

CSR REPORT 2022

ACTING FOR SOBRIETY

Editorial by Pascal GIRARDET > P01

Presentation of the Group: our trades, our ambition, our values, our *raison d'être* > P02

Sustainable development objectives: pedagogy and materiality in our activities > P04

Environmental challenges > P06

Avoiding emissions > P08

Searching for alternative energies: an active approach > P10

Sobriety: a priority watchword > P12

Focus on urban inland waterway logistics > P14

A new model for urban logistics > P16

Social issues > P18

Sogestran University: continuous learning throughout one's professional life > P20

Working from home: a new organisational model benefiting our employees > P22

The Group's golden rules: allies in our safety culture > P24

Societal challenges > P26

A dedicated exhibition designed to explain, explain and explain again! > P28

Getting involved in society > P30

Driving Norman sailing talents further afield > P32

A wide variety of initiatives > P34

Simplified organisation chart of Sogestran Group's companies > P35

Indicators > P36

Acknowledgements

Sogestran's 2022 CSR report is the fruit of our CSR policy introduced at our own initiative in 2020. We would like to thank all of our stakeholders, customers, suppliers and institutional, financial and commercial partners, as well as all of the Group's employees, for their commitment and their contributions to this policy. This report was compiled by Sogestran's CSR department, with the help of communication agency "Histoire de Comprendre", the support of the Sales and Communication departments and the participation of many employees from the company's various trades. We would like to extend our warmest thanks to all the people who have contributed to this report through their testimonials, by collecting data or by agreeing to be photographed to illustrate our activities, and, above all, by their daily commitment to this policy. We would also like to thank our colleague Mathieu ANTIN, who created several illustrations for this report.

“Common good”, a component of our sustainable growth

As a family business, we have been pursuing a reasoned development ever since the creation of the Group 75 years ago, taking into consideration the environmental, social and societal impacts of our activity. Although our CSR policy was formalised only three years ago, its underlying logic has guided our decisions for much longer. It is the very basis of our ambition to **'Build a European Group for a more sustainable economy'**.

For an industrial group such as ours, it is our responsibility to aim for economic performance while ensuring the health and safety of each and every employee. As for the question of their moral integrity, it has become increasingly important in recent times. The men and women working in our Group are citizens who express the need to be closely involved in the projects to which they contribute and to reconcile personal and professional fulfilment.

The company's ability to adapt to these new societal expectations is a challenge that we must rise to for the “common good” of our company and employees. While we need to attract and retain talent, we also wish to ignite enthusiasm towards meeting the considerable challenges we face. Finding new sources of energy to transport our customers' goods when no single straightforward, carbon-free solution is emerging is a complex but exciting task! This is a very exciting time for us. The experiments we are conducting to bring sailing back into fashion, to qualify the hydrogen technology or to identify alternative fuels reflect our determination and our capacity for transformation. The support we receive from our employees is undoubtedly a key component of this sustainable growth.



Pascal GIRARDET
CEO of Sogestran

Our trades, our ambition, our values, our *raison d'être*

Our trades

Present in France and in Europe, the Group's various entities are organised into four trades.

BARGING

Sogestran has a diverse and specialised fleet of ships (double-hulled barges, ballastable barges etc.) serving the Rhône, the Seine, the Loire, the Rhine, the Danube as well as the navigable waterways between Dunkerque and Rotterdam.

MARITIME

As the shipowner of 37 ships specialising in the transportation of passengers, petroleum, chemicals, cement and special industrial cargo, the Group also has its own freight service and shipping agency.

LOGISTICS

From sea ports to urban platforms via river, rail or road, the Group is developing multimodal container transport and urban distribution.

INDUSTRY

Created to meet the logistical needs of industry, our services now include cleaning and repairs on containers, tankers and freight wagons.

Our ambition

"To build a European business working towards a more sustainable economy."

Since the company was founded in 1948, our teams' professionalism, our technical expertise and our taste for innovation, as well as our customers' trust, have contributed to making Sogestran the leading French river transport operator and a recognised shipping operator.

We specialise in the transport of high value-added goods and services to our industrial customers.

We are the designers, investors, managers and operators of our fleet and of our industrial facilities.

Our values

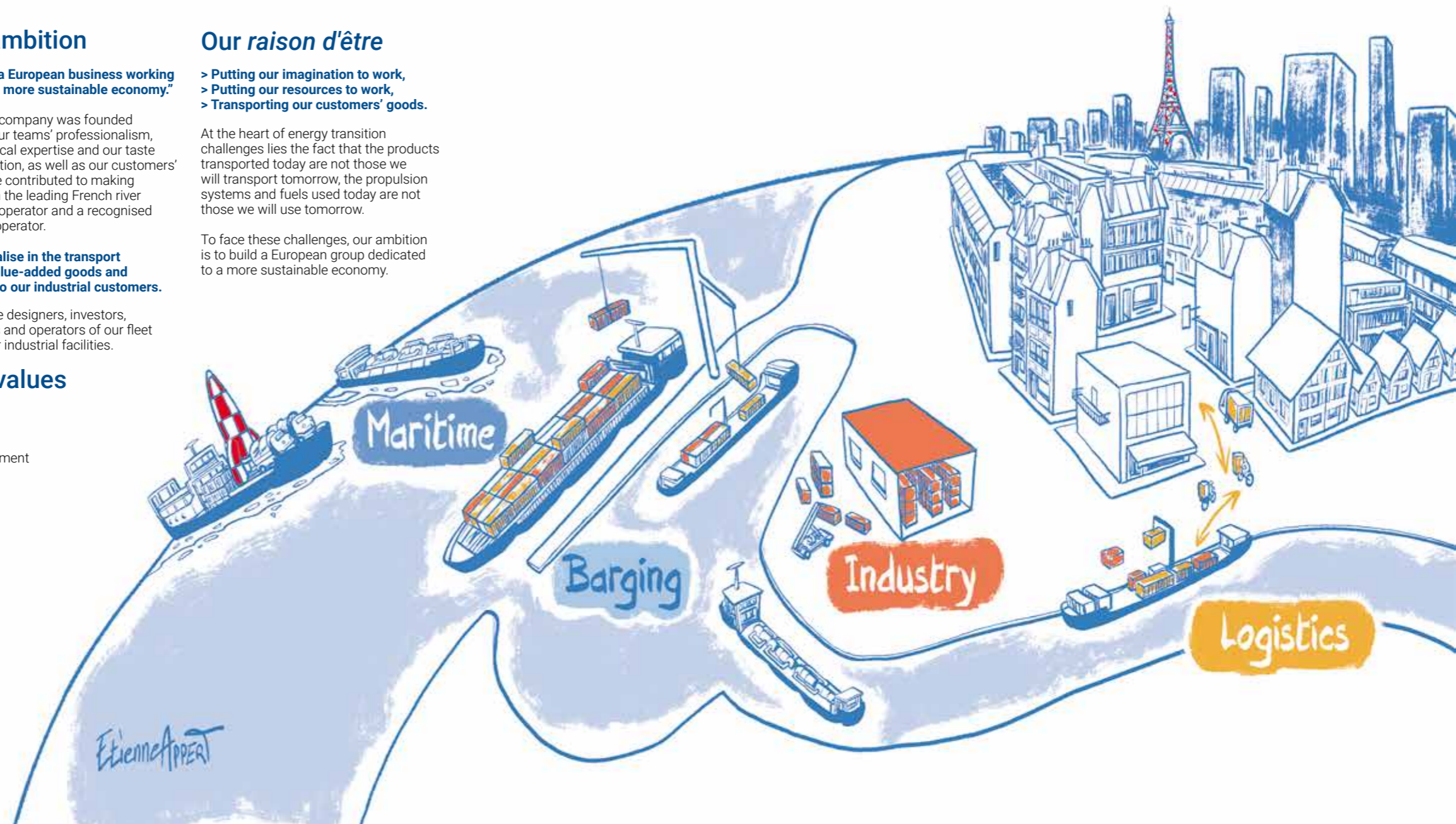
- > Trust
- > Agility
- > Pride
- > Commitment

Our *raison d'être*

- > Putting our imagination to work,
- > Putting our resources to work,
- > Transporting our customers' goods.

