

# DECLARATION OF NON-FINANCIAL PERFORMANCE 2022



THE CLIENTS, PROFIT & *Fun* COMPANY

THE CLIENTS, PROFIT & **Fun** COMPANY

# “Chairman’s message

With an integrated network of over 66 offices and 1,100 employees worldwide, CLASQUIN is the only French multinational SME operating in the global freight forwarding and overseas logistics sector.

This unique positioning enables us to offer global end-to-end solutions that rival industry giants, with the service quality of an SME (client focus, customised offering, creativity and responsiveness). We therefore offer our clients a comprehensive platform of high value-added services in the management of the overseas supply chain: the design and management of customised transport and logistics solutions as well as the selection and coordination of a network of the very best subcontractor partners.

We have pursued our globalisation strategy since 1983, driven by a passion for our business and customer service, the expertise and enthusiasm of our teams, our performance culture and our winning mindset; the trust shown by our clients has enabled us to expand our operations worldwide, including in Europe, Asia, America and, more recently, North Africa and sub-Saharan Africa.

Driven by the Group’s growing determination to contribute to the common good, we have for several years now been integrating social and environmental concerns into our overall policy. In that context, at the end of 2020 the CLASQUIN Board of Directors formally approved the establishment of the CLASQUIN Foundation, which has operated since 2021 under the aegis of Fondation de France.

I wish you all an enjoyable read of our 2022 Declaration of Non-Financial Performance, which has been drawn up in keeping with our Corporate Social Responsibility (CSR) policy.

Yves REVOL, CHAIRMAN, CLASQUIN GROUP

“ CLASQUIN, a unique positioning underpinned by boldness, a winning mindset, a performance culture and a strong determination to contribute to the common good.”



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# 1

## STRATEGY AND PROFILE

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# Strategy and profile





# 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 is now the only player on the market capable of combining 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, which constitute barriers to entry for new entrants on the market.

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

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



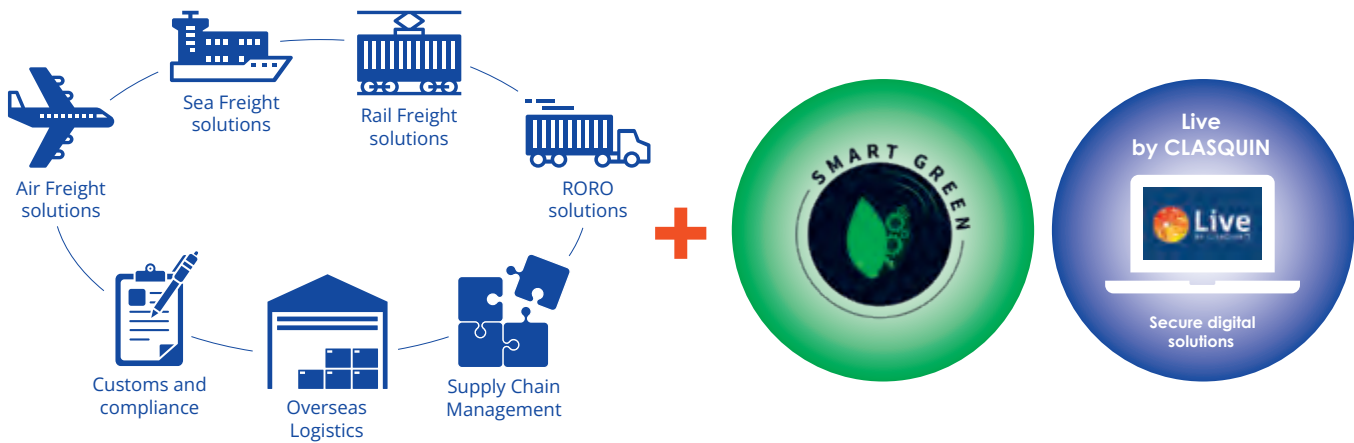


High value-added business model

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 has become increasingly strategic and complex.

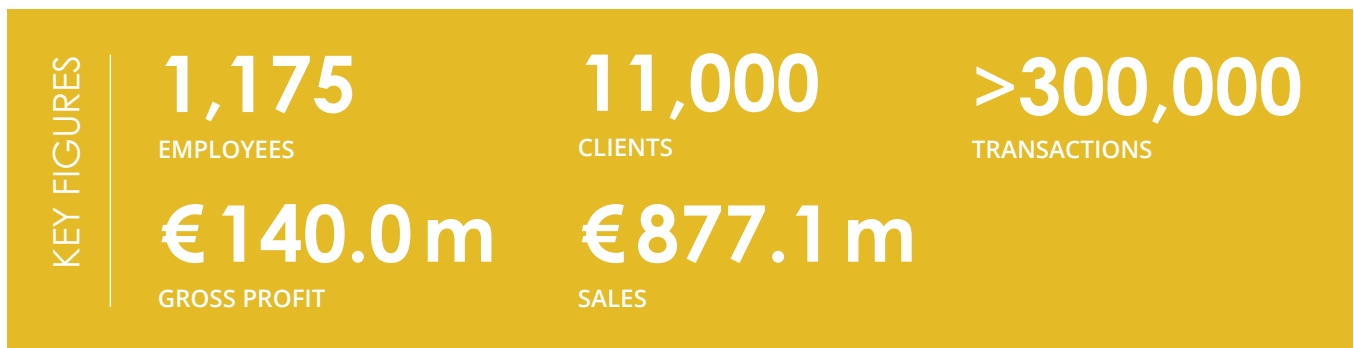
Our business



Through its network of 66 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-Sa-

haran Africa. As a forerunner of trade with Asia, CLASQUIN has a strong presence on the Asia-Pacific routes.

2022 key figures



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. They are free to organise, control and optimise the flow of goods and services before and after transportation. They aim to provide increasingly high value-added services in a highly competitive market.

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

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



# Expansion strategy

For nearly 35 years, CLASQUIN has rolled out the same business model and demonstrated its ability to grow at a sustained pace. The Group’s goal is to continue developing its international network on East-West routes (Asia-Europe and Asia-North America) and on the more recent North-South routes (Europe-Africa) while continuing to broaden its offering to include high value-added services: management of clients’ overseas logistics, Supply Chain Management consulting, etc.

### Customised solutions



**Industry**  
17 % of sales  
% change ▲



**Fashion & Retail**  
15 % of sales  
% change ▲



**Household goods & Furniture**  
6 % of sales  
% change ▲



**Cosmetics, Luxury & Fine Arts**  
5 % of sales  
% change ▲



**Toys, Games, Leisure & Outdoor**  
5 % of sales  
% change ▲



**High tech & Telecom**  
5 % of sales  
% change ▲



**Healthcare & Chemicals**  
3 % of sales  
% change ▲



**Food, Wine & Spirits**  
3 % of sales  
% change ▲

**Expertise-based niche markets: 8 % of sales**



Art



Fairs & Events



Special transport



Shows



Government & Security



Critical freight



Humanitarian projects

Moreover, the Group is always on the lookout for acquisition opportunities.

# Integrated global network

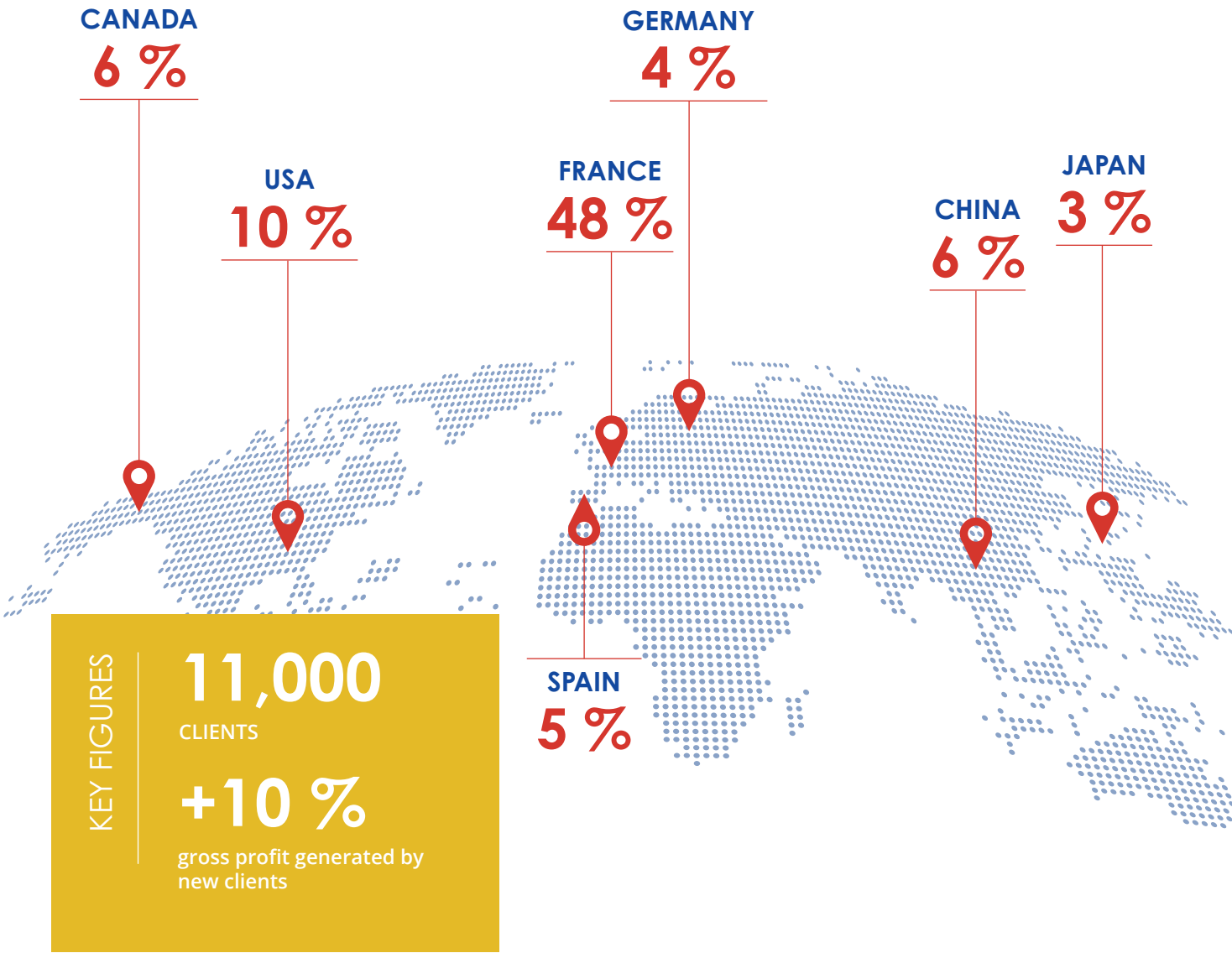
By investing in the creation of its own offices since 1984, particularly in Asia, the Group’s historical foothold, CLASQUIN chose to form an integrated international network.

As a guarantee of its proximity and privileged relations with clients, this international network, which comprises 30

offices in Europe, 5 in Africa, 22 in Asia-Pacific and 9 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.

### Breakdown of clients worldwide (contribution to Group 2022 GP)







# 2

## CSR POLICY AND PERFORMANCE

- 18 . CSR POLICY DRIVING GLOBAL SUSTAINABLE PERFORMANCE
- 19 . NON-FINANCIAL CONCERNS AND CSR OBJECTIVES



# CSR policy and performance





# A CSR policy that contributes to overall sustainable performance

CSR (Corporate Social Responsibility) reflects CLASQUIN's desire to be a **GOOD 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.

This CSR policy is reflected in a participatory approach rooted in a strong corporate culture encapsulated by the motto "Clients, Profit & Fun": client satisfaction and feedback, economic performance with a collective commitment to the Group's entrepreneurial plan and leadership of considerate, constructive and continuous social dialogue.

First and foremost, CLASQUIN has always paid attention to its people's well-being through a differentiating human resources policy focused on rewarding, listening to, training and protecting its multicultural international teams. This policy is reflected in highly selective recruitment, an attractive employer brand, the promotion of diversity, development initiatives, an employee profit-sharing and shareholding scheme, and regular opportunities for listening and sharing.

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. In 2021, through the CLASQUIN Foundation created under the aegis of Fondation de France, CLASQUIN supported developing entities in line with its values and identity.

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 broader scale of its global ecosystem. The Group has thus developed a "Green offering" for its clients, to help them measure, optimise and rethink the impact of their activities at local or international levels.

# 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 non-exhaustive and other risks may exist. However, these CSR risks identified within the scope of analysis are considered to have a 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 estimate gross risk levels taking into account, in particular, 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 the most 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.

Among a wide range of non-financial concerns, 14 areas were identified showing a wide range of probability and impact levels. 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, staff-related non-financial concerns are more numerous, as they are relevant to CLASQUIN’s business activities.

