Businesses should encourage the development and diffusion of environmentally friendly technologies |
|  | <ul style="list-style-type: none"> <li>• Help our stakeholders move towards a low-carbon supply chain: <b>SMART GREEN offer</b></li> </ul>   |   | Build resilient infrastructure, promote sustainable industrialisation to the benefit of all and encourage innovation   | <b>Principle 8:</b><br>Businesses should undertake initiatives to promote greater environmental responsibility            |
|  |  |   | Ensure sustainable consumption and production patterns   | <b>Principle 9:</b><br>Businesses should encourage the development and diffusion of environmentally friendly technologies |
|  |  |   | Take action to combat climate change and its repercussions   |   |
| <ul style="list-style-type: none"> <li>• Waste management and awareness-raising</li> </ul> |   | Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all  | <b>Principle 6:</b><br>Businesses should uphold the elimination of discrimination in respect of employment and occupation  |   |
|  |   | Ensure sustainable consumption and production patterns   | <b>Principle 8:</b><br>Businesses should undertake initiatives to promote greater environmental responsibility   |   |
|  |   | Take action to combat climate change and its repercussions   | <b>Principle 9:</b><br>Businesses should encourage the development and diffusion of environmentally friendly technologies  |   |

# LIMIT OUR ENVIRONMENTAL IMPACT

**Group objectives:** help our organisation to limit its environmental impact in the short, medium and long term.

The Group continues to invest in initiatives aimed at reducing its environmental impact and promoting a more sustainable economy. As our core business is organising international transport for our clients, it is crucial for us to contribute towards decarbonising their supply chain, which accounts for the majority of our greenhouse gas emissions.

## **Carbon assessment**



Steps associated with **Sustainable Development Goal 13** (*Climate action*). *The carbon assessment and collection of greenhouse gas emissions data are designed to improve our understanding of the environmental impact of our Company's business and identify areas for improvement to reduce this impact. This initiative aims to contribute to the fight against climate change by reducing greenhouse gas emissions.*

The carbon assessment ("Bilan Carbone") is an essential tool for measuring our Company's greenhouse gas (GHG) emissions and determining its carbon footprint. In 2024, we decided to repeat the carbon assessment using the same methodology as in previous years. We performed the assessment at Group level after confirming its scope through the following steps:

- Mapping of our activities in order to allow for potential changes and confirm the emissions sources to be included in the assessment;
- Collection of the data required to assess the GHG emissions of each assessment item. This included collecting data on energy consumption (such as electricity consumption in buildings and diesel and petrol consumption for vehicles), monetary data relating to purchases of goods and services, and data on emissions associated with the organisation of transport for our clients;

- Entry of all the data thus collected on the WeCount platform, selection of appropriate emission factors to calculate the GHG emissions generated by our activities.

The methodology used for collecting data and calculating greenhouse gas (GHG) emissions is based on a guide on managing GHG emissions within the CLASQUIN Group that also identifies the resources required for this purpose.

| SCOPE  | 2024           | 2023           | 2022           | 2021           |
|--|----------------|----------------|----------------|----------------|
| <b>SCOPE 1</b>   | <b>1,974</b>   | <b>1,946</b>   | <b>439</b>     | <b>331</b>     |
| Direct emissions from stationary combustion sources            | 37             | 22             | 72             | 13             |
| Direct emissions from mobile combustion sources                | 1,765          | 1,804          | 265            | 226            |
| Direct fugitive emissions                                      | 172            | 121            | 101            | 91             |
| <b>SCOPE 2</b>   | <b>851</b>     | <b>963</b>     | <b>576</b>     | <b>521</b>     |
| Indirect emissions related to electricity consumption          | 851            | 963            | 576            | 521            |
| <b>SCOPE 3</b>   | <b>551,819</b> | <b>446,243</b> | <b>425,445</b> | <b>466,506</b> |
| Products and services purchased                                | 2,721          | 2,065          | 2,306          | 1,916          |
| Buildings  | 2,836          | 3,852          | 1,241          | 988            |
| Emissions from fuels and energy (not included in Scope 1 or 2) | 448            | 753            | 151            | 129            |
| Waste generated  | 79             | 293            | 58             | 60             |
| Business travel  | 851            | 2,038          | 369            | 182            |
| Commuting  | 1,325          | 1,272          | 786            | 786            |
| Chartering/Freight forwarding*                                 | 543,602        | 435,970**      | 420,534        | 462,445        |
| <b>TOTAL</b>   | <b>554,644</b> | <b>449,152</b> | <b>426,460</b> | <b>467,358</b> |

Data expressed in tCO<sub>2</sub>e (tonnes of CO<sub>2</sub> equivalent)

\* Incomplete data on freight transport chartered by TIMAR (gradually integrated into our operational systems since September 2024).

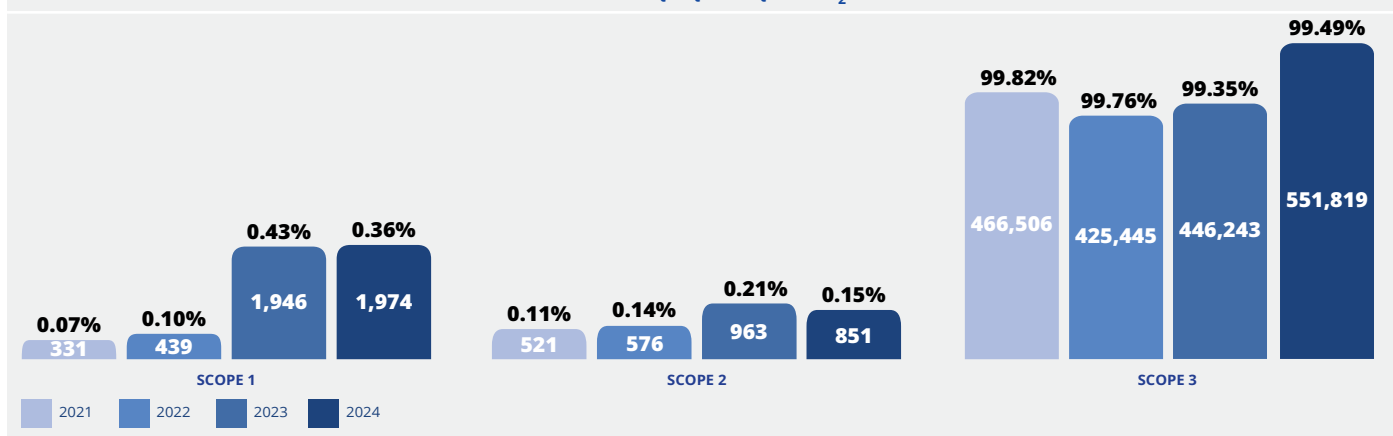
\*\* Restated 2023 chartering/freight forwarding data (see methodology section).



To maintain a consistent methodology and ensure accurate monitoring of changes in our emissions, we have continued to measure them this year using the WeCount platform. This comprehensive solution offers functionalities for calculating, analysing and reducing our carbon footprint in an integrated manner.

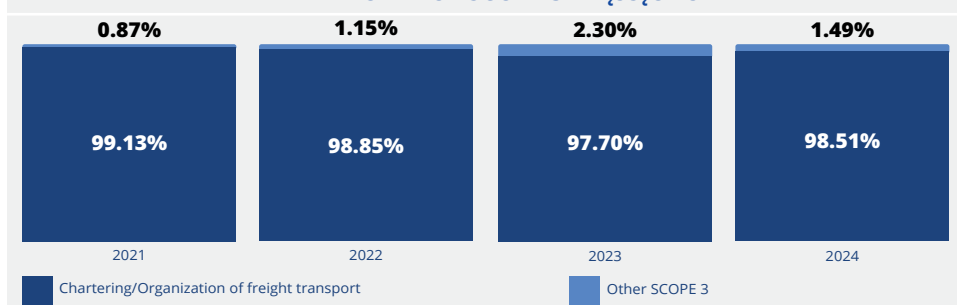
The platform has been developed in compliance with all applicable standards (ADEME, GHG Protocol, etc.) and provides access to all regulatory reporting (Bilan Carbone, GHG, ISO, etc.). This approach guarantees the reliability of our measurements while enabling us to comply with industry best practice and applicable standards.

### BREAKDOWN OF EMISSIONS IN tCO<sub>2</sub>e BY SCOPE\*



\* Restatement of 2023 data (see methodology section).

### BREAKDOWN OF SCOPE 3 EMISSIONS\*



\* Restatement of 2023 data (see methodology section).

As in 2023, the results show that Scope 3 emissions (mainly generated by freight forwarding on behalf of clients) remain predominant, accounting for 99.49% of total Group emissions in 2024 compared to 99.35% in 2023.

Meanwhile, Scope 1 and 2 emissions changed slightly compared to 2023 and accounted for 0.51% of total Group emissions.

