

COMMUNICATION ON PROGRESS 2021 - TAKE ONE STEP FOR A GREENER SUPPLY-CHAIN



BBL Group supports the Sustainable Development Goals.

## 0. ABOUT THIS REPORT

*This 2021 BBL CSR report is fully in line with it formally joining GLOBAL COMPACT, the United Nations Global Pact, and the sustainable development goals. This 2021 CSR report is our second Communication On Progress (COP) after our first publication last year. It presents changes in our governance, the establishment of our sustainable development strategy, and the results obtained. This is written on a voluntary basis as BBL is not legally bound to report on extra-financial performance. This report was written in accordance with GRI STANDARDS to ensure fair reporting of the achieved results but has not been subject to any external auditing.*

### **Scope**

*BBL's scope changed considerably in 2021 through a series of key acquisitions and a sharp upswing in organic growth. The Group's consolidated turnover reached 42 M Euros, compared to 209M Euros the previous year, and the number of employees literally doubled, going from 665 'Full Time Equivalents' on 31 December 2020 to 1310 'Full Time Equivalents' on 31 December 2021.*

*Schedule of the acquisitions:*

*Transit'air SA - 15 December 2021 - Approximately 20 employees - 10M Euro turnover*

*'Ex Egetra' activities- 2 August 2021 - Approximately 200 employees - 49M Euro turnover*

*LOGVAD - 16 July 2021 - Approximately 100 employees - 22.5M Euro turnover*

*LUSOCARGO Group - 11 March 2021 - Approximately 250 employees - 100M Euro turnover*

*Considering the amount of time required to integrate the newly acquired companies, we chose to report our results and KPIs based only on the Group's scope prior to these acquisitions. However, this report includes all the initiatives undertaken in 2021 within the company's scope for which data can be collected and reported.*

### **Reporting period**

*The social reporting, as well as all data and KPIs are based on the calendar year reporting cycle from 1 January 2021 to 31 December 2021.*

*On the other hand, reporting of the initiatives undertaken covers the period from 31 March 2021 to 31 March 2022.*

### **CSR Committee, and contributors**

*The operational departments of each of the subsidiaries concerned, and the Group's 'Back Office' departments (Human Resources, Legal Affairs, Marcom and Finance) all contributed to the drafting of this report through active contribution. The CSR Committee is led by Marianne POITEVIN, BBL's CSR Manager, assisted by Fanny CLERC (QHSE Coordination) and supervised by Christophe BESSET, BBL's Managing Director and Jean-Marc WILLIATTE, Marketing & Communications Director.*



# SUMMARY

- A WORD FROM THE PRESIDENT - INTRODUCTION
- INTRODUCING BBL - SCOPE - ACTIVITIES - STRATEGY
- CSR OBJECTIVES AT THE HEART OF THE GROUP'S STRATEGY
- 8 AREAS OF ACTION

## 1. VEHICLE MANAGEMENT

## 2. MANAGING OUR BUILDINGS' ENERGY CONSUMPTION

## 3. WASTE MANAGEMENT

## 4. TRAINING AND MENTORING AREAS

## 5. EMPLOYEE SAFETY

## 6. FIGHTING AGAINST CORRUPTION

## 7. PROMOTING DIVERSITY

## 8. CITIZEN AND BUSINESS PARTNERSHIPS

- 2021-2022 OBJECTIVES

PROSPERITY

PLANET

PEOPLE

PEACE

PARTNERSHIP





Olivier VINCENT  
MD TRANSPORTS CHARPIOT



**A new Charpiot  
warehouse:  
more energy efficient,  
with a solar roof**

Bénédicte Ravolet  
Group HRD



Sylvain Merienne  
Legal Director



Benoît SANCLEMENTE  
MD CHARVIN LOGISTICS



COMEX of BBL Group  
in September 2021.



## To all stakeholders



We're all committed! BBL Group continues to grow and the challenges we collectively face are simply astounding.

Last year, in July 2021, we signed our first COP, the 2020 edition, one that marked BBL's resilience as its 665 employees overcame the health crisis with their winning spirit. At the beginning of 2022, our beautiful MSB saw its scope expand considerably, with more than 1,300 employees in 85 locations and 16 countries around the world.

We cannot present this report and not thank the men and women who participate in this entrepreneurial adventure daily. Our CSR commitment centred around the principles of the UN GLOBAL COMPACT initiative, the foundations for which were only established in 2020, became a real component of our corporate strategy this year. Our willingness to act has been instilled in all of BBL's governing bodies, characterised by a decentralised and agile approach.

### A wealth of initiatives

Our group is a federation of specialists which gives subsidiary managers a considerable amount of independence. In recent months, there have been two occasions when our management conventions put CSR on the agenda, which resulted in an increase in local initiatives. Alternative fuels, measures to reduce energy consumption, citizen initiatives, a code of conduct, each takes on board the collective ambition and contributes in

its own way. This is good, but not enough. This dynamic needed to be driven by a real CSR strategy built around new reporting tools to measure the progress made...

### Increased reporting

Traditionally, our company accounting system only measures what is valuable, or what represents a financial risk... But our group started to consolidate new data for a whole series of indicators related to the use of resources, emissions of pollutants, or vitality of subsidiaries' social fabric. These KPIs were chosen to channel our efforts and thus create a positive impact based on the eight CSR areas we identified by 2020. An infrastructure was implemented to support this ambition, including the appointment of a dedicated CSR Manager, and nominating a committee from among the Group's top management team to support these transformations.

### False promises are prohibited

BBL's activity is essentially linked to transport operations which, by their very nature, involve energy consumption and emissions of pollutants. Pragmatism and intellectual honesty remind us to be realistic, even though we continue to see the emergence of promises related to carbon neutrality everywhere, which are not likely to succeed. At the beginning of 2021, the European Commission published an analysis showing that 42% of CSR promises are tantamount to greenwashing. BBL does not want to fall prey to this.

### Mission statement: 'Take One Step'

Beyond its own resources, BBL is at the heart of a large

ecosystem of supply chain services for its customers. Whether it concerns the upstream flows with transport upon purchase or transport upon sale, our customers and suppliers are gradually moving towards more sustainable supply chains. BBL wants to be a driving force in this field, despite the very significant disruptions in all markets (raw material inflation, political instabilities, labour shortages).

Our CSR mission statement, 'Take One Step', introduced at the end of 2021 (see page 18), illustrates our wish for reasonable and constant progress in four major fields of action: REDUCE to reduce consumption, REUSE to promote a circular economy, REIMAGINE to transform the supply chain through innovation, and finally RESPECT for sustainable engagement with all stakeholders (employees and suppliers). With the 'Take One Step' programme, BBL is not making a promise for 2030 or 2040, but is committed to dedicated, daily, and long-term development of positive impact logistics solutions.

Kaci KÉBAÏLI  
President and Founder

Christophe BESSET  
Group Managing Director

# A. BBL / A UNIQUE DNA TO SUPPORT ITS CUSTOMERS' SUPPLY CHAIN

## FREIGHT FORWARDER: A PASSION FOR SERVICE

25 years after its creation in 1997, BBL is still dedicated to the spirit of service which is the basis for its activity as a freight forwarder. By acting independently on behalf of importers, or exporters, i.e., for shippers, the freight forwarder in its purest form requires no industrial equipment. Physical transport is carried out by capacity providers who own and manage the assets (aircraft, ships, vehicle fleets, warehouses). This intermediary is essential to maintain the delicate balance between transport supply and demand. This is the only way to ensure 'door to door' service and organisation of flows despite the risks that may impact what are often complex supply chains that cover thousands of kilometres. BBL has remained 'asset light', even though some of our own resources have gradually been added to our organisations, including a network of warehouses and, in several subsidiaries, a fleet of motorised vehicles.

**Becoming an actor in the contract supply-chain.**  
Through the progressive diversification of its services in the space of 25 years, BBL Transport became BBL. Organic growth, coupled with targeted and opportunistic acquisitions, have allowed us to multiply our value-added services (organising groupage and consolidation, customs and insurance brokerage, fiscal representation, etc.). Sectoral expertise was combined with specialised transport expertise (Hazardous materials, Project Cargo, Valuable goods, etc.) to serve a wide range of vertical sectors in France and Europe.  
On 30 June 2022, 85 Group sites in 16 countries employed over 1,300 people who share this service attitude.

### Our mission statement

In contrast to large multinational companies in the sector whose strategies aim to increase volumes, and which often impose their standardised processes, our specialists like to tailor logistics solutions to each and every customer in order to meet the expectations of shippers, large or small.

### Our conviction

BBL was founded on the belief that the companies that join it can and should keep their own methods and brands as symbols of their know-how and teams. Each of the Federation of Specialists' brands under the BBL banner have appointed independent and responsible management.



### Our ambition

BBL is undergoing digital transformation and the main objective is to put the human being back at the centre of our systems by making all data exchanges more fluid and by automating processes only if it is relevant and profitable. A network that is consistently agile and deliberately decentralised to adapt to rapid changes in demand.

# B. ORGANISATION OF THE BBL GROUP: ORGANISATION CHART AND DECENTRALISED OPERATION

## INDEPENDENCE AND RESPONSIBILITY AT THE HEART OF A UNIQUE MODEL: A FEDERATION OF SPECIALISTS

Be it the level of accumulated expertise or the individual commitment to finding solutions when a challenge arises, the human factor remains the key to success and excellence in the organisation of transport activities and, more generally, in the management of logistics chains.

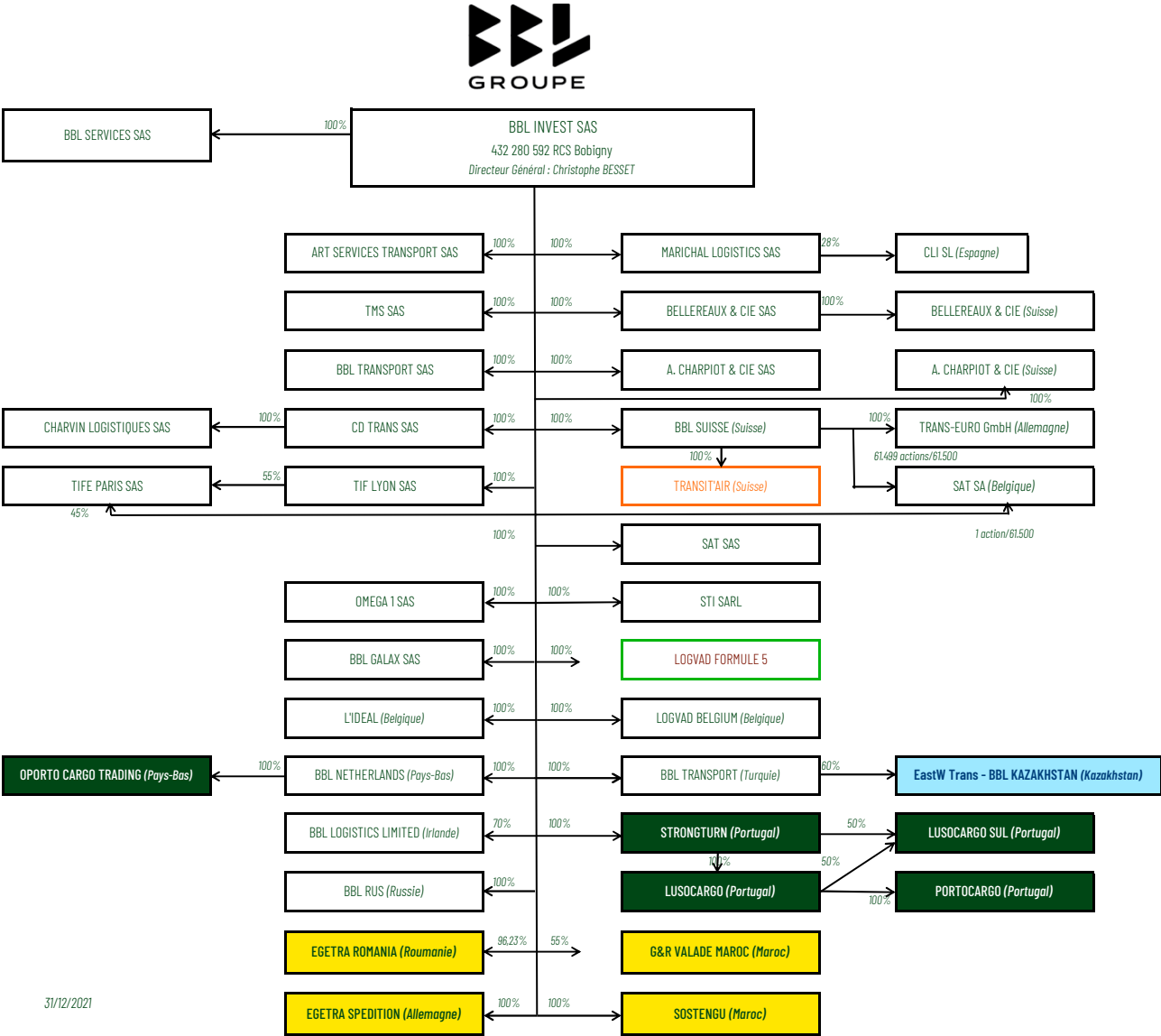
### One brand, one promise

This is the simple statement that inspired BBL's original growth model. The group's offices, branches, and warehouses are all organised around local entrepreneurship. It is common practice for the Group to appoint a leader with a significant amount of independence at the head of each team.

This idea of delegating responsibility is the fundamental difference with large groups and contributes to attracting an increasing number of talents. The Federation of Specialists nevertheless maintains its coherence though a certain number of shared services, particularly related to the back office of our businesses. BBL's choice of a unique organisational model is also characterised by its wish to maintain most of the acquired brands, especially when they make a promise to their customers and because they are a symbol of the teams commitment.

## INTEGRATION OF OVER 550 EMPLOYEES IN LESS THAN 18 MONTHS

Acquisition of EastWTrans in Almaty, Kazakhstan	Oct 2020
Acquisition of LUSOCARGO Group in Portugal	Mar 2021
Acquisition of LOGVAD (sites in France and Belgium)	Jul 2021
Takeover of EGETRA and integration of its subsidiaries in Morocco, Romania and Germany	Aug 2021
Acquisition of TRANSITAIR in Switzerland	Dec 2021



BBL

Antenna - Exceptional Transport Services - October 1998

## La ruée vers l'Est

**Balkans Bosphore Logistique, comme son nom l'indique, propose aux chargeurs la possibilité d'acheminer leurs marchandises vers les pays de l'Est et les Balkans. Une destination à succès, tant pour les chargeurs que pour les transporteurs.**

L'émergence de nouveaux marchés à l'Est constitue une véritable opportunité pour les chargeurs qui y trouvent de nouveaux débouchés pour écouler leurs marchandises.

Des marchés prometteurs qui suscitent des vocations chez bon nombre de transporteurs. C'est ainsi que le commissionnaire de transport Balkans Bosphore Logistique (BBL) a vu le jour au début de cette année.

"Nous avons créé la société à la demande des chargeurs qui exportent de plus en plus vers les pays de l'Est (Ukraine). La Turquie et le Bosphore sont nos deux destinations privilégiées", explique Kamel Rakki, attaché commercial auprès de BBL. Les

pays de l'ex Yougoslavie remportent également un certain succès auprès des chargeurs notamment la Macédoine, la Serbie, tout comme les pays Baltes (Lettonie, Lituanie, Estonie) et les pays d'Europe centrale et orientale.

Groupe, lots complets, dangereux, les marchandises sont acheminées à la fois par des transporteurs de l'Est et français, qu'ils soient PME ou grands groupes.

Après 11 mois seulement d'existence, BBL envisage de se lancer dans l'aventure du maritime voire du fluvio-maritime car certains clients souhaitent utiliser ces modes de transport. "Nous envisageons donc de créer à plus ou moins long terme une structure dédiée au maritime", précise



Kaci Kebaili

Kaci Kebaili, Pdg de Balkans Bosphore Logistique.