RISK	CAUSES	CONSEQUENCES
STAFF		
Attraction	<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>
Failure to retain talent	<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>
Workload and working hours	<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>
Health and safety	<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>
Industrial relations	<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>
Training	<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>
Gender balance	<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>
Disability	<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>
Cybersecurity	<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>
ENVIRONMENT		
Waste management	<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>
Climate change	<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>
Raising environmental awareness	<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 the carbon footprint of stakeholders</li><li>• Failure to help clients move towards a low-carbon supply chain</li></ul>
SOCIAL		
Sponsorship	<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>
Risk of corruption	<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>

RISK	PROBABILITY	FINANCIAL	IMPACT REPUTATION	BUSINESS CON-TINUITY	SIZE OF RISK
Attraction					High
Failure to retain talent					High
Workload and working hours					Medium
Health and safety					Limited
Industrial relations					Medium
Training					Medium
Gender balance					Limited
Disability					Medium
Cybersecurity					High
Waste management					Limited
Climate change					High
Raising environmental awareness					High
Sponsorship					Limited
Risk of corruption					Significant

Limited

Medium

Significant

High

**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.

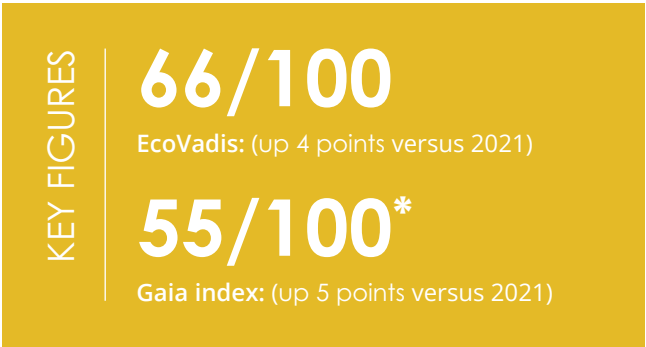




CSR objectives

At CLASQUIN, CSR policy has always contributed to the Group’s sustainable growth. It is part of our DNA, as we operate in a service industry where trust and commitment are essential if we are to keep the promises made to our clients and employees.

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



*\*New calculation method.*

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. As part of the international transport chain, we promote ethical business practices and help our clients develop smart, sustainable transport solutions.

The 2022 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, IST, etc.

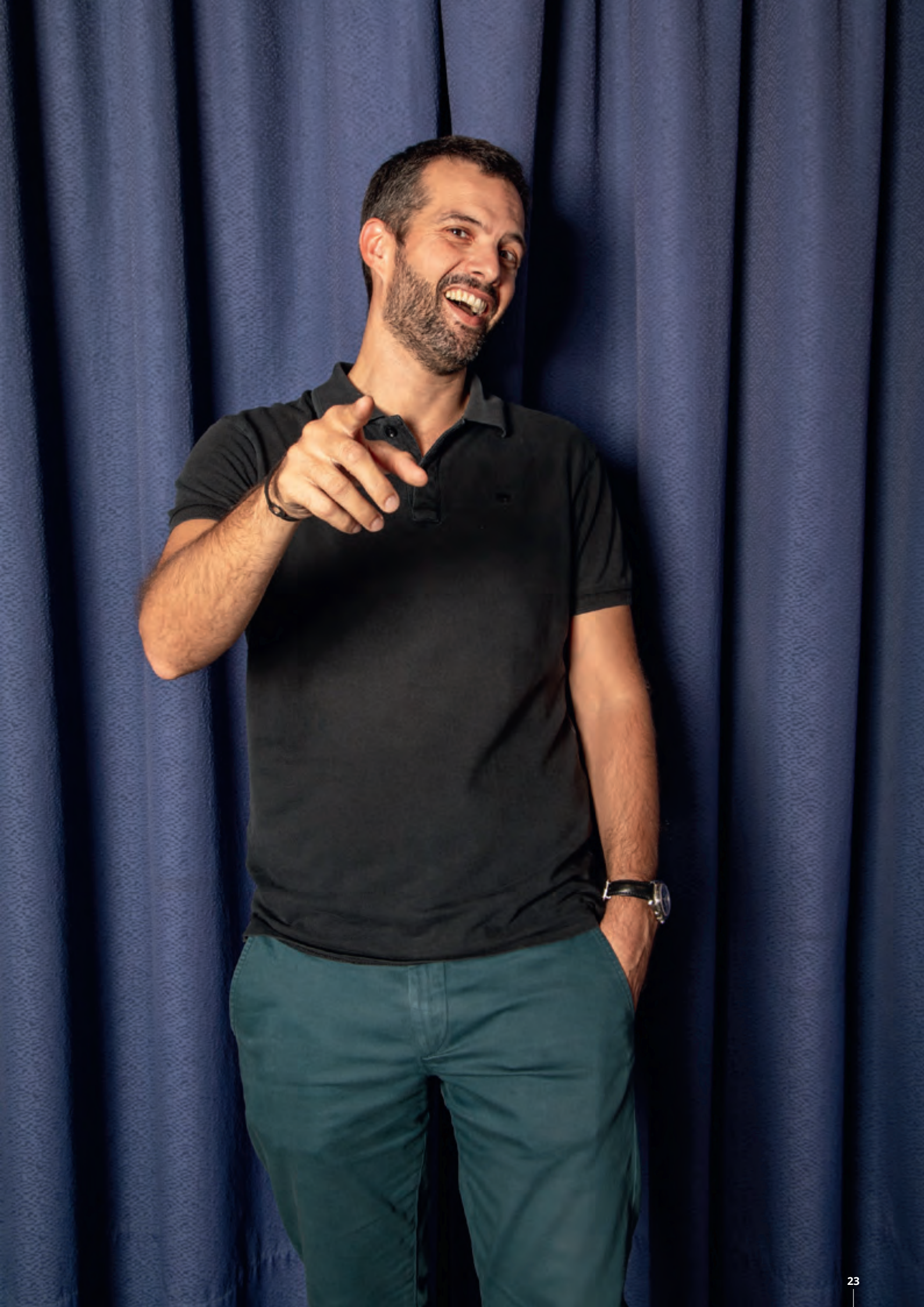
For each reporting scope, the CSR working group was assisted by KPI Leaders tasked with collecting, analysing and sharing key indicator data. The Committee thus produced internal guidelines and indicator factsheets to improve mutual understanding and harmonise the collection of information.



people

partenaire

planète





# 3

## PEOPLE: BUILD HIGH-PERFORMING COMMITTED TEAMS

- 29 . ATTRACT (AND RETAIN)  
THE BEST TALENTS
- 34 . DEVELOP EMPLOYEE SKILLS
- 39 . LISTEN TO OUR EMPLOYEES
- 41 . LISTEN TO OUR CLIENTS
- 42 . PROTECT EMPLOYEES AND IMPROVE  
THEIR WELL-BEING
- 46 . 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
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><li>• Creation of a CLASQUIN APPRENTICE TRAINING CENTRE (CFA)</li></ul>	  	<p>Promote a stimulating, shared and sustainable economic growth project, full and productive employment and decent work for all.</p> <p>Enable everyone to live in good health and protect the well-being of all people of all ages</p> <p>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</p>	<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>	 	<p>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</p>	<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>		<p>Enable everyone to live in good health and promote the well-being of all people of all ages</p>	<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</li><li>• Webinars</li></ul>	 	<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</li><li>• Adaptation of workspaces and working arrangements (home office)</li><li>• Measures to promote physical exercise and sport</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><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>	   	<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>

# Attract and retain the best talents

*Group objectives: recruit the best and promote our employer brand; enhance understanding of the exciting, ever-changing 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)

## Worldwide teams united by a single corporate culture

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

### THE CLIENTS, PROFIT & Fun COMPANY

**Clients:** Central, winning mindset - **Profit:** Entrepreneurship, collective - **Fun:** Caring, listening, living well together.

CLASQUIN currently has 1,175 employees working in 21 countries. Each employee is at ease working in an international multicultural environment.

### #1. Company attractiveness boosted by a manager shareholding policy

CLASQUIN’s capital has been controlled by its management since 1983. This long-standing attribute of the Company influences the way it is managed and underpins two fundamental strengths:

- Spreading and promoting the entrepreneurial spirit;
- Seeking and being associated with economic performance.

CLASQUIN encourages shareholding by its managers, either directly in the local subsidiary or in the Group holding, by pursuing the two-pronged objective of:

- rallying the management team around a long-term shared growth project to ensure a consistent management team over time;
- developing a strong sense of belonging for local managers in order to strengthen their commitment to entrepreneurial goals in all regions.

- As such:
- In 2019, CLASQUIN implemented a CLASQUIN SA share joint investment plan for Top Management and managers in order to rally Group directors and managers around the corporate mission and reinforce their sense of belonging. 33 Group managers including 10 outside France have participated in the plan, of whom 31 are currently working for the Group.
  - Furthermore, the local managers of some subsidiaries (Spain, USA, Belgium, Portugal, Senegal and French subsidiaries Fairs & Events, Transports Petit, Exaciel and LCI) are shareholders of their subsidiary. There are currently 11 of these local manager shareholders.



## #2. Employees involved in Group strategy thanks to a dynamic policy of profile sharing and employee shareholding

In 2022, a new scheme was introduced to extend the shareholding scheme to employees through the acquisition of shares in the CLASQUIN Performance fund. The scheme was extended for the first time to four countries outside France (Hong Kong, Spain, Portugal and Germany) and to two new French subsidiaries (ASI and Fairs & Events).

### France:

Under the Group Savings Plan (PEG), the CLASQUIN Group has decided to give its employees a further chance to acquire a stake in the Company by offering them CLASQUIN shares listed on Euronext Growth via the “RELAIS CLASQUIN 2022” FCPE employee investment fund, under certain conditions:

- The maximum number of CLASQUIN shares offered under this employee-reserved transaction was 150,000.
- The purchase price of shares acquired via the “RELAIS CLASQUIN 2022” fund was equal to the average share price over last 20 trading sessions less a 30 % discount, giving a purchase price of € 49.12 per share. Employees also received a matching contribution.

At 31 December 2022, 49.6 % of current CLASQUIN France employees (all subsidiaries) held shares in the CLASQUIN Performance fund.

## #3. An attractive employer brand



In 2022, we strengthened the development of our employer brand by joining the Welcome to the Jungle platform in order to attract the next generation of talent, give them a chance to discover our work environment and corporate culture through multiple testimonials and allow all our employees to share our many job vacancies via a single click.

In total, 24 % of the Group's employees are shareholders through the various schemes established (FCPE fund, manager shareholding scheme).

Employees and managers hold 13.55 % of the Company's share capital.

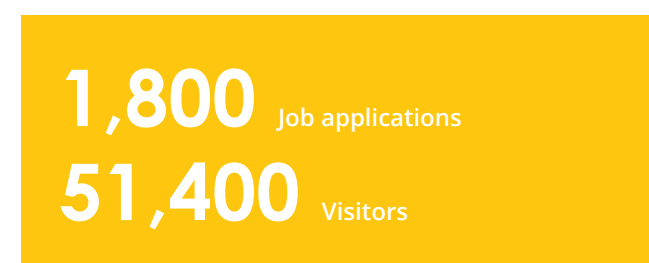
**Moreover, our variable remuneration policy, which is correlated to collective performance, is a key distinguishing feature that also enables us to foster team spirit and share profits.**

This unique system encourages all Group employees to commit as a team to the performance of their profit centre. The variable remuneration system comprises:

1. a Collective Performance Salary based on the economic results of each profit centre, spanning all Group countries;
2. an Individual Performance Salary rewarding individual contributions to economic results through the achievement of motivational objectives, mainly for sales positions and Top Management.

The CLASQUIN Group distributes just over 30% of its pre-tax profit.

In 2022, we received:



We use the platform to operate our staff referral scheme, thereby encouraging “participative recruitment”. The scheme facilitates the onboarding process and helps foster loyalty among referred employees. This is one of our main recruitment channels, forming part of a strategic approach. For several years, CLASQUIN has developed its referral policy through various means (digital platform, social media campaign, gamification, reward enhancement, etc.) while building an internal community of committed ambassadors.

## An attractive employer brand

### onboarding of young



### talent

#### France initiatives:

As a key initiative in 2022 as part of our CSR policy, we consolidated and structured our Youth Policy by introducing an onboarding programme, a special Welcome Event and a “Happy Index” survey to help young recruits find their feet at CLASQUIN.

**The Happy Index survey** submitted to our interns and work-study trainees in the first half of 2022 covers six main topics: Career Progression, Work Organisation, Management, Motivation, Pride and Fun. With a score of 4.2/5 (16<sup>th</sup> out of 55 in its category), our interns and work-study students awarded CLASQUIN and its French subsidiaries the HappyIndex® Trainees label. The most important criteria for our students are the quality of assignments and human relations at the Company, the onboarding experience and corporate culture. 92% say they would recommend CLASQUIN for an internship or work-study programme. Their feedback and testimonials will help us improve the onboarding process and the support we provide. In 2022, over 50 work-study trainees were trained in our various departments in France (operational and support functions). Of those who completed their training in 2022, nine were hired on permanent or fixed-term contracts at the end of their work-study programme.

Meanwhile, we also took the initiative to set up an in-house white label **apprentice training centre (CFA)** called “CLASQUIN Academy” in 2022.

Apprenticeship is a lever for ensuring the transfer of staff know-how and enhancing our employer brand. The centre allows us to attract motivated young people and train them in our resources, culture and jobs.

As such, CLASQUIN Academy welcomed the first intake for its “Transport & Logistics Production Manager” degree-level course. Nine students enrolled, alternating two weeks of in-company training with two weeks of classes at the ISTEI transport and logistics graduate school in Paris. All of our subsidiaries in the Ile-de-France region (CLASQUIN Roissy, Art Shipping International, Exaciel and LCI-CLASQUIN) take on these apprentices and train them in the job of Transport Coordinator.

The white label solution offers high value-added by:

- ensuring efficient regulatory, administrative and logistics management of the centre by entrusting it to a dedicated partner;
- protecting and developing the employer brand through CLASQUIN promotions;
- maintaining flexibility in the selection of training partners (ISTEI, etc.);
- adapting and customising training timeframes and content to our resources;
- financing training costs through the cost of the partnership agreement;
- leveraging tutor monitoring and briefing solutions.

Above all, the white label concept favours a pragmatic reconciliation between academic theory and daily practice at CLASQUIN in order to provide training customised to our business lines and the CLASQUIN environment. The interplay between the guidance provided by our own business line experts and the theoretical courses provided by ISTEI is a differentiating factor for attracting young apprentices and offering permanent job opportunities for our future talent.

#### Across the entire Group:

CLASQUIN welcomed 104 young interns and work-study trainees in 2022.