The carbon assessments carried out over the last four years provide us with a basis for analysing our emissions. These analyses enable us to identify the main sources of emissions and the opportunities for reducing them. They will also help us to define objectives that are consistent and aligned with our business sector. With this in mind, we continue to work on the quality of our data in order to acquire the means to define our emission reduction targets.

We largely rely on the information collected in 2023 during our participation in the United Nations Global Compact's CLIMATE AMBITION ACCELERATOR. This initiative aims to encourage companies to step up their climate objectives by aligning their targets with the Paris Agreement.

As a freight forwarder, our Company organises and manages logistics flows on behalf of our clients:

More than 98% of the greenhouse gas emissions generated by our activities are directly attributable to the transport we organise on their behalf.

This particular feature of our business model presents us with a complex situation when it comes to establishing a trajectory for reducing CO<sub>2</sub>e emissions. Although we are committed to



Climate change

Raising environmental awareness

**554,644**  
tCO<sub>2</sub>e

a socially and environmentally responsible approach, it is difficult for us to plan ahead and set specific targets for reducing CO<sub>2</sub>e emissions. Given that our clients are the ultimate decision-makers, we foster their awareness of environmental issues and offer them more virtuous transport solutions, primarily through our "SMART GREEN" offer.

We are therefore continuing our efforts to raise awareness, provide advice and put forward proposals for more sustainable, eco-friendly practices. We also remain alert to any regulatory or technological developments that could affect our ability to reduce the CO<sub>2</sub>e emissions associated with our activities.



### Monitor and reduce emissions related to electricity consumption



Steps associated with **Sustainable Development Goal 7** (Affordable and clean energy): by opting for the use of renewable energy and by reducing its CO<sub>2</sub>e emissions, CLASQUIN contributes to the fight against climate change and promotion of clean and renewable energy sources. Reducing energy consumption and switching to clean energy are key to achieving this sustainable development goal.


CLASQUIN is also committed to reducing its energy consumption. The Company has opted for a “green energy” formula for a number of its buildings in France.

As such, at the sites concerned, we only finance guaranteed electricity production of 100% renewable origin.


Our supplier has undertaken to feed into the grid a quantity of renewable electricity that matches our consumption. In 2024, 72.96% of the surface area of CLASQUIN buildings in France was covered by a clean electricity contract (including 59.18% under a 100% renewable electricity contract), generating a total of 22.88 tCO<sub>2</sub>e.

**In Canada**, on an annual basis, over 99% of electricity comes from renewable sources (mainly hydroelectricity - Source *hydroquebec.com*).

In 2024, the carbon assessment showed that emissions related to electricity consumption on the basis of kWh reported from our buildings amounted to 497.48 tCO<sub>2</sub>e (excluding buildings for which we had to estimate consumption), giving average emissions of 7.05 kg of CO<sub>2</sub>e per m<sup>2</sup>, down nearly 25% versus 2023.



Climate change  
Raising awareness



CO<sub>2</sub> emissions  
from electricity consumption  
(excluding estimated consumption)

|   | 2024               | 2023 | 2022 | 2021 | 2024      | 2023      | 2022    | 2021    | 2024            | 2023   | 2022   | 2021   |
|---|--------------------|------|------|------|-----------|-----------|---------|---------|-----------------|--------|--------|--------|
| <b>Emissions related to electricity consumption</b> | tCO <sub>2</sub> e |      |      |      | kWh       |           |         |         | m <sup>2*</sup> |        |        |        |
| <b>Total (excluding estimated consumption**)</b>    | 497                | 557  | 138  | 111  | 1,791,520 | 1,652,669 | 901,641 | 751,930 | 70,596          | 59,531 | 37,181 | 20,339 |

\* Covered areas/excluding car parks.  
\*\* See Scope 2 methodological note.

| Emissions in CO <sub>2</sub> e(kg)/m <sup>2</sup><br>2024 | Emissions in CO <sub>2</sub> e(kg)/m <sup>2</sup><br>2023 | Emissions in CO <sub>2</sub> e(kg)/m <sup>2</sup><br>2022 | Emissions in CO <sub>2</sub> e(kg)/m <sup>2</sup><br>2021 |
|---|---|---|---|
| 7.05  | 9.35  | 3.7   | 5.46  |

## Monitor and reduce emissions related to employee travel



Steps associated with **Sustainable Development Goal 13 (Climate action)**: by promoting home office arrangements and limiting business travel, the Company contributes to reducing greenhouse gas emissions. In addition, by calculating the CO<sub>2</sub> emissions related to employees' professional activity, the Company fosters employee awareness of the carbon footprint and encourages them to take steps to reduce it.

### Promoting new home office arrangements

Since 2020, we have seen the emergence of new ways of working and cooperating through the adoption of home office arrangements and the increased use of digital platforms.

### Paying attention to employee travel

CLASQUIN's travel policy is designed to improve travel monitoring and limit business travel. One of the objectives of this policy is to prioritise environmental aspects and to condone

travel only if no alternative means are available. As a result of the easing of anti-COVID policies around the world, the almost complete reopening of borders and the integration of the TIMAR subsidiaries, the number of business flights at Group level has risen sharply since 2023.

However, we intend to continue favouring rail over air for domestic travel and to encourage our employees to hold meetings online via Teams.

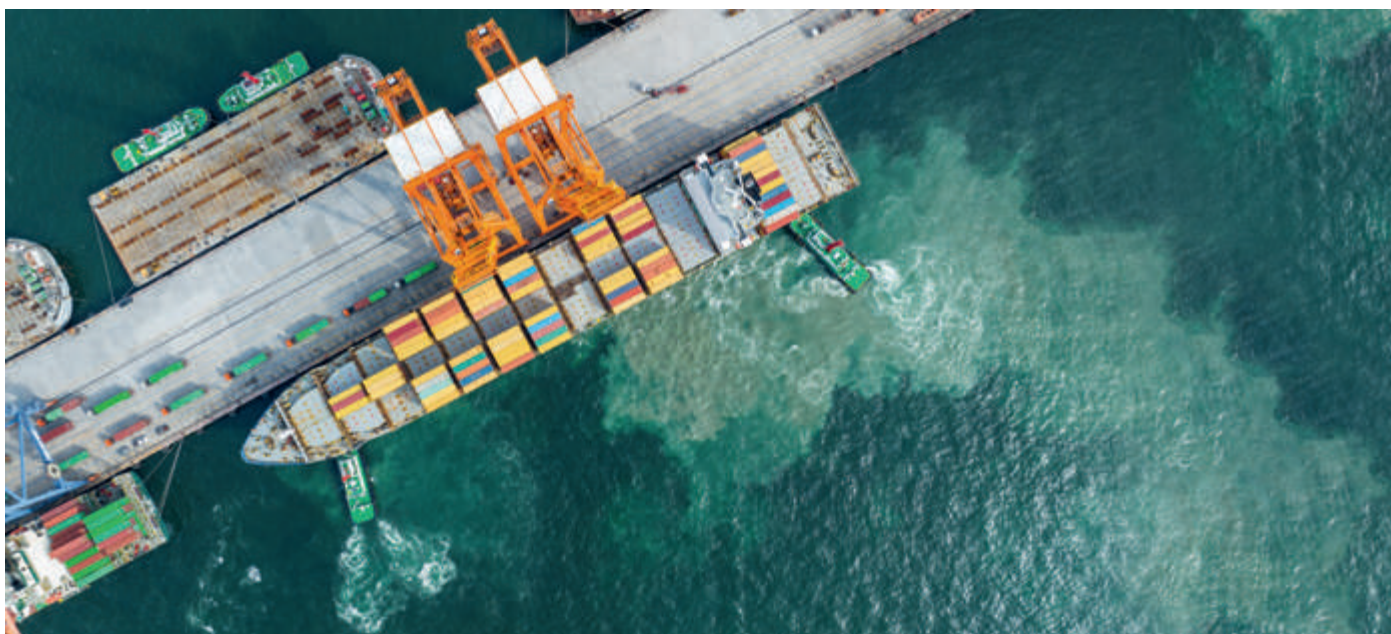
|                        | 2024                    | 2023          | 2022          | 2021          |
|------------------------|-------------------------|---------------|---------------|---------------|
| <b>Business travel</b> | <b>tCO<sub>2</sub>e</b> |               |               |               |
| Air                    | 616.36                  | 619.97        | 245.4         | 104.34        |
| Rail                   | 35.01                   | 3.46          | 3.84          | 2.19          |
| <b>TOTAL</b>           | <b>651.37</b>           | <b>623.43</b> | <b>249.24</b> | <b>106.53</b> |

We are also continuing to take steps to reduce the impact of travel by expanding the offer under our Car Policy, promoting the use of hybrid service vehicles and company cars and reduc-

ing the proportion of diesel-powered vehicles. At 31/12/2024, 66.39% of the French fleet was made up of hybrid or electric vehicles, including 18.85% low-emission vehicles (<60 g CO<sub>2</sub>).

| TYPE | ENERGY | 2024    |                    | 2023    |                    | 2022   |                    | 2021   |                    |
|------|--------|---------|--------------------|---------|--------------------|--------|--------------------|--------|--------------------|
|      |        | LITRES  | tCO <sub>2</sub> e | LITRES  | tCO <sub>2</sub> e | LITRES | tCO <sub>2</sub> e | LITRES | tCO <sub>2</sub> e |
| LV   | Diesel | 113,156 | 350.65             | 105,661 | 295.09             | 85,181 | 224.7              | 81,683 | 215.5              |
|      | Petrol | 116,157 | 312.92             | 81,103  | 200.31             | 39,669 | 107.8              | 20,380 | 55.11              |
| HGV  | Diesel | 492,642 | 1527               | 730,846 | 1928               | -      | -                  | -      | -                  |

The decrease in HGV fuel consumption is due to the resale of TIMAR refrigerated traction units.