At the heart of energy transition challenges lies the fact that the products transported today are not those we will transport tomorrow, the propulsion systems and fuels used today are not those we will use tomorrow.

To face these challenges, our ambition is to build a European group dedicated to a more sustainable economy.



SDG: pedagogy and materiality in our activities

In September 2015, the 193 UN member states adopted the 2030 Agenda for Sustainable Development, entitled Agenda 2030. 17 Sustainable Development Goals (SDGs) were set. They cover all the issues related to sustainable development such as climate, biodiversity, energy, water, poverty, gender equality, economic prosperity, peace, agriculture, education, etc. In order to implement a structured and effective progressive approach, certain objectives are addressed in greater depth according to the Group's impact. However, all of them are studied and taken into consideration.



Our approach to CSR

The group's CSR policy is founded upon a few simple convictions:

- > the fact that our activity, the society and the environment in which we carry out our activity, are interdependent,
- > the importance of taking our stakeholders into account,
- > the structuring link between our quality, environmental and safety certification labels and our trades, operational excellence being a key element of our company culture,
- > treating this policy not as a peripheral concern, but as a measure of progress at the very heart of our activities, and one which requires our commitment year after year.

Our actions are structured around four major areas



Respecting the environment (SDGs 6, 7, 9, 11, 12, 13, 14)

- > Preserving the environment and biodiversity through controlled operational practices,
- > Reducing our waste and controlling the use of resources,
- > Addressing greenhouse gas emissions.



Sustainable solutions (SDGs 4, 6, 7, 8, 9, 11, 12, 13, 14)

- > Informing our stakeholders and communicating the environmental benefits of our solutions,
- > Experimenting and testing solutions to improve our carbon footprint,
- > Investing and innovating in technologies for a positive impact on the environment.



Social issues and human rights (SDGs 3, 4, 8)

- > Promoting the health, safety and well-being of our employees at work,
- > Training and transferring knowledge, both on board and on land,
- > Acting for responsible and committed teams.



Ethics and fair practices (SDG 12)

- > Training and guiding employees so that they perform all their activities in a responsible, transparent and ethical manner,
- > Maintaining transparent and honest relationships with all our stakeholders, employees, customers, suppliers and institutions,
- > Implementing sustainable solutions for the environment and the people who live there.

Addressing global warming

Sogestran is fully committed to energy transition, which involves reducing its CO₂ emissions, and to preserving the environments in which it carries out its activities, whether natural (particularly rivers and oceans) or urban (noise, congestion, air pollution). Faced with the challenges of logistics, the Group is taking action to promote and develop solutions that reduce the environmental impact of all its trades.

Our initiatives

Energy transition involves two major changes: reducing our energy consumption and shifting to cleaner energy sources. The numerous levers for action reinforce our need to understand, measure and experiment in order to conceptualise, control and innovate. In the face of soaring energy prices, 2022 - the year of sobriety - has shown that saving resources and protecting the environment often go hand in hand. The many inspiring initiatives show how aware and determined we are to make progress towards a more sustainable economy.

Energy transition

Sogestran's greenhouse gas emissions come from the fuel and energy consumed by its boats and ships and, to a lesser extent, from the running of its land-based infrastructures (industrial service facilities and central departments). The individual travels of its land-based teams and ships' crews are also taken into account.

Preserving natural environments

Sogestran has a duty to protect the natural environments in which it carries out its activities, particularly aquatic environments.

Sustainable solutions

Committed to addressing the environmental challenges associated with logistics, Sogestran must exercise its responsibility as a goods transporter to promote and develop solutions that have a positive impact.

Avoiding emissions

For Sogestran, reducing its environmental impact means reducing emissions and greenhouse gases resulting from its activities. The main way to achieve this is to consume less.

The Group has implemented measures to reach this objective throughout the construction and transformation phases of its river and sea-going vessels.



Upstream: reinforcing knowledge and identifying current and future technologies

Within the Technical division, Yanis BEN HADJ YAHIA, an Energy Transition Engineer who joined the team in 2022, coordinates three main tools to guide the Group towards the most efficient and innovative technologies:

- > a technology watch assessing new developments in the fields of energy and transport,
- > the modelling of ships in operation, to simulate the impact of new technologies and select the most relevant ones,
- > the maintenance of a database with updated and reliable figures regarding solutions, their cost, and their potential gain in terms of emissions.

"These three major families of tools interact with each other and refine in a very iterative way. The aim is to produce a first version of the modelling tool in 2023 to better meet regulatory, environmental and commercial expectations", explains Yanis BEN HADJ YAHIA.

During the design phase: imagining a new design, the example of the Brest harbour speedboats

The six speedboats chartered by the Ministry of Defence will not be authorised to operate from 2029. Sogestran is already working on renewing the fleet and must take into account a new regulatory framework: all 36-metre boats will have to be built in compliance with new fire and safety regulations. This constraint has a significant environmental consequence: the weight of the boat will be increased and the fuel consumed to propel it will increase proportionately. That is why, in 2022, the Group decided to completely rethink the design. Many different options were considered in order to identify the best areas for reducing emissions: a hybrid propulsion system, the installation of foils¹ to reduce friction, a new-generation propeller inspired by a shark's tail, etc.

The Group finally decided on a catamaran design of under 24 metres long, allowing the use of a lightweight metal - in this case aluminium - as the sole material of construction. The engines, which run on diesel, will be equipped with SCR² systems that will drastically reduce the emission of harmful particles.

During the construction phase: testing to avoid mistakes, the example of Wisamo

Making maritime transport as environmentally friendly as possible has become absolutely necessary. Many companies have been mobilising their engineering skills to meet these crucial challenges for several years now. Michelin, for example, has been developing the Wisamo (Wing Sail Mobility) wing for ships since 2020, in partnership with Maritime Nantaise. The company wants to promote a new propulsion technology that uses zero-emission energy: the wind. After conducting studies in 2021 to develop a 100 sq. metre prototype (five times smaller than the intended model), the Compagnie Maritime Nantaise began training its crews on how to use it. The demonstrator, which entered the construction phase in 2022, will be fitted on board the MN Pelican and will undergo a series of tests throughout 2023. The data collected will be used to qualify this innovation, which will then be deployed on future ships.

¹ - In fluid mechanics, a foil is a wing positioned and shaped so as to generate, by its movement through the water, a force of lift which affects its speed and stability.

² - SCR (Selective Catalytic Reduction) is a filtering system that converts nitrogen oxide particles into harmless nitrogen and water vapour.

More info

The IMO (International Maritime Organization) has set an objective of reducing the sector's GHG emissions by at least 50% by 2050.

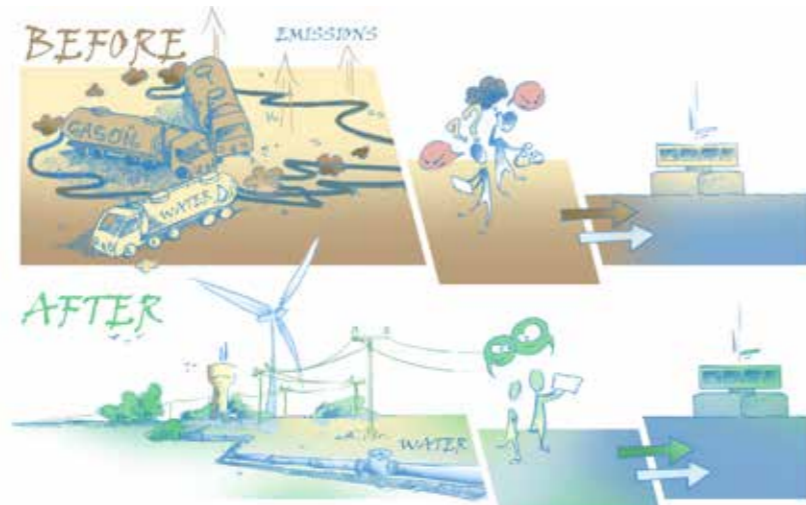
Last December, the European Union validated the principle of charging for the GHG emissions of ships stopping over in its ports. Sogestran is gearing up to face these new challenges.