### Welcome Event

**In France** a collective onboarding event called the “Welcome Event” is organised twice a year. The event enables employees to meet Group managers, discover Group culture and best practices and understand our business lines, organisation and processes through friendly discussions. Over 90 new hires took part in the 2022 Welcome Events.

The event is held in person or remotely, depending on the circumstances, over a single day divided into two main sessions: (i) understanding Group organisation and culture: (ii) focus on contacts, daily tasks and tools.

A change is planned for 2023 to further enhance the onboarding process: job webinars will be organised to probe some aspects in greater depth.

The Welcome Event will be extended to the **European subsidiaries** in 2023.

**In Canada**, which posted a staff turnover rate of 44.05 % in 2022, onboarding has been a major issue. An onboarding programme was introduced for the first three weeks of employment at CLASQUIN Canada. This customised individual programme includes informative sessions, sharing times with key people in the organisation and training.



RELATED INDICATORS

-  Lack of attractiveness - Failure to retain talent - Industrial relations
-  Number of shareholder-managers (scope: Group), % of share capital held by employees (scope: Group), headcount (KPI), staff turnover (KPI), average seniority (KPI), “Funometer” (KPI)

**>90**  
new hires took part in the 2022 Welcome Events

## THE CLIENTS, PROFIT & Fun COMPANY





# Develop employee skills

**Group objectives:** enable employees to perform well and thrive in a strong culture encapsulated in the motto “Clients, Profit & Fun”

 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 1,175 employees working in 21 countries, including 44 % in France, 16 % in Greater China and 8 % in Canada. In 2022, the average age of Group employees under all types of employment contract was 40, as in 2021 and 2020.

Most of the workforce (all contracts) are aged 35-54 (57 %), while 27 % are aged 25-34, 7 % under 25 and 9 % over 55.

Breakdown of headcount:

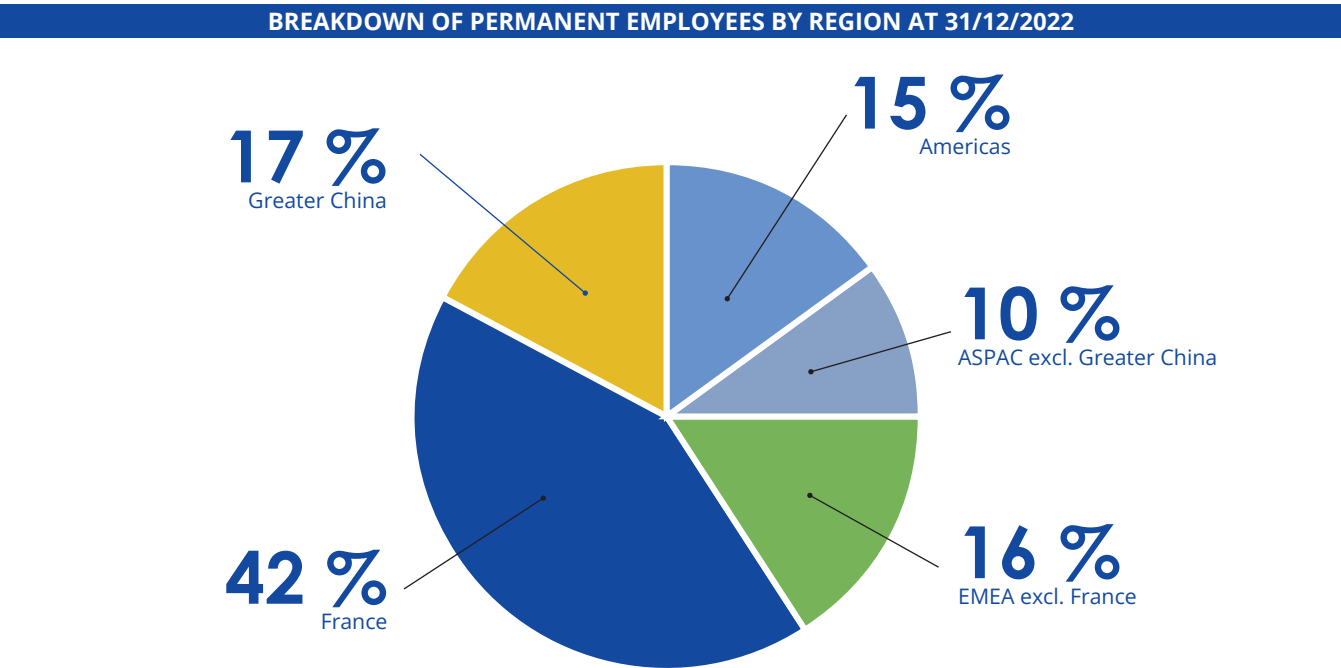
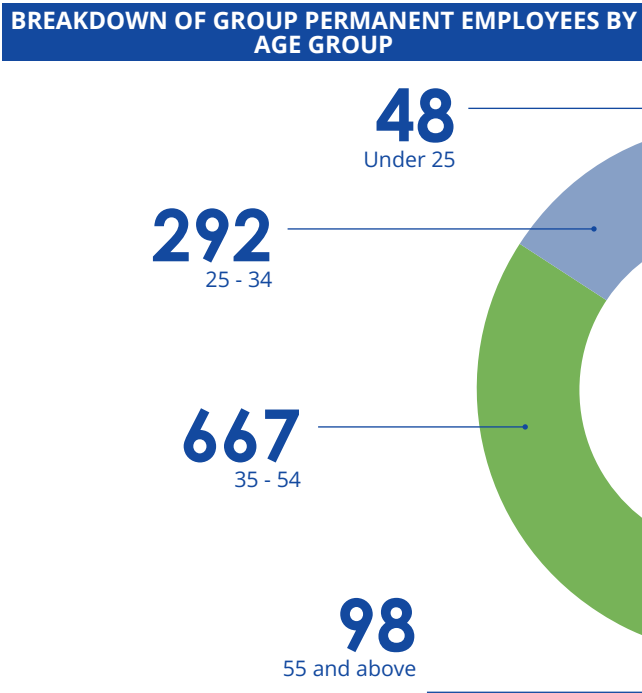
- 1. **518 France employees** (CLASQUIN SA, LCI-CLASQUIN, Exaciel, CLASQUIN Fairs & Events, Art Shipping International, CLASQUIN Handling Solutions and Transports Petit), including 470 permanent employees. The France workforce comprises 454 permanent employees excluding Exaciel employees.
- 2. **657 employees** throughout the rest of the world (including 193 in China and 95 in Canada). 635 of these are permanent employees.
- 3. Total of **1,175 employees** in the whole Group, including 1,105 permanent employees



Focus - permanent employees



The average age is stable from year to year.



**ASPAC:** all Asia excluding Greater China  
**EMEA:** Europe and Africa excluding France  
**Americas:** Canada, Chile and USA  
**Greater China:** China and Hong Kong  
**France:** CLASQUIN SA, LCI-CLASQUIN, LOG System, CLASQUIN Fairs & Events, Art Shipping International, COSMOS Consultants, Transports Petit and CLASQUIN Handling Solutions

Movement of permanent employees & related staff turnover

In 2022, staff turnover was 15.94 % in France, 12.92 % in Greater China and 44.05% in Canada.

Overall Group staff turnover was 20.17 %, including “normative” staff turnover of 15.57 % arising from the replacement of departing employees and an organic growth effect of 4.60 % fuelled by business growth.

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

	FRANCE*	CANADA	GREATER CHINA	OTHER COUNTRIES	GROUP TOTAL
Hires	82	42	30	83	237
Departures	49	32	16	52	149
Turnover	15.94 %	44.05 %	12.92 %	23.76 %	20.17 %

\* France: CLASQUIN SA, LCI-CLASQUIN, Art Shipping International, CLASQUIN Fairs & Events, Transports Petit and CHS

Group staff turnover is currently lower than in 2019 (pre-pandemic baseline) due to the measures implemented over the last four years.

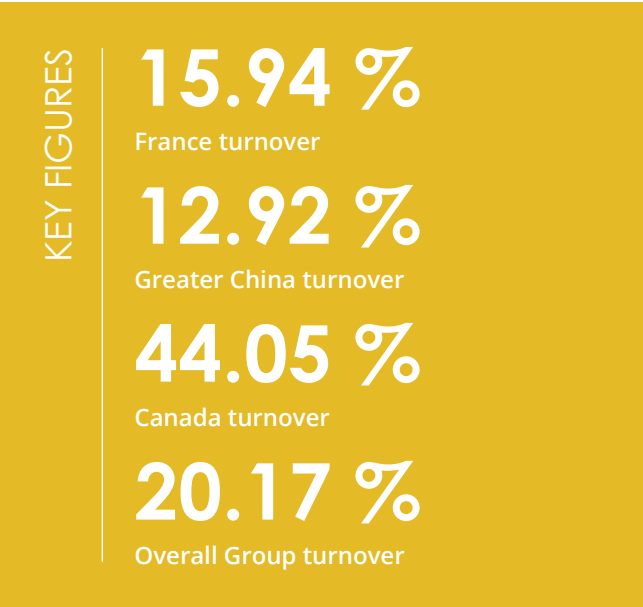
Normative turnover fell by around six percentage points from 21.95 % in 2021 to 15.57 % in 2022, coupled with a growth effect of 4.6 % in 2022 versus 4.1 % in 2021.

Including the year’s acquisitions (16 employees in France from Exaciel and 29 in Senegal from CVL), the Group took in a total of 282 permanent employees and recorded 198 departures of employees on permanent contracts (including 49 from the disposal of LOG System and COSMOS Consultants in France and Tunisia), resulting in a net headcount increase of 84 people.

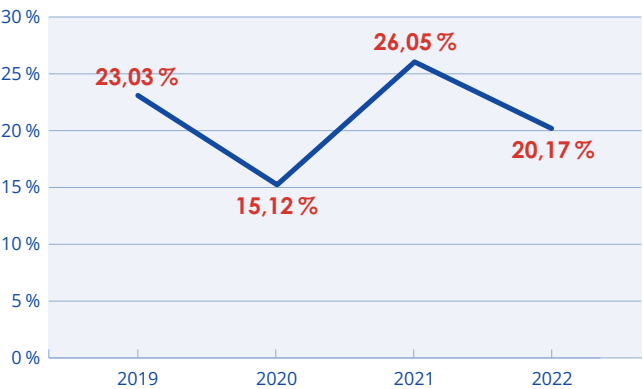
Average seniority of Group permanent employees at 31/12/2022

Group total: 5.8 years. The average seniority among all employees (permanent, fixed-term and work-study contracts) is 5.5 years.

The average seniority of Group employees remains stable (6.08 years at 2021 year-end versus 6 years in 2020). However, it was slightly lower in Canada, which experienced high turnover in 2022.



Staff turnover (excluding acquisitions and disposals)



\* including transfers arising from acquisitions

Focus - changes in headcount (all contracts)

In 2022, the Group hired 295 employees (permanent, fixed-term and work-study trainees, excluding acquisitions) and recorded 177 departures (excluding the disposal of LOG System and COSMOS).

#2. CLASQUIN Academy: a skills development driver in line with our objectives

Training at CLASQUIN has become a genuine loyalty driver and strategic tool that helps enhance employee potential, develop their skills, retain them and contribute to the attractiveness of our employer brand.

In 2022, in response to new market challenges and changes in the freight forwarding professions, our training policy focused on developing new skills for our employees, thereby increasing their know-how and versatility.

In particular, CLASQUIN has developed its expertise in customs professions by training all declaring agents, thereby increasing their ability to handle special regimes.

Furthermore, in order to secure international transactions, our sea freight departments have learned how to handle documentary credits.

This approach has enabled us to provide an effective response to the challenges of loyalty, competitiveness and support for internal mobility.

This policy was accentuated by the continuation of our management skills development policy initiated in 2021. In France, we trained 40 managers in 2022 on a budget of € 27,259.

Overall, in France\*:

307 employees were trained, comprising 68% of the total workforce, and 3,176.5 hours of training were dispensed at a total cost of € 378,496.94, implying an additional training investment of € 33,814.54 over and above the transport industry requirement;

This year, having decided that health and safety at work was a priority concern following the COVID period, we invested € 16,085,67 to train 126 employees in fire risk awareness, the use of fire extinguishers and the role of workplace first-aider.

This initiative is continuing on a mass scale in 2023 so that all offices can receive further training.

In addition, in line with our AEO status (Authorised Economic Operator), we also chose to focus on training in customs jobs through an investment of € 21,713. 28 employees were trained on various topics in order to improve our declaring agents’ expertise and meet our obligations to French Customs.



Furthermore, in keeping with our CSR commitments and after signing a Disability Agreement with the members of the Social and Economic Committee, effective 1 January 2023, in 2022 we decided to train six people on disability in order to optimise the support we provide to existing and future employees with disabilities.

Canada:

In 2022, a total of 4,126 training hours were provided to over 90 % of employees, mainly comprising initial in-house training for all new hires. The cost of these training courses was CAD 145,256 (2 % of payroll).

China:

49 employees were trained in 2022 (25 % of the total workforce) at a total cost of HKD 85,337.26 during a total of 362.5 training hours. Training organisation was strongly impacted by the various lockdowns imposed in China in 2022.

Developing staff employability

Skills development is a key feature of the Company’s change management policy. Digitisation is an opportunity to provide more short training courses on specific areas, mainly in awareness raising, with the aim of applying this approach to customs jobs, safety and quality of life at work.

\* France scope: CLQ SA, LCI-CLQ, ASI, F&E, Transports Petit





#3. Internal mobility policy facilitated by effective managerial support

To retain and develop talent, the Group seeks to understand the career ambitions of each employee and offer them promotion opportunities or geographical relocation in accordance with the Group's development requirements.