## Monitor and reduce emissions related to freight transport



Steps associated with **Sustainable Development Goals 12** (*Responsible consumption and production*), **13** (*Climate action*) and **9** (*Industry, innovation and infrastructure*): by tracking CO<sub>2</sub>e indicators per tonne-kilometre and per tonne of freight, the Company is able to measure and monitor the environmental impact of freight transport in terms of greenhouse gas emissions. We can help clients reduce their GHG emissions by implementing strategies to optimise shipments, use more fuel-efficient vehicles or prioritise less GHG-emitting modes of transport. Furthermore, the use of the Live Green platform as well as compliance with EN16258 and the GLEC Framework to calculate GHG emissions are examples of technological innovations and methodologies designed to reduce the environmental impact of freight transport.

In 2024, we continued the deployment of the Live Green platform, which provides our clients with the results of our calculations of the GHG emissions generated by the freight transport we organise on their behalf, in the form of a detailed report including the following indicator:

- CO<sub>2</sub>e per tonne-kilometre, which compares the intensity of different modes of transport by measuring the greenhouse gas emissions produced by transporting one tonne of goods over a distance of one kilometre.

|   | 2021         | 2022         | 2023*        | 2024         | CHANGE<br>2024 VS 2023 |
|---|--------------|--------------|--------------|--------------|------------------------|
| <b>CO<sub>2</sub>e(g)/tonne.km (all modes of transport)</b> | <b>20.31</b> | <b>21.52</b> | <b>21.50</b> | <b>23.32</b> | <b>8.49%</b>           |
| Air CO <sub>2</sub> e(g)/tonne.km                           | 702.73       | 701.55       | 651.24       | 698.99       | 7.33%                  |
| Sea CO <sub>2</sub> e(g)/tonne.km                           | 9.50         | 9.66         | 9.45         | 9.67         | 2.23%                  |
| Road CO <sub>2</sub> e(g)/tonne.km                          | 69.79        | 67.77        | 69.56        | 78.82        | 13.32%                 |
| Rail CO <sub>2</sub> e(g)/tonne.km                          | 39.96        | 32.70        | 32.02        | 33.80        | 5.57%                  |

*Incomplete data on freight transport chartered by TIMAR (gradually integrated into our operational systems since September 2024).*

*\* Restated 2023 chartering/freight forwarding data (see methodology section).*

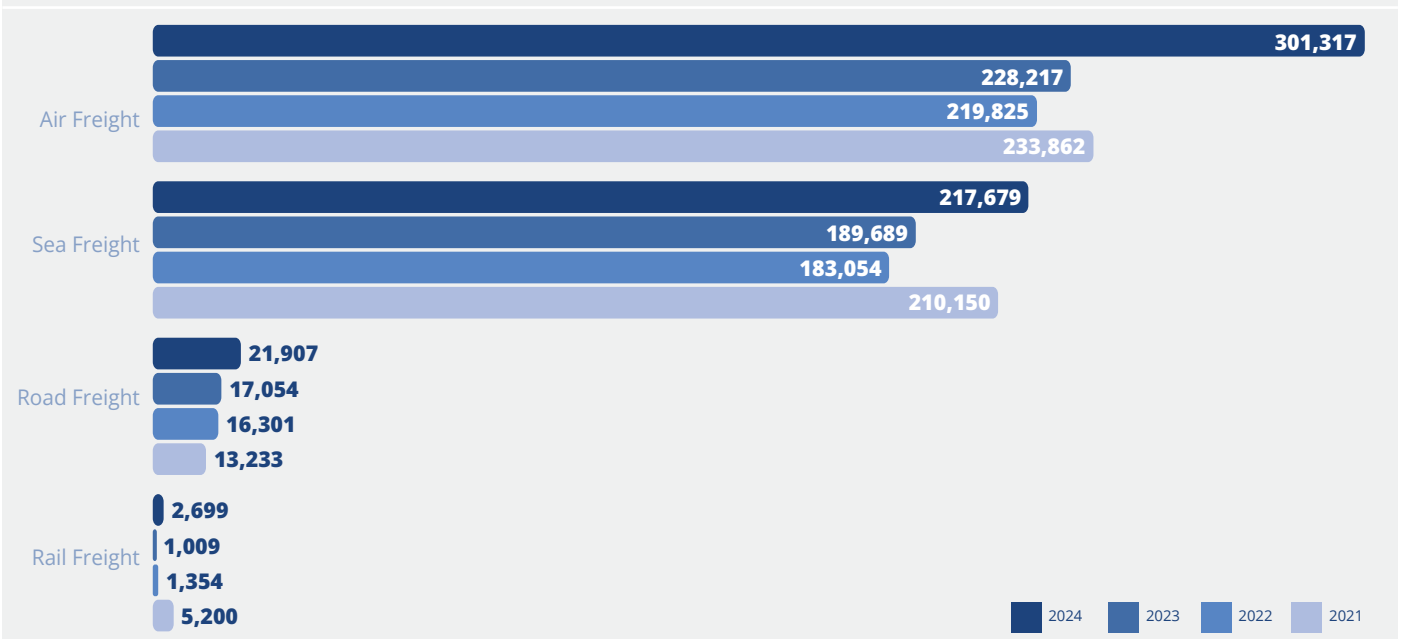
The incorporation and monitoring of this indicator makes it possible to quantify the environmental impact of freight transport in terms of GHG emissions contributing to climate change. By measuring GHG emissions per unit of distance or load transported, our clients can assess the effectiveness of the transport solutions we have organised and we can work together to identify opportunities for improvement.

We also use this indicator to assess and monitor our clients' carbon footprint. It allows us not only to measure their greenhouse gas emissions, but also to help them implement strategies for reducing them. These strategies include using fuel-efficient vehicles, optimising transport routes, using modes of transport that emit fewer greenhouse gases and promoting efficient transport operations such as load consolidation. The indicator also allows us to compare the environmental performance of different modes of transport and operators. It enables us to assess the environmental efficiency of these modes of transport and to highlight the differences in terms of GHG emissions. To calculate the GHG emissions generated by the transport we organise for our clients, we take into account all the operational data entered into our transport management tool, CargoWise.

This includes information on origin and destination, mode of transport, carriers involved, weight of goods, etc. The distance travelled is calculated, taking into account the various stops, and the appropriate emissions factors are then determined according to the characteristics of the journey and the type of transport, such as vehicle type, fuel type and the topography of the country.

The calculation methodology complies with ISO 14083 and is approved by the Global Logistics Emissions Council (GLEC), thereby guaranteeing accurate and consistent assessment of the environmental impact of our transport operations.

## BREAKDOWN OF GHG EMISSIONS BY TRANSPORT TYPE\*



Data expressed in tCO<sub>2</sub>e (tonnes of CO<sub>2</sub> equivalent)

Sea freight is the most carbon-efficient mode of transport. Although it is the most significant in terms of tonnage (89.46%), sea freight accounts for only 40.04% of our total Scope 3 transport emissions. In 2024, total CO<sub>2</sub>e emissions from sea freight increased 14.76% versus 2023, mainly due to the increase in volumes transported.

Air freight, on the other hand, accounts for the bulk of our total emissions (55.43%) but only 2.81% of the tonnage transported. In 2024, total CO<sub>2</sub>e emissions from air freight rose 32.03% versus 2023, again mainly due to the increase in volumes transported.

Road haulage emissions also increased in line with the increase in volumes, as was the case with rail freight, which was preferred as an alternative to sea transport. Sea transit times were extended to 50 days due to the Red Sea crisis. The

rail solution implemented by CLASQUIN makes it possible to reduce these transit times to an average of 25 days, thus promoting the modal shift from sea to rail. Despite the consequences of war in Ukraine, we were able to maintain this alternative thanks to the new compliance checking process conducted by our Legal Department and customised routes and solutions for clients shipping between Europe and Asia.