Searching for alternative energies: an active approach

In its efforts to reduce greenhouse gas emissions, Sogestran is focusing on alternative energies. Integrating these new energies into regular operations, while the associated regulatory framework is still to be defined, requires time and perseverance. At Group level, this is reflected in a large number of concrete actions.

Concrete action no. 1: a zero emission parking area

Achieved
Connecting the Rhone Valley parking area for river barges to the electricity grid and to the drinking water network reduces the annual consumption and delivery of 19,000 litres of diesel fuel and 60 tonnes of water per truck.



50
fewer lorries on the roads

Advantages
> Reduced fossil fuel consumption and therefore reduced air pollutant emissions,
> Easier access to drinking water for river barges,
> Fewer trucks on the roads,
> Improved living conditions for security teams by reducing noise and pollution and by planning deliveries.

Deployment method
Construction of an 800 m long trench essential for connecting to the network.

Operator statement
Christophe SEUX,
Director of CFT Rhône:
"The amount of energy spent was absurd and polluting. This system is a major breakthrough for the comfort of our teams and for the environment."

Concrete action no. 2: vegetable oil fuel

Product used
HVO - Hydrotreated Vegetable Oil - is a diesel fuel made from vegetable oils or from the reprocessing of oleaginous waste (fats, cooking oils, waste oils, etc.)



±85%
less CO₂ emission

Advantages
> CO₂ emissions reduced by 80-90% due to its reprocessing origin,
> No nitrogen oxide emissions,
> Use that does not require any technical alterations to the engines,
> Decarbonised transport offer for all customers subscribing to this solution.

Disadvantage
The cost: 25 to 30% more expensive than diesel.

Deployment method
The testing of HVO on a self-propelled vehicle in 2023 follows a previous test of Oleo 100 fuel in 2020. Measurements under real operating conditions will allow us to verify its environmental efficiency in terms of pollutant emissions.

Operator statement
Sébastien SOMERS,
Director of CFT Seine-Mahieu:
"In large urban centres where zero emissions are just around the corner, our customers are paying close attention to our initiatives. Our ability to come up with innovative decarbonisation solutions strengthens the ties we forge with them. Our proactive approach gives us a sense of pride, of internal cohesion."

Benoît MUGNIER,
Director of Sogestran Logistics:
"The SoBlue offer will have an HVO whose CO₂ Emission Reduction Coefficient is certified by the ISCC (International Sustainability and Carbon Certification). This new service meets the expectation of shipowners and shippers, who are already committed to the environmental transition."

More info
Combining the strengths of the Inland Navigation and Logistics divisions, Sogestran has launched SoBlue: a low-carbon service for transporting containers using HVO.

Sobriety: a priority watchword

With resources becoming scarcer, climate change becoming more pressing and the energy crisis, consuming less is the key to preserving our future. Sogestran has identified this issue as a priority area for improvement.



Rationalising the energy consumption of the head office

"Rationalising energy consumption while guaranteeing a comfortable working environment is a genuine challenge, especially with buildings dating back to the 1970s", admits Bruno MENARD, head of General Services.

The decision was made to follow the government's recommendations and to:

- > define time slots for running the boilers to avoid heating empty offices,
- > switch off the nine water heaters except for the one connected to the showers and the kitchen,
- > set the heating temperature of the premises to 19.5°C,

- > rationalise lighting by eliminating all unnecessary light sources. One out of three was eliminated following consultation with our employees.

To ensure that everyone remains comfortable while working, each employee was given a sleeveless jacket bearing the company's colours. A communication campaign was also carried out on the Group's new intranet and among each employee to reinforce everyone's understanding of the issues at stake.

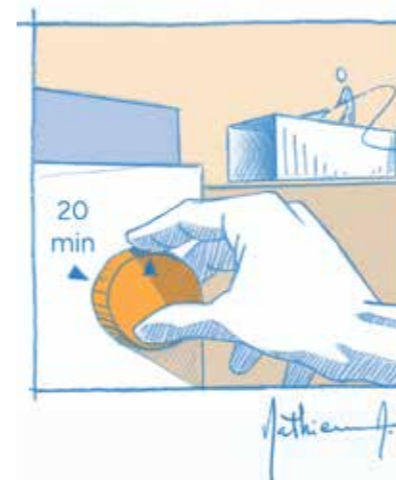
More info

Charging points for hybrid or all-electric vehicles have been installed at TSN and the head office. At the head office, 1,153 kW/h were consumed between June 2021 and February 2022.

Each employee is entitled to a monthly allowance in euros which amounts to:

- > 5 kW for electric bicycle and/or scooter users,
- > 50 kW for hybrid/electric car users.

20%
fuel saving



10%
water saving
i.e. about 20 cubic meters / month

Adapting its propulsion system

Operating between Le Havre and Paris, the Bosphore transports an average of 3,490 tonnes per trip, despite its 5,000-tonne capacity. In 2022, it was decided to resize its propulsion system to adapt it to the reality of its activity. *"The power of the Bosphore's two engines has been reduced from 1,300 to 1,000 horsepower, and the pitch of its propellers has been reduced from 2 metres to 1.80 metres",* explains Pierre PREVOST, Technical Manager at CFT.

As a result of this new configuration, the Bosphore now consumes 9.3 litres per kilometre travelled, instead of the previous 12 litres, which amounts to a fuel saving of 25%. Likewise, the propeller and central shaft line of the Val d'Armor pusher have been removed, to adapt the barge's power to real operating conditions. The test proved to be successful: fuel savings amount to 20%, for the same running time.

Quick wins for a sustainable economy

"We're focusing on things that are easy and quick to put in place", says François MAUGER, who favours LED lighting in offices, car parks and storage areas. The head of maintenance and new works at TSN (the Industry expert division unit in Normandy) has also installed presence detectors in the buildings and introduced closing rounds to ensure that lights are switched off when the premises are empty. In October 2022, he had recording devices installed and commissioned an engineering firm to analyse their consumption. He has formalised and updated certain good practices, such as installing textile insulation on steam valves to prevent heat loss and checking

that nozzles are in good condition to prevent air leaks. Each of the eight compressors have had their pressure reduced by 2 bar. This will result in an annual energy saving of about 8%.

At the same time, an initiative was launched to reduce water consumption when cleaning the tanks. A timer has been installed on each wash pump: the cleaning stops automatically after 20 minutes. This amounts to a 10% water saving, i.e. about 20 cubic meter per month.

More info

A development project for the site in Le Havre has been launched. The aim is to define the actions required to adapt the site to new environmental challenges, new uses and new employee expectations. Two approaches will be presented and debated in September 2023.

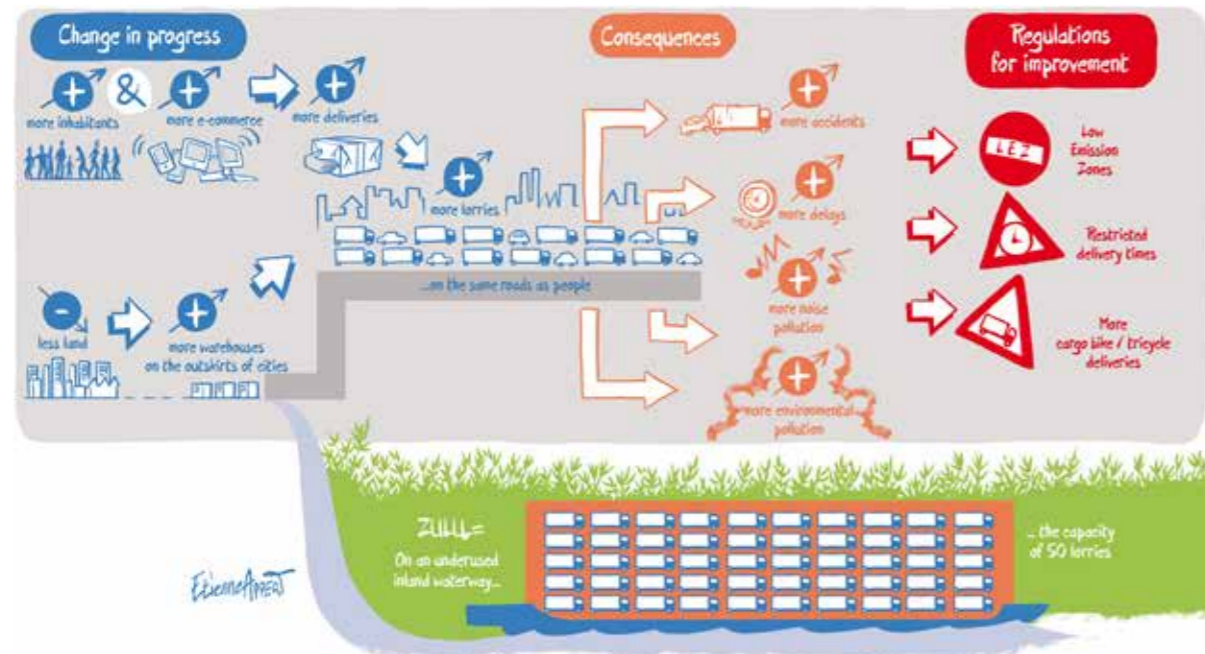
Focus on urban inland waterway logistics