Management courses

Throughout the year, CLASQUIN organises group and individual management courses for employees at its subsidiaries in **France**.

The aim is to capitalise on middle managers, who are considered as a key group heavily impacted by change management, with multi-generational teams, in order to provide them with optimum guidance during the Company's development.

These courses enable us to pass on key tips and techniques in hands-on management, stress management and the prevention of mental health problems within their teams in order to improve quality of life at work.

A training programme for senior managers was also rolled out in 2022.

In 2022, 40 managers were trained in France and further sessions have been scheduled for the first half of 2023. 34 of these managers took part in group training sessions.

Group sessions foster experience sharing, promotion potential and the ability to provide appropriate support to teams in a complex environment and deal with operational emergencies.

Annual interview

An annual interview and a career prospect meeting are organised every year between the line manager and each employee with at least one year of service. 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.

Training needs are then decided during the annual "People Reviews" organised by the HR department.

In 2022, 93% of eligible employees in France had an annual interview with their manager, 100% in Canada and 96% in China.

To improve the experience and facilitate the use of data, a plan to digitise annual interviews was launched at Group level in 2022. The plan is expected to materialise in 2023.

RISK AREAS  
RELATED INDICATORS



Training - Failure to retain talent - Attractiveness



Headcount (KPI), staff turnover (KPI), average seniority (KPI) (scope: Group). Training budget expenditure, number of employees receiving training, % of headcount receiving training (KPI), average hours of training per employee (scope: France, China and Canada), % of annual interviews completed (KPI)

Listen to  
our employees

**Group objectives:** proactively listen to staff members in order to continuously 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.

In 2022, besides recurring topics, the meetings focused on health and well-being at work, safety, negotiations on working hours and organisation, profit-sharing, home office arrangements, professional equality and disability.

	ORDINARY MEETINGS	EXTRAORDINARY MEETINGS
CLASQUIN SA SEC	11	4
LCI-CLASQUIN SEC	11	3

Moreover, HR officers work at ground level with managers and teams to promote dialogue on specific topics (monthly office meeting, monthly France meeting, exit interview, disability, harassment, etc.).

Six agreements were signed in 2022 at CLASQUIN SA, LCI-CLASQUIN, ASI, F&E, CHS and Transports Petit on topics including profit-sharing, working hours, home office arrangements and disability.





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



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. Their suggestions help improve well-being at work while strengthening team engagement.

- The participation rate for the 2022 Funometer survey was 88 %, in line with the upward trend over the last few years: 86.3 % in 2021, 80.7 % in 2019, 78 % in 2018.
- Employees expressed a very high level of trust in their manager, with a satisfaction rate of 95.9 %. Likewise, 86.2 % say they are satisfied with their work-life balance

RISK AREAS  
RELATED INDICATORS



Industrial relations

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

93.8 %

overall satisfaction

86.2 %

satisfaction with work-life balance

(also an increase on previous years). Overall satisfaction across the Group was 93.8 %.

- 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.

In 2022, this initiative prompted some offices to introduce monthly team meetings, refurbish the premises (particularly in China), organise team-building sessions, discuss Group CSR policy, and so on.

- 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.

“  
I’m very pleased with the new management and the direction the Company is taking.  
I’m happy to be a Clasquin employee.  
I’m very satisfied with my work, fantastic team, flexible working environment and great people.  
Regular positive feedback from my line manager and their superior, who are constantly encouraging me to do better, more efficiently - thank you!  
”

# 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 1,000 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.

- Over 100 clients from the Lyon and Marseille regions joined a visit to Marseille Fos port and the Eurofos port terminals in June and September.
- In December, we organised an after-work session in Lille for around 200 clients and prospects, who listened to client testimonials before moving on to business line workshops run by our experts.

- Meanwhile, in cooperation with the Mix-R “agitator for responsible companies”, we organised webinars on how to decarbonise the supply chain using quick win solutions.

- CLASQUIN also showcases its areas of expertise at professional trade shows such as Eurosatory and ProWein.

Innovative solutions springing from this active collaboration open new avenues for exploration to drive growth and ensure operational excellence.

Here are a few testimonials: “Perfect organisation, very interesting and constructive topics”, “professional, agreeable and the pleasure of meeting the CLASQUIN team”, “great people, sharing with other companies”.

Our aim for 2023 is to develop this type of event internationally, focusing on Portugal, Spain and Germany.





# Protect employees and improve their well-being

## Group objectives: communicate in order to eliminate safety risks



### #1. Prevention and awareness-raising

In order to mitigate the risks of accidents and safety breaches, the 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.

In 2022, we developed new awareness-raising materials and reinforced warehouse safety measures, in particular by systematically analysing the root causes of any accidents. New processes designed to ensure warehouse staff safety included a procedure to avoid dockside accidents during goods loading and unloading.

In the same vein, a “10 Golden Rules” guide for warehouse staff and forklift operators was drafted late 2022 for application in 2023.

#### Single document

A single professional risk assessment document (DUERP or “single document”) as required under French law is available for consultation in every office and periodically revised. Since 2020, the single document has been supplemented to include the implementation of a risk assessment and action plans related to COVID-19.

#### COVID-19

For each COVID-19 instruction issued by the government, our COVID-19 guide introduced in March 2020 has been updated accordingly for the purposes of internal communication on measures to be adhered to (preventive measures, home office, travel, working arrangements, etc.).

The system was gradually trimmed back throughout 2022, except in some countries including China and Canada where a considerable amount of restrictions and precautionary measures were maintained until the end of 2022. When Shanghai was under lockdown, we organised food deliveries to each of our employees, a much appreciated gesture.

In France, COVID cases were monitored weekly throughout the year and appropriate steps were taken depending on the circumstances.

#### Safety procedures

Safety procedures were reviewed in 2022 and made more user-friendly by the inclusion of a risk analysis. They set out the risks and preventive measures for loading and unloading operations, as well as specific risks and preventive measures for special products and hazardous materials.

All updates to security guides and procedures are shared at the monthly meetings with managers.

### Health and safety

In 2022, 99 employees in France were trained in fire risk and the use of fire extinguishers. 2023 target: provide similar training to at least 60% of the employees of French subsidiaries.

Meanwhile, we continued to train workplace first-aiders this year, doubling the number of employees trained in first-aid (from 19 in 2021 to 45 in 2022) with a more even spread across all our establishments.

### Focus - absenteeism

Absenteeism (sick leave, industrial accidents, commuting accidents, occupational illnesses and unjustified absences) remained low and fell compared to 2021.

SCOPE (PERMANENT CONTRACTS)	2020	2021	2022
CLASQUIN SA	1.72 %	2.63 %	1.92 %
CLASQUIN GREATER CHINA	0.71 %	0.66 %	0.34 %
CANADA	N/A	1.33 %	1.02 %
LCI-CLASQUIN	8.95 %	6.04 %	3.96 %
LOG SYSTEM	4 %	0.77 %	

#### France:

Although the national absenteeism rate continues to increase in France, reaching around 5.6 % in 2022, CLASQUIN France (CLASQUIN SA, LCI-CLASQUIN, CLASQUIN Handling Solutions, CLASQUIN Fairs & Events, Art Shipping International and Transports Petit) posted a rate of 2.28 %, well below the national average:

- CLASQUIN SA posted an absenteeism rate of 1.92 %, down from 2.63 % in 2021. This reflects a favourable and safe professional environment (with few or no accidents), healthy staff morale, a positive working environment conducive to work-life balance and hands-on management more supportive of employees.

### Responsible Conduct Code

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



Focus - industrial accidents

France:

It should be noted that, in France, industrial accident frequency and severity rates remain very 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, CHS or Transports Petit International. Only one industrial accident occurred at CLASQUIN SA resulting in 13 days’ lost time, while LCI-CLASQUIN recorded three accidents, two of which resulted in a total of 26 days’ lost time.

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

No industrial accidents were recorded in **Canada** or **China**.

Furthermore, **at Group level** across all subsidiaries, no fatal accidents were reported in 2022.

SCOPE	CLASQUIN SA	LCI-CLASQUIN	CHINA	CANADA
Industrial accidents with lost time	1	2	0	0
Frequency rate	1.66	16.27	0	0
Severity rate	0.02	0.21	0	0

*\*The calculation methodology has changed since 2021 in order to only count actual hours worked or present in the Company, i.e. excluding compensatory time off and paid leave.*

#2. Post-pandemic management tailored to each country

Throughout 2022, CLASQUIN continued to apply local government measures in response to the pandemic, in particular by promoting home office arrangements as much as possible in all subsidiaries worldwide.

In many subsidiaries, home office is now part of “normal” work arrangements. Departmental agreements and memos have been used to perpetuate home office arrangements with a view to promoting work-life balance and health.

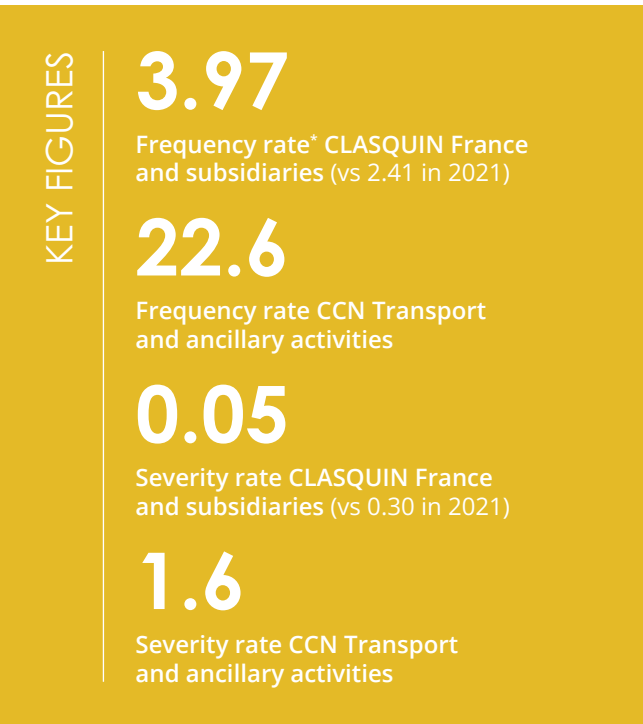
#3. Adaptation of workspaces and working arrangements

Since 2018, offices have been adapted to provide employees with a suitable working environment that matches the requirements of the Group’s ongoing growth.

2022 was marked by workspace adaptations among the subsidiaries: the creation of CHS (CLASQUIN Handling Solutions) in Roissy, whose premises now house the Paris employees of CLASQUIN France and LCI and a logistics warehouse, and improvements in the working environment at LCI-CLASQUIN offices. In anticipation of future hiring,

our offices in Grenoble, Toulouse, Mulhouse, Nice, Milan, Porto, Hanover, Hamburg, Shanghai, Xiamen, Wuxi, Tjanjin and Santiago have moved to larger premises in order to accommodate new employees.

In 2023, we will focus on the offices of recently acquired companies.



#4. 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 over 4,058 km worldwide. We hope to repeat this type of operation next year.
- 40 CLASQUIN employees took part in the 2022 “Run in Lyon” foot race.
- Lastly, CLASQUIN invited all Group employees to take part in conferences on motivation, concentration and team spirit led by our brand ambassador Anouk Garnier, World Vice Champion of obstacle course racing and sports coach. This year, our partnership was extended to Anthony Frontera, a CLASQUIN employee. As they travel to different races, both ambassadors will visit Group offices

to boost the competitive spirit among our teams. For example, in September 2022 our teams in Portugal enjoyed a team-building day run by our ambassadors, who laid on a programme focused on motivation and performance.





# Promote diversity

**Group objectives: ensure equal treatment and promote diversity among 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)

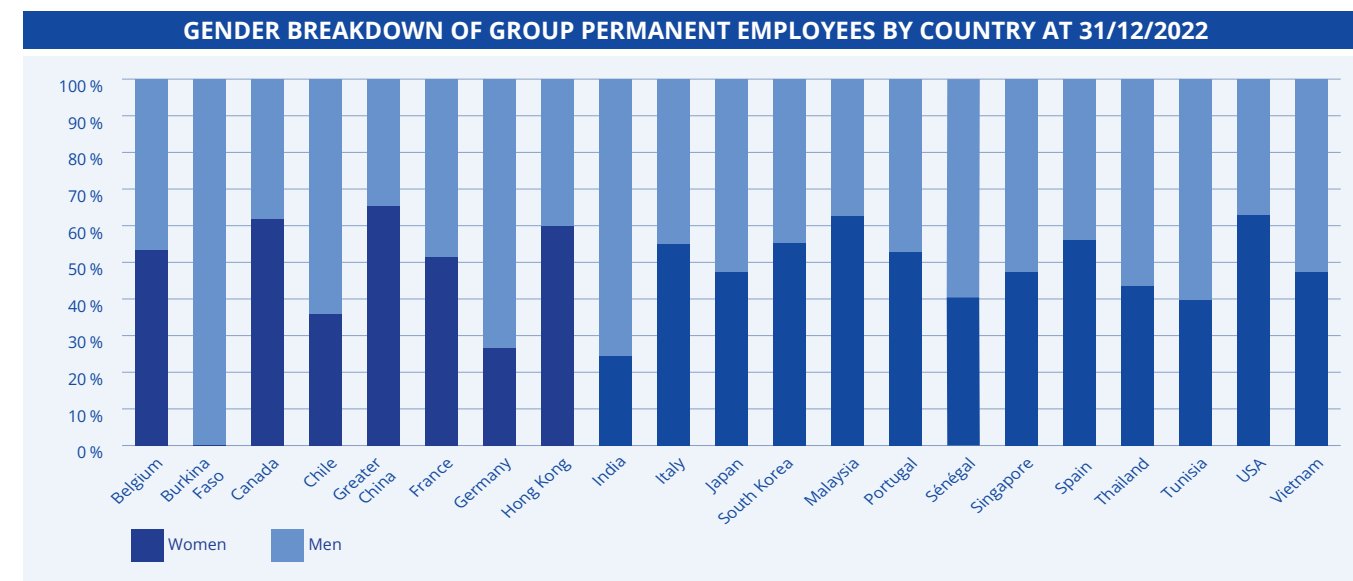
## #1. Equal treatment

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.