Basée à Compans, en région parisienne, BBL qui compte 11 salariés, est détenue à hauteur de 49% par le groupe Alloin.

N.B.C.

## C. HISTORICAL MILESTONES - FROM FOUNDING IN 1997 TO THE PRESENT DAY.

1997

Kaci Kebaili creates BBL Transport (then Balkans Bosphore Logistique). From a very early stage, going where others won't was already in BBL's DNA.



2001

Opening of the Turkish office in Istanbul, the first BBL Transport office outside France.



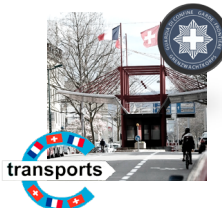
2007

Acquisition of Art Service Transport, the first subsidiary acquired by BBL specialised in art logistics



2011

Takeover of Charpiot and its subsidiary Bellereaux, specialised in flows between France and Switzerland. BBL Group was born.



2012

ICF Transit was taken over and renamed BBL CARGO. This is the beginning of BBL's Overseas mission.



2018

CA 139 M€

Creation of BBL subsidiaries in Dublin (Ireland) and Moscow (Russia).



2014

Acquisition of L'Ideal in Belgium, BBL opens the door to the port of Antwerp and to the world.



2019

CA 195 M€

Acquisition of GALAX, then SAT (historically owned by the Swiss Post Office), which provides the Group's customers with solutions for all trade flows with Switzerland.



2015

CA 78 M€

The group expands its services in Southern Europe with the acquisition of Marichal Logistics, a specialist in Spanish and Italian groupage.



2020

CA 209 M€

Acquisition of TMS, specialised in the transport of sensitive goods, and joined the GENE Capital Entrepreneur community alongside Bpi France. These operations demonstrate the Group's resilience despite the health crisis.

2016

CA 98 M€

Acquisition of CHARVIN TRANSPORT and its contractual logistics and local distribution activities. BBL solutions acquires new know-how.



2021

CA 429 M€

### Dazzling growth

2021 was a historic year of growth for BBL, whose turnover doubled during the year due to the combination of a strong recovery and post-covid activity, additional support from our minority shareholders GENE and BPI FRANCE who increased their participation, and finally a series of important acquisitions which reinforced the progressive internationalization of BBL in the EUROMED area.

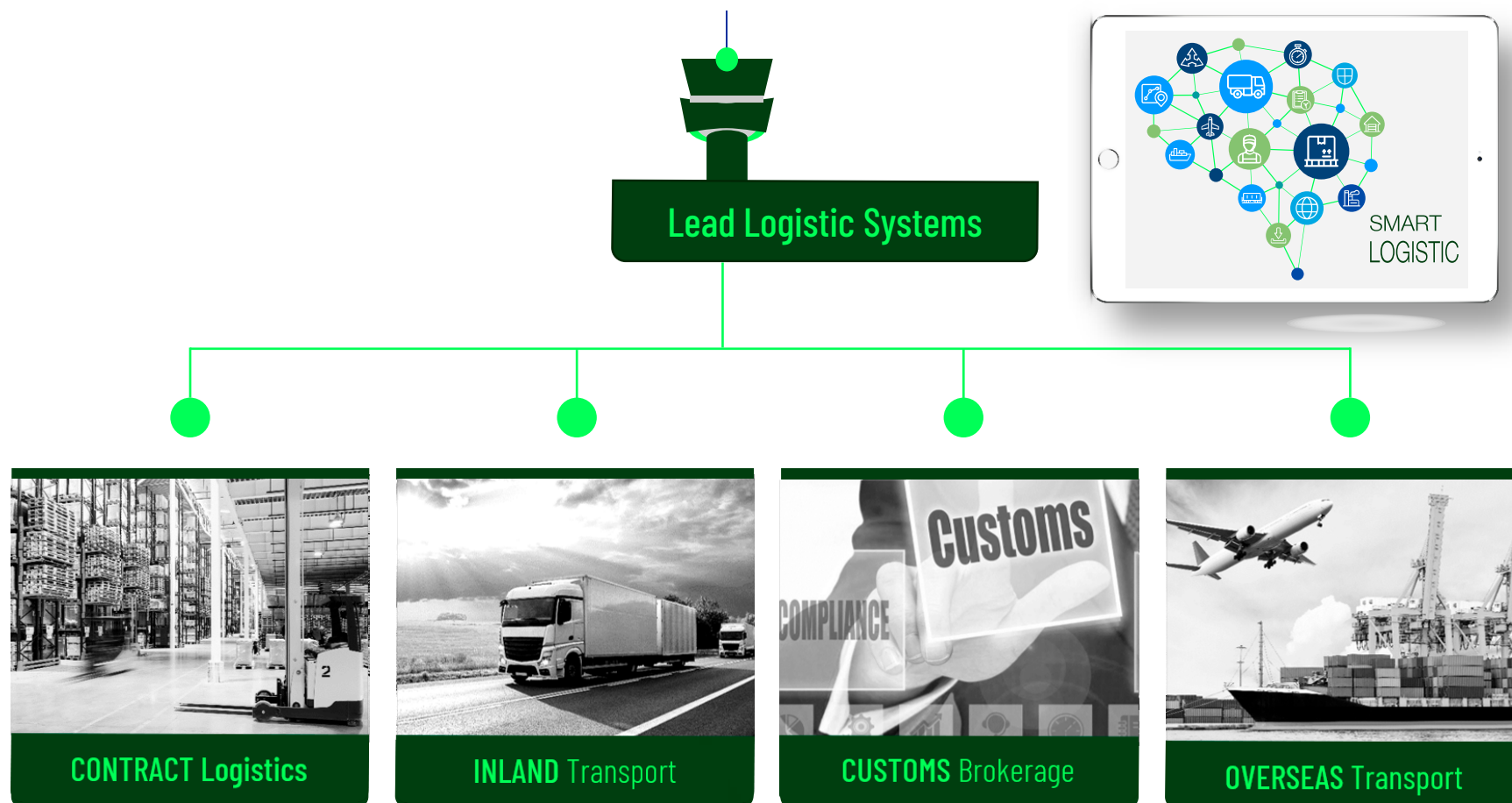




## D. FOUR MAIN BUSINESS AREAS SERVING OUR CUSTOMERS' SUPPLY CHAIN

When it was first created, BBL TRANSPORT was specialised in **road transport** between France and Eastern European countries. Later, BBL expanded by systematically seeking to develop its services to include complementary businesses in order to build comprehensive logistic solutions. The 'ROAD' services have considerably expanded and now serves over 38 countries offering groupage and chartering solutions. This sector still represented a little over 50% of the Group's activity in 2021.

In the field of the **overseas freight forwarding**, the first goals were established in 2012 and have since been bolstered with the acquisitions of GALAX, Portocargo, and the EGETRA takeover. This business line represented nearly 30% of the Group's activity in 2021. The remaining 20% consisted of Customs brokerage and Contract Logistics activities (since 2016 - acquisition of CHARVIN Log).



# D.1 BUSINESS AREA: ROAD TRANSPORT & CONTINENTAL TRANSPORT SOLUTIONS

## OUR GROUPE AND CHARTERING SERVICES TO AND FROM 38 COUNTRIES

BBL Transport's very first business area was 'International Roads'. Our main agencies provide regular, sometimes even daily links with nearly 38 countries in the EU-27, Eastern European countries, the Maghreb, as well as Turkey and Central Asia from departure and arrival points in major French cities. Our freight and groupage teams' know-how is the result of over 20 years' experience combined with a thorough understanding of local contexts (our teams speak 17 different languages).

BBL and all its French ROAD subsidiaries (TIF LYON, TIF SAVOIES, BBL TRANSPORT, MARICHAL LOGISTICS, CHARPIOT) have a very dense network of partners with whom we manage regular groupage lines. This very tight-knit network enables the Group to provide transport solutions that are perfectly tailored to the needs of its customers with grouping and unbundling points close to the original pick-up sites or final delivery points. Mastering these major roads is also at the heart of competitiveness for our comprehensive truck charter services.



## CHAUFFEUR-DRIVEN RENTALS AND DEDICATED RESOURCES

Our BBL TRANSPORT, TIF LYON et SAVOIES, CHARPIOT, CHARVIN TRANSPORT, and MARICHAL Logistics subsidiaries provide dedicated management services for customers who wish to secure regular transport flows, particularly for distribution in urban areas. These chauffeur-driven long-term rental often come with solutions that cause less pollution, such as alternative fuels (LNG, B100, Electric)



and trucks that are painted in the customers' colours.

## SENSITIVE CARGO/SECURE TRANSPORT SOLUTIONS

Our subsidiaries TIF Sensible in Garonor and TMS in St Thibaut des Vignes in Seine et Marne (77) are specialised in the transport of sensitive goods. Our subsidiaries have received an increasing number of requests for secure shipping of valuable goods that are prone to theft; this market sector is growing exponentially. Specially trained staff, remote surveillance, GPS tracking, as well as discreet and high-quality storage warehouses ensure secure systems



and a level of protection adapted to the needs of all type of goods (Luxury, High Tech, Wines and Spirits, etc.). Franck Muller (TMS) and Gilles Aprikian (TIF Sensible) oversee day-to-day management and are supporting the Group's growth strategy in this sector.



■ **Scheduled groupage**  
**LTL/FTL EUROMED Zone**



■ **Full truck load FTL services**  
**EUROMED Zone**



■ **Your truck, Our drivers**  
**Fleet management services**



■ **National chartering SPOT**



## D.2 BUSINESS AREA: OVERSEAS TRANSPORT



Our European network 'BBL CARGO' employed over 285 employees in 16 locations in seven major European countries: France with the subsidiary BBL GALAX acquired in 2019 as well as Belgium, the Netherlands, and Turkey, Portugal with Portocargo, more recently Switzerland with the acquisition of Transit'Air in Geneva, and Poland with the acquisition of RGW Express in Poland.

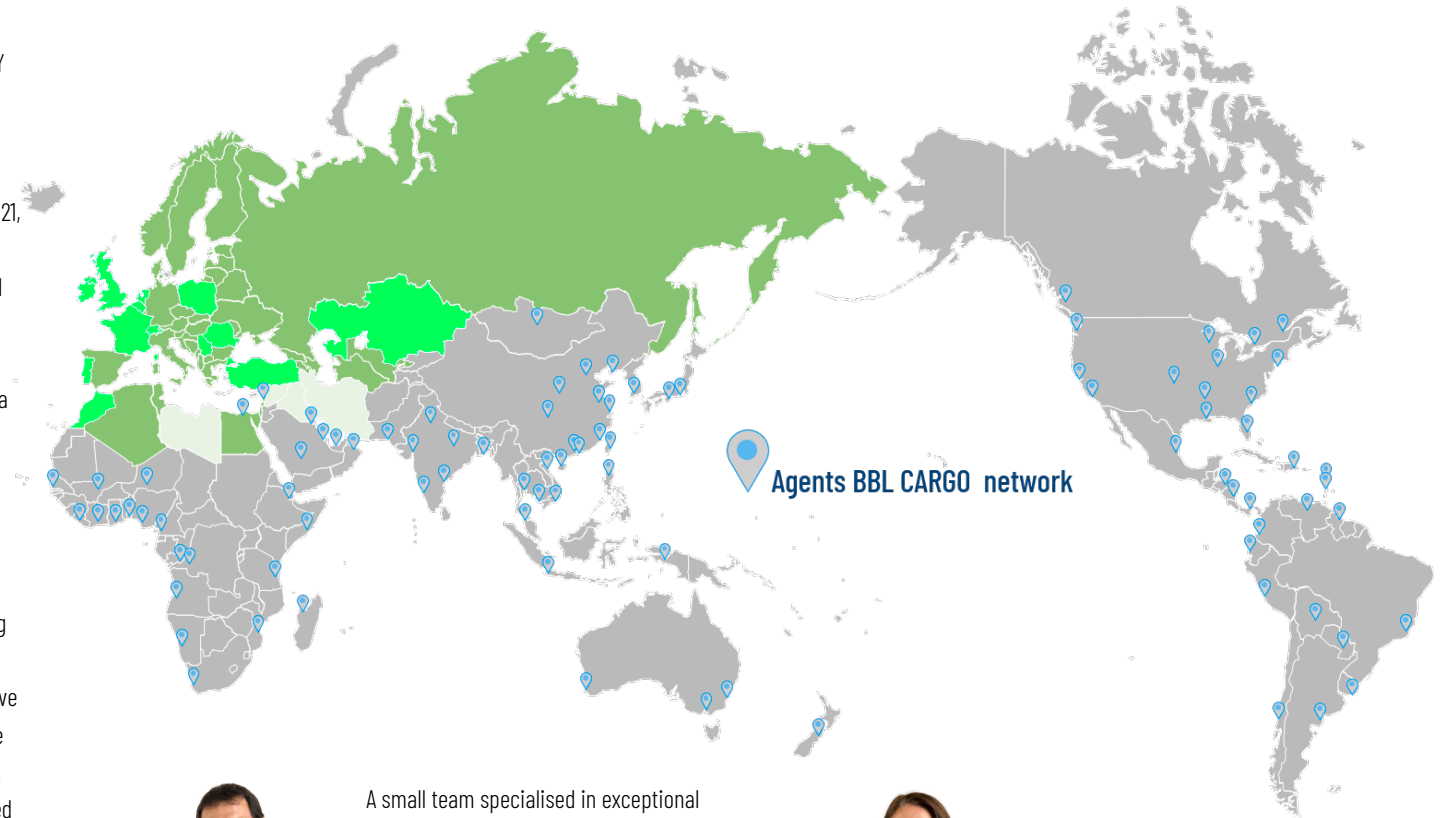
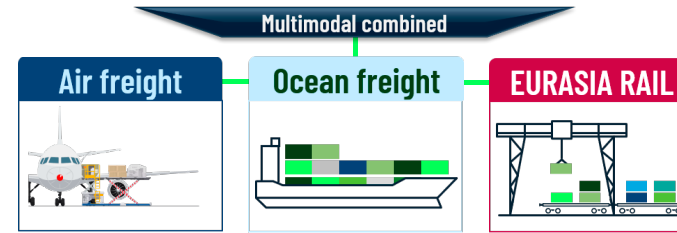
### 135 countries served worldwide

Asia, the Americas, Oceania, Africa, good agents and contracts of trust: we establish and closely monitor trustworthy relationships with local agents who manage operations within their national territory. Relationships are not forced, and we search for a balance that is often more efficient than that of freight forwarders with their integrated network. Our BBL CARGO experts manage nine regional areas. These trade lane managers advise their customers on optimised transport:

CUSTOMS & COMPLIANCE - DELIVERY TO DIFFERENT AREAS - CHOICE OF OPERATORS. BBL CARGO deliberately focuses on the quality of services that its teams offer in Europe. In 2021, we handled about 52,000 files for approximately 6,000 customers and transported about 30,000 tonnes of air freight and nearly 80,000 TEUs (Twenty-foot equivalent units) of sea freight.

### 7 fields of sectoral expertise

Industrial emergency logistics and AOG (particularly for aeronautics customers), logistics of transporting of Wine and spirits, Raw and sawn timber, Ro-Ro sea freight (automotive customers), Works of art, perishable goods, and finally dangerous goods. Each of these seven fields is covered by a BBL CARGO team of experts trained to cope with all potential challenges.



A small team specialised in exceptional transport and 'Project Cargo' was created around CAPT (Cellule d'Analyse Projet Transport [Transport Project Analysis Unit]) to respond to requests for transporting oversize loads to and from 130 countries worldwide

<https://groupe-bbl.com/solutions/transports-exceptionnels/>



Art Service by BBL is a subsidiary which was acquired by BBL Group in 2007 and is specialised in organising the transport of works of art worldwide. Constance de Malleray has managed the Paris team since September 2021

<http://www.artservices.fr/>

## D.3 BUSINESS LINE: CUSTOMS MANAGEMENT AND REGULATORY COMPLIANCE



### Secure

The three pillars of customs clearance are ORIGIN, TYPE (according to the nomenclature in force) and VALUE. Mistakes or misinterpretations can be very expensive which is why our declarants advise their customers and request formal declarations from customs such as a BOI (origin) and BTI (tariff quota).