In 2024, we observed an increase in the emission factors, expressed in grams of CO<sub>2</sub>e per tonne-kilometre, notably for air and sea transport. This increase is due to the lengthening of distances due to the need to bypass risk areas, such as the ban on flying over Russia and disruptions to sea transport in the Red Sea, further fuelling the modal shift to air and/or rail for some clients.



# SET AN EXAMPLE

**Group objectives:** commit to more sustainable management of resources and set an example.

## ***Improve our understanding of climate change issues***



Steps associated with **Sustainable Development Goals 12** (*Responsible consumption and production*) and **13** (*Climate action*). By responding to the CDP questionnaire on climate change issues, CLASQUIN shows its commitment to furthering these two goals and raising stakeholder awareness of these issues.

In 2024, in line with the commitment made in 2022, CLASQUIN once again responded to the CDP questionnaire on climate change issues. This year, the Company answered the “Full Corporate” questionnaire, which is more complex and contains many more questions than the “SME Corporate” questionnaire of previous years. Despite this complexity, CLASQUIN maintained its score of C. The CDP, an international non-profit organisation, holds one of the most extensive databases in the world. Its main aim is to encourage investors, companies, governments and regional authorities to assess their environmental impact, encouraging them to take concrete steps to improve their performance.

Our understanding and awareness of climate issues was calculated by the CDP on the basis of our responses. The Company was placed within the average for our business sector for the second year running, confirming CLASQUIN's awareness of sustainable practices.

Meanwhile, we once again responded to the EcoVadis assessment with an extended questionnaire that now covers the entire Group. This in-depth evaluation confirmed our commitment to sustainability and social and environmental responsibility. We were awarded the gold medal with a score of 74/100. This recognition highlights our ongoing efforts to improve our sustainability practices and performance.

To confirm our commitment, in 2024 we continued to roll out both internally and externally the Environmental Policy formalised in 2023.

In March, we organised a webinar entitled “Decarbon'Action” in cooperation with the Symbiose corporate network (formerly Mix'R). This webinar highlighted our approach to performing the carbon assessment, our feedback from the process and the help it provided in implementing decarbonisation initiatives. In November, we also held a client event in Lille, where we again demonstrated how the carbon assessment can make a key contribution to Corporate Social Responsibility (CSR).

We organise these events to showcase CLASQUIN's commitment to promoting environmental initiatives and helping clients reduce their carbon footprint.

In 2024, we reaffirmed our commitment to CSR by responding to the CDP and EcoVadis assessments. Meanwhile, our “SMART GREEN” initiative continues to play a crucial role in reducing clients' carbon footprint and promoting a more sustainable supply chain. These results and initiatives are the pillars of our commitment to a more responsible and sustainable future.

## Help our stakeholders move towards a low-carbon supply chain



Steps associated with **Sustainable Development Goals 9** (Industry, innovation and infrastructure), **13** (Climate action) and **12** (Responsible consumption and production). Emissions generated by international freight forwarding on behalf of clients account for 96.44% of our carbon footprint. CLASQUIN's #SMART GREEN consulting solution has been developed to help clients adopt a sustainable supply chain by measuring the carbon impact of their transport operations. It also aims to raise client awareness of environmental issues and help them implement concrete transformation plans to reduce their carbon footprint. The three pillars of the #SMART GREEN offer contribute to reducing greenhouse gas emissions by offering alternative, more eco-friendly transport solutions and helping companies adopt a #Green First approach with regard to their supply chain.

## Supporting our clients: the #SMART GREEN offer in 3 pillars

### PILLAR 1 LIVE GREEN

Measuring  
to promote awareness  
and act better

### PILLAR 2 FAST GREEN

Acting quickly with  
effective alternatives

### PILLAR 3 GREEN BY DESIGN

Reconfiguring the supply chain  
by thinking and acting  
#Green First

Over the past few years, we have seen significant changes in client demands driven by increasing regulatory change and the adoption of stringent climate targets. Client expectations are focused on transparency and low-carbon services. To anticipate these needs and respond proactively, we launched our SMART GREEN offer in 2021. This initiative offers our clients complete visibility of their carbon emissions, facilitating in-depth analysis to identify potential areas for reducing their carbon footprint.

In 2023, we continued to promote our SMART GREEN consultancy offer to help our clients move towards a sustainable supply chain. A key feature of this offer is measuring the carbon impact of transport operations.

CLASQUIN helps clients understand environmental issues and implement concrete transformation plans through in-depth analysis of transport data, including distance, weight and means of transport used.

### The #SMART GREEN solution is based on three pillars:

... **#LIVE GREEN**: real-time awareness of the environmental impact of transport operations, based on concrete data such as distance travelled, net cargo weight and means of transport used. This provides an in-depth understanding of environmental issues and enables appropriate action to be taken.

... **#FAST GREEN**: simple, rapid action using controlled alternative options. CLASQUIN offers existing or innovative solutions, such as the choice of transport method or modal shift and combined transport, for the agile implementation of solutions with a rapid and measurable impact.

... **#GREEN BY DESIGN**: reconfiguring the supply chain using a "Green First" approach. In addition to technical innovations still at the prototype stage or yet to be invented, we are convinced that we can play an essential role in decarbonising supply chains by drawing on our expertise in organisational engineering. By working with data to identify the levers of a "Green" transformation plan, such as densification, distance reduction, reduction of empty space, packaging adjustment, modal shift and digitisation, CLASQUIN supports and implements "Green" decisions promoting a sustainable supply chain. Our "SMART GREEN" offer represents a step forward in our sustainability efforts. Our clients' response to this offer will be crucial in helping us to set specific objectives and targets in line with our commitment to reduce our Scope 3 emissions.

**BUSINESS CASES**

42

**AWARENESS-RAISING MEASURES**

24

## BUSINESS CASES

As a responsible freight forwarder, one of our missions is to help drive the transition to greener supply chains. We aim to empower our clients to make informed choices and to support them with practical and effective solutions.

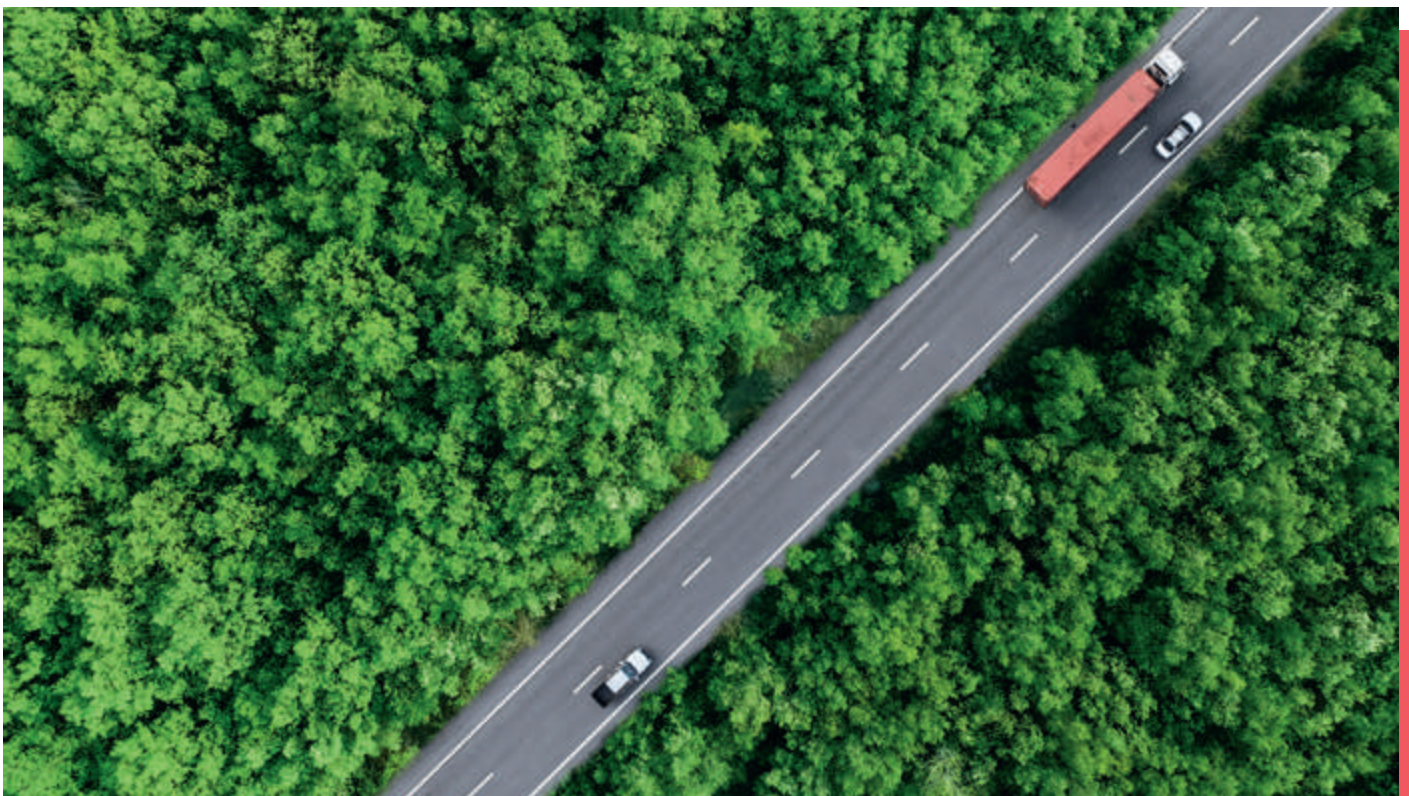
For this reason, for several years we have been offering advice on decarbonisation, one of the three pillars of our **SMART GREEN** initiative.