Every year, a review of "Company policy on equal pay and career opportunities" is submitted to the Board of Directors.

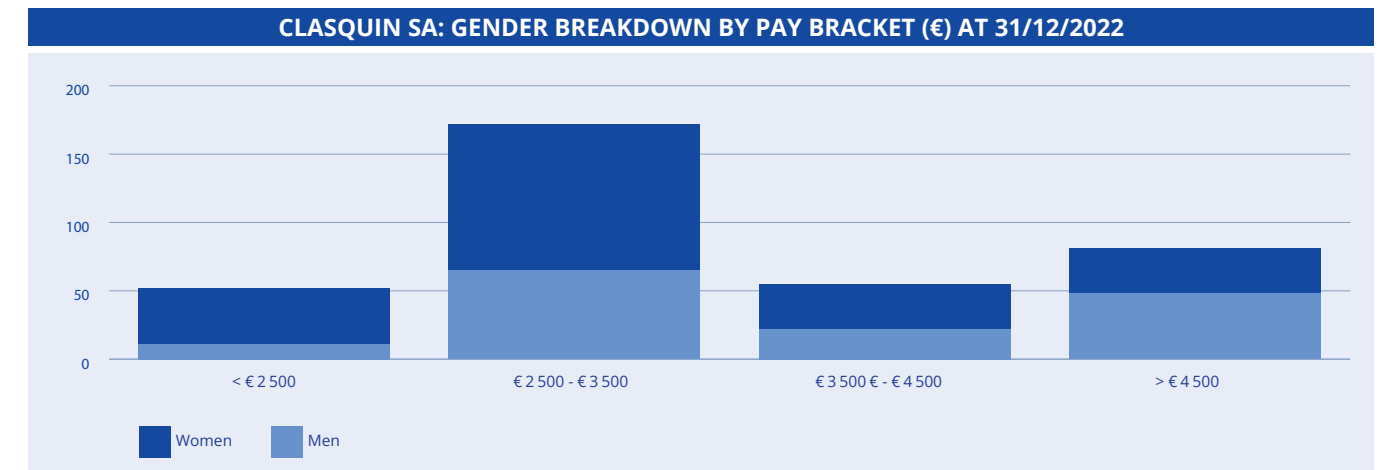
## Gender breakdown of Group permanent employees at 31/12/2022

At 31/12/2022, 56 % of the Group's permanent employees were women. The breakdown including all contracts was identical at 55.9 %.

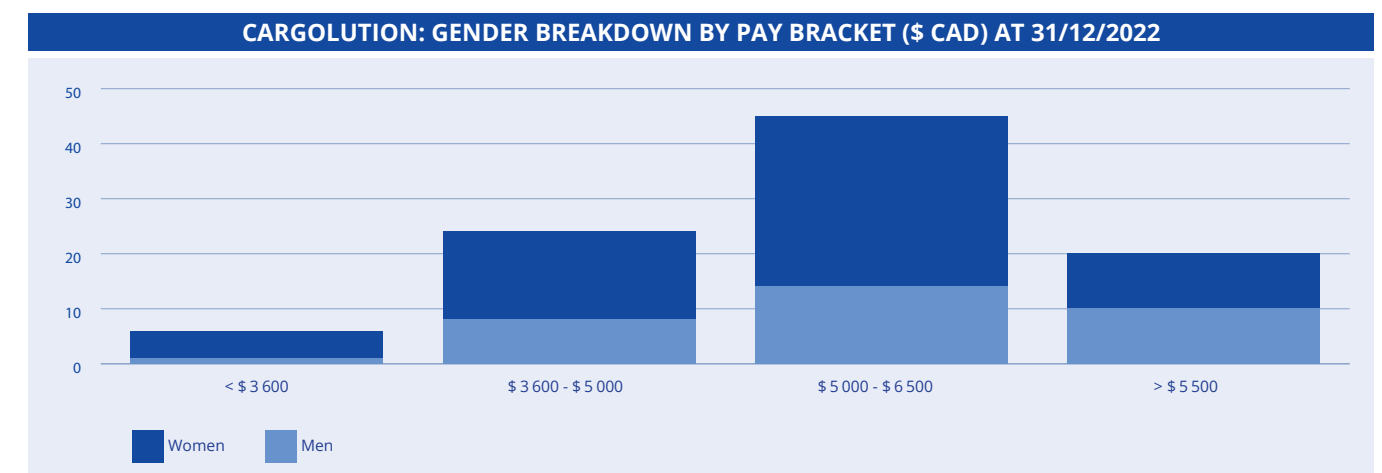


## Focus - gender breakdown by pay bracket at the 3 main subsidiaries (CLASQUIN SA, CLASQUIN SHANGHAI and CARGOLUTION)

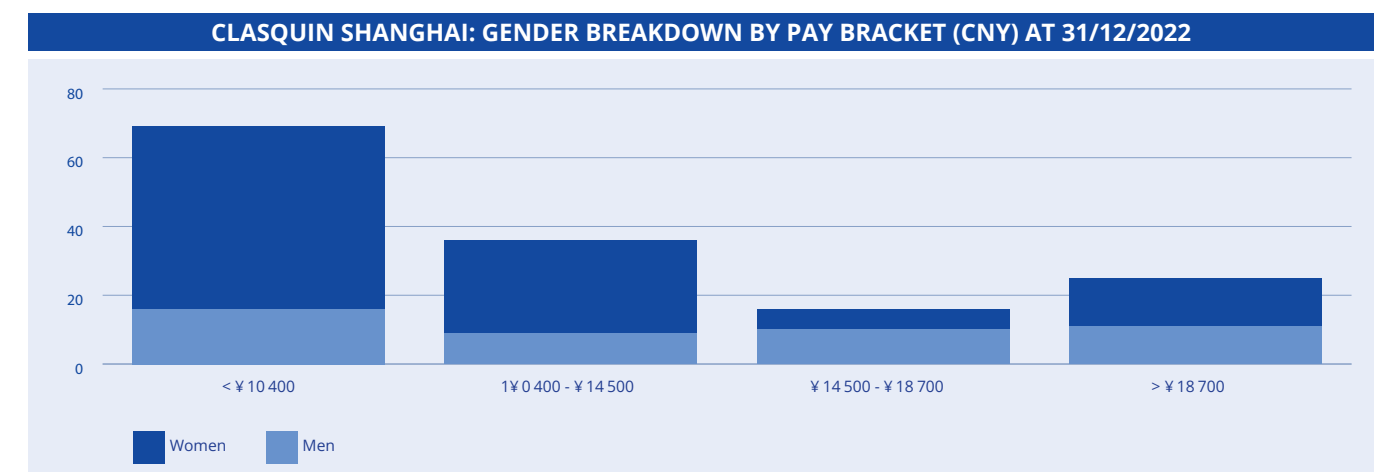
• Gender breakdown by monthly pay bracket at CLASQUIN SA at 31/12/2022.



• Gender breakdown by monthly pay bracket at CARGOLUTION (Canada) at 31/12/2022.



• Gender breakdown by monthly pay bracket at CLASQUIN SHANGHAI at 31/12/2022.





France: a mandatory gender equality index since 2020

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

- At CLASQUIN SA, there is a marginal (0.6 %) annual pay gap between women and men across all age groups and statuses and a 3.7 % pay rise gap in favour of women: in 2022, 38.6 % of female employees received a pay rise compared to 34.9 % of male employees.

**Taking into account these minor discrepancies, CLASQUIN SA obtained a score of 94/100 on the 2023 gender equality index for 2022.**

- LCI-CLASQUIN, which posted a 4.9 % pay gap and a 6.7 % pay rise gap, both in favour of women, scored 90/100 on the 2023 index for 2022.

Equity ratio

Although CLASQUIN is not currently subject to the requirements of the French PACTE Act, the Group has opted to publish the equity ratio in order to measure its performance in terms of pay policy.

The ratio measures the difference between the remuneration of each subsidiary manager and the average remuneration of the subsidiary's permanent employees. Ratios calculated at CLASQUIN subsidiaries range between 2 and 10.5. They reflect the policies in place, including profit sharing via the CPS (Collective Performance Sharing) scheme, and pay equity guided by the People Review processes.

Focus - women managers in the Group

The CLASQUIN Group also places strong emphasis on the status of women in the Company. In 2022, women made up 55.9 % of the Group's total workforce and 45.5% of 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.

**These excellent results reflect the equal pay policy the Company has pursued for years as a fundamental component of its strategy, values and culture.**

International

**In Canada**, an annual analysis of gender pay gaps is conducted in accordance with the Pay Equity Act. Salaries may be adjusted based on the results.

Of the 95 employees working for the company at 31/12/2022, 12 were promoted during the year at our Canadian subsidiary, including 75 % women.

**In China**, six employees were promoted in 2022, with an equal number of men and women.

In 2022, GALEA consultants analysed the equity ratios published by 83 companies (2021 data). 42 % of these companies posted a ratio between zero and 20, the bracket in which the CLASQUIN Group is positioned.

By comparison, a leading French company in the sector published an equity ratio of 38.1 (compared to the average remuneration at its holding company) for 2019.

managers (all subsidiaries). This is the result of the Group's desire to focus on the promotion of female managers.

In 2022, the France recruitment team received disability training to improve their understanding of the issue and build a recruitment action plan under the disability agreement negotiated towards the end of the year.

#3. Disability policy



**In France**, particular emphasis was placed on developing the disability policy:

- The first disability agreement was signed, effective 1 January 2023.

In line with its CSR policy, CLASQUIN Group subsidiaries in France have undertaken to improve the professional integration of persons with disabilities by signing a one-year agreement effective 1 January 2023.

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.

More specifically, the measures implemented under this agreement are as follows:

- Training of three disability officers and the recruitment team;
- Helping employees with their RQTH official disability status application;
- Individual monitoring by disability officers of employees recognised as having a disability;
- Permission to take two half-days off to attend disability-related medical or administrative appointments;
- Conducting in-house disabled access audits at our facilities;
- Drawing up a catalogue of disability-friendly companies from which each office can enlist various services (catering, grounds maintenance, printing, etc.).
- During the European Week for the Employment of People with Disabilities (EWPd) in November, circulation of a game-questionnaire to all French employees (195 participants) and several external communication campaigns to raise awareness on this issue and showcase the CLASQUIN Group's commitment, in particular through the testimonial by an employee with disability on her integration.





Proportion of employees with disabilities in total workforce

The value for CLASQUIN SA and its French subsidiaries as defined in the disability agreement is 2.40 %.

More specifically, there were:

- 9 employees with disabilities at 31/12/2022 (2.26 % of the total workforce at 31/12/2022) at CLASQUIN SA,
- 3 employees with disabilities at 31/12/2022 (3.3 % of the workforce at 31/12/2022) at LCI-CLASQUIN.

In 2022, 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.


	2022		2021	
	EMPLOYMENT REQUIREMENT	REGISTERED FULL TIME EQUIVALENT (FTE) DISABLED EMPLOYEES	EMPLOYMENT REQUIREMENT	REGISTERED FULL TIME EQUIVALENT (FTE) DISABLED EMPLOYEES
CLASQUIN SA	21 FTE	8.7 FTE	19 FTE	6.82 FTE
LCI CLASQUIN	4 FTE	2.13 FTE	4 FTE	1.15 FTE

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


2023 targets linked to this disability policy in France

- Increase from 2.40 % to 3 % the proportion of employees with disabilities across all France subsidiaries;
- Significantly ramp up the use of disability-friendly companies.

RISK AREAS  
RELATED INDICATORS



Gender balance - Disability



% of women in headcount (scope: Group), breakdown of headcount by gender (scope: Group), breakdown of headcount by gender and pay bracket (scope: CLQ SA, CLQ SHANGHAI, Cargolution), number of FTE persons with disabilities employed by CLASQUIN's French entities with over 20 FTE employees, % of employees with disabilities across all French subsidiaries (KPI)

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4  
PARTNER:  
A RESPONSIBLE PARTNER

- 57 . PROTECT YOUR DATA
- 58 . ENSURE RESPONSIBLE, INDEPENDENT GOVERNANCE
- 59 . PREVENTION OF BRIBERY AND CORRUPTION
- 60 . ENGAGE WITH THE LOCAL COMMUNITY

# PARTNER: a responsible partner






PARTNER	CLASQUIN ACTIONS	SDG	DESCRIPTION	GLOBAL COMPACT PRINCIPLE
Protect your data	Prevent threats and safeguard our organisation		Promote an effective, responsible and inclusive society at all levels	<b>Principle 2:</b> Businesses should make sure that they are not complicit in human rights abuses.
Ensure responsible, independent governance	Involve management in CSR		Achieve gender equality and empower all women and girls	
Prevention of bribery and corruption	Combat corruption by taking action to prevent, detect and combat corruption and influence peddling		Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities	
			Promote an effective, responsible and inclusive society at all levels	<b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery.
Engage with the local community	Get involved in the local community and encourage employees to follow suit		Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all	<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.
			Effective partnerships between governments, the private sector and civil society	
			Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities	



# 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

- Maintaining a Security Operations Centre (SOC) with Airbus Cyber Security. In 2022, we improved our detection capacity by integrating a state-of-the-art antivirus programme into the supervision system enabling us to migrate to a Next Gen SOC. The SOC ensures 24/7 monitoring of all core business services or those with a cybersecurity risk.
- Application of a zero trust security strategy: workstation security has been reinforced, connection methods optimised and analysis and detection engines made more efficient.
- In 2022:
  - All CLASQUIN users met the two-factor authentication requirements;
  - 2 security audits were carried out;
  - The CLASQUIN Group security posture was excellent, rated 84/100 by Microsoft (Microsoft Score) versus 88/100 in 2021. The 4-point decrease 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;
  - 5 phishing campaigns sent to all CLASQUIN employees worldwide;
  - 71 % of employees attended an awareness session following a phishing campaign.
- In 2022, CLASQUIN stepped up its zero trust strategy by deploying a Group cybersecurity policy in order to maintain ongoing control of its equipment through audits and improve the management of cyber issues both in-house and with partners. In 2023, CLASQUIN will work on systematising the application of the cybersecurity policy to the process of integrating acquisitions as well as to its partners.