### Assist

In France, Belgium, the Netherlands, Portugal and Switzerland, BBL teams of declarants carried out 350,000 'Import declarations' in the 2021 financial year, and 100,000 'Export declarations' under direct or indirect representation mandates, as well as other paperwork on behalf of their customers.



### Fluidify

Our subsidiary BBL customs experts provide their customers with varied solutions to prevent goods from being blocked and to control the payment of duties and taxes in good time: Storage and transit in customs control, improvement regimes.



### Empowering

Training, AEO Consulting, Regulatory Watch are the four main service areas of BBL's teams who are highly credible among importers and exporters looking to increase their teams' skills through sharing expertise.

#### ■ More than 100 professionals

- Our customs brokers coordinated by Vincent GOSTI in France, Switzerland, Portugal, Belgium, Netherland, & GB



CUSTOMS CONTROL ZONE

#### BREXIT SOLUTIONS

The UK's exit from the EU customs area has created a range of difficulties for importers and exporters on both sides of the Channel. The EU preserves these flows from mutual customs duties, but declarations are compulsory, goods must be traceable, and current standards must be respected, particularly in terms of health regulations.

BBL has built up a team of customs specialists based in St Quentin Fallavier which has been growing rapidly since the beginning of 2021. It provides a 24/7 service for some customers, and therefore ensure smooth transits, especially at the Port of Calais (Regime 42, smart border management, veterinary certificate with SIVEP, etc.).

Clément ALLOUL



#### ARTIFICIAL INTELLIGENCE



In 2021, Vincent GOSTI, BBL's Customs Manager, launched a partnership with the new start-up CUSTOMS BRIDGE to increase the productivity and efficiency of our customs declarants, especially with regards to establishing customs classifications on large product files. Their software solution's artificial intelligence does not replace human expertise but allows one to focus on the most sensitive aspects.

See Vincent's interview on Youtube.

<https://www.youtube.com/watch?v=MT2nbAkIt68>

#### ■ AEO-C & AEO-F

- Digitized customs procedures
- Experienced and trained brokers

Regional  
DistributionIntegration of  
customer IT systemsDirect or  
decentralised  
managementReverse  
LogisticsCo-packing  
ServicesSince 07/2021  
E-commerce  
routing

Benoît SANCLEMENTE  
Managing Director Charvin Logistics

## D.4 BUSINESS AREA: CONTRACT LOGISTICS AND DISTRIBUTION

It is thanks to the acquisition of CHARVIN TRANSPORT in 2016 that BBL gained its first foothold in the contract logistics business. Its subsidiary CHARVIN LOGISTIQUES, whose corporate name is 'CHARVIN LOGISTICS', was created in 2007 to respond to customers' requests for wholesale distribution services of electrical goods.

The combined development of regional distribution services by CHARVIN TRANSPORTS and its warehousing sites has continued to the present day and in 2021 more than 100 daily tours leave our historical site located in rue de Barcelone in St Quentin Fallavier. The Lyon region, and in particular St Quentin Fallavier, remains the focus of the group's activity with approximately 100,000 m<sup>2</sup> spread over 5 sites.

### 23 logistics sites in France

The 2021 acquisitions enabled BBL to considerably expand its range of logistical services with the addition of specialised sites: e-Commerce distribution with LOGVAD at four sites spread across France and Belgium, wine and spirit storage with the ex-Egetra site in Bruges, and finally aeronautics with the ex-Egetra site in Castelnau d'Estrétefonds in the Toulouse region.

At the end of 2021, BBL approved the appointment of Benoît SANCLEMENTE as Managing Director of CHARVIN LOGISTIQUES, to manage the development strategy for all these sites as well as the logistical services. Together with his team, he now responds to the calls for tender issued by the group's customers, who combine storage and distribution services more and more frequently. The development of this business area is one of the Group's key priorities over the next two years.

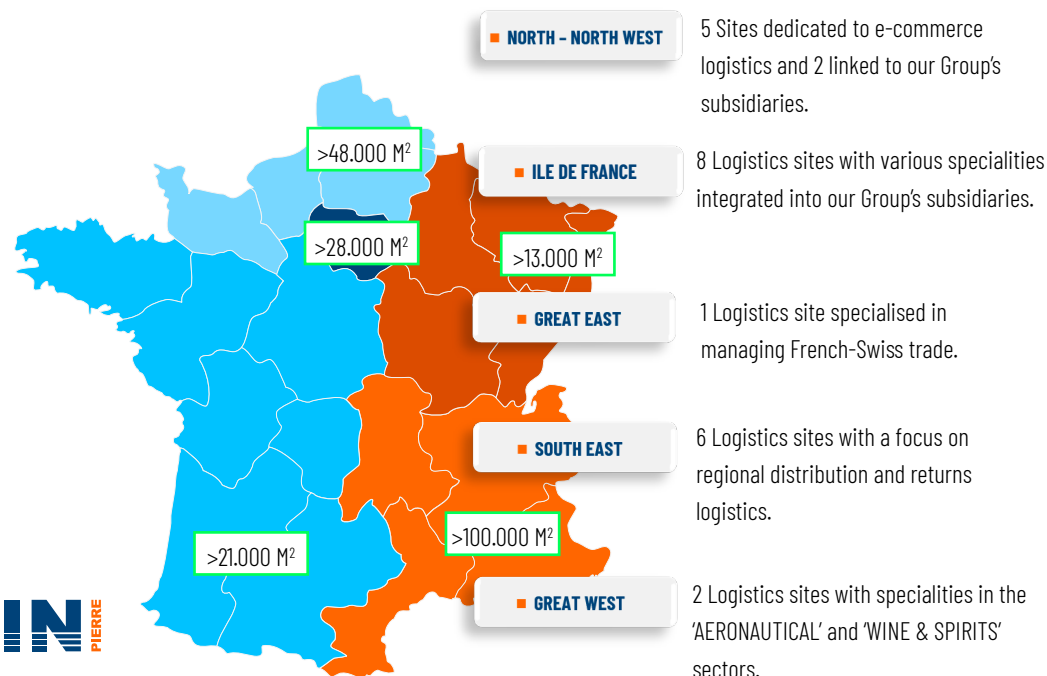
### FULFILLMENT FOR EUROPE WITH LOGVAD!

In July 2021, Olivier CORYN, founder of LOGVAD in Northern France and Belgium, chose to join BBL project. With LOGVAD, he brings more than fifteen years of know-how into the field of E-commerce logistics.



Olivier CORYN  
MD LOGVAD

**210,000 M<sup>2</sup> ON 31ST DECEMBER 2021, COMPARED WITH 152,000 M<sup>2</sup> ON 1ST JANUARY 2021**



**Logistics**  
**CHARVIN**  
PIERRE  
GROUPE BBL

## OUR BRANDS: PROMISING EXPERTISE AND OPERATIONAL EXCELLENCE

### REKNOWNED AND RECOGNISED BRANDS

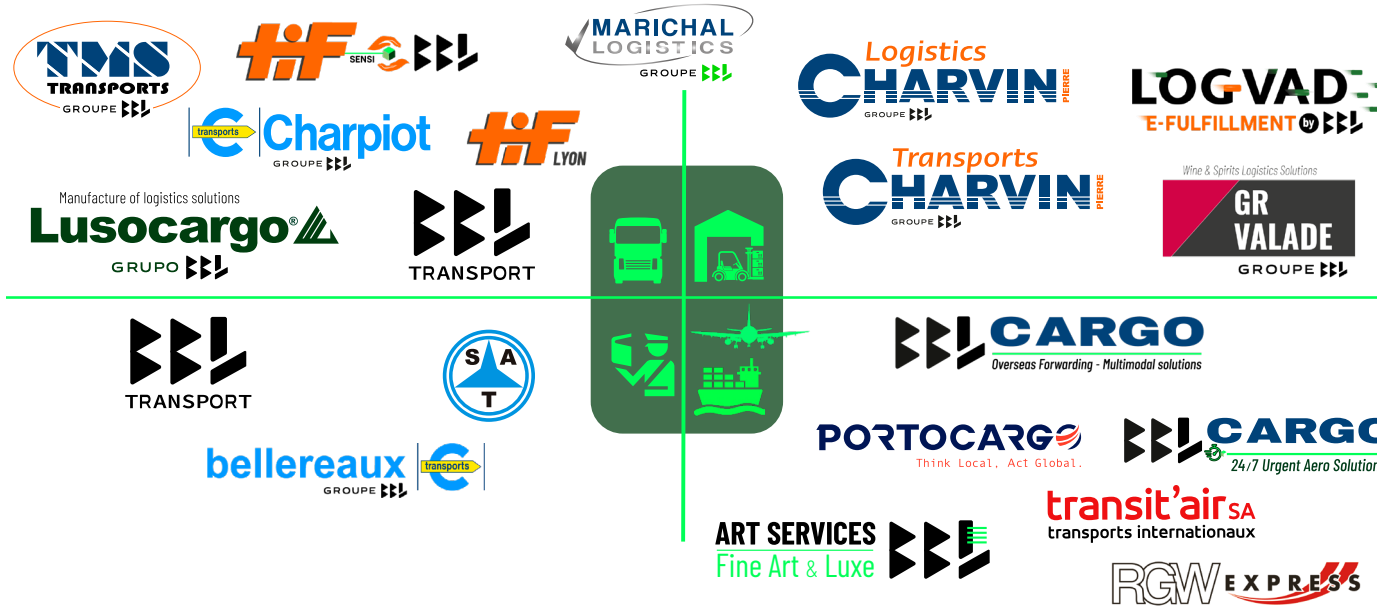
BBL is proud of its fifteen commercial brands (as of the end of 2021), each has a story, both that of the founder and that of the long-term employees. Each of these brands also carries a promise. The promise of a service that has been trusted

by its customers for years, even up to a century, such as CHARPIOT, which established itself as a specialist in flows between France and Switzerland.

BBL's external growth model and its organisation as a 'Federation of Specialists' is designed to respect the value that each of these brands brings to the table, as well as their practices

This is the major difference with the typical steamroller style of big groups which impose standardisation quickly.

At BBL, we believe that brands have their whole lives ahead of them... but only if they maintain their customers' trust.



### QHSE POLICY COORDINATION AND INDEPENDENCE



Fanny CLERC  
QHSE and CSR Officer at BBL

Each of BBL's subsidiaries listen carefully to their customers' needs and makes their own choices in terms of QHSE processes. They also appoint independent local managers. Fanny CLERC, recruited by BBL's shared services structure, BBL SERVICES in 2021, ensures the coordination and the sharing of experiences between all those concerned.

BBL Group Entities	ISO 9001	Cat. 3 Cert.	SQAS	Ecocert	ISO 45001	ISO 22000	ISO 14001	ECOVADIS
ART SERVICES by BBL	NO	NO	NO	NO	NO	NO	NO	NO
BBL CARGO	NO	NO	NO	NO	NO	NO	NO	BRONZE
BBL TRANSPORT	YES (SQF & BSG)	YES	YES (SQF)	NO	NO	NO	Initiated in 2022 (SQF)	BRONZE
BELLEREAUX	NO	NO	NO	NO	NO	NO	NO	NO
CHARPIOT	YES	NO	NO	NO	NO	NO	NO	NO
CHARVIN LOGISTICS	In progress	NO	NO	In progress	NO	NO	NO	NO
CHARVIN TRANSPORTS	NO	NO	NO	NO	NO	NO	NO	NO
MARICHAL LOGISTICS	YES	NO	NO	NO	NO	NO	NO	NO
SAT	YES	NO	NO	NO	YES	YES	YES	NO
TIF LYON & SAVOIES	Initiated in 2022	NO	NO	NO	NO	NO	YES	NO
TIF SENSIBLE	NO	NO	NO	NO	NO	NO	NO	SILVER
TMS (77)	Initiated in 2022	NO	NO	NO	NO	NO	NO	NO

The table opposite is based on the Group's scope on 1 Jan. 2021. This year's acquisitions (LOGVAD, LUSOCARGO, RGW EXPRESS and TRANSIT'AIR as well as the ex-Egetra sites) will be integrated into our COP 2022.

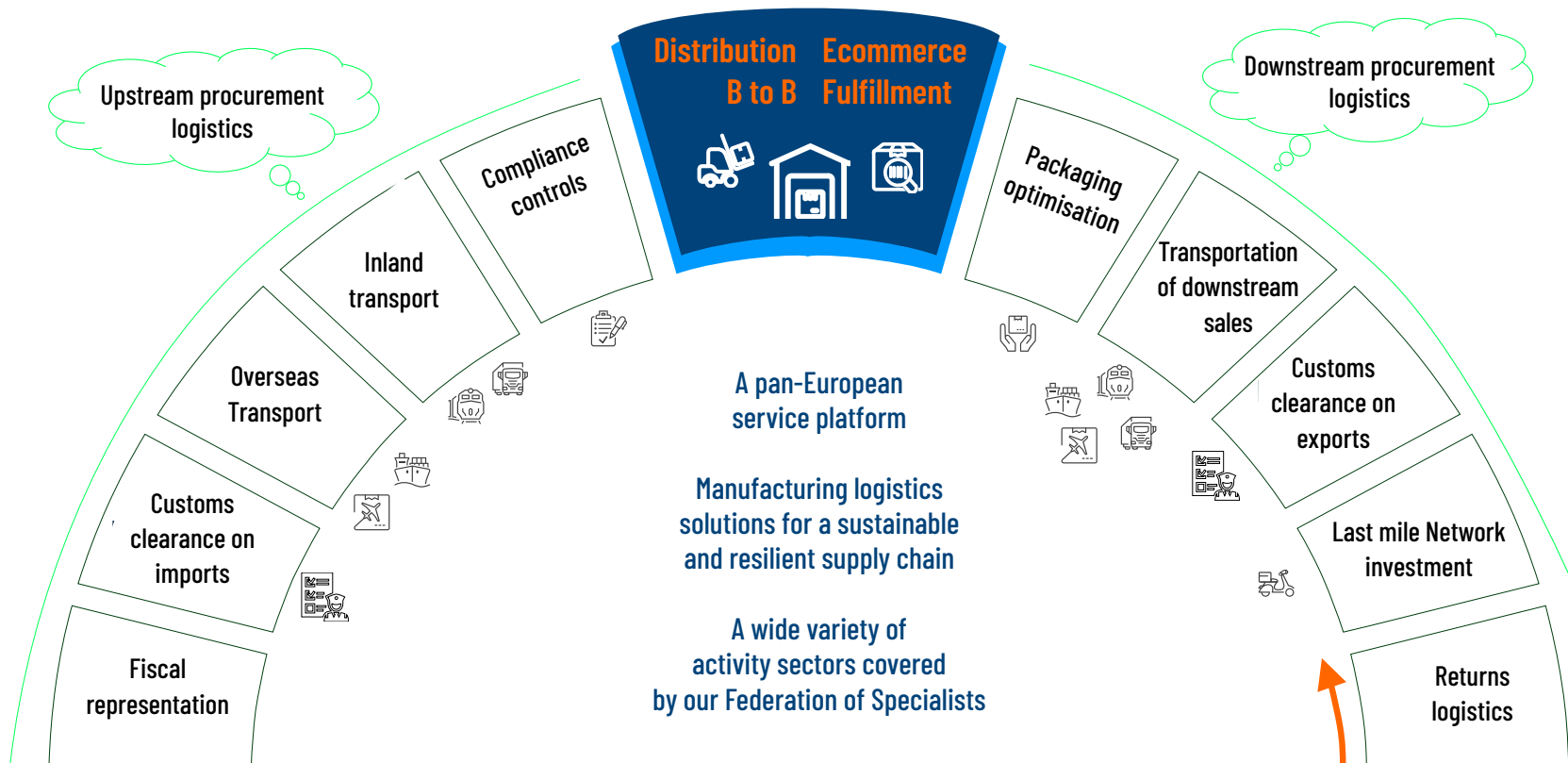


# F THE GROUP'S STRATEGY: PROVIDING INTEGRATED CONTRACT SUPPLY CHAIN SOLUTIONS

## DIVERSIFIED SERVICES ACCESSIBLE EITHER INDEPENDENTLY OR AS COORDINATED SOLUTIONS.

In recent years, supply chain efficiency has become a key factor for the success of companies that manufacture and distribute physical goods. However, supply chains were greatly disrupted 3 years ago due to several factors. The risks are multiplying for both the upstream supply chain in relation to purchases and the downstream supply chain in relation to sales. Consumer demand is also an area that varies greatly and requires more and more flexibility.