At a time when major cities are faced with unacceptable levels of pollution and are seeking to curb emissions produced within their walls, inland waterway transport most definitely has a role to play. For several years now, Sogestran has been developing its logistics offer to adapt to the constraints of this environment and to the needs of the customers carrying out their activities there.

What are we talking about?

Urban logistics refers to all activities related to the transport of goods in urban areas. As our consumption patterns become increasingly urbanised and as we are increasingly resorting to home delivery,

flows have multiplied, generating noise, visual and olfactory pollution, atmospheric pollution as well as traffic congestion and road insecurity.



Alternative transport

In order to tackle pollution, a growing number of cities are imposing restrictions on the most polluting vehicles and encouraging new forms of mobility for local deliveries (electric vehicles, bicycles, cargo bikes, etc.). But traffic congestion on main urban roads and ring roads, and warehouses increasingly distant from city centres remain a real constraint to allow these solutions to develop.

Inland waterways, a promising solution for transporting goods to urban centres

As far as urban logistics is concerned, boats offer the following advantages:

- > Decongesting urban and suburban roads,
- > Ensuring reliable deliveries (deadlines, etc.),
- > Reducing nuisance and pollution,
- > Allowing autonomous loading and unloading by becoming independent of port facilities,
- > Participating in reverse logistics by collecting and evacuating the waste generated by all these deliveries.

Ever more convinced shippers

From 2019 to 2021, in the framework of the Grand Paris project (new RER, metro...), Lafarge Granulats commissioned CFT Seine, a subsidiary of Sogestran, to recover, store and transport 95% of the excavated material from the tunnel boring machines to the final disposal sites.

In 2021, IKEA decided to transition to inland waterway transport for its e-commerce deliveries to Paris inner-city customers in order to decarbonise its logistics supply chain.

The Group's urban delivery solution was also selected in 2022 to transport ashlar for the reconstruction of Notre-Dame de Paris cathedral. In Lyon, it is waste collection that has benefited from a modal shift: Sogestran has been operating a hybrid diesel-electric boat since 2022.

More info

The Sogestran Group is gaining new technical skills oriented towards mass distribution and is currently developing its own refrigerated body. In addition, it operates six self-propelled barges dedicated to urban logistics in several European countries: 1 ALPHA and 5 ZULU.

A new model for urban logistics

Joint interview with Émilie CARPELS, River Project Director at IKEA and Céline MANTOUX, Director of Business Development at Sogestran Logistics.



Émilie CARPELS,
River Project Director at IKEA

When did inland waterway transport become an option for deliveries in Paris?

EC: It is a long-standing project. In 2019, IKEA opened a warehouse in Gennevilliers, which has a river port, to implement multimodal transport for deliveries to its Paris inner-city customers. Simultaneously, the company began to design the logistics supply chain, which had to be thought through from start to finish. The system became operational in December 2022.

CM: We have been present in Paris for quite some time! But so far, we have mainly worked with the construction industry, for example on the Grand Paris project or on the reconstruction of Notre-Dame de Paris cathedral. We were involved in the design of IKEA's new logistics solution by participating in the preliminary discussions regarding the specifications with Box2home, our joint partner. Building and coordinating a multimodal route for retail is an important innovation.

What motivated you to rethink your logistics supply chain?

EC: IKEA wanted to meet a dual ambition: improving the home delivery experience for its customers and reducing its environmental footprint. The River Seine offers reliable delivery times by avoiding the fluctuating Parisian traffic, which is very congested in the morning at the city gates of Paris. Decarbonising the last kilometre by using alternative energy can only be made possible by using inland waterway transport, because electric vehicles have a short battery life. The boat delivers the parcels in the early hours of the morning on the Quai de Bercy in the 12th arrondissement. That is where delivery rounds depart from.

CM: We are solution designers, as you can see from the new boat designs we regularly develop to meet our customers' needs. Joining IKEA on this adventure fits both our mission and our *raison d'être*. It's also a great opportunity to develop a new B-to-C offer.

How is this an innovation?

EC: IKEA France's modal shift and decision to use inland waterways to deliver to its customers is a world first for the Ingka group! And no major retailer had ever tried this in Paris. A dedicated swap body had to be created, one that was compatible with both the lorries and the crane on board the river barge. The entire logistics model was built around this specific container, designed by Box2Home. In order for this project to be truly successful, all the stakeholders involved have to be coordinated and involved, whether it be the public partners or the multimodal chain service providers, such as Blue Line Logistics of the Sogestran group.

CM: We have designed an *ad hoc* transport solution, by dedicating and customising a barge fitted with an on-board crane. We have also implemented a specific timetable to operate seven days a week and travel overnight, including back-up plans. The opportunities this contract opened up in the retail and e-commerce sectors were unexplored. As Émilie said, this practice did not exist in the retail sector before! This means we have to consider the constraints of ports and terminals in our operations and include land management, which is a significant change.



What are the next steps?

EC: Our customers are very keen on e-commerce and home delivery services. To further develop this activity, we are building a new distribution centre in Limay-Porcheville, on the banks of the River Seine. The inland waterway solution is fully integrated into our development.

CM: We are ready to provide dedicated and innovative river barges to support IKEA and convince other customers to switch to inland waterway transport. In 2023, we will focus our efforts on creating value with complementary expertise of our own. This approach can be used in combination with ever more environmentally friendly modes of propulsion, developed in-house. For example, a hydrogen-powered boat will be put into service on the River Seine in 2023.

What are the estimated benefits?

EC: This means 12,000 fewer trucks per year, i.e. 300,000 fewer kilometres on the roads. In addition to savings in terms of CO₂ emissions, there are also significant savings in terms of fine particles in Paris, where braking is a significant factor.

CM: One tonne transported by river emits between three and five times less than a tonne transported by road. Not only are emissions reduced, noise pollution and road accident rates are reduced as well.

Céline MANTOUX,
Director of Business
Development at
Sogestran Logistics



A career to suit one's life

Because of the specific expertise involved in our trades, maintaining and developing the skills of our employees is a major challenge for operational excellence as well as for our employee's place in the professional world. Finally, as an employer, we are committed to providing a balanced work schedule.

Our initiatives

In addition to our efforts to improve and foster a safety culture, we have also adopted stringent industrial standards. With regard to maintaining skill levels, we are especially committed to living up to our responsibilities as the leading name in the river transport sector in France, and we train many of the apprentices entering the industry. In the maritime sector, we have a partnership with ENSM, the National Maritime School. More broadly, in 2022, we developed Sogestran University, an e-learning platform that offers a wide range of resources to support our employees' professional growth and careers wherever and whenever they want. A working environment can be made more attractive through teleworking agreements, which allow employees organisational flexibility.

Safety

It is our duty to guarantee the physical and mental well-being of all our employees and partners in the context of the missions assigned to them. They work in challenging and risky environments, particularly when using and handling of hazardous materials.