Our Green offering is available in several formats tailored to the structure, needs and goals of each client, always with the aim of helping them to progress in their endeavours to reduce their carbon footprint.

In 2024, we enriched our offer by sharing more indicators with our clients, such as impact on lead times and costs (per shipment and per tonne of product), thereby improving visibility on the effects of green practices on their business and facilitating decision-making processes.

In 2024, **42 business cases were drafted** to present clients with suitable decarbonisation solutions available on the market. These alternative solutions are presented in the form of maps and tables showing the carbon footprint, the impact on supply chain performance and the cost per tonne of carbon avoided (plus or minus). These business cases form part of our commercial offer and provide our clients with a comprehensive Green offering providing further options for decarbonising their supply chains.

Meanwhile, **24 Green awareness-raising initiatives were rolled out** in order to present the subject of decarbonisation in an informative way, adapting it to the target audience's level of awareness (which varies depending on the size of the company and the location of the decision-makers around the world), and then to present our **SMART GREEN offer (LIVE GREEN, FAST GREEN, GREEN BY DESIGN)**. Finally, these awareness-raising initiatives present a number of generic "Green Business Cases", providing examples and encouraging current and prospective clients to go further with CLASQUIN.



## Supporting our subcontractors

CLASQUIN's business depends largely on its subcontractors, whom we seek to include in our CSR initiatives. Our subcontracting policy has been defined to offer clients maximum flexibility, qualified capacities and resources, and sustainable performance.

We have drawn up a number of minimum commitment documents, which we began to roll out in 2023. In 2024, we continued this process and established minimum commitment rules based on the category and type of subcontractor. The

## Supporting our employees

Throughout 2024, we continued to work on raising awareness among our employees so that they can support us and buy into our initiatives aimed at reducing our environmental impact, such as streamlining and reducing travel, sorting waste and performing daily actions for the planet.

Given the acceleration of global warming and difficulties transporting gas due to the war in Ukraine, we drew up an Energy Sobriety Charter in 2022. We have drawn up 'reflex sheets' which are accessible to all on our intranet and which are presented during the QHSE Webinar, now an integral part

## Waste management

- CLASQUIN has been working for years with ÉLISE, a disability-friendly company, to recycle everyday waste such as bottles, plastic cups, metal cans, cardboard, paper, batteries and light bulbs. Other waste including coffee capsules and printer cartridges is recycled directly by the supplier.

management of subcontracting remains an important issue on which we are constantly working in order to guarantee clients secure processing of their shipments. More specifically, we have issued an Environmental Awareness Declaration whereby our subcontractors must commit to supporting CLASQUIN's efforts to manage and reduce our environmental impact and risks and to suggesting solutions to help us achieve these targets.

of the onboarding programme for new arrivals. These sheets cover a range of subjects, including the following:

- Sobriety in digital uses;
- Business travel;
- Eco-driving;
- Small daily actions that have a major impact on our energy consumption;
- Control of heating and air conditioning.

- In 2024, 11 CLASQUIN France offices were included in the recycling programme, covering 88% of FTEs and 66% of the total surface area. The regular reporting of results is a source of motivation for employees.

# 06

## METHODOLOGY

- 78. METHODOLOGY USED TO IDENTIFY, RANK, SELECT AND VALIDATE THE MAIN RISKS IN THIS DECLARATION
- 79. SCOPE (CONSOLIDATED AND TEMPORAL)
- 80. EXCLUSIONS AND LIMITATIONS
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# METHODOLOGY





# METHODOLOGY USED TO **IDENTIFY, RANK, SELECT AND VALIDATE** THE MAIN RISKS IN THIS DECLARATION

The CLASQUIN Group falls within the scope of Article L. 225-102-1 I (2) of the French Commercial Code applicable to companies posting a balance sheet total of over €100 million, net sales of over €100 million and an average headcount of over 500 permanent employees during the year. It is therefore required to prepare a Declaration of Non-Financial Performance (DNFP or “Declaration”) for inclusion in its management report. This Declaration covers all companies included in CLASQUIN’s consolidated financial statements.

The Declaration for the 2024 calendar year meets the requirements of Article R. 225-105 of the French Commercial Code in accordance with the new regulatory obligations laid down by French ordinance no. 2017-1180 of 17 July 2018 implementing European Directive no. 2014/95/EU of 22 October 2014. This information is audited by an independent third-party body, which issues an opinion included in part 07. Independent third-party body report on this Declaration (or as an appendix).



# SCOPE

## (CONSOLIDATED AND TEMPORAL)

### People scope

This Declaration has been prepared in keeping with financial reporting. The quantitative data is derived from the internal information system. Reported data concerns the following scopes:

... **Group:** the "Group/CLASQUIN Group/CLASQUIN" scope covers the consolidated data of the CLASQUIN Group;

... **France:** the "France" scope covers the CSR data of CLASQUIN SA (394 employees), CLASQUIN Fairs & Events (F&E) (3 employees), Art Shipping International (ASI) (8 employees), LCI-CLASQUIN (France) (87 employees), CLASQUIN Handling Solutions (13 employees), Transports Petit (3 employees) and Exaciel (17 employees), unless otherwise stated;

... **Greater China:** the "Greater China" scope comprises 194 employees;

... **Morocco:** this year, most indicators are also reported for Morocco (TIMAR SA subsidiary), which is now the third largest country in terms of workforce after France and Greater China, with 297 employees;

... **Canada:** most indicators are also reported for Canada (Cargolution subsidiary), which has 72 employees across all contract types.

### Partner scope

The proportion of new employees having received anti-corruption training includes all Group companies, with the exception of new entities that joined the Group within the last 18 months. Meanwhile, training courses have been rolled out at TIMAR.

### Planet scope

#### **Methodology: environmental information and greenhouse gas emissions assessment**

Environmental information on greenhouse gas emissions has been calculated using the ABC Bilan Carbone carbon assessment method, prioritising the emissions factors provided by the ADEME Base Carbone® database, except for freight transport data which is calculated using a specific methodology accredited by the GLEC (Global Logistics Emissions Council).

We have opted to present the results under three scopes (Scopes 1, 2 and 3) in accordance with the model recommended by the GHG Protocol.

The required data collected to measure greenhouse gas emissions corresponds to covered surface area (offices and warehouses), energy consumption, kilometres travelled or litres of fuel consumed by company vehicles, purchases of raw materials and services and emissions related to our products and services.

The scope taken into account represents 79 sites in 24 countries with a total surface area of 78,728 m<sup>2</sup>.

The calculations were made directly on the basis of the data collected on the WeCount platform, which was developed in accordance with and incorporating all data and emission factors in compliance with ADEME and the GHG Protocol and provides access to all regulatory reports (Bilan Carbone, GHG, ISO, etc.).

#### **Scope 1:**

Refrigerant emissions generated by air conditioning systems at our premises were estimated on the basis of a Group-wide kg/m<sup>2</sup> ratio.

Emissions generated by leased vehicles were calculated by applying an emission factor per fuel type on the basis of litres consumed or km travelled. Data was collected directly from fuel card suppliers, expense claim reporting taken from the Workday solution or on the basis of statements issued by the relevant subsidiaries.

#### **Scope 2:**

Emissions related to electricity consumption in offices and warehouses were calculated by applying a kgCO<sub>2</sub>e/kWh emission factor, taking into account the energy mix of the country concerned where possible. Where the required data was not available, an estimate was made on the basis of surface area, applying a kgCO<sub>2</sub>e/m<sup>2</sup> emission factor. For 2024, estimates cover 10.3% of the total surface area of the 79 facilities included in the data collection scope.

**Scope 3:**

Emissions from employee business travel were calculated on the basis of passenger km (number of km per passenger) and the type of transport, applying a kgCO<sub>2</sub>e/peq.km emission factor. When passenger data was unavailable, we based our calculations on financial data (ticket price, taxi price, etc.), applying a kgCO<sub>2</sub>e/€k emission factor.

For air travel, flight distances were taken into account as well as condensation trails (contrails). For rail travel, a distinction was made between TGV high speed trains and TER regional trains.