Based on this observation, BBL management is further developing its traditional strategy of Creating Logistical Solutions to provide shippers with diversified and coordinated services that they can contract according to their organisational priorities.



Four organic growth + external growth drivers



*'BBL Group's strategy is still firmly based on an asset-light approach with an emphasis on contracting our services. We are diversifying our services by region, expanding in terms of expertise to cover all supply-chain specialties, and working with an increasingly wider range of customer verticals.'*

Kaci Kébaili – President and Founder – BBL Group with Christophe BESSET – Managing Director

# F GROUP STRATEGY



## EUROPE, CENTRAL ASIA, AND THE MEDITERRANEAN

As of 31/12/2021, our network of offices and warehouses is spread over 85 locations and 15 countries all within reach of land transport (or RORO). Although BBL's transport solutions cover the whole world, our aim is to concentrate our internationalisation efforts within Europe to better serve all of its stakeholders.



# G POSITIVE IMPACT/CSR AT THE HEART OF BBL GROUP'S STRATEGY





# G CSR: THE AIM TO HAVE A POSITIVE IMPACT EMBEDDED AT THE HEART OF THE GROUP'S STRATEGY

## SOCIAL COMMITMENT IS FIRST AND FOREMOST A POLITICAL CHOICE BASED ON THE GROUP'S VALUES

Our main aim was to remain pragmatic and avoid the pompous rhetoric that comes with 'sustainable development' projects. Our future actions had to be based on clear logic.

A collective reflection was carried out to define **five essential** pillars, the first of which is PROSPERITY because we firmly believe in more sustainable growth which respects nature. 'Better growth' rather than 'more and more', but without giving in to proponents of degrowth.

Among the five pillars chosen as the basis for our policy on social commitment (PEOPLE/ PLANET/PROSPERITY/PEACE/ PARTNERSHIP), we pay particular attention to one of them (PEOPLE) with a strong focus on our commitment to equal opportunities and knowledge transfer.



### PARTNERSHIP

With agents and correspondents who, in some cases, have been collaborating for over 25 years, BBL knows how important it is to establish strong partnerships to do together what cannot be done alone.

### PROSPERITY

Development of employee shareholding, investments, and external growth. BBL believes in its prosperity. 'Better' growth rather than 'more and more'.

### PEACE

BBL does not provide any of its services in areas of armed conflict, nor in areas embargoed by the United Nations Security Council.

### PEOPLE

For BBL, equal opportunities require knowledge transfer. BBL and its subsidiaries are committed to education, training, and mentoring, both for the group's employees and the general public.

### PLANET

Transport activities are by nature energy consuming and polluting. As we are fully aware of these issues, BBL helps its customers to reduce polluting emissions. It is committed to groupage, reduction of empty transport, new propulsion methods, reduction of waste and packaging. BBL is committed.

## 8 PROJECTS IN 3 YEARS: BY 2024

Once established, the five pillars of our CSR philosophy allowed us to align our projects and initiatives by setting a 3-year deadline for achieving our objectives. Our business as a transport organiser involves considering polluting emissions, but as our influence in the field is limited, we preferred to focus on areas where we can exercise more control:

1. Emissions from our own fleet of vehicles (personal vehicles and our own fleet of trucks).
2. Our buildings' energy consumption (offices and warehouses).
3. Waste management, with the aim of reducing our waste production activities, our consumption and improving our recycling capabilities. Four other projects have been developed mainly around the Group's men and women:
4. The development of training and mentoring, both for our own employees and for the general

public; especially for young people!

5. Increasing safety.
6. Fighting against all forms of corruption.
7. Fighting against discrimination, both in recruitment and in the development of careers and pay.

Finally, we have an **8<sup>th</sup> project** based on citizen and business partnerships for all initiatives that are beneficial to the communities in which BBL subsidiaries are involved.

In 2021, raising awareness of these 8 projects at the management team level triggered a wealth of initiatives, which are reflected in this second COP (2021 edition).



# G TAKE ONE STEP! TOGETHER FOR A GREENER SUPPLY-CHAIN

A humble but resolute mission statement to guide each of the BBL subsidiaries' initiatives. A single promise that will be kept: not a year, not even a month will pass without taking a step towards achieving the objectives set and completing the projects that the Group has chosen to undertake. While the **REDUCE** and **RESPECT** objectives are to be carried out independently, the **REUSE** and **REIMAGINE** objectives involve our business services, our relationships with our customers and suppliers, as well as our investment priorities in the years to come.



## REDUCE

### Reducing our overall consumption

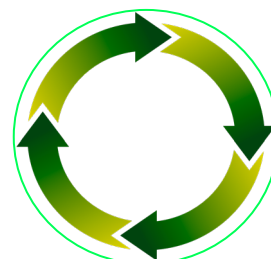
- > CO2 emitted per tonne/km
- > Empty space in vehicles.
- > KWH per m² occupied
- > M² empty space
- > Consumables
- > Fuel per tonne/km



## REUSE

### Committing to the circular revolution with our customers

- > Making our warehouses the cornerstone of returns logistics
- > Systematic recycling of packaging



## REIMAGINE

### Bringing positive impact innovations to the transport chain

- > Detecting and promoting innovative solutions
- > Agreements with our customers to achieve more sustainable logistics. Positive impact targets
- > Expanding measurement of the environmental impact of services provided



## RESPECT

### Showing respect for all stakeholders

- > Ethics, Human Rights and Governance
- > Regional citizenship commitment to training and employment
- > Health and safety at work.



# BBL REAFFIRMS ITS GLOBAL COMPACT COMMITMENT

## A ENHANCED GOAL BASED ON 9 SDGS

BBL is committed to supporting the 10 principles of the United Nations Global Compact which are based on respect for human rights, international labour law, the environment, and the fight against corruption. The United Nations defined 17 Sustainable Development Goals (SDGs) which constitute a common Plan of Action, by 2030, for peace, humanity, the planet and prosperity. The Group's aim is to contribute to achieving these goals. To this end, BBL has identified 9 SDGs where we can make a significant impact. They are an integral part of the group's social and environmental governance strategy and guide its actions to ensure the transition to sustainable development.



### 3 GOOD HEALTH AND WELL-BEING



#### OBJECTIVES

Enable everyone to live in good health and promote the well-being of all people, at all ages, by ensuring the protection and safety of all the group's employees, as well as the general public.

#### HIGHLIGHT OF THE YEAR

- -35% fewer work-related accidents compared to 2020
- 3,84% absence rate
- Support given to the **Imagine Institute**, dedicated to genetic diseases

### 4 QUALITY EDUCATION



#### OBJECTIVES

Ensure equal access to quality education for all and promote lifelong learning opportunities through education, training and mentoring.

#### HIGHLIGHT OF THE YEAR

- Twice the number of employees received training compared to 2020
- 68% more work-study students than in 2020

### 5 GENDER EQUALITY



#### OBJECTIVES

Achieve gender equality and empower all women and girls.

#### HIGHLIGHT OF THE YEAR

- 45% of employees at BBL are women, instead of 43% in 2020. This can be compared with 19% in the TRANSPORT sector.
- BBL's management consists of 40% of women

# BBL REAFFIRMS ITS GLOBAL COMPACT COMMITMENT

## 7 AFFORDABLE AND CLEAN ENERGY



### OBJECTIVES

Take action to combat climate change and its impacts by increasing the amount of renewable energy in the global energy mix.

### HIGHLIGHT OF THE YEAR

- Standardisation of consumption monitoring and defining the basis for calculation
- Point 0: 35 kWh/m<sup>2</sup> of occupied space (offices and warehouses)
- 2 construction of energy-efficient warehouses

## 8 DECENT WORK AND ECONOMIC GROWTH



### OBJECTIVES

Promote sustainable and inclusive economic growth, employment and decent work for all.

### HIGHLIGHT OF THE YEAR

- +98% of employees compared to 2020
- 88% permanent employment contracts
- 8.5 is the average number of years of service in the group

## 10 REDUCED INEQUALITIES



### OBJECTIVES

Reduce inequalities within and between countries by promoting diversity, as well as fighting corruption and other forms of discrimination.

### HIGHLIGHT OF THE YEAR

- Sponsorship of Malagasy children in partnership with France Parrainage to support the 'Enfants du Soleil' association
- Mobilisation in support of refugees and victims of the Ukrainian conflict

## 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



### OBJECTIVES

Establish sustainable consumption and production practices by reducing our waste, lowering our consumption, improving our recycling rate and participating in the circular revolution.

### HIGHLIGHT OF THE YEAR

- Launch of the LOOP project in France. 10 CARREFOUR hypermarkets in the Paris region commit to implementing deposits for packaging.
- 12% waste recovery
- Ethical and sustainable corporate gifts

## 13 CLIMATE ACTION



### OBJECTIVES

Take action to combat climate change and its impacts by reducing our greenhouse gas emissions and supporting biodiversity.

### HIGHLIGHT OF THE YEAR

- Standardisation of fuel consumption, mileage and average CO<sub>2</sub> monitoring and defining the basis for calculation
- 94% EURO6 trucks in BBL fleet
- 119g/km average CO<sub>2</sub> for light vehicles
- 8% of vehicles using alternative fuels

## 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



### OBJECTIVES

Promote a peaceful and inclusive society, ensuring access to justice for all and building effective, accountable and inclusive institutions by promoting diversity and combatting corruption and other forms of discrimination.

### HIGHLIGHT OF THE YEAR

- 1st Anti-corruption Code of Conduct published in 2021
- 100% of directors and managers trained in the fight against all forms of corruption
- 100% of directors, managers, HR teams and referral agents trained in handling cases of moral and sexual harassment

# 1. VEHICLE MANAGEMENT/NEW MANAGEMENT RULES AND KPI

## BBL OPTIMISES ITS FLEET MANAGEMENT

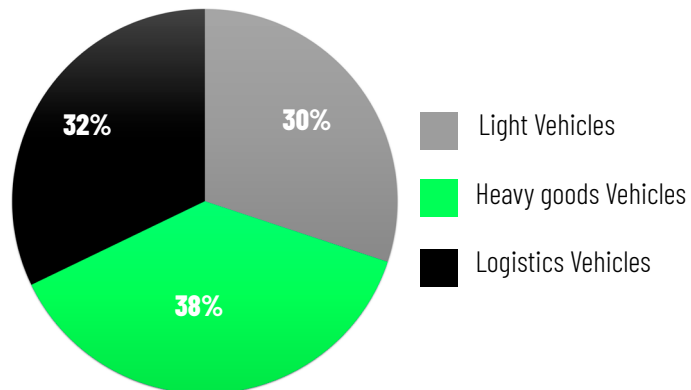
BBL's CSR team worked on creating a centralised database for its entire fleet of vehicles. On 31 December 2021, it listed 531 vehicles, of which 158 were light vehicles, 200 were trucks and semi-trailers and 173 were logistics vehicles (excluding acquisitions in 2021, see reporting scope on page 2).

This database provides an overview of our entire fleet of vehicles, independently of our subsidiaries, and optimises its management. For light and heavy vehicles,

we incorporated information that allowed us to establish precise monitoring indicators, such as nominal CO2 emissions, fuel consumption, and the number of kilometres travelled per year for each of these vehicles.

This allows the group to identify all CO2 emissions for its own fleet and determine possible actions to reduce them. A first benchmark was therefore determined for 31 December 2021.

### BBL GROUP FLEET 2021:



### THE GROUP IS COMMITTED TO REDUCING ITS CO2 EMISSIONS

Aware that road transport has a significant impact on global warming, BBL is committed to reducing the greenhouse gas emissions that its vehicle fleet produces. Therefore, the CSR team considered how best to calculate the emissions for our entire fleet and 3 monitoring indicators

have been perfectly defined: the nominal CO2 emission rate per vehicle, the number of kilometres driven per year and the annual fuel consumption per vehicle.

### PURCHASES THAT SUPPORT THE CSR STRATEGY

To enhance the CSR team, BBL recruited Sheines LOUAHAB, who acts as a buyer for the group. Her role is to optimise and centralise purchases for each of the group's subsidiaries across various fields. In particular, she oversees the purchase of our fleet of vehicles and writes the group's 'Car Policy', in collaboration with the HR department. As part of the latter, BBL offers its employees a range of company cars with a maximum CO2 emission rate of 130g per km. For our sites in France, we prefer to purchase vehicles that have been manufactured in France.



### KILOMETRES TRAVELLED

We developed a specialised information gathering process which enables us to calculate how many kilometres each of our vehicles travels per year. For this, we had to organise our vehicle database into two categories: company vehicles and service vehicles. We then assigned a driver to each of the company vehicles and a dedicated contact person for the service vehicles, which may have several different drivers. An online form was created to allow each vehicle user to submit a meter reading by 31 December 2021. We will repeat this request every year on the same date to obtain the number of kilometres travelled by each vehicle per annum.



Sheines LOUAHAB,  
BBL Group Buyer



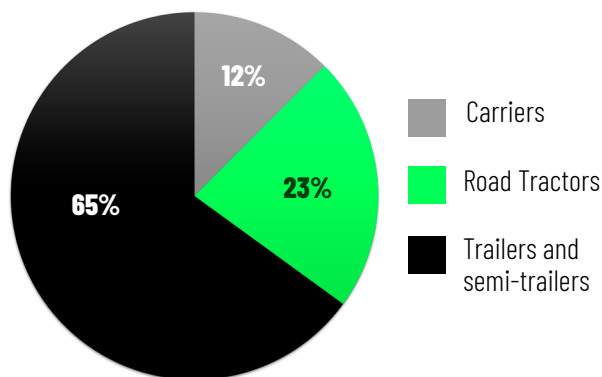
# 1. VEHICLE MANAGEMENT/OUR 'HEAVY GOODS VEHICLE FLEET' KPI

## THE HEAVY GOODS VEHICLE FLEET

As part of its road transport business, BBL has its own fleet of trucks. In 2021, this fleet consisted of 200 trucks, including 25 carriers, 45 tractors and 130 trailers and semi-trailers (excluding acquisitions in 2021, see reporting scope on page 2). To calculate the CO<sub>2</sub> emissions for our heavy goods vehicles (excluding trailers and semi-trailers), the fuel consumption and mileage travelled for each vehicle must be calculated.

Therefore, we built a centralised vehicle database that allows us to define precise monitoring indicators, such as the nominal CO<sub>2</sub> emissions, fuel consumption and the number of kilometres driven per year for each of these vehicles

### BBL GROUP HEAVY VEHICLE FLEET 2021:



### FUELS CONSUMED BY HEAVY GOODS VEHICLES

The fuel consumption and the type of energy used are essential for calculating the GHG emissions produced by our vehicles, especially for heavy goods vehicles (HGVs). As a first step, we assigned the fuel type to each truck in our database. This information is available on the vehicle registration document (box P.3). Then we adapted our expense report system to include the fuel quantity. Some of our subsidiaries have fuel card contracts, we identified the card holders in the group and centralised the fuel monitoring for the vehicles concerned. This is how we calculated the quantity of fuel consumed by each of our vehicles per year.