- Meanwhile, CLASQUIN is finalising its strategy of using cloud solutions (business and finance) to enhance agility and productivity.

RISK AREAS  
RELATED INDICATORS



Cybersecurity

Number of users with two-factor authentication (scope: Group), number of security audits conducted (scope: Group), Microsoft Score (scope: Group)



# 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

As an international company, CLASQUIN relies on three key management bodies for its governance:

1. The Board of Directors, 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.

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

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 (2 women out of 11 members).

### CSR Committee

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 (DPEF).

The CSR Committee's role is to ensure that the Group anticipates the non-financial concerns and opportunities associated with its business in order to promote responsible long-term value creation.

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.

The Committee may also draw on any internal or external expertise to carry out its tasks.

#### KEY FIGURES

3

women on the Board of Directors

2

women on the MGMM

45.5 %

female managers

# 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 effective, 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 Middlednext anti-corruption code of conduct was adopted and promoted in all Group companies. This code was circulated to all Group employees in four languages together with a message from the Chairman.

• 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 2022.

• The corruption and influence peddling risk map was reviewed for 2022. It will continue to be reviewed on a regular basis (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 solutions used to integrate 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.

• 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 the teams most exposed to corruption risks. In 2022,

80.2% of targeted Group employees were trained in anti-corruption: 58 people followed an e-learning course in English, 99 in French, 21 in Spanish and 22 in Chinese, while two in-person training sessions were organised for 59 target employees, all of whom attended.

• The gifts and invitations policy adopted and rolled out Group-wide was updated in 2022.

• A dedicated anti-corruption compliance questionnaire was issued for the purposes of the acquisition due diligence procedure.

#### RISK AREAS RELATED INDICATORS



Corruption



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

80.2 %

of employees trained in anti-corruption



# 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**

Always concerned with the welfare of others in the broadest sense through its values of commitment, integrity and enthusiasm, CLASQUIN decided to go one step further by creating its own 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 supports non-profit organisations selected for their effectiveness and tangible impact on children and young people worldwide.

In 2022, the CLASQUIN Foundation donated 1 % of its EBT, i.e. **€ 250,694**, to 14 initiatives selected and approved by the Foundation's Executive Committee:

- The CLASQUIN Foundation donated funds to *Ma Chance Moi Aussi* (€ 50,000), *Sport dans la Ville* (€ 70,000) and *Fondation La Mache* (€ 5,000) in keeping with its strong commitment to equal opportunities, academic success and labour market integration. It also renewed its commitment to the *60 Rebonds* (€ 2,000) and *Ressort* (€ 2,000) non-profits.
- Concerned about making an active contribution to the common good, the CLASQUIN Foundation has also chosen to support *Action contre la Faim* (€ 2,500), *Restaurants du Cœur* (€ 1,000), *Fondation des Petits Frères des Pauvres* (€ 1,000), *Foyer Notre Dame des Sans-Abri* (€ 1,000), *Courir pour Elles Toutes* (€ 5,000), the *Hospices Civils de Lyon foundation* (€ 10,000) and *Rebonds Auvergne Rhône Alpes* (€ 3,000).



**Non-profits supported by our employees**

One of our employees suggested that the CLASQUIN Foundation support *ADAAT Alpha1-France*, a non-profit that brings together people suffering from Alpha-1 anti-trypsin (AAT) deficiency. Both of her children suffer from this disease.

The CLASQUIN Foundation decided to donate **€ 4,000** to the organisation.

In 2023, the CLASQUIN Foundation aims 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.

RISK AREAS  
RELATED INDICATORS



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

**1 %**  
of EBT donated

**14**  
non-profits supported by the CLASQUIN Foundation

# 5

## PLANET: SUSTAINABLE MANAGEMENT OF RESOURCES














67 . LIMIT OUR ENVIRONMENTAL IMPACT  
74 . SET AN EXAMPLE



# PLANET: sustainable management of resources






PLANET	CLASQUIN ACTIONS	SDG	DESCRIPTION	GLOBAL COMPACT PRINCIPLE
Limit our environmental impact	Carbon assessment		Take action to combat climate change and its repercussions	<b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.
	Monitor, reduce and control our emissions and those of our clients	   	Ensure universal access to reliable, sustainable and modern energy services at an affordable cost Build resilient infrastructure, promote sustainable industrialisation to the benefit of all and encourage innovation Ensure sustainable consumption and production patterns Take action to combat climate change and its repercussions	<b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility. <b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.
Set an example	Improve our understanding of climate change issues	 	Ensure sustainable consumption and production patterns Take action to combat climate change and its repercussions	<b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges. <b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility. <b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.
	Help our stakeholders move towards a low-carbon supply chain: “Smart Green” offer	  	Build resilient infrastructure, promote sustainable industrialisation to the benefit of all and encourage innovation Ensure sustainable consumption and production patterns Take action to combat climate change and its repercussions	<b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility. <b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.
	Waste management and awareness-raising	  	Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all Ensure sustainable consumption and production patterns Take action to combat climate change and its repercussions	<b>Principle 6:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation. <b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility. <b>Principle 9:</b> 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**

As a major environmental risk, climate change is a key concern for CLASQUIN. The Group continues to invest in initiatives aimed at reducing its environmental impact and promoting a more sustainable economy for all. As our core business is international freight forwarding on behalf of our clients, it seems important for us to contribute towards decarbonising our clients’ supply chains, which account for most of our greenhouse gas emissions.

## Carbon assessment

 Steps associated with Sustainable Development Goals 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 a method for measuring a company's carbon footprint in terms of its greenhouse gas (GHG) emissions. We therefore decided to carry out a carbon assessment for 2021 (new collection process to include more data, restatement of data collected) and 2022 at Group level.

In preparing our carbon assessments we pursued the following steps:

- **Definition of assessment scope:** we mapped our business activities and identified emissions sources such as building and machinery energy consumption, business travel, premises, computer equipment, service procurement, vehicles used and emissions related to our freight forwarding activity on behalf of our clients.
- **Measurement of emissions:** we collected the data required to measure greenhouse gas emissions from each identified source. This included data on energy consumption, distance travelled by company vehicles, raw

material purchases and emissions related to our products and services, as well as emissions related to employee commuting and eating habits.



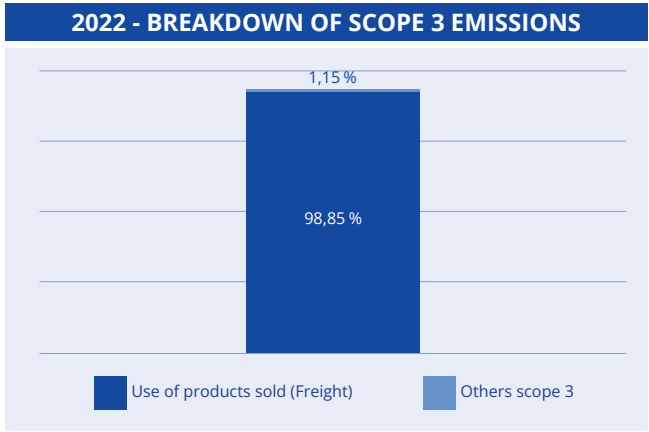
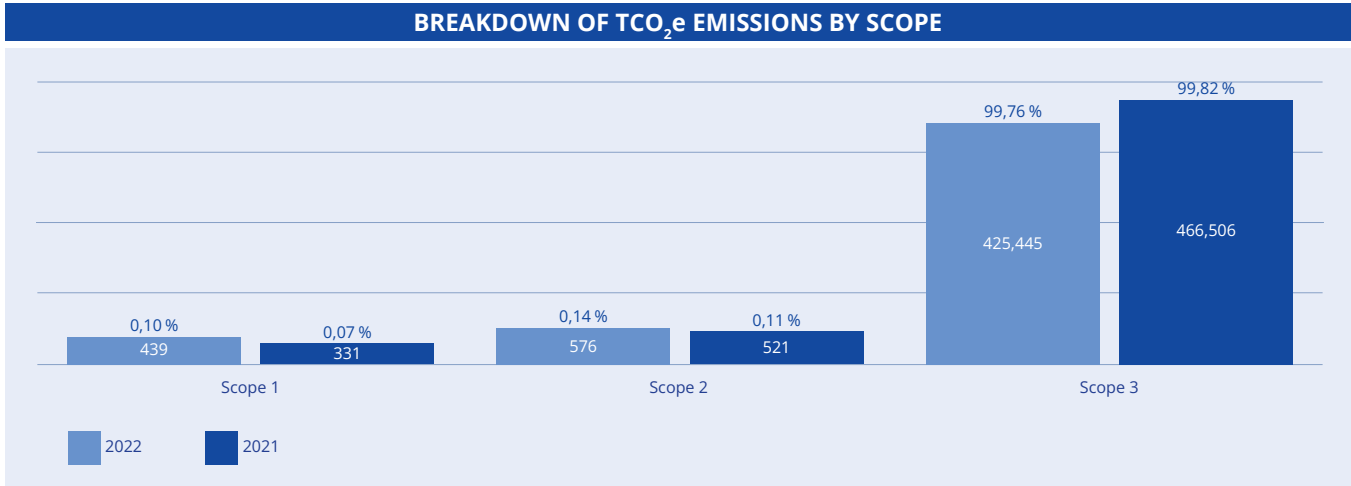


SCOPE	2022	2021
Scope 1	439	331
Direct emissions from stationary combustion sources	72	13
Direct emissions from mobile combustion sources	265	226
Direct fugitive emissions	101	91
Scope 2	576	521
Indirect emissions related to electricity consumption	576	521
Scope 3	425,445	466,506
Products and services purchased	2,306	1,916
Buildings	1,241	988
Emissions from fuels and energy (not included in Scope 1 or 2)	151	129
Waste generated	58	60
Business travel	369	182
Commuting	786	786
Use of products sold	420,534	462,445
Total	426,460	467,358

Data expressed in tCO<sub>2</sub>e (tonnes of CO<sub>2</sub> equivalent)  
2021 data recollected and restated by the WeCount platform as per 2022 methodology

Emissions were measured using the WeCount platform, which offers a comprehensive solution for calculating, analysing and reducing carbon footprint.

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, CDP).



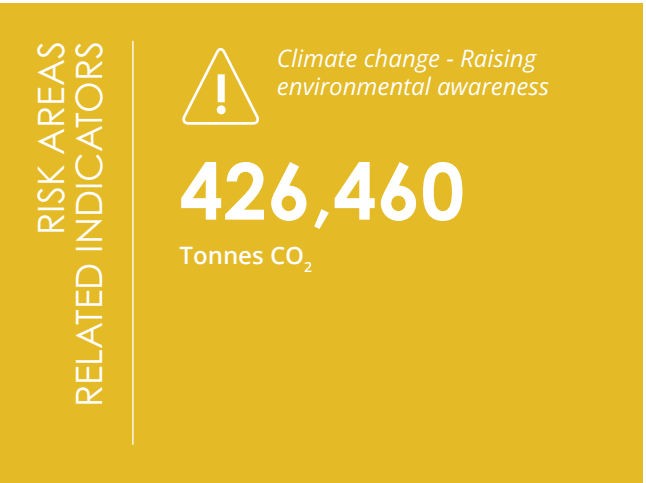
The results show that Scope 3 emissions (mainly generated by freight forwarding on behalf of clients) accounted for 99.76 % of all Group emissions in 2022. The difference between 2021 and 2022 is due to the decrease in tonnage transported and thus in related emissions.

Nevertheless, CLASQUIN is not ignoring its Scope 1 and 2 emissions and is working on various areas, including:

- Travel, both in terms of commuting and business travel;
- Purchases of goods and services, including team production resources (IT, telecoms, furniture, paper, etc.) and outsourced services (banking, insurance, consulting, etc.);
- Within the Group, CLASQUIN provides support to the subsidiaries that generate the most greenhouse gas emissions in order to reduce their impact on clients. CLASQUIN continues to adopt a Green approach wherever possible in the form of a customised business case.

The carbon assessments will allow us to analyse our emissions in depth, identify the main sources of emissions and opportunities to reduce them. Accordingly, an action plan

will be drawn up in order to continue the initiatives already underway (use of renewable energies, waste management, client support, etc.) and set reduction targets.



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> 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 its buildings in France. As such, we only finance renewable electricity production that generates no CO<sub>2</sub> emissions or nuclear waste. Our supplier has undertaken to feed into the grid a quantity of renewable electricity that matches our consumption. In 2022, 84.02 % of the surface area of CLASQUIN buildings in France was covered by an electricity contract generating a total of 31.22 tCO<sub>2</sub>e (65.16% of which is under a 100% renewable electricity contract for 25.56 tCO<sub>2</sub>e).

**In Canada,** almost all of the electricity supplied is derived from renewable energy (mainly hydroelectric - source: *hydroquebec.com*).