Emissions related to freight forwarding on behalf of clients were calculated on the basis of the information contained in our operational records: modes of transport used, departure and arrival points (to calculate standard distance) taking into

account transshipments, specific carrier transport arrangements (type of vessel, aircraft, vehicle, fuel, etc.), actual load (net weight of cargo) and energy supply, production and distribution. Given that the data on transport organised by the TIMAR Group offices is gradually being integrated into our TMS, it only partly included in Scope 3 emissions.

**NB:** 2023 emissions data related to our freight forwarding activities on behalf of clients has been restated: when the 2023 Declaration was drafted, this data was not complete due to a computer error/bug that has now been fixed. Some records had been omitted in the calculation of CO<sub>2</sub>e emissions. The missing data was therefore fed in and the graphs corrected accordingly.

# EXCLUSIONS AND LIMITATIONS

The CLASQUIN Group operates in a large number of countries with different laws and cultures. As such, certain indicators used in France for non-financial reporting purposes required certain choices to be made regarding their definition. The information presented below was the subject of a report drawn up by an independent third-party body (see independent third-party body report).

As a forwarding agent, the Group does not manufacture goods or directly provide the transport services it offers. The information provided is thus in keeping with the nature of CLASQUIN's activities and their social and environmental impact.

As such, the following legally required information is less relevant in view of the CLASQUIN Group's transport activities, which mainly take place in offices and warehouses:

- Social commitments in favour of the circular economy;
- Social commitments to combat food waste; CLASQUIN does not have a catering system that could require vigilance in this area;

- Social commitments to combat food insecurity;
- Social commitments in favour of animal welfare;
- Social commitments in favour of responsible, fair and sustainable food;
- No specific action has been taken to promote the link between the nation and the armed forces or to strengthen commitment to the military reserves. On the other hand, CLASQUIN is committed to facilitating the activity of employees in the reserves should the need arise;
- As a company listed on a market that is controlled but not regulated (Euronext Growth) (until 8 January 2025), the Group is not required to address issues related to the defence of human rights and prevention of tax evasion;
- Finally, in view of the Group's business, the theme "greenhouse gas emissions linked to transport activities upstream and downstream of the business" in Article 138 of the Climate and Resilience Act of 22 August 2021 was not deemed relevant.

# PERSON RESPONSIBLE FOR THE **PUBLICATION** AND **CONTACT** DETAILS

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Domitille CHATELAIN

*Group Head of Communication & International Marketing*

**CLASQUIN Group**

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# 07

**PERFORMANCE  
INDICATORS**

**86. PERFORMANCE INDICATORS**  
**88. CROSS-REFERENCE TABLES**

# PERFORMANCE INDICATORS





| CSR REPORT INDICATORS |  | 2024  |                                   |                                  |               |                | 2023          |                            |               |        |                | 2022  |                            |               |        |  |
|-----------------------|--|-------|-----------------------------------|----------------------------------|---------------|----------------|---------------|----------------------------|---------------|--------|----------------|-------|----------------------------|---------------|--------|--|
|                       |  | Group | CLASQUIN SA & Subsidiaries        | Greater China                    | Canada        | TIJMAR Morocco | Group         | CLASQUIN SA & Subsidiaries | Greater China | Canada | TIJMAR Morocco | Group | CLASQUIN SA & Subsidiaries | Greater China | Canada |  |
| <b>P</b>              | Unit   |       |                                   |                                  |               |                |               |                            |               |        |                |       |                            |               |        |  |
| <b>22</b>             | Total headcount  | No.   | 1,602 (all contracts) 1,522 perm. | 570 (all contracts) 534 perm.    | 197 perm.     | 61 perm.       | 283 perm.     |                            |               |        |                |       |                            |               |        |  |
| <b>39</b>             | Proportion of female managers                                | %     | 43.7%                             | 45.6%                            | 56%           | 45.5%          | 47.7%         |                            |               |        |                |       |                            |               |        |  |
| <b>19</b>             |  |       |                                   |                                  |               |                |               |                            |               |        |                |       |                            |               |        |  |
| <b>19</b>             |  |       |                                   |                                  |               |                |               |                            |               |        |                |       |                            |               |        |  |
| <b>24</b>             | Staff turnover (perm. - exci. acq./disposals)                | %     | 14.80%                            | 14.71%                           | 10.82%        | 25.69%         | 15.07%        |                            |               |        |                |       |                            |               |        |  |
| <b>24</b>             | Average seniority (perm.)                                    | Years | 7.7                               | 6.7                              | 7.8           | 4.2            | 10.8          |                            |               |        |                |       |                            |               |        |  |
|                       | Funometer survey satisfaction rate                           | %     | 94%                               | Not available                    | Not available | Not available  | Not available |                            |               |        |                |       |                            |               |        |  |
| <b>32</b>             | Absenteeism (perm.)  | %     | Not available                     | 2.56%                            | 0.12%         | 1.63%          | 1.05%         |                            |               |        |                |       |                            |               |        |  |
| <b>33</b>             | Accidents with lost time                                     | No.   | Not available                     | All contracts France total: 6    | 0             | 0              | 8             |                            |               |        |                |       |                            |               |        |  |
| <b>33</b>             | Frequency rate (change in calculation methodology from 2022) | Rate  | Not available                     | All contracts France total: 7.31 | 0             | 0              | 12.2          |                            |               |        |                |       |                            |               |        |  |
| <b>33</b>             | Severity rate  | Rate  | Not available                     | All contracts France total: 0.33 | 0             | 0              | 0.47          |                            |               |        |                |       |                            |               |        |  |
| <b>26</b>             |  |       |                                   |                                  |               |                |               |                            |               |        |                |       |                            |               |        |  |
| <b>26</b>             | Number of hours of training per employee trained             | H     | Not available                     | 10.8                             | 6.8           | 20.6           | 14.4          |                            |               |        |                |       |                            |               |        |  |

|           |   |   |  |                               |               |               |               |               |                               |  |  |
|-----------|---|---|--|-------------------------------|---------------|---------------|---------------|---------------|-------------------------------|--|--|
| <b>42</b> | Proportion of employees with disabilities   | %   | Not available  | Total all subsidiaries: 3.16% | Not available | Not available | Not available | Not available | Total all subsidiaries: 2.40% | Not available  | Not available  |
| <b>46</b> | Number of security audits conducted   | No./yr  | Not available  | Total all subsidiaries: 3.16% | Not available | Not available | Not available | Not available | Total all subsidiaries: 2.86% | Not available  | Not available  |
| <b>46</b> | Proportion of employees having attended an awareness session following a phishing campaign      | %   | 72.09%   | n/a                           | n/a           | n/a           | n/a           | n/a           | n/a                           | 62.58%   | n/a  |
| <b>48</b> | Number of incidents reported to the Ethics Committee  | Number  | 0  | n/a                           | n/a           | n/a           | n/a           | n/a           | n/a                           | 0  | n/a  |
| <b>48</b> | Percentage of target employees having attended an anti-corruption awareness-raising event (KPI) | %   | 86.63%   | n/a                           | n/a           | n/a           | n/a           | n/a           | n/a                           | 84.21%   | 96.62%   |
| <b>49</b> | Annual amount of CLASQUIN Foundation donations  | €   | €276,290   | n/a                           | n/a           | n/a           | n/a           | n/a           | n/a                           | €326,428   | n/a  |
| <b>54</b> | SCOPE 1   | tCO <sub>2</sub> e  | 1,974  | n/a                           | n/a           | n/a           | n/a           | n/a           | n/a                           | 1,946  | 439  |
| <b>54</b> | SCOPE 2   | tCO <sub>2</sub> e  | 851  | n/a                           | n/a           | n/a           | n/a           | n/a           | n/a                           | 963  | 576  |
| <b>54</b> | SCOPE 3**   | tCO <sub>2</sub> e  | 551,819  | n/a                           | n/a           | n/a           | n/a           | n/a           | n/a                           | 435,970  | 425,445  |
| <b>57</b> | CO <sub>2</sub> indicators FREIGHT**  | gCO <sub>2</sub> e/ tkm (CO <sub>2</sub> equivalent per tonne-km) | Air: 698.99<br>Sea: 9.67<br>Road: 78.82<br>Rail: 33.80 | n/a                           | n/a           | n/a           | n/a           | n/a           | n/a                           | Air: 651.24<br>Sea: 9.45<br>Road: 69.56<br>Rail: 32.02 | Air: 701.55<br>Sea: 9.66<br>Road: 67.77<br>Rail: 32.70 |

\* Corporate offices are included when calculating the percentage of capital held.



\*\* Restated 2023 Freight data (see methodology section).