### POLLUTION INDEX FOR HEAVY GOODS VEHICLES

Unlike light vehicles, the standard CO<sub>2</sub> emission rate for heavy goods vehicles is not shown on the vehicle registration document because it depends on the type of fuel used and its consumption. To calculate this rate for the group's heavy goods vehicles, it was first necessary to isolate the heavy goods vehicles (trucks and tractors) from the trailers and semi-trailers, which do not consume fuel. Then we assigned the type of fuel used and the nominal CO<sub>2</sub> emissions for the different types of fuel for each vehicle. These emissions are expressed in g/l of fuel consumed. By implementing processes to monitor our vehicles' fuel consumption as well as their annual mileage, we will be able to calculate the CO<sub>2</sub> emissions for every truck in our fleet.

### MODERNISING THE HEAVY GOODS VEHICLE FLEET



By 2021, BBL had replaced all of its EURO 4 and lower standard trucks. 94% of our fleet of trucks is EURO 6 compliant.

### BBL JOINS EVCOM

TIF Lyon is the first BBL subsidiary to join the EVCOM programme, which aims to help freight forwarders reduce greenhouse gas emissions through specific objectives. The programme should then be extended to all of the Group's subsidiaries.



# 1. VEHICLE MANAGEMENT/OUR 'LIGHT VEHICLE FLEET' KPI

## LIGHT VEHICLE FLEET IN 2021

In 2021, BBL listed 158 light vehicles in its vehicle database, including 25 light commercial vehicles (excluding 2021 acquisitions, see scope reporting page 2). This database provides an overview of our vehicle fleet across all our subsidiaries and optimises its management. The group's CSR team

was thus able to implement the same precise monitoring indicators as used for its heavy goods vehicles, i.e., nominal CO2 emissions, fuel consumption and the number of kilometres travelled per year for each of these vehicles.



### FUELS CONSUMED LIGHT VEHICLES

The fuel consumption and the type of energy used are essential for calculating our vehicles' GHG emissions. As a first step, we assigned the fuel type to each vehicle in our database. Then, we adapted our expense system so that it includes the fuel tank capacity. Some of our subsidiaries have fuel card contracts, we identified the card holders in the group and centralised the fuel tracking for the vehicles concerned. This is how we know the quantity of fuel consumed for each of our vehicles per year.




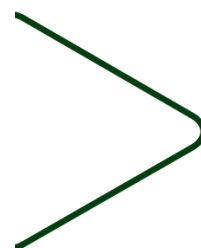
### POLLUTION INDEX LIGHT VEHICLES

In the vehicle database, we have referenced the CO2 emission rate for each of the light vehicles in the group's fleet. The calculation of the CO2 emission rate considers the vehicle's fuel consumption, type of fuel and taxable horsepower. This information is available on the vehicle registration document for vehicles registered in France (box V.7). We also called on ADEME (Agence De l'Environnement et de la Maîtrise de l'Énergie [French Agency for Ecological Transition]) via Car Labelling in order to help us collect certain missing pollutant emission rates. Thanks to this, we had access to extensive data on 5 air pollutants, CO2, carbon monoxide (CO), nitrogen oxides (NOx), hydrocarbons (HC) and particles. By implementing our annual mileage data collection process for each of our vehicles, we will be able to calculate the CO2 emissions for each of our light vehicles.

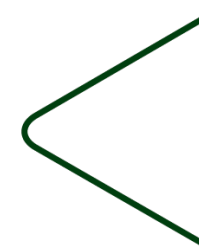


### NOMINAL CO2 EMISSIONS FOR OUR LIGHT VEHICLE FLEET

  
**106 g/km**  
average CO2  
for our  
car fleet



**119 g/km**  
average CO2  
for our light vehicle  
fleet



  
**185 g/km**  
average CO2  
for our 25 light  
commercial vehicle  
fleet

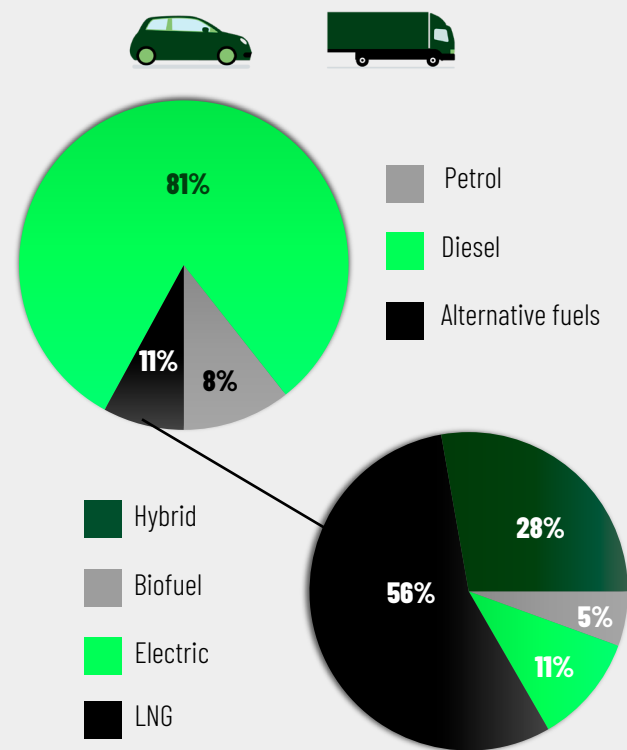


# 1. VEHICLE MANAGEMENT/DEVELOPMENT OF ALTERNATIVE FUELS

## BBL GROUP MIXES FUEL IN 2021

To reduce its emissions, BBL decided to rely on more efficient fuels. Today, the different types of vehicles still use diesel or petrol, Liquefied Natural Gas (LNG), biofuel, electric and hybrid (electricity and petrol).

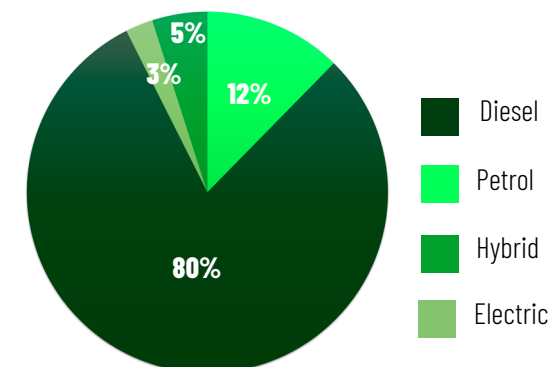
Although over 80% of the fleet still uses diesel, the group would like to increase the number of alternative fuels used in its fleet.



## LIGHT VEHICLES: THE SCHEDULED END OF DIESEL

At present, the vast majority of BBL's light vehicles run on diesel (80%) or petrol (12%). To limit its environmental impact and to control its greenhouse gas emissions, BBL has decided to encourage the use of electrically powered vehicles for its light vehicle fleet. Electric motors emit no CO2 and very little fine particulate matter. Plug-in hybrids, which are both thermal and electric, also emit very few greenhouse gases if they are charged daily and driven smoothly. If not, they still emit on average 12% less CO2 than a similar vehicle running on petrol. Since 2021, our diesel company cars are gradually being replaced by electric or hybrid vehicles.

## BBL GROUP MIXED FUEL LIGHT VEHICLES 2021



At our Oudalle branch, a new electric car in BBL Cargo colours, the brand name of the French Overseas transport subsidiary BBL-Galax.

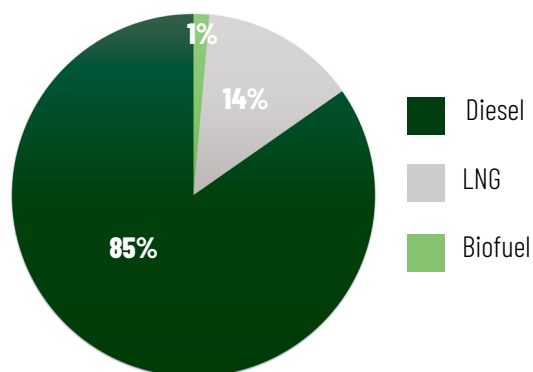
## BBL INSTALLS ELECTRICAL TERMINALS



To support the change to electric or hybrid vehicles, BBL invested in the installation of electric charging stations at its sites in Porto and Oudalle. The sites in Toussieu, Saint-Quentin-Fallavier, Garonor and Delle will soon follow suit.

# 1. VEHICLE MANAGEMENT/DEVELOPMENT OF ALTERNATIVE FUELS

## THE GROUP INCREASES THE NUMBER OF TRUCKS RUNNING ON ALTERNATIVE FUELS



As the group is aware of the environmental impact of transport, it is actively seeking more sustainable solutions.

This includes new technologies and alternative fuels. In 2021, 85% of BBL's truck fleet will still be diesel-powered but an increasingly large number uses liquefied natural gas (14%) and biofuel (1%).

This remains, for the moment, marginal because the supply network is still insufficient. A limited number of petrol stations offer LNG. Biofuel is not available at petrol stations but is distributed in tanks to our premises. In 2022, 14 additional biofuel trucks will be added to the group's fleet.



### ■ FULL THROTTLE WITH LNG!

Six years ago, our subsidiary Charvin Transports decided to switch to low-emission vehicles by equipping itself with trucks which run on LNG. LNG, although it's a fossil fuel, is available in large quantities worldwide and can reduce CO2 emissions by up to 20% and fine particulate matter by 90%. Today, Charvin Transports has about ten trucks which run on natural gas.



### ■ CHARVIN TRANSPORTS PROMOTES ELECTRIC TRUCKING

Charvin Transports, in partnership with Renault Trucks, has enabled a dozen of its customers to drive an electric truck. To reduce our carbon footprint and preserve the environment, it is important to make our customers aware of the need to drive low carbon emission vehicles. As part of our 'Take One Step' claim, the group is committed to identifying and promoting innovative solutions and encouraging our customers to move towards more sustainable logistics. The electric truck does not emit CO2 or nitrogen oxide (NOx).

The only fine particulate matter emitted by electric trucks are caused by the friction of the tyres and brake discs. In addition to its very low emissions, it is quieter than a conventional truck, which also helps to reduce noise pollution, especially in urban areas. As it is user-friendly, in terms of recharging, and less restrictive than Biofuel or LNG, and thanks to its driving quality, Charvin Transports wants to improve its fleet of green trucks and rapidly acquire new generation electric trucks.



Fanny CLERC, in charge of QHSE and CSR at BBL Group, Frédéric STINTZY, Charvin Transports Director and Marianne POITEVIN, BBL Group's CSR Manager



# 1. VEHICLE MANAGEMENT/DEVELOPMENT OF ALTERNATIVE FUELS



## BBL INNOVATES WITH BIOFUEL

B100 is a 100% renewable and biodegradable biodiesel made from rapeseed oil. This fuel reduces CO<sub>2</sub> emissions by at least 60% compared to diesel. It also improves air quality by reducing the amount of fine particulate matter produced by up to 80%.

### Ecology and synergy

The introduction of Low Emission Zones (LEZ) is forcing transporters to reconsider all urban deliveries. This is what instigated the project to install a biofuel tank (B100) on the BBL Transport premises in Bussy-Saint-Georges (Ile-de-France).

Initially, a 20m<sup>3</sup> tank was going to be installed to supply the B100 approved fleet for this agency. In the end, this installation convinced two others of our group's subsidiaries' managers: Charvin Transports and TMS Transports.

Since December 2021, a larger 50m<sup>3</sup> tank has been used to supply the subsidiaries' compatible vehicles. This project has improved the synergy between our agencies and provide a new, more responsible service for our customers. Being able to fill up at home allows us to better monitor our consumption while reducing our environmental impact.

### User-friendly

B100 can be used by all EURO 1 to EURO 5 heavy goods vehicles, as well as all approved EURO 6 vehicles. Therefore, it was not necessary to change our fleet of vehicles to include this service. Furthermore, B100 has the same duration and consumption as diesel. So, it decreases our polluting emissions while remaining cheap, and is more affordable than diesel.



Marie PRIEUR, Branch Manager for BBL Transport Bussy-Saint-Georges, Frédéric STINTZY, Charvin Transports Director and Franck Müller, TMS Transports Director



### 'From field to wheel'

Unlike fossil fuels, B100 is an agricultural product derived from French rapeseed crops. Rapeseed is harvested and processed in factories, first as oil and then as methyl esters that make B100. It is then transported to the tank that supplies the vehicles. These will consume the fuel, and release CO<sub>2</sub> through combustion. This CO<sub>2</sub> is necessary for photosynthesis and is absorbed to help rapeseed grow, which will then be harvested to start the whole process again.



## 2. MANAGING OUR BUILDINGS' ENERGY CONSUMPTION



### 2021: THE GROUP'S ENERGY CONSUMPTION

BBL is committed to monitoring its premises' energy consumption. The CSR team has therefore started an inventory of its total energy consumption at all its sites in France and abroad. On 31 December 2021, the group had 48 sites on the European continent, of which 39 are located in France, with a total surface area of approximately 152,000 m<sup>2</sup> (excluding acquisitions in 2021, see reporting scope on page 2).

Thanks to the tracking index detailing energy consumption per m<sup>2</sup> for each of its buildings, BBL will be able to compare the energy consumption per m<sup>2</sup> for each of its buildings and identify the buildings with an abnormal consumption per m<sup>2</sup>. Performance audits will then be carried out to create work plans to improve the energy efficiency of buildings.

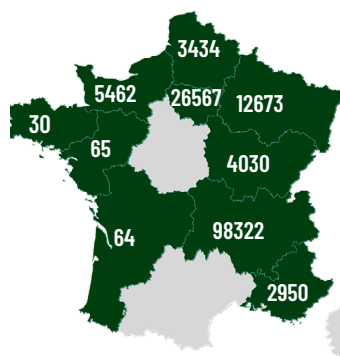


### ENERGY CONSUMPTION ON BBL SITES

The CSR team created a file to list all of BBL's sites. We have referenced the total surface area, specifying office surface areas and warehouse surface areas including ceiling height. We identified the sites for which the energy supplier contracts are managed in-house. For these sites, a process of collecting energy consumption data was launched by implementing monitoring tables intended for the manager of each branch. We can figure out the annual consumption in kWh, regardless of the type of energy used, for the group's contracted buildings that are managed by the company. For the others, energy charges are included in the rent, so we have little information on the energy consumption that our activities entail. This applies to half of our sites. We will have to collaborate with our landlords to access this information.