Honing skills

It is our duty to secure the sustainability, growth and international expansion of our activities by maintaining a wealth of specific skills in the workforce, with utmost respect for their quality standards. As an employer, it is also our responsibility to ensure the employability of our employees.

Working environment

We are committed to maintaining the attractiveness of our organisation and activities, to professional commitment and to inclusion for everyone. We therefore strive to maintain a healthy balance between our employees' professional and personal aspirations.

Sogestran University: continuous learning throughout one's professional life

Sogestran University encompasses the resources and means made available by the Group to enhance the skills of its employees. The 360 Learning platform is a key tool contributing to this approach. It hosts internal and external training courses, available remotely, and is part of a global strategy intended to facilitate and optimise training courses according to different profiles.



A rich library of content

To offer a wide range of content suited to different professional situations, Sogestran has connected the 360 Learning platform to other tools such as LinkedIn Learning.

"We use LinkedIn Learning to offer training for executives on general subjects that we often come across in the course of our careers", explains Angélique CANU, HR Development Manager.

Each employee is given the opportunity to receive training on topics related to management, common computer software or how to work in project mode, at any time since the platform is always available.

Over a hundred contents available in English and French allow employees from all entities to find answers on specific topics.

A pragmatic tool for a large-scale project

The Group launched a major project to reorganise its information system, beginning with the replacement of its financial management software, which had been in place for over 10 years. Implementing face-to-face training and distance learning modules was fundamental to support this major structuring change. Buyers, accountants, management controllers, directors, operations managers, and others benefited from it within a very short timeframe.

Angélique CANU worked hand in hand with Sébastien BORTHEISER, IT Project Manager. *"As the platform's functional specialist, Angélique has a thorough understanding of the tool and its workings. She listens to the needs of the contributing departments in order to define a suitable format and provide us with strategies for implementing the courses, resources and training sessions. In this case, the form is as important as the content!",* explains Sébastien BORTHEISER.

For the latter, the tool is also a good way to reinforce the 'digital maturity' of the teams.

Different ways of participating

The functionalities of the tool, such as uploading videos online, monitoring achievements, together with its user-friendly design, reflect the company's agility and commitment to continuous improvement. It also translates into flexible access and participation modes. Organisers no longer have to worry about a maximum audience or the availability of participants to hold a training session.

"Without this constraint, learners become more autonomous", points out Angélique CANU. *"This solution, which is already available for the sedentary population, will soon be extended to the sailing population via mobile access",* rejoices Angélique CANU.

While distance learning offers greater flexibility, it should not replace face-to-face training sessions altogether. The existence of the platform must not deprive employees of a collective learning dynamic. *"Bringing people together remains essential to maintain our corporate culture and continue exchanging best practices",* points out Angélique CANU. For example, training courses on the 'Role of managers in security' are necessarily conducted face-to-face. On this fundamental topic, the facilitator must be able to answer everyone's questions instantly, for the benefit of all.

More info

The platform will eventually provide a common training base for all employees. Training courses on safety induction are already available, and will soon be supplemented by awareness-raising courses on the transportation of dangerous goods and the Group's various ethical issues.

Working from home: a new organisational model benefiting our employees

An initial agreement was signed in July 2020 by the Inland Navigation division, after which working from home was implemented on almost all of the sites of the Sogestran group. Its implementation included thinking about both the organisational structure and the use of common work spaces in order to maintain corporate cohesion and dynamics.



Corentine PITOIS,
head of Social Affairs
for the Sogestran Group

A new concerted organisation

"Reflection on working from home began at the end of 2019", recalls Corentine PITOIS, Social Affairs Manager for the Sogestran group.

"The whole idea was to have the same basis of agreements for the whole Group. Depending on the size and organisation of the subsidiaries, the agreements were validated by the members of the business and social council or by direct employee vote. So far, everyone has adopted the agreements!"

While working from home is a real breakthrough, it is still not a cure-all: it requires both individual and collective reflection to maintain a fair balance between individual aspirations and team cohesion, but also to keep the company's dynamic alive.

The Sogestran group has defined a framework to allow employees to maintain their direct interactions, whether they are organised or spontaneous: employees must all be present at the same time at least one day a week and may work from home for a maximum of two days a week. Each employee is still entitled to their own workstation on the company's premises and can use it as often as they wish.

It's a FACT OF LIFE



Arnaud RAMPAL
responsible for new buildings in the Group's technical department

Arnaud RAMPAL and his three project managers are often required to travel to the shipyards where the fleet's new ships are being built, whether it be in Romania, Turkey, the Netherlands, Spain, etc. *"I have been 'geographically single' for professional reasons since 2015. Working from home has improved my life: except for when I have to go on site to monitor the work progress, I now work two days a week from home, which means I can take my daughter to school and share more time with my family. In terms of management, I find that working from home has no particular impact on the way we perform our tasks. I feel confident working with my team and we have a fixed day each week for reviewing our files together."*



Sylvie PAGÈS
HR assistant working in the CFT Rhône subsidiary, working remotely one day a week

"For me, it has had a positive impact. First of all, I see it as a very valuable working time, suitable for tasks that need to be carried out in peace and quiet. sWhen I am at home, that is often when I handle the variable payroll elements that require concentration and attention. It is also a factor of empowerment: by accepting a request to work from home, managers demonstrate how much they trust their employees. Finally, from an environmental point of view, working from home means less commuting and therefore less CO₂ emissions. I save a total 40 minutes of car travel every week"

An asset for employees and the Group

The Group's recruiters now highlight this organisational advantage when interviewing candidates. It helps build a sense of loyalty among 'nomadic' employees whose professional lives are punctuated by frequent travel. Working from home is a way of making up for having to spend so much time on business trips by spending more time at home with their families.

More info

The purchase in 2022 of premises in Paris and their renovation in 2023 will enable teleworkers as well as employees from the various entities located in Europe and throughout France to meet face-to-face for productive meetings.

The Group's golden rules: allies in our safety culture

Sometimes called 'cardinal rules', 'fundamental rules' or 'life-saving rules', golden rules are safety rules aimed at preventing major risks in the company. These rules are intended to save lives and must never be circumvented. In order to be as close as possible to the reality of the field and to the Group's objectives, various stages were necessary to define these golden rules:

Step 1:
building teams

It was essential that all trades and employees be represented. This is why the Inland Navigation, Maritime and Industry Services divisions appointed one or more representatives to speak on behalf of the field, which is essential to ensure that everyone's constraints are taken into account. Directors, operators, QSE and HR managers and sailors were all able to express their opinions and thus contribute to the drafting of this common framework.

Step 2:
identifying our white sharks!

White sharks, in safety, are major risks for employees. Falling from heights, working in confined spaces, falling objects, etc. are risks that can be fatal. Identifying them to better address them was therefore crucial.

Step 3:
agreeing on the rules

Combining operational requirements, customer satisfaction and the health and safety of employees is no easy task. But after 70 hours of working group discussions, we reached a consensus. A set of nine golden rules common to all our trades was adopted. Each trade can add three to four specific golden rules to suit their own specific needs.

Step 4:
deploying them to adopt them

A film featuring the words of the Management Committee and the CEO has been made to demonstrate how significant this issue is for the Group. The Inland Navigation and Maritime divisions have already defined their specific rules. The Industrial Services division will define them at a later stage. 2023 is the year of deployment.

GOLDEN RULES for our health & safety



SAFETY CULTURE	1	I am responsible for my own health and safety	2	I am responsible for the health and safety of others (colleagues, subcontractors, etc.)	3	I stay alert and ensure my team is alert		
	MANAGING HIGH-RISK	4	In a high-risk situation, I STOP and a risk analysis is carried out	5	I can respond appropriately in an emergency situation	6	I do not bypass an alarm, safety barrier, LOTO system or any safety system	
		RULES IN HIGH-RISK ZONES	7	I never enter a confined space without appropriate measures and without a work permit	8	I observe specific rules for ATEX (explosive atmosphere) zones	9	I protect myself against the risk of falls from height
INLAND WATERWAY WORKING RULES			10	I always wear a life jacket	11	I check navigation conditions before casting off	12	I observe the specific rules for mooring and lashing areas
	MARITIME WORKING RULES		10	I wear protection appropriate for the weather conditions	11	I protect myself from falling objects	12	I observe the specific rules for mooring and manoeuvring areas

Our place in society

Our long-term vision encourages us to focus on maintaining quality and loyalty in our relationships with our stakeholders. We also support the development of the regions where we carry out our activities. We are particularly involved in professional organisations as a way of playing a role in society. We are also involved in sponsorship initiatives in a variety of areas.