In 2022, the result of the Bilan Carbone report shows that emissions related to electricity consumption on the basis of kWh reported from our buildings amounted to 138 tCO<sub>2</sub>e (excluding buildings whose emissions we had to estimate on the basis of surface area), up from 2021\* due to the inclusion of new facilities and the gradual return to the workplace.

However, emissions per square metre fell compared to 2021, partly due to the inclusion of surface area that does not use electric heating (Tournai, Roissy CDG).

RISK AREAS  
RELATED INDICATORS



Climate change" - Raising environmental awareness



CO<sub>2</sub> emissions from electricity consumption (scope: France, facilities under electricity contract)

	2022	2021 <sup>1</sup>	2022	2021 <sup>1</sup>	2022	2021 <sup>1</sup>
Emissions related to electricity consumption	tCO <sub>2</sub> e		kWh		m <sup>2</sup>	
Total (excluding estimated consumption)	137.75	111.04	901,641	751,930	37,181	20,339

2021 data recollected and restated for information purposes by the WeCount platform as per the methodology used for the 2022 carbon assessment (on the basis of kWh reported excluding surface area estimates)

Emissions in CO <sub>2</sub> e(kg)/m <sup>2</sup> 2022	Emissions in CO <sub>2</sub> e(kg)/m <sup>2</sup> 2021
3.70	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, new ways of working and cooperating have emerged through home office arrangements and the increased use of digital platforms, solutions we are committed to pursuing.

Paying attention to employee travel

• CLASQUIN has rolled out a travel policy to improve monitoring and limit business travel. One of the objectives of this policy is to prioritise environmental aspects and authorise travel only if no alternative means are available.

• Due to the gradual lockdown exits and easing of travel restrictions in some countries, the amount of Group business travel increased in 2022. However, we continue to

prioritise rail over air for domestic travel and encourage our employees to hold meetings online via Teams.

	2022	2021 <sup>1</sup>
Business travel	tCO <sub>2</sub> e	
Air	245.4	104.34
Long-haul passenger aircraft leaving contrails	96.02	52.99
Medium-haul passenger aircraft leaving contrails	65.69	15.30
Short-haul passenger aircraft leaving contrails	52.75	27.72
Air transport (other non-classified)	30.94	8.33
Rail	3.84	2.19
International [GHG]	0.3	0.18
France TER regional	0.48	0.35
France TGV high speed	1.78	0.79
Other major lines	1.28	0.87
Total	249.24	106.53

2021 data restated for information purposes by the WeCount platform as per 2022 methodology

• We are also continuing to take steps to reduce the impact of travel by strengthening our Car Policy offering and promoting service and company vehicles with lower GHG emissions (the France fleet comprised 40% hybrid vehicles at 31/12/2022), while continuing to monitor fuel consumption emissions in France and Germany:


	2022		2021 <sup>1</sup>	
	Litres	tCO <sub>2</sub> e	Litres	tCO <sub>2</sub> e
Diesel	85,180.98	224.71	81,682.79	215.5
Petrol	39,668.88	107.76	20,380.06	55.11

2021 data recollected and restated for information purposes by the WeCount platform as per 2022 methodology


• In addition to monitoring business travel, in 2022 we re-launched a global survey inviting employees worldwide to calculate the CO<sub>2</sub> emissions linked to their professional activity by major categories (food, commuting, vehicles, digital uses) using the “Mon Empreinte pro” application developed by WeCount from the official version of “Nos Gestes Climat” developed by the ABC and Datagir (ADEME).

This approach allowed us to raise employees' awareness of their professional carbon footprints and give them avenues for thought and action in order to control and then reduce their footprint. We then integrated the results of this survey into our carbon assessments.

RISK AREAS  
RELATED INDICATORS



Climate change" - Raising environmental awareness

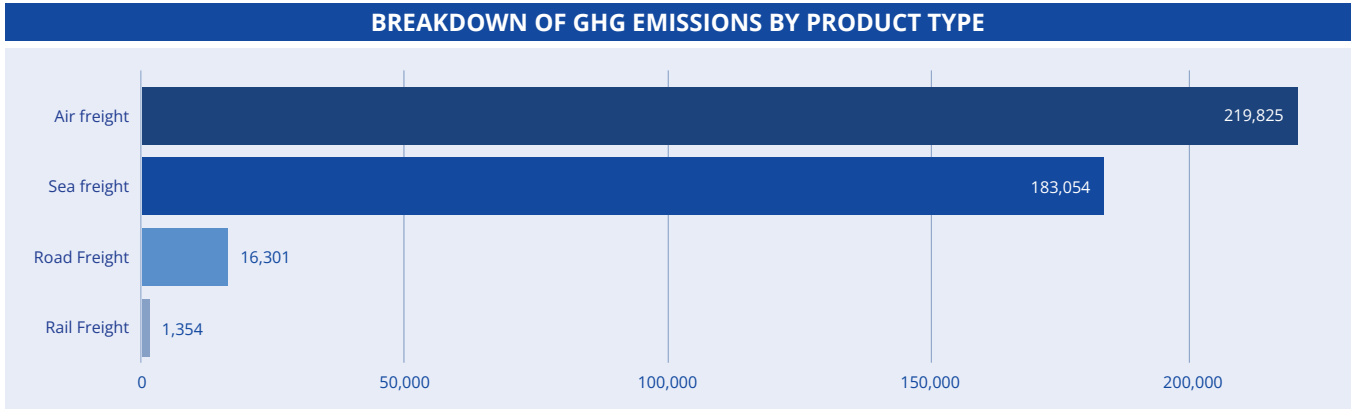


CO<sub>2</sub> emissions from employee air and rail travel (scope: Group), CO<sub>2</sub> emissions from fuel consumption (scope: CLASQUIN SA and France and Germany subsidiaries)



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 LiveGreen platform as well as compliance with EN16258 and GLEC to calculate GHG emissions are examples of technological innovations and methodologies designed to reduce the environmental impact of freight transport.



Bolstered by the deployment of the LiveGreen platform, which offers clients a calculation of the GHG emissions related to freight transport we organise on their behalf, we defined the following indicator:

• **CO<sub>2</sub>e per tonne-kilometre**, which measures, in grams, the greenhouse gas emissions produced by transporting one tonne of freight over one kilometre.

	2022	2021	CHANGE 2022 VS 2021	
CO <sub>2</sub> e(g)/tonne.km (all modes of transport)	21.52	20.31	-1.21	5.94%
Air CO <sub>2</sub> e(g)/tonne.km	701.55	702.73	-1.18	-0.17%
Sea CO <sub>2</sub> e(g)/tonne.km	9.66	9.50	0.16	1.67%
Road CO <sub>2</sub> e(g)/tonne.km	67.77	69.79	-2.02	-2.89%
Rail CO <sub>2</sub> e(g)/tonne.km	32.70	39.96	-7.26	-18.17%

It is worthwhile tracking this indicator, as it makes it possible to quantify the environmental impact of freight transport in terms of GHG emissions, which contribute to climate change. By measuring GHG emissions per unit of distance or load transported, companies can assess the efficiency of their transport policies and identify opportunities for improvement.

Tracking this indicator also allows us to measure and monitor our clients’ carbon footprints and help implement strategies to reduce their GHG emissions, for example by using more fuel-efficient vehicles, optimising route planning, using modes of transport that emit less GHG (e.g. rail) or by promoting more efficient transport operations (e.g. load consolidation).

Finally, this indicator can be used to compare the environmental performance of different modes of transport and transport operators. It measures the environmental efficiency of the various modes of transport and highlights the differences in terms of GHG emissions.

GHG emissions arising from freight forwarding on behalf of our clients are calculated on the basis of all operational data entered in our CargoWise transport management system (origin, destination, mode of transport, carriers, weight, etc.). The distance travelled is thus calculated (including stopovers) and the applicable emission factors are then

determined according to the routing and transport type (e.g. type of vehicle/aircraft/vessel and emissions, fuel type, topography of country, etc.).

The calculation methodology complies with EN 16258 and GLEC.

Greenhouse gas emissions are among the main causes of climate change and reducing them is crucial to limiting the harm done to the environment.

**RISK AREAS  
RELATED INDICATORS**

Climate change" - Raising environmental awareness

Emissions related to freight transport per mode of transport in grams of CO<sub>2</sub>e emitted by transporting 1t of freight over 1km (scope: Group)



# 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 2022, CLASQUIN took part in the CDP questionnaire on climate change issues for the first time. The Company obtained a C rating, placing it in the “awareness-raising” category.

CDP is an international non-profit organisation that manages one of the world’s largest environmental databases. Its aim is to encourage investors, companies, governments and regional authorities to assess their environmental impact and take tangible steps to improve their performance. The CDP calculated our environmental impact based on our responses.

The results reflect CLASQUIN’s awareness of sustainable practices and it is important to note that the rating places the Company at the sector average, which is encouraging.

By responding to the CDP questionnaire, CLASQUIN has shown its commitment to tackling the environmental challenges facing the Company and working on sustainable solutions. It also demonstrates the Company’s commitment to improving its environmental performance in order to comply with international standards on sustainable development.



**“**


**We are committed to continuing to improve our sustainability performance and working towards more responsible practices.**

We are convinced that this will help improve our Company’s overall performance and enhance our reputation as a trusted business partner.

**Marie-Laurence Merville**  
QHSE Manager

**”**

## 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 98.61% 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



**#1 LIVE GREEN**

➔ Measuring to promote awareness and act better



**#2 FAST GREEN**

➔ Act quickly with effective alternatives



**#3 GREEN BY DESIGN**

➔ Reconfiguring the supply chain by thinking and acting “Green First”



We continued to promote our “Smart Green” consulting solution launched in 2021 to help companies adopt a sustainable supply chain. Measuring the carbon impact of transport operations is a key component of this solution. CLASQUIN continues to help clients understand environmental issues and implement concrete transformation plans through in-depth analysis of transport data (distance, weight, means of transport, etc.).

The “Smart Green” solution is based on three pillars:

- **“Live Green”**, which involves raising awareness of the environmental impact of transport operations and acting accordingly. To achieve this, CLASQUIN offers real-time measurement of the carbon footprint of each transport segment using specific data such as distance travelled, net cargo weight and means of transport used. This measurement helps the client improve its understanding of environmental issues and act accordingly.

- The second pillar, **“Fast Green”**, involves quick action using controlled alternative options. CLASQUIN is proactive in suggesting existing and new solutions such as choice of mode of transport or modal shift. This allows us to implement, in an agile and transparent manner, a range of solutions that have a rapid and measurable impact.
- The third pillar, **“Green by Design”**, aims to reconfigure the supply chain by adopting a “Green First” approach. In addition to technical innovations still at the prototype stage or yet to be invented, CLASQUIN is convinced that it can play an essential role in decarbonising supply chains by drawing on its expertise in organisational engineering. By working with figures to identify the levers of a “Green” transformation plan (densification, distance reduction, vacuum reduction, packaging adjustment, modal shift, digitisation, etc.), CLASQUIN supports and implements “Green” decisions promoting a sustainable supply chain.

BUSINESS CASES	AWARENESS-RAISING MEASURES
19	16



Supporting our subcontractors

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

Supporting our employees

Throughout 2022, we continued to work on raising awareness among our employees so that they can support us and adopt our initiatives aimed at reducing our environmental impact, such as reduced printing, waste sorting and daily actions for the planet.

Given the acceleration of global warming and difficulties transporting gas due to the war in Ukraine, we have decided to draw up an Energy Sobriety Charter. To enforce the charter across the Group, we have begun drafting "reflex sheets" that will serve as a basis for an extensive in-house awareness-raising campaign in 2023 on various topics:

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.
- Nine CLASQUIN France offices joined the recycling scheme in 2022. The regular reporting of results is a source of motivation for employees. In 2022, we avoided 2,172 kg of CO<sub>2</sub> emissions, slightly less than in 2021.

We have drawn up a number of minimum commitment documents to be circulated in 2023, including an Environmental Awareness Declaration in which 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.

- 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.


LOCATION	QUANTITY (Kg)	FTE	SURFACE AREA (m²)
BORDEAUX	73.50	12	250
LE HAVRE	122.50	35	424
PARIS CDG AIRPORT + PARINORD 2	1,880.55	99	5,751
MULHOUSE	62.00	9	193
NANTES	683.20	43	628
VITROLLES	395.00	22	1,444
LYON HO	1,134.00	74	1,081
LYS AIRPORT	1,331.00	68	3,742
TOTAL	5,681.75	362	13,513
COVERAGE²		77.68 %	58.90 %

NB:


1. At the time of the 2022 carbon assessment, we decided to collect new data relating to Scope 3 (business travel and company car consumption data outside France, etc.). It seemed worthwhile to recollect 2021 data in order to restate it in accordance with the methodology used for the 2022 carbon assessment (WeCount platform) in order to obtain comparable information. For this reason, the data presented for 2021 may differ from the data officially published in the 2021 Declaration of Non-Financial Performance.

2. Exaciel not included in reported data

RISK AREAS  
RELATED INDICATORS



Waste management - Raising environmental awareness



Volume of waste recycled (scope: CLASQUIN SA and FR subsidiaries)

-2,172

kg of CO<sub>2</sub> emissions avoided in 2022

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METHODOLOGY

- 82 . DESCRIPTION OF METHODOLOGY USED TO IDENTIFY, RANK, SELECT AND VALIDATE THE MAIN RISKS IN THIS DECLARATION
- 83 . SCOPE (CONSOLIDATED AND TEMPORAL)
- 84 . EXCLUSIONS AND LIMITATIONS
- 85 . PERSON RESPONSIBLE FOR THE PUBLICATION AND CONTACT DETAILS



# 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 (DPEF) for inclusion in its management report. This Declaration covers all companies included in CLASQUIN's consolidated financial statements.