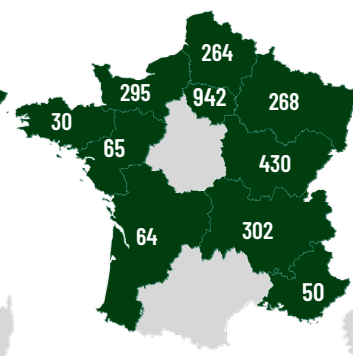
### SURFACE AREAS 2021 (EXCLUDING THIS YEARS' ACQUISITIONS)

Total surface area: 151,699 m<sup>2</sup>



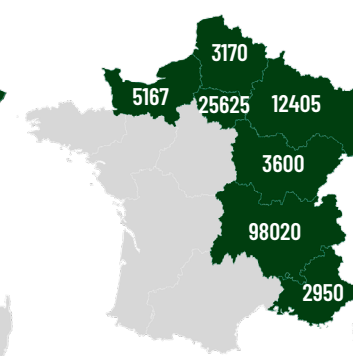
Abroad: 1,272 m<sup>2</sup>

Office surface area: 3,982 m<sup>2</sup>



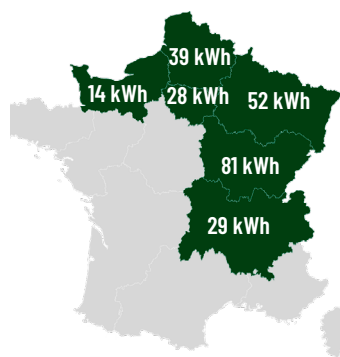
Abroad: 1,272 m<sup>2</sup>

Warehouse surface area: 147,717 m<sup>2</sup>



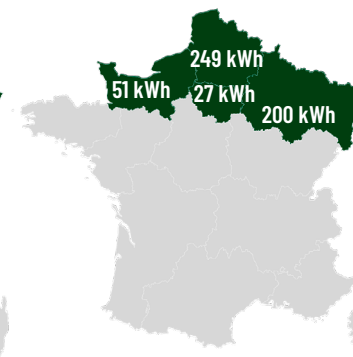
### CONSUMPTION PER M<sup>2</sup>/YEAR IN 2021 - OUR PROPERTIES

Total consumption per m<sup>2</sup>: 35 kWh



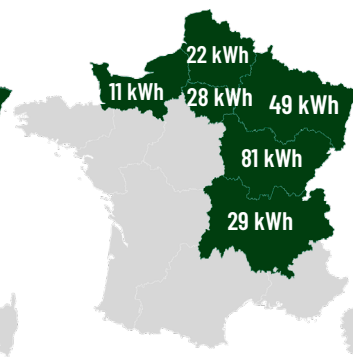
Abroad: 45 kWh/m<sup>2</sup>

Office consumption per m<sup>2</sup>: 131 kWh



Abroad: 45 kWh/m<sup>2</sup>

Warehouse consumption per m<sup>2</sup>: 33 kWh



**48 sites**

in France and abroad

**152,000 m<sup>2</sup>**

of office and warehouse space in France and abroad

**2,605 MWh\***

of energy consumed in 2021

**35 kWh/m<sup>2</sup>/year\***

of energy consumed on average in 2021

**46% of sites**

with self-managed energy contracts in 2021

\*In 2021, the scope of energy consumption represented 46% of all BBL Group sites, as this only takes self-managed contracts into account.

## 2. MANAGING OUR BUILDINGS' ENERGY CONSUMPTION



PLANET

### BBL INVESTS IN NEW GENERATION WAREHOUSES

The French tertiary decree, which came into effect in 2019, requires all owners of buildings over 1000 m<sup>2</sup> to gradually reduce their energy consumption. Whether the building is owned or leased, the group is firmly committed to the implementation of this decree. BBL wants to promote and develop a more environmentally friendly building portfolio. Renovation plans are underway for some of our older sites. This also involves the construction or rental of new types of buildings with better energy efficiency and which use renewable energies as much as possible. Two pioneering projects are emerging.

Charpiot's future head office in DELLE (90)



#### CONCRETE ACTIONS TO ENHANCE SUSTAINABLE BUILDING

In 2021, the group started to build a 2330 m<sup>2</sup> warehouse on the Swiss border in Delle (Franche-Comté), the historic home of our subsidiary Charpiot, which has been there since 1920. The site will consist of a 3,700 m<sup>2</sup> green space and 34 local trees will be planted.

#### Reducing consumption

The design of the 570 m<sup>2</sup> office space complies with criteria for: insulation performance, solar factor of glazing, and type of lighting (LED). The temperature regulation in our offices uses a reversible heat pump and renewable energy, particularly

energy efficient.

The 1,800 m<sup>2</sup> warehouse has insulation on the roof and façade to reduce the heating system's energy consumption.

#### Renewable electricity generation

This building includes the installation of a 500 m<sup>2</sup> solar roof. The renewable electricity produced annually by these photovoltaic panels should reach 104 MWh, enough to cover the energy needs of the site. Solar panels are used to produce electricity, and they do not emit greenhouse gases.

#### Facilitating electric vehicle charging

To facilitate the gradual replacement of company vehicles with hybrid or electric vehicles, the site has planned to install electric charging stations. Initially, the site planned for the installation of two double charging stations. The infrastructure will allow us to extend the number of charging stations to 6 so that twelve electrically powered vehicles can be charged. Delivery is scheduled for the end of summer 2022.



*'This new infrastructure will contribute both to our employee's wellbeing and to building a more environmentally friendly future.'*

Olivier VINCENT  
Director CHARPIOT.



Photo taken in June 2022





## 2. MANAGING OUR BUILDINGS' ENERGY CONSUMPTION



Marichal Logistics' future head office - Paris Garonor (93)



### MARICHAL, A WAREHOUSE THAT MEETS ENVIRONMENTAL STANDARDS

Located in Garonor (93), our Marichal subsidiary has decided that at the end of 2022, it will move into a class A 7,000 m<sup>2</sup> warehouse with improved energy efficiency and which is currently being built not far from where its premises are located today. It will have 550 m<sup>2</sup> of office space for just over 30 employees, 6,420 m<sup>2</sup> of warehouse space and will be equipped with 14 cross-docking doors.

#### Certified energy efficient warehouse

This building's design was deemed 'Very Good' by BREEAM, the British

certification standard for buildings' energy efficiency. This certification considers criteria such as water and energy management, the building's level of pollution, waste recovery, the use of innovative processes, the land used and ecology, health, wellbeing, etc.

#### A completely solar roof

In a second phase, this site plans to equip its entire roof with photovoltaic panels, i.e., a total of 7,000 m<sup>2</sup> to produce completely renewable energy.

#### Proximity to the LEZ

It is located on the periphery of Ile-de-France's Low Emission Zone (LEZ) in which dedicated areas will be established for charging low-emission vehicles.

The infrastructure has planned for 10 charging stations and the building is scheduled for delivery in November 2022.



*'This new building will give Marichal Logistics a new impetus, whilst complying with the latest environmental standards.'*

Sébastien MORSALINNE  
Managing Director MARICHAL LOGISTICS.



Low Emission Zone (LEZ)  
Ile-de-France

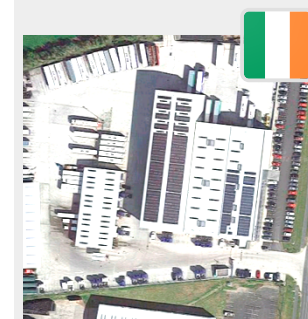


Photo taken in March 2022



### AN INDEPENDENT SOLAR BUILDING

Our BBL site in Ireland, near Dublin, is equipped with photovoltaic panels. Therefore, the energy consumption for the entire site's activity is powered by solar power. The building is therefore 100% self-sufficient thanks to renewable energy.



### 3. WASTE MANAGEMENT

#### 2021: TOWARDS BETTER WASTE MANAGEMENT

BBL is committed to improving its waste management with the objective of reducing its consumption and improving its recycling rate. The group is a Federation of Specialists with very independent managers for each subsidiary who, therefore, manage their own waste in their own way. The CSR team visited our branches in France (excluding acquisitions in 2021, see reporting scope page 2) to identify the different initiatives. This year, only 41% of our warehouses kept waste records that complied with the group's record standards.

We are actively working to improve the number of sites in this respect by the end of 2022. In 2021, of the 365 tonnes of waste evaluated, 12% were reused and 2% were recycled. Waste collection companies have been contacted locally and throughout France in order to standardise waste management in our French sites. This will enable the group to better control the impact of the waste produced by its activities, and to determine its reuse and recycling rates.

Tonne Déchets Groupe*	Tx Recyclage	Tx Revalorisation
365	2%	12%

\*excluding hazardous materials



#### WASTE MANAGEMENT WITHIN THE GROUP

The CSR team created a file listing all BBL sites. The managers of each branch were contacted to find out about their waste management systems and to identify the waste collection providers. We distinguished offices from warehouses, as our offices often hand over their waste to local authorities and, therefore, do not keep waste records. We then developed a process for waste collection records to be kept. Many of our subsidiaries' waste records were not comprehensive or compliant. We therefore developed a standard waste record, detailing the date of collection, the name, the amount in tones by material, the origin, the company collecting the waste, and final treatment classification. This last piece of information is essential for understanding the proportion of waste that will be recycled or reused, and therefore understanding the recycling and reuse rate at each of our sites. A waste management support programme has been launched to bring each of our branches closer to achieving cleaner and more environmentally friendly waste management.



#### ■ OPTIMISE PAPER CONSUMPTION AND RECYCLE ALL WASTE THROUGH APPROVED CHANNELS

Our TIF Sensible site in Garonor (Ile- de-France) received ISO 14001 certification. It established sorting processes for all its waste: paper, printing toners, Waste Electrical and Electronic Equipment (WEEE), Common Industrial Waste (CIW) in bulk, batteries, plastic bottles, plastic caps, lead, and soiled absorbent materials. Suitable and labelled containers are made available to those present on the site.

Routine controls are carried out on the containers which are checked to ensure compliance with the sorting instructions. Cardboard is reused as much as possible, so it represents a volume of less than 1m3 per week. All employees and service providers are made aware of the environmental considerations related to waste management through the Health and Safety Awareness booklet available to all persons visiting the site.



Today, TIF Sensible is no longer the only logistics site that has committed itself to ISO 14001 certification. The SAT site in Bartenheim (Grand Est) has also obtained this certification.



### 3. WASTE MANAGEMENT

## LOGVAD IS AN ACTOR FOR MORE SUSTAINABLE LOGISTICS

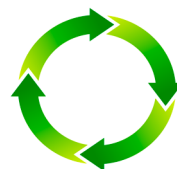
LogVad is a specialist in e-commerce logistics. The amount of packaging and waste has soared, as well as the increase in e-commerce and our consumption habits. LogVad understands this and that's why they strive to find more sustainable and responsible solutions for their customers' logistics. Here are some of our subsidiary's initiatives to reduce the impact of its waste and its customers' waste on the environment.

### GIVING CARDBOARD WASTE A SECOND LIFE

To avoid the need to recycle large quantities of cardboard directly, LogVad has invested in a machine that transforms used cardboard packaging into package cushioning material for its customers. This gives the cardboard a new life before it is recycled later.



REDUCE



REUSE



RECYCLE

### REDUCE PAPER CONSUMPTION

LogVad has transformed its IT management and stopped printing delivery notes for single-product orders (25% of daily shipments). This simple step saves about 1 million printed sheets of paper per year.

### ALTERNATIVES TO PLASTIC

LogVad suggests its customers avoid plastic as much as possible by switching to natural, recycled or recyclable materials. LogVad replaces product packaging material with recycled paper or reused cardboard. Wherever possible, plastic bubble bags are substituted for paper to protect the most fragile products. Plastic adhesives are replaced by kraft adhesive which is recycled and recyclable.

*'We are looking for solutions for our customers that will help them move towards a more responsible economy'.*

Olivier CORYN,  
Managing Director LogVad

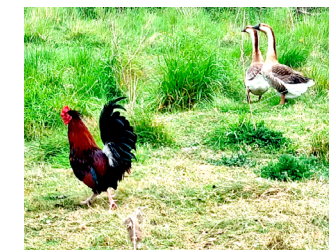


**LOGVAD**  
E-FULFILLMENT by

### NO MORE WASTE

To avoid unnecessary destruction, LogVad donates unsold products and certain e-commerce customer returns to local associations when brands accept it. According to ADEME, the destruction of these products emits twenty times more greenhouse gases than their reuse. LogVad stores dry food products for some of its customers. To prevent large quantities of bread and grains from being thrown away, LogVad

adopted roosters, chickens, and geese. The latter are fed with food waste and their eggs are distributed to employees.





### 3. WASTE MANAGEMENT



**Logistics CHARVIN** GROUPE PIERRE  
**LOGVAD** E-FULFILLMENT by BBL

Olivier CORYN, LogVad Managing Director and Benoît SANCLEMENTE, Charvin Logistics' Managing Director

### DEPOSIT, ZERO WASTE, AND CIRCULAR LOGISTICS

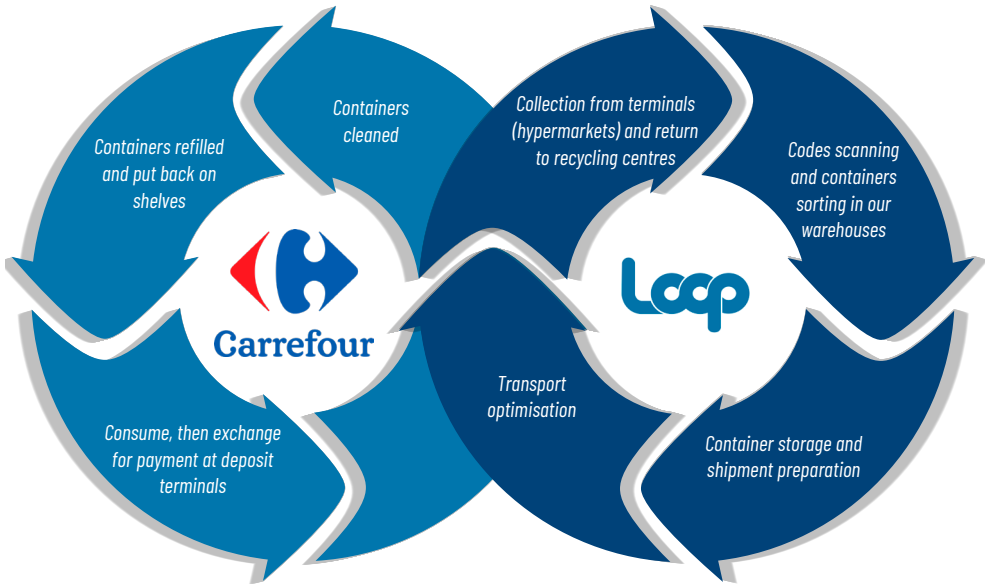
Within the framework of the 'REUSE' programme in its 'Take One Step' claim, BBL has committed to making its warehouses the cornerstone of its return's logistics with a particular focus on packaging management. The Charvin Logistics and LOGVAD subsidiaries are paving the way in this field with an innovative partnership based on the 'LOOP' project with a dozen Carrefour hypermarkets in Paris. LOOP is a colla-

borative project which encourages consumer giants to replace packaging of single-use products with reusable options and marketing these products through online and in-store distributors.