Our initiatives

Since 2013, we have been supporting the Normandy Elite Team, a structure that supports young Norman athletes in competitions recognised by the French Sailing Federation. We are also involved in youth training. Other actions are conducted in favour of bridging the digital divide, humanitarian actions and medical research.

Institutional involvement and local roots

We contribute through our activities to the economic dynamics of the regions where we operate. We are also actively involved in professional organisations.

Business ethics

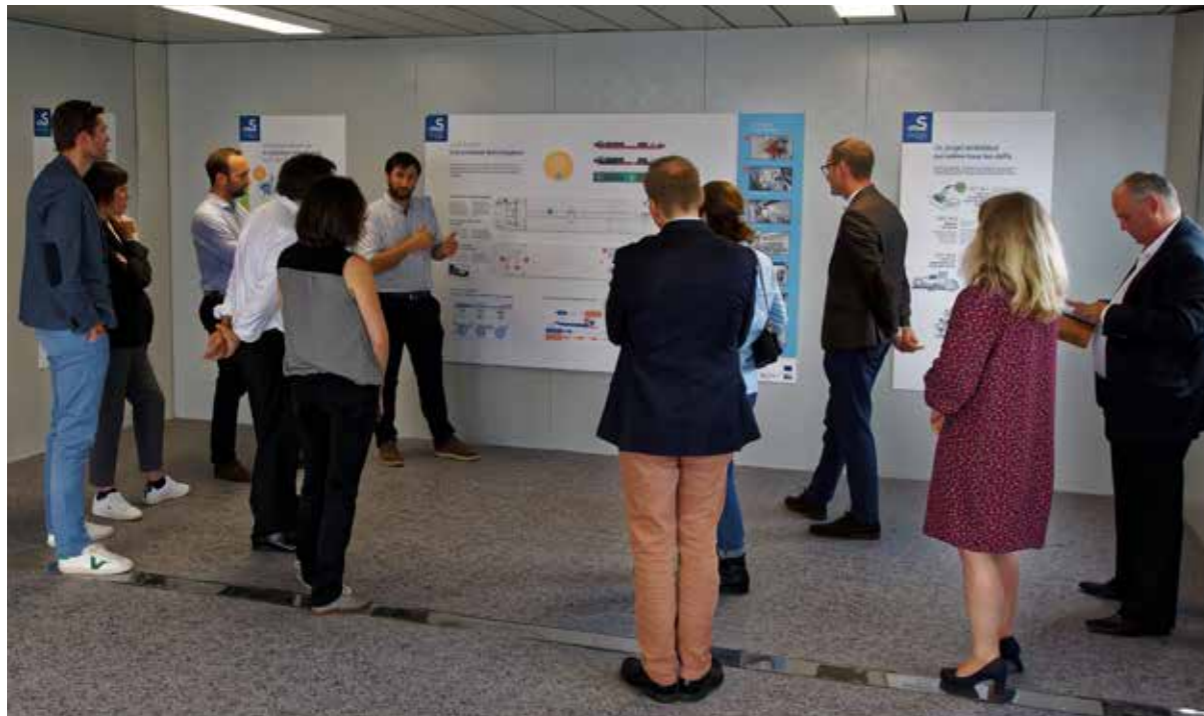
We are committed to tackling anti-competitive practices as well as preventing and detecting all forms of corruption. We have formalised a Compliance policy which has been adopted by all employees.

Sponsorship and partnership

In 2022, together with Seafrigo, we had a Class40 boat built for the Normandy Elite Team sailors. We are funding the renowned developer incubator École 42, a unit of which has just opened in Le Havre. Because we value pedagogy, we have organised an exhibition to present the hydrogen propulsion technology as ZULU 06 is preparing to leave the shipyard.

A dedicated exhibition designed to explain, explain and explain again!

The ZULU 06, the first hydrogen-powered freight barge in Europe, has been on show in Le Havre since June 2022. The exhibition located near the barge under construction recounts the development and interest of this future-oriented technology.



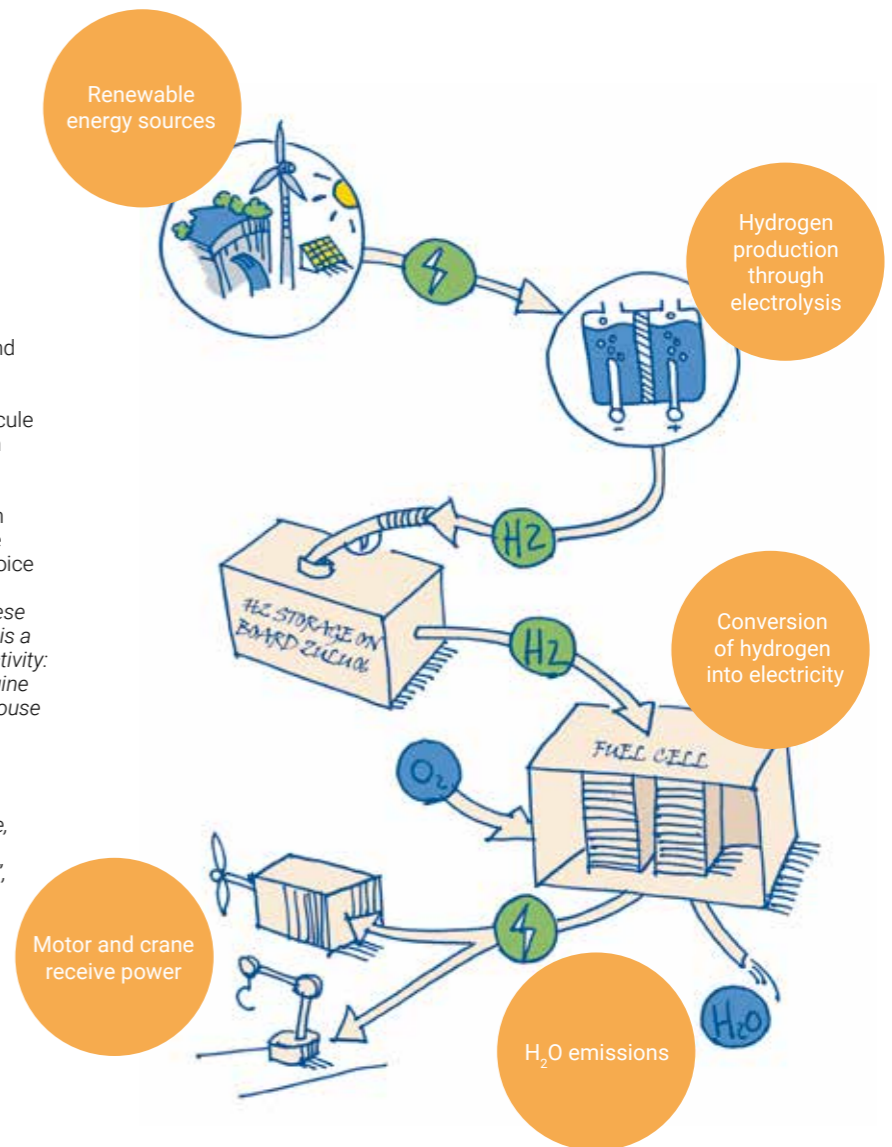
A self-propelled barge fuelled by green hydrogen

The ZULU 06 is the result of the European FLAGSHIPS project, involving nine partners hoping to accelerate the energy transition in inland waterway transport. "Sogestran, one of Europe's leading shipowners, has a duty to be paradigmatic, forward-thinking and therefore to lead the way", claims Matthieu Blanc, Director of the Inland Navigation division. Several strong choices shaped the project. Firstly, the choice to use hydrogen, a molecule that is abundant on earth but which must be isolated to be usable. Then, the choice to produce this gas from electricity originating from renewable sources - this is what we call 'green hydrogen'. Finally, the choice to store the hydrogen on board the boat to ensure its autonomy. "All these parameters combined, the ZULU 06 is a major lever for decarbonising our activity: the hydrogen powers an electric engine which does not produce any greenhouse gas emissions", confirms Matthieu BLANC.