# CROSS-REFERENCE TABLES

CLASQUIN has committed to supporting the **United Nations Global Compact** and applying its Ten Principles. In this regard, the Group uses the Sustainable Development Goals (SDGs) as key guidelines for its CSR strategy in order to better provide














new responses to the challenges of the modern world. As a freight forwarder, we help our clients develop smart, sustainable transport solutions.



| PEOPLE   | CLASQUIN ACTIONS  | SDG  | DESCRIPTION  | GLOBAL COMPACT PRINCIPLE   |
|--|---|--|--|--|
| Attract the best talents                       | <ul style="list-style-type: none"> <li>A strong corporate culture</li> <li>Company attractiveness boosted by an employee shareholding policy</li> <li>Employees involved in the Group's strategy</li> <li>Attractive employer brand</li> <li>Dynamic onboarding policy</li> </ul>   | <br><br>  | <ul style="list-style-type: none"> <li>Promote a stimulating, shared and sustainable economic growth project, full and productive employment and decent work for all</li> <li>Enable everyone to live in good health and protect the well-being of all people of all ages</li> <li>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</li> </ul> | <p><b>Principle 1:</b></p> <p>Businesses should support and respect the protection of internationally proclaimed human rights</p>  |
| Develop employee skills                        | <ul style="list-style-type: none"> <li>HR policy driven by high-performing teams</li> <li>Training: a profitable and sustainable investment for the Company, enhanced motivation for employees</li> <li>Internal mobility policy facilitated by effective managerial support</li> <li>Develop staff employability</li> <li>Career paths</li> <li>Promote cross-functionality</li> </ul> | <br>   | <ul style="list-style-type: none"> <li>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</li> </ul>   | <p><b>Principle 1:</b></p> <p>Businesses should support and respect the protection of internationally proclaimed human rights</p>  |
| Listen to employees                            | <ul style="list-style-type: none"> <li>Appropriate and agile dialogue with teams</li> <li>Attentive management to ensure quality of life at work: Fun@work scheme</li> </ul>  |   | <ul style="list-style-type: none"> <li>Enable everyone to live in good health and promote the well-being of all people of all ages</li> </ul>  | <p><b>Principle 3:</b></p> <p>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</p>  |
| Listen to our clients                          | <ul style="list-style-type: none"> <li>Signing of ethics codes and integration of anti-corruption processes</li> <li>Satisfaction survey &amp; Client events</li> </ul>   | <br>   | <ul style="list-style-type: none"> <li>Promote an effective, responsible and inclusive society at all levels</li> <li>Listening to our clients' Green issues</li> </ul>  | <p><b>Principle 1:</b></p> <p>Businesses should support and respect the protection of internationally proclaimed human rights</p>  |
| Protect employees and improve their well-being | <ul style="list-style-type: none"> <li>Prevention and awareness-raising</li> <li>Staff-focused management of the pandemic and post-pandemic periods</li> <li>Adaptation of workspaces and working arrangements (home office)</li> <li>Measures to promote physical exercise and sport</li> </ul>  | <br>   | <ul style="list-style-type: none"> <li>Enable everyone to live in good health and promote the well-being of all people of all ages</li> <li>Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all</li> </ul>   | <p><b>Principle 1:</b></p> <p>Businesses should support and respect the protection of internationally proclaimed human rights</p>  |
| Promote diversity                              | <ul style="list-style-type: none"> <li>Equal treatment</li> <li>Gender balance</li> <li>Equitable recruitment</li> <li>Disability policy</li> </ul>   | <br><br><br> | <ul style="list-style-type: none"> <li>Achieve gender equality and empower all women and girls</li> <li>Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all</li> <li>Enable everyone to live in good health and promote the well-being of all people of all ages</li> <li>Reduce inequalities both within and between countries</li> </ul> | <p><b>Principle 4:</b></p> <p>Businesses should uphold the elimination of all forms of forced and compulsory labour</p> <p><b>Principle 6:</b></p> <p>Businesses should uphold the elimination of discrimination in respect of employment and occupation</p> |

| PARTNER                                    | CLASQUIN ACTIONS   | SDG  | DESCRIPTION   | GLOBAL COMPACT PRINCIPLE   |
|--|--|--|---|--|
| Protect your data                          | <ul style="list-style-type: none"> <li>Prevent threats and safeguard our organisation</li> </ul>   |   | <ul style="list-style-type: none"> <li>Promote an effective, responsible and inclusive society at all levels</li> </ul>   | <p><b>Principle 2:</b><br/>Businesses should make sure that they are not complicit in human rights abuses</p>                  |
| Ensure responsible, independent governance | <ul style="list-style-type: none"> <li>Involve management in CSR</li> </ul>  |   | <ul style="list-style-type: none"> <li>Achieve gender equality and empower all women and girl</li> </ul>  |  |
| Prevention of bribery and corruption       | <ul style="list-style-type: none"> <li>Combat corruption by taking action to prevent, detect and combat corruption and influence peddling</li> </ul>                   |   | <ul style="list-style-type: none"> <li>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</li> </ul>        | <p><b>Principle 10:</b><br/>Businesses should work against corruption in all its forms, including extortion and bribery</p>    |
|  |  |   | <ul style="list-style-type: none"> <li>Promote an effective, responsible and inclusive society at all levels</li> </ul>   |  |
| Engage with the local community            | <ul style="list-style-type: none"> <li>Get involved in the local community and encourage employees to follow suit, particularly via the CLASQUIN Foundation</li> </ul> |   | <ul style="list-style-type: none"> <li>Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all</li> </ul> | <p><b>Principle 1:</b><br/>Businesses should support and respect the protection of internationally proclaimed human rights</p> |
|  |  |   | <ul style="list-style-type: none"> <li>Effective partnerships between governments, the private sector and civil society</li> </ul>                                  |  |
|  |  |  | <ul style="list-style-type: none"> <li>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</li> </ul>        |  |



| PLANET                         | CLASQUIN ACTIONS  | SDG  | DESCRIPTION   | GLOBAL COMPACT PRINCIPLE   |
|--------------------------------|---|--|---|--|
| Limit our environmental impact | <ul style="list-style-type: none"> <li>Offer guidance to our organisation in controlling its environmental impact in the short, medium and long term</li> </ul>   |   | <ul style="list-style-type: none"> <li>Take action to combat climate change and its repercussions</li> </ul>  | <p><b>Principle 7:</b><br/>Businesses should support a precautionary approach to environmental challenges</p>  |
|                                | <ul style="list-style-type: none"> <li>Monitor, reduce and control our emissions and those of our clients:               <ul style="list-style-type: none"> <li>- related to electricity consumption</li> <li>- related to employee travel</li> <li>- related to freight transport that we organise on behalf of our clients</li> </ul> </li> </ul> | <br><br><br> | <ul style="list-style-type: none"> <li>Ensure universal access to reliable, sustainable and modern energy services at an affordable cost</li> <li>Build resilient infrastructure, promote sustainable industrialisation to the benefit of all and encourage innovation</li> <li>Ensure sustainable consumption and production patterns</li> <li>Take action to combat climate change and its repercussions</li> </ul> | <p><b>Principle 8:</b><br/>Businesses should undertake initiatives to promote greater environmental responsibility</p> <p><b>Principle 9:</b><br/>Businesses should encourage the development and diffusion of environmentally friendly technologies</p>   |
| Set an example                 | <ul style="list-style-type: none"> <li>Improve our understanding of climate change issues</li> </ul>  | <br>   | <ul style="list-style-type: none"> <li>Ensure sustainable consumption and production patterns</li> <li>Take action to combat climate change and its repercussions</li> </ul>  | <p><b>Principle 7:</b><br/>Businesses should support a precautionary approach to environmental challenges</p> <p><b>Principle 8:</b><br/>Businesses should undertake initiatives to promote greater environmental responsibility</p> <p><b>Principle 9:</b><br/>Businesses should encourage the development and diffusion of environmentally friendly technologies</p>                     |
|                                | <ul style="list-style-type: none"> <li>Help our stakeholders move towards a low-carbon supply chain: <b>SMART GREEN</b> offer</li> </ul>  | <br><br>  | <ul style="list-style-type: none"> <li>Build resilient infrastructure, promote sustainable industrialisation to the benefit of all and encourage innovation</li> <li>Ensure sustainable consumption and production patterns</li> <li>Take action to combat climate change and its repercussions</li> </ul>  | <p><b>Principle 8:</b><br/>Businesses should undertake initiatives to promote greater environmental responsibility</p> <p><b>Principle 9:</b><br/>Businesses should encourage the development and diffusion of environmentally friendly technologies</p>   |
|                                | <ul style="list-style-type: none"> <li>Waste management and awareness-raising</li> </ul>  | <br><br>  | <ul style="list-style-type: none"> <li>Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all</li> <li>Ensure sustainable consumption and production patterns</li> <li>Take action to combat climate change and its repercussions</li> </ul>   | <p><b>Principle 6:</b><br/>Businesses should uphold the elimination of discrimination in respect of employment and occupation</p> <p><b>Principle 8:</b><br/>Businesses should undertake initiatives to promote greater environmental responsibility</p> <p><b>Principle 9:</b><br/>Businesses should encourage the development and diffusion of environmentally friendly technologies</p> |