#### Returning the deposit.

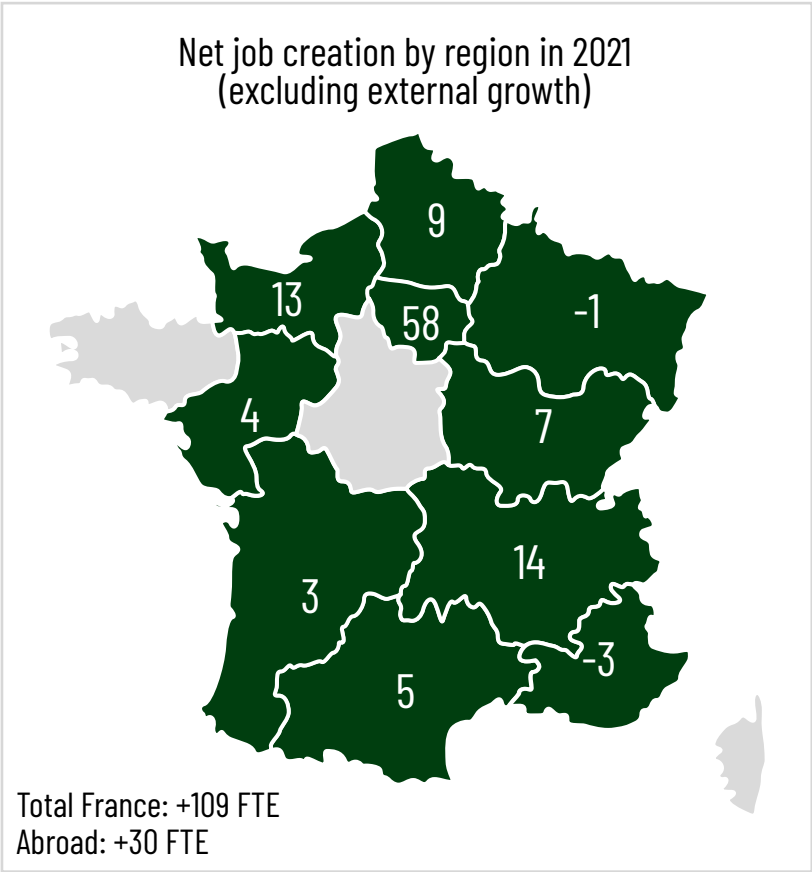
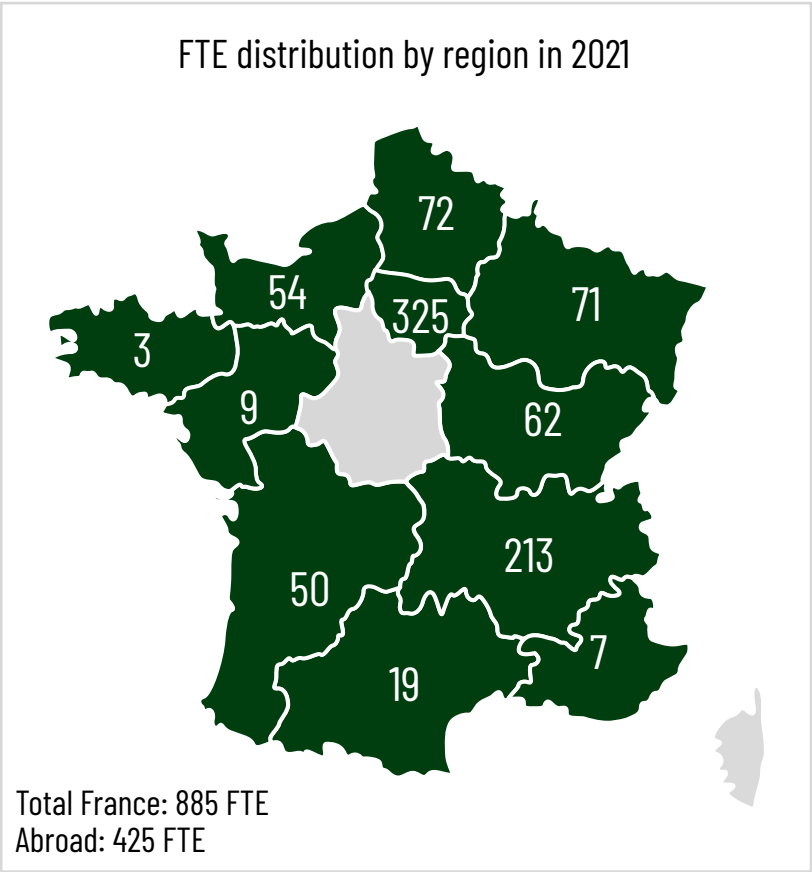
Once the product has been consumed, the consumer gets their deposit back by returning the empty containers to the hypermarket at deposit terminals.

Charvin Logistics organises regular pick-ups and delivers them to one of our warehouses in Paris. The containers are then scanned, sorted and stored in our warehouses. As soon as there is enough material for transport, the pallets of empty containers are sent for cleaning. The cleaned containers will then be returned to each production plant to be refilled and put back on the shelf.



## BBL GROUP WORKFORCE ON 31/12/2021

Excluding temporary employees



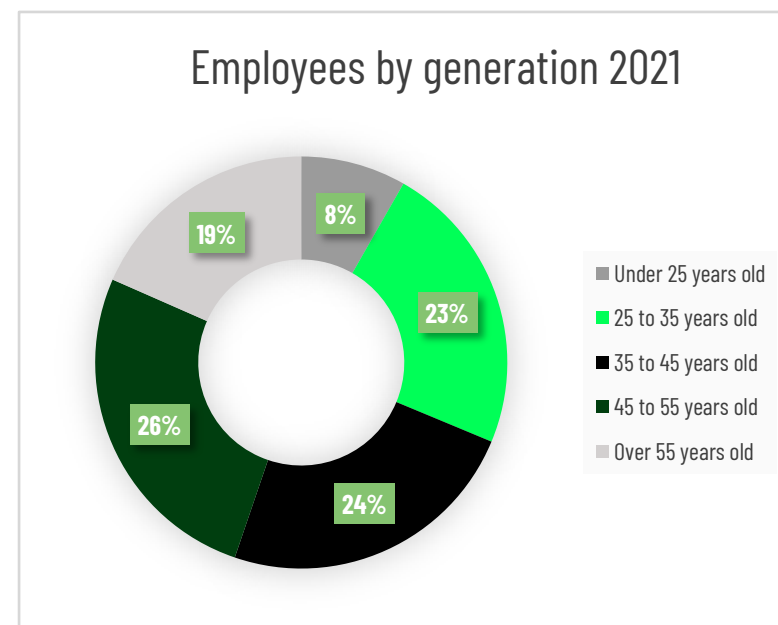
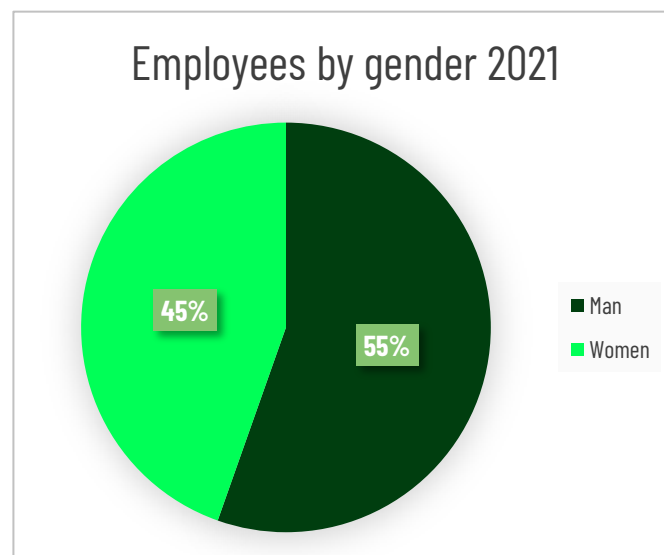
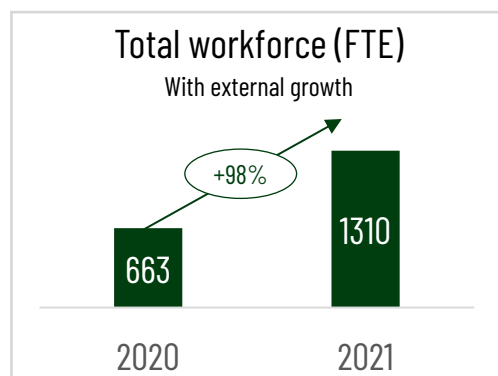


# SOCIAL. INTRODUCTION



## BBL GROUP WORKFORCE ON 31/12/2021

Excluding temporary employees



# SOCIAL. INTRODUCTION



## SOCIAL CLIMATE

Voluntary attrition rate<sup>1</sup>  
in France

8.6%

<sup>1</sup>More relevant than turnover in fast-growing companies, this 'voluntary attrition rate' indicator reflects the total number of resignations and retirements

## ACCIDENTOLOGY

Accident frequency rate  
in France 2021

14.86

26.7

BBL Group France

Sector average\*

## TRAINING

Rate of employees on work-study  
contracts or apprenticeships in France

14%

Average length of service per  
employee Worldwide

8.5 years

Absence rate in France 2021

3.84%

7.97%

BBL Group France

French average

Rate of employees who have  
completed at least one training  
course this year in France

27%

(\*) CTN C Transport activities, BGE, open communication, National Statistics on Accidents in 2019 (not available for 2020)

\*\* Absenteeism Barometer: 2021 report, Gras Savoye Willis Towers Watson (2020 data)

## 4. TRAINING AND MENTORING OPPORTUNITIES

### BBL FOCUSES ON TRAINING

For BBL, ensuring access to education, training and mentoring for all is essential to wellbeing and equality, both for its employees and for the general public. In 2021, 180 people had access to training within the group, i.e., nearly 27% of the total workforce in France. This is almost twice the number of employees that received training in 2020. 2,442 hours of training were provided, i.e., an 11%

increase on the 2020 figures.

Some of its training courses, such as eco-driving, contribute to achieving the GHG reduction targets set by the group. In future, BBL wishes to enhance employee training to enable the development of their skills, and therefore, enhance professional development as well as guaranteeing their safety.



### 2021: TRAINING TABLE

SOCIETE	NBR HEURES 2020	NOMBRE DE PERSONNES 2020	NBR HEURES 2021	NOMBRE DE PERSONNES 2021
BBL SERVICES	299	0	168	24
BBL TRANSPORT	893	16	414	53
CHARPIOT	275	36	686	25
CHARVIN LOGISTIQUES	245	18	679	29
CHARVIN TRANSPORTS	299	13	189	9
CARGO	NA	NA	70	12
TIFE 69	133	6	21	2
TMS	NA	NA	105	14
BELLEREAUX	35	1	67	4
TIFE 93	0	0	14	2
AST	0	0	29	6
MARICHAL	14	1	0	0
<b>Total général</b>	<b>2193</b>	<b>91</b>	<b>2442</b>	<b>180</b>

+11,3%

+97%

## 4. TRAINING AND MENTORING OPPORTUNITIES



PEOPLE

### BBL IS COMMITTED TO QUALITY TRAINING FOR YOUNG PEOPLE

BBL believes in supporting young people and equal opportunities through quality education. In 2021, BBL trained 94 young people in France, a 68% increase on 2020. Learning is essential for passing on our know-how and giving young people the opportunity to acquire and develop their skills. Our work-study students are employed in both operational and supporting roles. The group is particularly interested in training these young people and providing quality teaching throughout their work-study experience. This training involves both the company and all the experienced employees dedicated to their role as tutors. For BBL, this mentoring is essential not only to the transfer of skills but also the spirit of service that characterises our business. 16% of our work-study students who finished their contract in 2021 have been hired on a permanent basis. The Group now wishes to further increase the number of work-study opportunities it offers to attract more young talent in the future.



### 2021: WORK-STUDY TABLE

SOCIETE	Nbre alternants 2020	Nbre alternants 2021
CHARPIOT	1	8
BBL CARGO	5	3
BBL SERVICES	5	11
BBL TRANSPORT	27	29
CHARVIN LOGISTIQUES	4	12
GALAX	4	17
MARICHAL	5	9
BELLEREAUX	1	NA
TIF SENSIBLE	1	2
TIF SAVOIE	2	2
CD TRANS	1	NA
<b>Total général</b>	<b>56</b>	<b>94</b>

+68%

### SUPPLY CHAIN AT YOUNG PEOPLE'S SERVICE

Charvin Logistics in Saint-Quentin-Fallavier (Auvergne-Rhône-Alpes), in partnership with the Pôle d'Intelligence Logistique (Logistics Intelligence Centre) and 'FACE Grand Lyon' (Fondation Agir Contre l'Exclusion [Foundation for Action to Combat Exclusion]), introduced 12 secondary school students to the wonderful world of supply

chain management. The aim of this observation period was to help young people discover the professional world, support them in their school careers, and show them how a company is run and the variety of jobs it encompasses. Our teams took great pleasure in sharing their knowledge, interacting with the students, and revealing the secrets of the logistics professions for a day.

**'It was an exciting day for both our teams and the young students.'**

Benoît SANCLEMENTE,  
Managing Director CHARVIN LOGISTICS



Logistics  
**CHARVIN**  
GROUPE BBL



## 5. SAFETY OF OUR EMPLOYEES AND VISITORS

### 2021: HEALTH AND SAFETY

There are twice as many work-related accidents in the transport and logistics sector than in others. Therefore, BBL is particularly concerned with the health, safety, and well-being of its employees. Most work-related accidents occur in warehouses or on docks, environments where the number of potential occupational hazards is high. Due to the pandemic and lockdowns that ensued, it is more accurate to compare our 2021 figures for work-related accidents with those of 2019. There was a 35% decrease in accidents in the group between 2019 and 2021.

Since 2020, a document analysing work-related accidents has been drawn up in partnership with the CARSAT. This document is an opportunity to bring together all parties involved when a work-related accident takes place to identify the causes and take all the necessary measures to prevent it from happening again. BBL is actively working to reduce occupational hazards by implementing preventive measures and corrective actions in all the group's branches, including branch managers in the entire process.

	2019	2020	2021	Réduction Accidents 2019/2021	Réduction Accidents 2020/2021
<b>Total Effectif Groupe (France)</b>	<b>526</b>	<b>622</b>	<b>885</b>		
<b>Manutention</b>	15	10	12	-3	2
<b>Route</b>	7	6	2	-5	-4
<b>Autres</b>	5	2	6	1	4
<b>Total</b>	<b>27</b>	<b>18</b>	<b>20</b>	<b>-7</b>	<b>2</b>



**FREQUENCY RATE IN  
FRANCE 2021**

14.86

**FREQUENCY RATE  
IN THE SECTOR\***

22.6

**SEVERITY RATE IN  
FRANCE 2021**

1.34

**SEVERITY RATE  
IN THE SECTOR\***

1.6

**ABSENTEEISM  
IN FRANCE 2021**

3.84%

**ABSENTEEISM  
IN THE SECTOR\*\***

7.97%

### BBL LOOKS AFTER EMPLOYEE THE HEALTH

BBL's absence rate in France is relatively low for the sector. It includes short and long-term sick leave, work-related accidents, commuting accidents or occupational illnesses, sick leave for children or family events and unjustified absences. In 2021, the group's absenteeism rate was 3.84%, which reflects a positive working environment within the company. To maintain and improve this situation, the group wishes to continue its efforts in health and safety training for all employees, particularly in high-risk activities such as logistics.

\* 2021 REPORT by the Observatoire Prospectif des métiers et des qualifications dans les Transports et la Logistique, 2019 data (not available for 2020)

\*\* Absenteeism Barometer: 2021 report, Gras Savoye Willis Towers Watson (2020 data)



## 5. SAFETY OF OUR EMPLOYEES AND VISITORS



### LOGISTICS: REDUCING OCCUPATIONAL HAZARDS

In 2020, BBL Group made a special effort to invest in the prevention of work-related accidents and occupational illnesses. Therefore, our subsidiary Charvin Logistics established monthly monitoring of work-related accidents. It also implemented a welcoming process for employees and temporary workers. An introduction booklet is given to every newcomer—it defines the risks linked to handling operations and the measures taken to avoid these risks, thus ensuring everyone's safety.

Furthermore, no employee or temporary worker is accepted without an up-to-date medical examination. Prevention is an absolute must at all our logistics sites because of the risks linked to handling operations, but also respiratory risks, particularly when opening maritime containers. There are specific procedures for opening containers that limit the chemical risk during unloading for all our logistics facilities in the Lyon area. The group aims to extend these procedures to all of its sites in France.

### BBL PROVIDES FIRE SAFETY TRAINING TO EMPLOYEES USING VIRTUAL REALITY

BBL has trained some of its employees on fire risks to prepare them on how to react in the event of a fire, to control an incipient fire by avoiding careless actions and adapting emergency and extinguishing equipment to the situation. Part of this training was carried out using virtual reality headsets. This innovative training medium helped employees better grasp the risks and encouraged learning by doing as they faced virtual fires and had to handle an extinguisher live. All employees working at the subsidiaries BBL Services, BBL Transports, Charvin Transports and Charvin Logistics in Saint-Quentin-Falavier (Auvergne-Rhône-Alpes) took part in the game and were trained in fire safety in a fun way. Other agencies are on the list for the next sessions.



### HEALTH CRISIS: EMPLOYEE SAFETY COMES FIRST

When the pandemic began, the safety protocols integrated government health recommendations related to COVID-19. Our teams were trained to respect distance and hygiene measures, and to regularly ventilate the premises. All employees who could stay home and work were

allowed to do so. For those who could not, arrangements were made to guarantee safe distances between employees. Masks and hydroalcoholic gels were distributed throughout buildings and all the equipment used was systematically disinfected.



# 6. FIGHT AGAINST CORRUPTION



## THE GROUP FORMALISES ANTI-CORRUPTION POLICY

In December 2021, BBL implemented its first Anti-Corruption Code of Conduct, in line with the tenth principle of the Global Compact. The latter calls on companies to ‘act against corruption in all its forms, including extortion and bribery’. In strict compliance with the French ‘Sapin 2’ law, BBL has opted for a zero-tolerance policy towards corruption. This code involves all stakeholders, based on the group’s values but also on the 4th point of its new ‘Take One Step > Respect’ claim.