"We have been trying to reduce our fuel consumption for a long time, but nowadays, with global warming, the issue has a whole new meaning", explains Matthieu BLANC.

Different pedagogical approaches

The exhibition, which was initially intended for the Group's employees, is now open to a wider range of audiences: high school students, junior engineers, schools (CFANI, ISEL), hydrogen technicians, customers and prospects, or institutional partners (HAROPA Port, VNF). "We wanted to explain how this new technology works, its constraints, its potential, our solutions for a more virtuous urban logistics", explains Steve LABEYLIE, head of Institutional Relations and Innovation. Seeing the boat under construction also provides visitors with tangible elements.



"It makes it easier for them to visualise the boat! Besides the size of the barge, people can actually see how the equipment is gradually fitted on board, especially the fuel cells" clarifies Steve LABEYLIE. Although it is very promising from an environmental point of view, this technology is still costly. This too needs to be explained.

More info
 The Group's Technical division has chosen to be supported by Arianespace, which has been using hydrogen propulsion in space travel for a number of years.

Getting involved in society

Sogestran works to promote regional development, training for young people and bridging the digital divide. The Group is also involved in a humanitarian aid project in Togo and in a solidarity project intended to further medical research.

Action no. 1 The establishment of École 42 in Le Havre

€35,000
annual grant that the Sogestran Group has pledged to École 42 for three years

École 42, the prestigious developer incubator created by Xavier NIEL, is moving to the Le Havre-Normandy Campus. Approached by the city's mayor, Edouard Philippe, to contribute financially to the opening of this unit in April 2023, Sogestran signed a three-year partnership agreement with the institute, representing €35,000 per year.

"Our Group is very proud of Le Havre and its region and is committed to promoting its influence. By helping École 42 get established in our region, we are directly participating in its development and promotion", says Jean-Pierre ROUS, the Group's Human Resources Director, who is a member of the École 42 Board of Directors in Le Havre.

Confronted with a shortage of skilled workers in the field of information technology, the Group is delighted to have a renowned school offering training in the field of information technology. *"We need data experts to process the data we collect, optimise maintenance operations, manage shipping routes, protect our information systems from hacking attempts, reduce costs and even our carbon emissions",* adds Jean-Pierre ROUS.

Sogestran's participation is likely to evolve and take various forms. The Group intends to welcome trainees and apprentices from 2024 onwards and even to expand the educational programme by submitting subjects, concrete cases, for the students to work on.



Action no. 2 Lending a hand to Web Solidarity, a multi-faceted commitment

Sogestran, which renews one fifth of its IT equipment each year, signed a partnership agreement with Web Solidarité in 2021. This Le Havre-based association formats computer equipment and teaches people in difficulty, people in social rehabilitation or people living in senior facilities how to use it.

In 2021, the Group donated 40 computers to the association and in 2022, six copiers. According to Vincent MILLET, Director of Information Systems, this commitment helps bridge the digital divide in the region. It also offers a second life to equipment that has been decommissioned from the company and an opportunity for employees to buy back their formatted workstations for their personal use for a small fee paid to Web Solidarité.

Following this first partnership, Sogestran became involved in a humanitarian mission organised by Web Solidarité for Togo.

"In 2022, Logi PS purchased a 40-foot container to transport medical and hospital equipment collected by Web Solidarité from the Lyons club as well as 40 computers to equip schools in Lomé", explains Vincent MILLET. *"We covered all the costs, the container and the transport, as we have no sea routes to Togo. The container arrived on 5 November 2022."*

40 computers
donated to the association

Action no. 3 Helping defeat childhood cancer by supporting Imagine for Margo

Supporting Imagine for Margo an association dedicated to fighting childhood cancer, Sogestran-Seafrigo skipper Cédric CHATEAU convinced his sponsors to display the logo of the association on the sails of the boat. Eager to go further, Sogestran has decided to mobilise its teams in 2022 by organising a three-month sporting challenge. Sogestran paid 30 cents for each kilometre that its employees walked, ran or cycled. A total of €2,855.75 were donated to Imagine for Margo, and will be used to fund research programmes aimed at defeating the disease and increasing the life expectancy of those affected by it.

136 registered
1,450 races



Driving Norman sailing talent further and further afield

Based in Le Havre since it was founded in 1948, Sogestran is proud of its local roots as much as its openness to the world. Well aware of how much it benefits from the facilities and attractiveness of its region, the Group is committed to contributing to its influence. The creation of the Normandy Elite Team in 2013 meets its philosophy and its sponsorship ambitions. This is how the CAFE project was born.



At the heart of the project: the construction of a Class40 boat

Between 2022 and 2023, together with Seafrigo, the Group has been funded and orchestrated the construction of a Class40¹ boat, which will be made available to the Normandy sailors this year. "Sogestran's Technical division has been involved in the design of the barge and has been working on its energy production systems, which must be as green and cost-effective as possible", explains Christophe THEBAUD. The boat is built in France by JPS Production. The launching of the new boat will take place during the Transat Jacques Vabre race, which will start on 29 October 2023 in Le Havre.



Supporting Norman sailing around a community of values

Cédric CHATEAU and Francis LE GOFF, respectively coach and manager of the Normandy Sailing League, founded the Normandy Elite Team in 2013, a structure to support their young Norman athletes in competitions recognised by the French Sailing Federation. "Before that, the young people that we were training were leaving to complete their training elsewhere. We wanted to create a local channel of excellence", confides Cédric CHATEAU. The support is rather oriented towards athletes who are experiencing difficulties in their career and not towards Class A sailors, who already benefit from a lot of support. "This project immediately won our support. It offered support to young people from Normandy, involved in a water sport and promoted an approach of excellence", says Christophe THEBAUD, Vice-President of Sogestran.

A multitude of means deployed and special moments

Participation in the Transat Jacques Vabre 2021 actively mobilised the teams. A Communications Manager is recruited to manage the stands, produce the information materials to be displayed and handed out, issue regular newsletters and run events to create a collective and unifying spirit. Many employees volunteer to run the stands and help with these sporting events. Competitions are organised to win discovery days, such as in November 2022 on the Route du Rhum in Saint-Malo.

The winners were able to visit the site with the customers. Spending a day together allows for a better understanding of Sogestran's commitment and values while creating a strong sense of belonging that is important for one's professional life.

A federating nautical adventure for the Group's teams

The CAFE project is also implemented internally with a virtual regatta, a competition with prizes up for grabs. All employees can compete, either as a team or solo, in the Transat Jacques Vabre and the Route du Rhum, and experience the thrill of the real-life racers, whom they all encourage in unison! Employees and their families can visit the Class40 boat, which brings together members of all the entities in a fan club created by Sogestran.



¹ - The 'Class40' is an ocean-going monohull racing and cruising boat which is 40 feet long (12.19 m).

Did you know?

The CAFE project is an acronym based on the initials of the Group's values: **con**fiance (trust), **agi**lité (agility), **fi**erté (pride), **eng**agement (commitment).

A wide variety of initiatives

Our CSR policy reflects the aspirations and concerns of our employees. Our policy drives community engagement, and each employee contributes at their own level to expand on the actions of the Group. This has resulted in a great variety of initiatives carried out locally, which we welcome and encourage. Here is a selection.

Environmental challenges

Redrafting of the CSR report to use less ink and thinner paper, and to check the origin of raw materials.

Revised car policy by de-listing diesel vehicles and increasing the budget for the purchase of hybrid vehicles by 15%.

Extending the life of vehicles by two years in order to reduce our impact on the environment over the entire life cycle of the vehicle.