**INDEPENDENT  
THIRD-PARTY  
BODY REPORT**

- 96. INDEPENDENT THIRD-PARTY BODY REPORT ON THE CONSOLIDATED DECLARATION OF NON-FINANCIAL PERFORMANCE INCLUDED IN THE ANNUAL REPORT
- 100. APPENDIX 1: INFORMATION CONSIDERED AS THE MOST IMPORTANT

# INDEPENDENT THIRD-PARTY BODY REPORT





# INDEPENDENT THIRD-PARTY BODY REPORT ON THE CONSOLIDATED DECLARATION OF NON-FINANCIAL PERFORMANCE INCLUDED IN THE ANNUAL REPORT

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Financial year ended 31 December 2024

To the Shareholders,

In our capacity as independent third-party body authorised by the Validation/Verification section of COFRAC under number 3-1901 (accreditation for which the list of sites and the scope may be consulted on [www.cofrac.fr](http://www.cofrac.fr)), we have performed the work required in order to establish a substantiated opinion expressing a conclusion of limited assurance regarding the historical information (observed or extrapolated) contained in the consolidated declaration of non-financial performance (hereinafter the "Information" and the "Declaration" respectively) prepared in accordance with the Entity's procedures (hereinafter "Guidelines") for the year ended 31 December 2024, as presented in the management report of CLASQUIN SA (hereinafter the "Company" or the "Entity") in application of the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (in their versions prior to 1 January 2025).

## Conclusion

On the basis of the procedures we implemented, as described in the section entitled "Nature and scope of work", and the information we gathered, we have identified no material anomalies liable to call into question the compliance of the consolidated declaration of non-financial performance with applicable regulatory provisions and the fact that the Information, taken as a whole, is presented fairly in accordance with the Guidelines.

## Comments

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

- Key performance indicators related to staff risks cover between 69% and 100% of the Group's total workforce at 31 December 2024. This scope of publication is not consistent across all key performance indicators due to the exclusion of certain site or country data, which impacts data comparability among other things. Differences in scope are explained for each indicator in the Declaration.
- As indicated in the Declaration, the data on freight transport chartered by TIMAR is incomplete due to the gradual integration of the data into the Company's operational systems since September 2024. This data therefore covers a limited scope representing 5.8% of 2024 consolidated sales.
- As mentioned in the Declaration, CLASQUIN SA continues to work on evaluating the greenhouse gas emissions of its activities and identifying ways of reducing them, in response to climate change risks and growing environmental awareness. Targets for reducing greenhouse gas emissions have yet to be defined.

## **Preparation of the Declaration of Non-Financial Performance**

The absence of a generally accepted and commonly used reference framework or established practices for evaluating and measuring the Information makes it possible to use different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Accordingly, the Declaration should be read and understood with reference to the Guidelines, the main features of which are set out in the Declaration or may be consulted on request at the Company's registered office.

## **Limitations inherent in the preparation of information**

The Information may be subject to 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 used for its preparation, as 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;
- drawing up a Declaration in compliance with statutory and regulatory provisions including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied in response to these risks and the results of said policies, including key performance indicators;
- implementing the internal control procedures that it deems necessary for the preparation of Information that is free of material misstatements, whether due to fraud or error.

The Declaration has been prepared in accordance with the Entity's Guidelines as mentioned above.

## **Responsibility of the independent third-party body**

It is our responsibility, on the basis of our work, to establish a substantiated opinion expressing a conclusion of limited assurance regarding:

- the compliance of the Declaration with the provisions of Article R. 225-105 of the French Commercial Code (in the version prior to 1 January 2025);
- the fair presentation of the historical information (observed or extrapolated) provided in application of Article R. 225-105 I (3) and II of the French Commercial Code (in the version prior to 1 January 2025), namely the results of the policies, including key performance indicators, and the measures implemented in response to the main risks.

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

We are not required to express an opinion regarding:

- the Entity's compliance with other applicable statutory and regulatory provisions, including those related to the vigilance plan and the prevention of corruption and tax evasion;
- compliance of products and services with applicable regulations.

## **Applicable regulatory provisions and professional standards**

Our work as described below was carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code and in accordance with the professional standards of the *Compagnie nationale des commissaires aux comptes* regarding such engagements, as well as international standard ISAE 3000 Revised.

These provisions have enabled us to establish a verification programme (RSE\_SQ\_Annexe N°2\_Programme de vérification\_DPEF) setting out in particular all the methodologies applied in accordance with the provisions of ISO 17029. This independent third-party body report has been prepared in accordance with this programme.

## Independence and quality control

Our independence is defined by the terms of Article L. 821-28 of the French Commercial Code and by the statutory auditor professional code of conduct. In addition, we have implemented a quality control system comprising documented policies and procedures designed to guarantee compliance with applicable laws and regulations, ethical principles and the professional standards of the *Compagnie nationale des commissaires aux comptes* regarding this engagement.

## Means and resources

Our assignment was conducted by five people working for a total period of two weeks between January and March 2025.

To assist us in the performance of our work, we called on our specialists in sustainable development and corporate social responsibility. We held around ten interviews with the persons responsible for preparing the Declaration, including representatives of the Legal and Compliance Department, the Human Resources Department, the Communications & Marketing Department, the QHSE Department and the Information System Security Department.

## Nature and scope of work

We have planned and carried out our work taking into account the risk of material misstatements in the Information.

We consider that the procedures we followed in the exercise of our professional judgement allow us to draw a conclusion of limited assurance:

- We acquired an understanding of the business activity of all entities included in the consolidation scope and the description of the main risks;
- We assessed the appropriateness of the Guidelines in terms of their relevance, completeness, reliability, objectiveness and clarity, taking industry good practices into account where applicable;
- We verified whether the Declaration covered each information category listed by Article L. 225-102-1 III of the French Commercial Code (in the version prior to 1 January 2025) with regard to social and environmental issues;
- We verified whether the Declaration presented the information listed in Article R. 225-105 II of the French Commercial Code (in the version prior to 1 January 2025), where such information is relevant to the main risks, and whether it included, where necessary, an explanation of the reasons for the omission of information required under Article L. 225-102-1 III (2) (in the version prior to 1 January 2025);
- We verified whether the Declaration presented the business model and a description of the main risks related to the business activity of all entities included in the consolidation scope, including, where relevant and proportionate, the risks generated by its business relationships, products or services, as well as the policies, measures and results, including key performance indicators related to the main risks;
- We consulted documentary sources and held interviews in order to:
  - assess the process of selecting and approving the main risks as well as the consistency of the results and key performance indicators adopted with regard to the main risks and policies presented, and
  - corroborate what we considered to be the most important qualitative information (measures and results), presented in Appendix 1. For certain risks, namely "Industrial relations", "Cybersecurity" and "Corruption risk", our work was carried out at the level of the consolidating entity. For other risks, work was carried out at the level of the consolidating entity and in a selection of the other entities<sup>1</sup>;
- We verified whether the Declaration covered the consolidated scope, namely all entities included in the consolidation scope in accordance with Article L. 233-16 of the French Commercial Code, subject to the limitations set out in the Declaration;
- We acquired an understanding of the internal control and risk management procedures implemented by the Entity and assessed the information-gathering process with a view to guaranteeing the completeness and fair presentation of the Information;
- With regard to the key performance indicators and other quantitative results that we deemed to be the most important, as presented in Appendix 1, we conducted:

<sup>1</sup> CLASQUIN SA & its French subsidiaries

- analytical procedures to verify the correct consolidation of the data collected and the consistency of comparative data;
- sample tests based on spot testing and other selective means aimed at verifying the due application of definitions and procedures and reconciling the data contained in the supporting documentation. This work was performed on a selection of contributing entities<sup>2</sup> covering between 36% and 98% of the consolidated data selected for these tests;
- We assessed the consistency of the Declaration as a whole in light of our knowledge of all entities included in the consolidation scope.

The procedures implemented as part of a limited assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional standards issued by the *Compagnie nationale des commissaires aux comptes*; a higher level of assurance would have required more extensive audit work.

The independent third-party body:  
Forvis Mazars SAS (Lyon)

Lyon, 4 March 2025

Paul-Armel Junne, Partner.

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# APPENDIX 1

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## Information considered to be the most important

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### Qualitative information (measures and results) relating to the main risks below:

- Lack of attractiveness/Failure to retain talent;
- Workload and working hours;
- Industrial relations;
- Training;
- Gender balance;
- Climate change/Raising environmental awareness;
- Cybersecurity;
- Corruption risk.

### Quantitative indicators including key performance indicators

- Workforce at 31/12/2024;
- Turnover of staff on permanent contracts;
- Absenteeism rate;
- Funometer satisfaction survey;
- Average number of hours of training per employee trained;
- Proportion of female managers;
- "Bilan Carbone" carbon assessment;
- Percentage of employees having attended an awareness-raising course after falling victim to the phishing campaign;
- Percentage of target employees trained in anti-corruption.





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