The code includes a definition of corruption, the risks involved, the possible situations that may involve corruption, the correct way to behave when faced with this type of situation and the bodies and people to contact in the event of corruption within the Group. Since its publication, all the Group’s stakeholders (employees, suppliers, customers) must read and commit to respecting the terms of the Anti-Corruption policy.

## BBL MAKES ALL ITS EMPLOYEES AWARE OF ITS ANTI-CORRUPTION CODE OF CONDUCT

Every new employee is now required to read and sign the Anti-Corruption Code of Conduct upon recruitment. All the Group’s branch managers and group managers have been made aware of the need to respect all of the Code’s terms and to act against all forms of corruption in their daily activities. To ensure that the Anti-Corruption policy is communicated, understood,

and implemented by all employees, BBL created a training plan for all staff. This training includes a reminder on corruption, relevant legal records, the risks involved, and the internal reporting systems. Then, employees role-play so that they can identify certain situations and learn to adopt the right behaviours when confronted with them.



Sylvain MERIENNE  
Legal Director



Bénédicte RAVOLET  
DHR BBL Group

## THE FIRST STEP TOWARDS A GENERAL ETHICAL CODE

To go one step further than the recommended code of conduct for BBL employees faced with corruption, the legal teams are collaborating with Human Resources and CSR to develop a comprehensive Code of Ethics in the most broadest sense. This reflection will enhance the ongoing work on the Group’s ‘raison d’être’.

This Code of Ethics shall specify the company’s values and their scope to guide the group’s employees in all their daily decisions, whether they are strategic, social or commercial. For BBL, integrity is a precious asset that has been an integral part of its values since its inception. Therefore, the Group wishes to finalise its Code of Conduct in the near future.



<https://tinyurl.com/4mp7pm2x>

<https://tinyurl.com/456nnah2>

BBL Group’s Anti-corruption Code of Conduct is available to download in French and English. Click on the flags to download.

## 7. PROMOTING DIVERSITY



### DIVERSITY IS THE ESSENCE OF BBL...

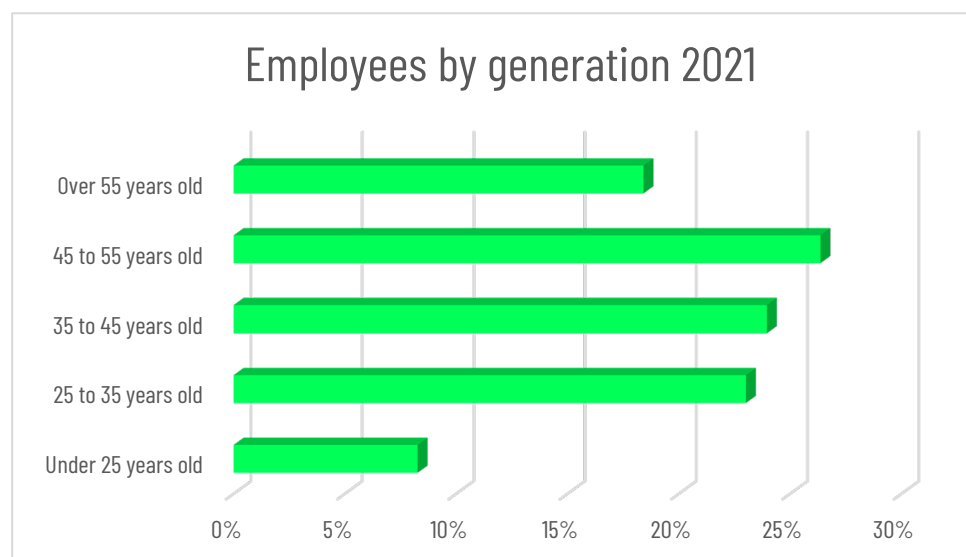
We believe that diversity is one of the key factors behind BBL's success. Indeed, the very nature of our business is to promote the exchange of goods worldwide. To conduct its business efficiently, it is essential that the group has a thorough knowledge of the legislation and culture of each of the countries within which it operates. Within the framework of the United Nations Sustainable Development Goals, the group has been working to promote sustainable and inclusive economic growth, employment, and decent work for all. This way, the group aims to reduce inequalities, whether they are generational, social, related to gender or people with disabilities. Furthermore, as a signatory of the Charter of Diversity since 2018, BBL has committed to cultural, ethnic, and social diversity throughout its organisation by supporting anti-discrimination, equal opportunities and inclusive management.



*We have been a signatory of the Diversity Charter since 2018*

### BBL WANTS TO FOCUS ON YOUNG PEOPLE AND TRANSFERRING SKILLS

In 2021, over 70% of the Group's employees in France were aged between 25 and 55 years old. The different age groups: 25 to 35, 35 to 45 and 45 to 55 are fairly well balanced with 23%, 24% and 26% respectively. BBL is proud to employ seniors (>55 years) who represent 19% of its employees. There is still a lack of representation in terms of young people, as only 8% of the Group's workforce is under 25 years old. The group's wish to increase the number of young people among our employees in France is gradually becoming a reality, by implementing measures to encourage the recruitment of people within this age group and transferring skills and experience within our teams.



### THE GROUP IS COMMITTED TO INCLUSION

To reduce inequalities, the group is committed to inclusive management, including for disabled workers. For this reason, BBL uses HandiPRINT for all business card printing in France. In 2021, only 1% of the group's employees in France were recognised as disabled (against a target of 6% set by regulations). In the future, BBL would like to dedicate part of its recruitment activities to enabling people with disabilities to access adapted and inclusive work environments.

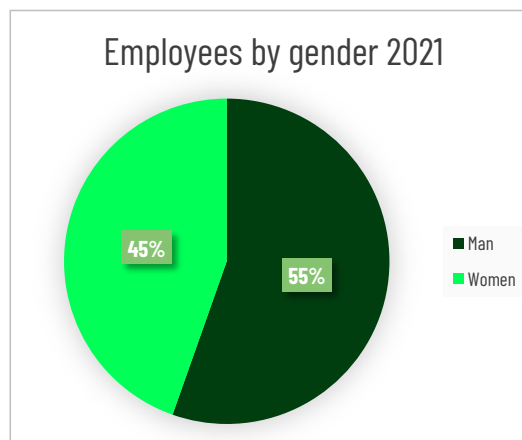


## 7. PROMOTING DIVERSITY



### EQUALITY ON THE RISE WITHIN BBL

In 2021, even though women represented only 19% of the land transport sector workforce (source: CIDJ 2018), 45% of BBL's employees were female. In 2020 equality improved further and women represented 43% of the group's total workforce. In 2021, 40% of the company's managers were women and 88% of the women employed by the group were on permanent contracts. Women represented 20% of the management team. It is safe to say that the status of women in BBL has been steadily improving over the past few years.



### FIGHTING PSYCHOLOGICAL AND SEXUAL HARASSMENT

BBL strives to protect the individual rights of its employees by respecting the fundamental principles of the ILO and United Nations on business and human rights. The group has a strong focus on issues related to harassment, both psychological and sexual. A harassment representative is appointed in the Group's larger establishments (in terms of workforce). All group managers, HR teams and representatives have

been made aware of psychological and sexual harassment. If a case is reported in one of the group's subsidiaries, there is a clear process to follow. If applicable, corrective action is taken to prevent a contentious situation from recurring and to ensure the safety and wellbeing of all employees.





# 8. CITIZEN AND BUSINESS PARTNERSHIPS



## WHEN GOODIES COMPLY WITH BBL'S CSR COMMITMENTS

To reduce the carbon impact of corporate gifts and promotional items distributed each year, BBL has decided to rely on smaller and more ethical channels. No more 'Made in Asia' plastic gadgets! To reduce the environmental impact of its gifts to customers and partners, BBL collaborates with local companies or produces the gifts itself.

Furthermore, the group ensures that these gifts reflect its CSR policy environmental commitments, particularly in terms of waste management and reducing greenhouse gases.



## IRISH APPLE TREES: 10 TONS OF CO2 CAPTURED, AND CIDER FOR OUR PARTNERS

Greenhouse gas emissions are the main cause of global warming, and we are always looking for ways to reduce our emissions. But there is also the option of offsetting CO2 production by simply planting trees. Trees absorb CO2 during photosynthesis. Using this carbon dioxide, trees produce glucose which helps them grow, and release oxygen into the atmosphere. Our teams at BBL Logistics Ireland decided to purchase of 350 apple trees.

This apple orchard captures over 10 tons of CO2 per year, or 30kg per tree per year, and produces the equivalent in oxygen. In addition to absorbing carbon dioxide, the apple orchard provided us with an initial harvest of 1.5 tonnes of apples in 2021, with which we produced cider (150 cases containing 12 bottles each). We hope to harvest ten times that amount next year so that we can distribute it to our customers and employees.



Jamie O'Reilly Managing Director et Andrew Fox Financial Director de BBL Logistics Ireland



## SUSTAINABLE FRENCH PENS



In 2021, BBL decided to use the French brand BIC (which we are honoured to have as a customer) to purchase 4-colour pens (along with Neon Yellow, they are all the rage in school playgrounds). In addition to being made in France from recyclable plastic, the 4-colour pens are now refillable and therefore more sustainable.

# 8. CITIZEN AND BUSINESS PARTNERSHIPS



Site Groupe BBL	Ruches sur site	Pots produits 2021/22
BBL TRANSPORT BUSSY ST GEORGES	5	600
BBL TRANSPORT Site TOTEM SQF	3	240
BBL TRANSPORT Site BARCELONE	3	240
TIF LYON - site GENAS	6	480
BBL TRANSPORT - Site BRUGES	3	400
BBL Logistics - Dublin Ireland	10	1400
TOTAL	30	3360

## BEEHIVES ON OUR LAND, HONEY FOR OUR CUSTOMERS

Bees are highly valuable pollinating insects and thus contribute to preserving biodiversity. They collect nectar from flowers and transport pollen from one flower to another; they also enrich soil by fixing the atmosphere's nitrogen into it. This aligns with BBL's business activities so well and the symbolism was so perfect that we decided to develop local partnerships with passionate beekeepers and install hives on our premises.

And then, ideas swarmed! In 2021, 6 BBL sites signed up with 5 beekeepers and over 3,300 jars of honey were produced by the hives installed at the edge of our warehouses, often near large wooded areas or meadows. These jars are branded with our colours, and we are proud to gift them to our customers and partners.

## NATURAL SWEETS THAT RESPECT NATURE

The Swiss company which makes Ricola is also one of our SAT subsidiary's customers and, in the same spirit, BBL has decided to offer Ricola sweets to its customers and partners. Sugar free, with 100% natural ingredients, the Ricola boxes are presented in BBL Group colours and

are produced using natural, environmentally friendly cultivation methods. Their packaging is made of wood used in accordance with sustainable forest management procedures (FSC label) and the plastic used is reduced to a strict minimum.





## 8. CITIZEN AND BUSINESS PARTNERSHIPS

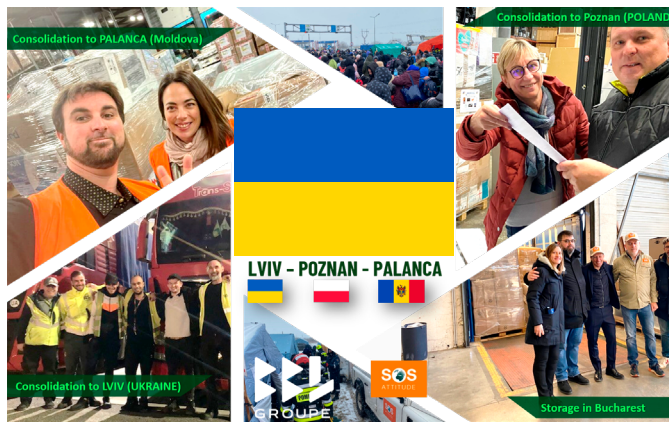


PARTNER  
SHIP

### ■ ONE FOR ALL AND ALL FOR ONE: WE ARE ALL SPONSORS!

The already difficult situation in Madagascar has been worsened by the many natural disasters that have occurred the past few years. Many children suffer from poverty and malnutrition on a daily basis. Our TIF Sensible teams in Garonor therefore decided to sign a partnership with France Parrainage to support the 'Enfants du Soleil' charitable organisation. For each of BBL's employees, a child is supported and offered a home and education; and each child is linked to a Garonor

employee with whom he or she will be able to build a long-term relationship. This project has been met with great enthusiasm and willingness among our employees who have organised additional collections and started to interact with the children. BBL is convinced that equal opportunities are reliant on knowledge transfer, for employees but also for the public. This is why BBL and its subsidiaries are committed to education, training and mentoring.



### ■ BBL TAKES ACTION FOR UKRAINIAN VICTIMS

BBL's subsidiaries, including BBL Transport, Charvin Transports, Marichal Logistics and TIF, have used their know-how in logistics and transport organisation to help displaced Ukrainian populations and all the victims of the conflict. Several projects have been carried out with support from employees, customers, suppliers, and partners. Many donations were collected, 15 full truckloads of goods were collected from all over France and sent to the Moldovan border, LVIV in Ukraine, and Poland. The group made its warehouse in Otopeni, Romania available to the SOS Attitude association. From there, clothing, hygiene products, food, medicine, etc. were transported and distributed to Ukrainian victims and refugees.



### ■ CONTRIBUTING TO FUTURE TREATMENTS

Today over 3 million people suffer from genetic diseases in France, including many children. With over 30,000 new cases per year, this is a public health issue that concerns us all. As part of its contribution to the United Nations Sustainable Development Goal, BBL Group is committed to enabling all people to live in good health and promoting the well-being of all people of all ages (SDG 3). Within this framework, BBL decided to donate 20,000 euros to a

sponsorship programme managed by the Imagine Foundation in 2021. Its aim is to change the lives of families affected by genetic diseases. It is the largest European centre for research, care, and teaching, which brings together many specialists (researchers and clinicians) to better understand and work towards curing genetic diseases, and therefore provide patients with the best care.



## Ambitions 2022-2024: towards a consolidated EPFD for the Group



*Collective performance is at the heart of BBL's DNA.*

*Our decentralised organisation as a 'Federation of Specialists', our vocation as a 'Logistics Solutions Manufacturer' serving our customers, and our impressive growth record over the last few years, show how we have been able to achieve great economic success through commitment and a collective winning spirit.*

*For us, performance is the desire to go further and do better, individually and collectively. In the service we provide to our customers, in solidarity with our colleagues, in our management and operations teams' quest for economic competitiveness, we always seek to do better than anticipated. The same now applies to all the issues pertaining to social commitment. All of our subsidiaries and local offices have implemented our 8 CSR projects which include many initiatives, and we are gradually developing the management tools that will enable us to measure our progress. Everyone can involve our customers and suppliers in making more ethical choices as part of our 'Take One Step' mission statement, which encourages innovative business solutions in our field.*

*While BBL is not yet subject to any legal obligations in this field, we decided to think ahead and commit our organisation to developing a genuine Extra-Financial Performance Declaration with the broadest possible scope. This approach, which we will be putting into practice over the coming months, shows that BBL's Board of Directors is aware of the extra-financial challenges in the journey towards delivering more reliable and sustainable supply chains.*

*We have a clear aim to make a positive impact in our logistics and transport businesses. This aim will eventually contribute to the recently established reflection on our group's 'raison d'être' and on our ability to tackle the systemic risks of a rapidly changing environment.*



**Kaci KÉBAÏLI**  
President and Founder

**Christophe BESSET**  
Group Managing Director





*If you have any questions related to this report or BBL Group's Social and Environmental Governance policy, please send them to our CSR team at [rse@groupe-bbl.com](mailto:rse@groupe-bbl.com)*



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