The Declaration for the 2022 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 (399 employees), CLASQUIN Fairs & Events (F&E) (4 employees), Art Shipping International (ASI) (5 employees), LCI-CLASQUIN (France) (85 employees), CLASQUIN Handling Solutions (5 employees), Transports Petit (3 employees) and Exaciel (17 employees), unless otherwise stated.
- **Greater China: most indicators also cover Greater China, the Group's second largest region with 193 employees.**
- **Canada: this year, most indicators were also reported for Canada (CARGOLUTION subsidiary), the third largest country in terms of workforce, after France and China, with 95 employees.**

### Partner scope

The calculation of the percentage of target employees having attended an anti-corruption awareness-raising event covers all Group companies except CVL International and Exaciel AMC Logistique, which joined the Group in the second half of 2022.

### 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 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 comprised all Group subsidiaries except CVL and Exaciel, which joined the Group in the second half of 2022. The scope covers 62 facilities in 19 countries with a total surface area of 47,761 m².

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.).

Meanwhile, 2021 data was recollected so that GHG emissions could be recalculated for comparative purposes using the 2022 methodology.

#### Scope 1:

Refrigerant emissions generated by air conditioning systems at our premises were estimated on the basis of a Group-wide kg/m² 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 (France and Germany) or on the basis of statements issued by the relevant subsidiaries (Italy, Portugal, Spain, South Korea and Burkina Faso).

Consumption of natural gas was calculated on the basis of gross calorific value (GCV) kWh as stated on energy supplier invoices collected from the relevant subsidiaries (Mulhouse, Tournai and Toronto), to which a GCV kgCO<sub>2</sub>e/kWh emission factor was applied.



**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 2022, estimates cover 22% of the total surface area of the 62 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 (short/medium/long-haul) 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.

We made sure to collect the most accurate data possible at Group level (except for the CVL and EXACIEL subsidiaries) in order to obtain reliable results.

# 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;
- CLASQUIN does not have a collective catering system that would require vigilance with regard to food waste, food insecurity, animal well-being and responsible, fair and sustainable nutrition;
- Furthermore, no company collective agreements are in force apart from those regarding the incentive scheme and Group savings plan, which play an important role in driving collective economic performance at the subsidiaries;
- Lastly, as a company listed on a market that is controlled but not regulated (Euronext Growth), the Group is not required to address issues related to the defence of human rights and prevention of tax evasion.

# Person responsible for the publication and contact details

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# 7

## PERFORMANCE INDICATORS

- 90 . PERFORMANCE INDICATORS
- 92 . CROSS-REFERENCE TABLES



# Performance indicators



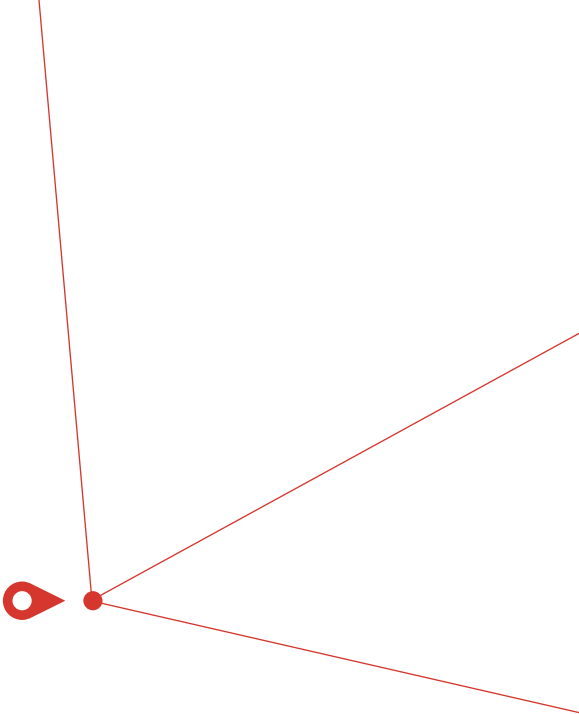


CSR REPORT INDICATORS			2022				2021			2020			2019		
P	Unit	Group	CLASQUIN SA & subsidiaries	Greater China	Canada	Group	CLASQUIN SA & subsidiaries	Greater China	Group	CLASQUIN SA & subsidiaries	Greater China	Group	CLASQUIN SA & subsidiaries	Greater China	
EMPLOYEE INFORMATION															
22	Total headcount	Number	1,175 (all contracts)	193 (all contracts)	95 (all contracts)	1,050 (all contracts)	484 (all contracts)	176 (all contracts)	925 (all contracts)	419 (all contracts)	176 (all contracts)	977 (all contracts)	425 (all contracts)	165 (all contracts)	
39	% female managers	%	48.8 %	52 %	44 %	43 %	44.8 %	49.1 %	New indicator in 2021	New indicator in 2021	New indicator in 2021	New indicator in 2021	New indicator in 2021	New indicator in 2021	
19	Number of managers holding shares in their subsidiary	Number	11	n/a	n/a	9	n/a	n/a	8	n/a	n/a	9	n/a	n/a	
19	Number of managers participating in the joint investment plan	Number	33 o/w 31 still present	n/a	n/a	33	n/a	n/a	33	n/a	n/a	n/a	n/a	n/a	
19	% share capital held by Group managers and employees	%	13.55 %	n/a	n/a	12.62 %	n/a	n/a	12.1 %	n/a	n/a	n/a	n/a	n/a	
19	% employee shareholders	%	24 %	n/a	n/a	21 %	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
24	Staff turnover (perm. – excl. acq./disposals)	%	20.17 %	15.94 %	44.05 %	27.49 %	21.45 %	32.48 %	15.12 %	10.89 %	10.67 %	Not available	Not available	Not available	
	Normative turnover	%	15.57 %	11.92 %	8.99 %	38.10 %									
24	Average seniority (perm.)	Years	5.8	6.4	3.1	6.08	6.17	6.39	6	7	Not available	Not available	Not available	Not available	
32	Absenteeism (perm. only)	%	Not available	France total: 2.28 %	1.02 %	Not available	France total: 3.19 %	0.66 %	Not available	France total: 2.64 %	0.71 %	Not available	CLASQUIN SA: 2.12 %	0.29 % standard contracts	
33	Accidents with lost time	Number	Not available	All contracts France total: 3	0	Not available	All contracts France total: 2	0	Not available	All contracts France total: 2	0	Not available	CLASQUIN SA: 0	0	
33	Frequency rate*	Number	Not available	All contracts France total: 3.97	0	Not available	All contracts France total: 2.41	0	Not available	All contracts France total: 2.69	0	Not available	CLASQUIN SA: 0 %	0	
33	Severity rate	%	Not available	All contracts France total: 0.05	0	Not available	All contracts France total: 0.30	0	Not available	All contracts France total: 0.52	0	Not available	Not available	0 %	
26	Training (number of hours)	Hours	Not available	3,176.5	4126	Not available	2043	Not available	Not available	1824	283.25	Not available	2,332	96	
26	Percentage of headcount trained	%	Not available	68 %	90.6 %	Not available	49 %	72 %	Not available	33 %	Not available	Not available	Not available	Not available	
42	Employees with disabilities	%	Not available	Total all subsidiaries: 2.40 %	Not available	Not available	Total all subsidiaries: 2.87 %	Not available	Not available	CLASQUIN SA: 2.52 %	Not available	Not available	CLASQUIN SA: 3.12 %	Not available	

SOCIAL INFORMATION															
46	Number of security audits conducted	Number per year	2	n/a	n/a	n/a	2	n/a	n/a	1	n/a	n/a	n/a	n/a	n/a
46	Microsoft Score	Score out of 100	84/100	n/a	n/a	n/a	88/100	n/a	n/a	83/100	n/a	n/a	n/a	n/a	n/a
48	Number of incidents reported to the Ethics Committee	0	n/a	n/a	0	n/a	n/a	Not available	Not available	0	Not available	Not available	0	Not available	Not available
48	Percentage of target employees having attended an anti-corruption awareness-raising event (KPI)	100 % in person 80.2 % via e-learning	n/a	n/a	88.2 %	n/a	n/a	24.5 %	Not available	95 %	Not available	Not available	95 %	Not available	Not available
49	Annual amount of CLASQUIN Foundation donations	In euros	€ 250,694 donations to FDF	n/a	n/a	n/a	€ 80,000 expenses (via CLASQUIN Foundation)								

ENVIRONMENTAL INFORMATION																	
54	SCOPE 1	tCO <sub>2</sub> e	439		331												
54	SCOPE 2	tCO <sub>2</sub> e	576		521												
54	SCOPE 3	tCO <sub>2</sub> e	425,445		466,506												
57	CO <sub>2</sub> indicators FREIGHT	gCO <sub>2</sub> e/tkm (CO <sub>2</sub> equivalent per tonne-km)	Air: 701.55 Sea: 9.66 Road: 67.77 Rail: 32.70		Air: 702.73 Sea: 9.50 Road: 69.79 Rail: 39.96												

\* The calculation methodology has changed slightly since 2021 in order to only count actual hours worked or present in the Company.





# Cross-reference tables

This year, CLASQUIN 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><li>• Creation of a CLASQUIN APPRENTICE TRAINING CENTRE (CFA)</li></ul>	  	<p>Promote a stimulating, shared and sustainable economic growth project, full and productive employment and decent work for all.</p> <p>Enable everyone to live in good health and protect the well-being of all people of all ages</p> <p>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</p>	<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.
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>	 	<p>Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities</p>	<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.
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>		<p>Enable everyone to live in good health and promote the well-being of all people of all ages</p>	<b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
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>	 	<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>	<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.
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</li><li>• Adaptation of workspaces and working arrangements (home office)</li><li>• Measures to promote physical exercise and sport</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><li>• Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all</li></ul>	<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.
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>	   	<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>	<b>Principle 4:</b> Businesses should uphold the elimination of all forms of forced and compulsory labour. <b>Principle 6:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation.

PARTNER	CLASQUIN ACTIONS	SDG	DESCRIPTION	GLOBAL COMPACT PRINCIPLE
Protect your data	Prevent threats and safeguard our organisation		Promote an effective, responsible and inclusive society at all levels	<b>Principle 2:</b> Businesses should make sure that they are not complicit in human rights abuses.
Ensure responsible, independent governance	Involve management in CSR		Achieve gender equality and empower all women and girls	
Prevention of bribery and corruption	Combat corruption by taking action to prevent, detect and combat corruption and influence peddling		Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities	
			Promote an effective, responsible and inclusive society at all levels	<b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery.
Engage with the local community	Get involved in the local community and encourage employees to follow suit, particularly via the CLASQUIN Foundation		Promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all	<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.
			Effective partnerships between governments, the private sector and civil society	
			Ensure access to quality education for all on an equal footing and promote lifelong learning opportunities	



PLANET	CLASQUIN ACTIONS	SDG	DESCRIPTION	GLOBAL COMPACT PRINCIPLE
Limit our environmental impact	Carbon assessment		Take action to combat climate change and its repercussions	<b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.
	Monitor, reduce and control our emissions and those of our clients	  	<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>	<b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility. <b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.
Set an example	Improve our understanding of climate change issues	 	<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>	<b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges. <b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility. <b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.
		  	<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>	<b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility. <b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.
	Waste management and awareness-raising	  	<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>	<b>Principle 6:</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation. <b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility. <b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.



# 8

## INDEPENDENT THIRD-PARTY BODY REPORT

- 100 . INDEPENDENT THIRD-PARTY BODY REPORT
- 104 . 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

Financial year ended 31 December 2022

To the Shareholders,

In our capacity as independent third-party body authorised by the Inspection section of COFRAC under number 3-1321 (the scope of this authorisation 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 prepared in accordance with the entity's procedures (hereinafter "Guidelines") for the year ended 31 December 2022 (hereinafter respectively the "Information" and the "Declaration"), as presented in the Company's annual report in application of the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

### 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 not identified any 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:

- Employee key performance indicators are reported across an extended scope with the inclusion of Canada (CARGOLUTION subsidiary) in 2022 for certain indicators. Employee key performance indicators cover between 52 % and 100 % of the Group's total workforce at 31 December 2022. 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 explaining for each indicator in the Declaration.
- CLASQUIN SA has begun work to assess the carbon impact of its operations in response to environmental awareness and climate change risks. The medium- and long-term greenhouse gas emission reduction targets still need 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

As stated in the Declaration, 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 Statement.

### 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;
- 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, 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 (Appendix 2\_Verification programme\_DNFP\_V3) 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. 822-11 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 three people working for a total period of two weeks between November 2022 and March 2023.

To assist us in the performance of our work, we called on our specialists in sustainable development and corporate social responsibility. We held 13 interviews with the persons responsible for preparing the Declaration, including representatives of Senior Management, the Legal and Compliance Department, the Human Resources Department, the Supply Chain Management Department and the Communications & Marketing Department, the QHSE Manager and the Information System Security Manager.

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 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, 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 the second paragraph of Article L. 225-102-1 III;
- 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. Our work was carried out at the level of the consolidating entity and in a selection of entities;
- 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:
  - 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 covering between 28% and 100% of 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:

Mazars Paul-Armel Junne,  
Partner

Lyon, 22 March 2023





# Appendix 1

## Information considered to be the most important

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

- Green offering policy;
- Cybersecurity policy;
- Wage policy;
- Anti-corruption policy.

### Quantitative indicators including key performance indicators

- Headcount at 31 December 2022;
- Average seniority;
- Staff turnover;
- Absenteeism rate;
- Percentage of employees with disabilities;
- Percentage of headcount trained;
- Percentage of share capital held by employees and managers;
- Proportion of target employees having attended an anti-corruption awareness-raising event;
- Number of local managers holding shares in their subsidiary;
- Scope 1 direct emissions from mobile combustion sources;
- Scope 2 indirect emissions related to electricity consumption.





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