People Management

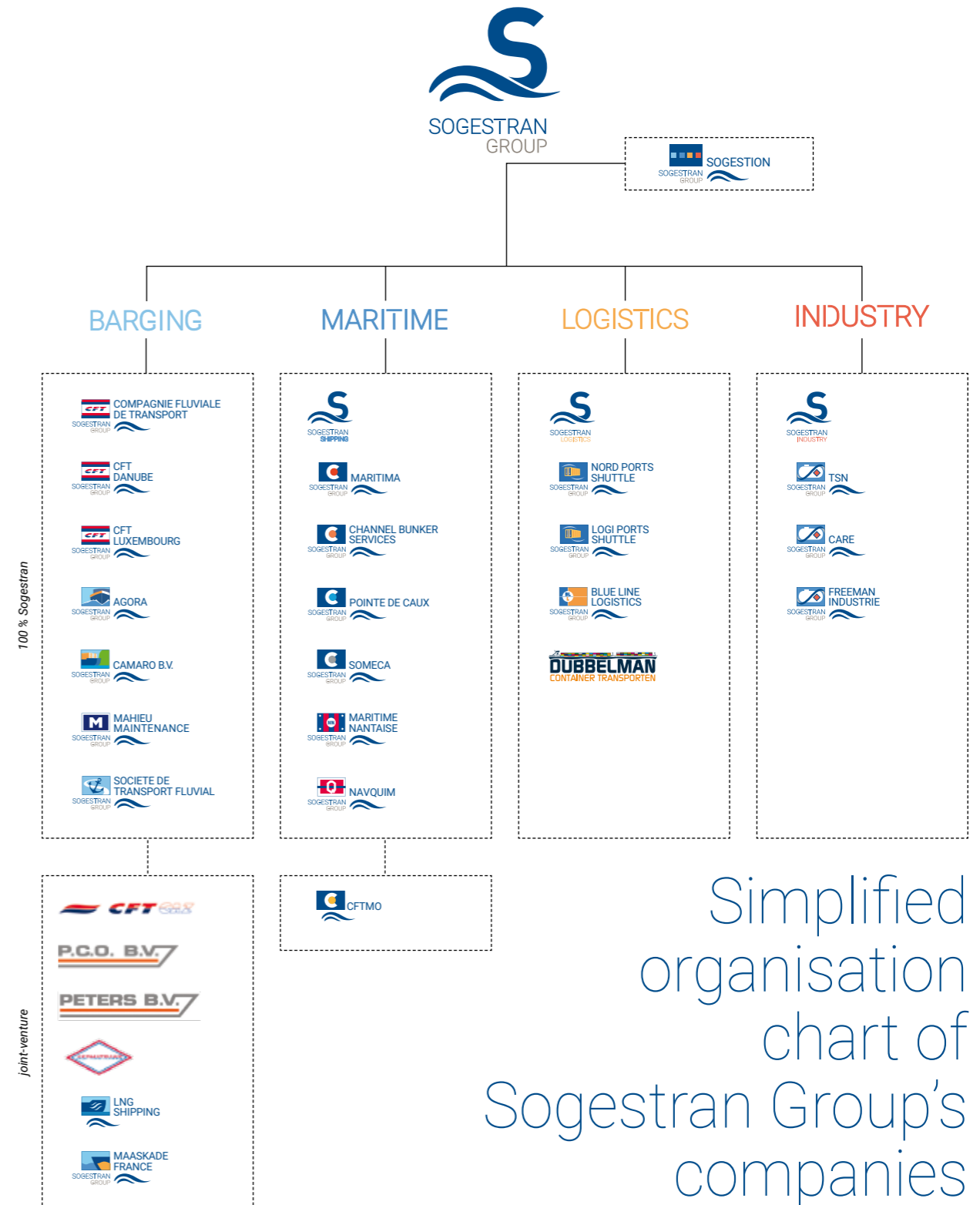
Highlighting the talents of our employees. Most of the illustrations in the 2022 CSR report were designed by Mathieu ANTIN, Marine Superintendent at Maritima. Thanks to him!

Implementation of an outdoor dining area at CFT Seine with plants and flowers from a local nursery producing all the plants within 20 km of the site.

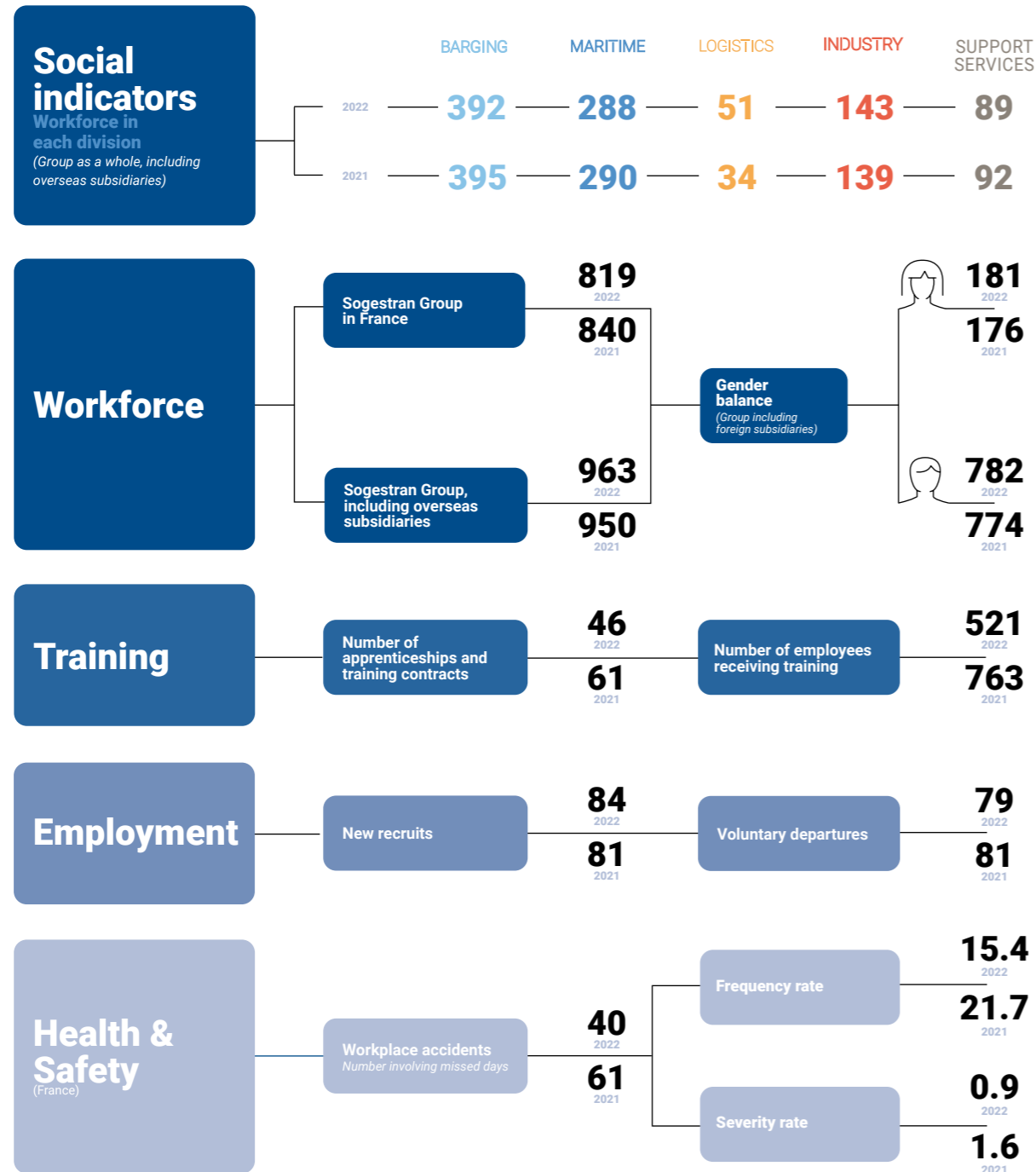
Implementation of several workshops to promote healthy living at work within the Compagnie Maritime Nantaise, including zumba, nutrition and yoga classes, etc.

Societal challenges

Collection and delivery of clothes, toys, blankets and medicines via our partner Seafrigo at the outbreak of war in Ukraine.



Social indicators



Environmental indicators

