

# YOU DRIVE WE CARE

 FRAIKIN  
2023  
CSR REPORT





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# 2024

## Combining durability and performance

Dear teams, partners and clients,

Fraikin is reinforcing its roles as a leading name in industrial and commercial vehicle rental by incorporating concrete solutions into its business practices to respond to the environmental, social and governance challenges we're currently facing.

This report has been put together to show our dedication to helping to build a more sustainable future. Fraikin is committed to an in-depth transformation of its business model to tackle current and future challenges:

**In environmental terms**, we've taken concrete measures to reduce the emissions generated by our fleet of vehicles with combustion engines. Our future fleet will embody this vision of greener and more innovative mobility, particularly through the launch of our Green My Fleet offer, the development of our digitalisation strategy (NeXa), and training our teams in maintaining new engine technologies.

We have also consolidated our partnerships with renewable energy providers. We've demonstrated our determination to preserve natural resources through our work to support the circular economy with part recycling initiatives.

**In social terms**, we've set up an ambitious policy for occupational health & safety with a "zero accident" goal. Moreover, training and skill development along with promoting diversity and inclusion are key foundations for our HR strategy, helping to make sure that our employees have a work environment where they can thrive and progress.

**In terms of governance**, we've reasserted our high standards for transparency and good ethical conduct. Fraikin undertakes to comply with the strictest standards relating to compliance and risk management with enhanced control measures.

IN this regard, the new European legislative framework stipulated through the CSRD (Corporate Sustainability Reporting Directive) presents us with a unique opportunity: going beyond simple compliance, the CSRD is a leverage point that will help us to combine our corporate social responsibility with sustainable performances.

We believe that Fraikin's future depends on our ability to anticipate changes in our sector whilst remaining loyal to our values of integrity and transparency.

Thank you to each and every one of you for your support and commitment.

Happy reading!

Yves Pétin  
CEO of the Group



**“An in-depth transformation to respond to current and future challenges”**




# A business model built around the 3 lives of vehicles

RELIABILITY	RESPONSIBILITY	LEADERSHIP	EXPERTISE
SOCIETAL & TRANSITIONAL CHALLENGES	CLIMATE & ENVIRONMENTAL CHALLENGES	REGULATORY & ECONOMIC CHALLENGES	

## RESOURCES

**CLIENTS**  
**11,200 clients**  
**7 key markets**  
Transport & logistics - Construction & civil engineering  
Environment - Trade & distribution Health - Public authorities  
Chilled goods & agri-food

**WHERE WE OPERATE**  
**10 countries**  
France, United Kingdom, Belgium, Luxembourg, Switzerland, Germany, Italy, the Netherlands, Spain, Poland

**INFRASTRUCTURE**  
**60,000 vehicles**

- 54,600 operated outright
- 5,400 in fleet management

Dry, chilled, hydraulic, special.  
**118 rental hubs**

## ASSETS

**TALENTS**  
**3,150 employees**

- 280 sales agents
- 975 technicians

Support roles: research, finance, procurement, CSR, innovation, HR  
Fleet management and operations  
Management roles  
In-house research department:

- 18 engineers
- 7,000 research projects completed

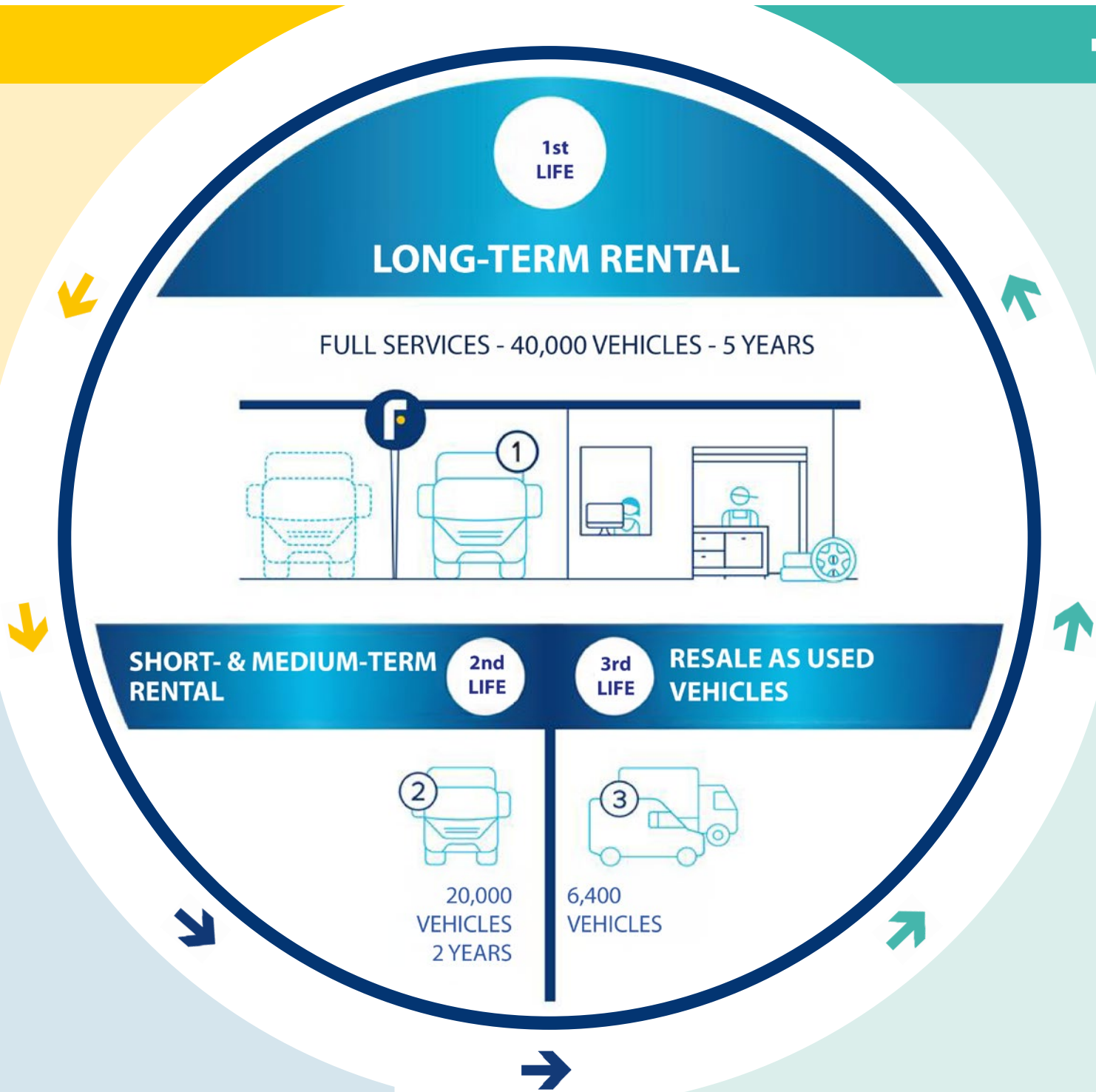
**ECOSYSTEM**  
**Decarbonisation Business Partners**

- Fuel supply & biofuel
- Electric charging point
- Asset: Last mile

**Institutional Partners**

- Transport and logistics federations
- Energy authorities
- Regional authorities
- In all countries

**SUPPLIERS**  
Chassis & pneumatics - Cold & dry Equipment - Semi-trailers



## ADDED VALUE GENERATED

**FOR OUR CLIENTS**  
**Full Services**  
Rental - After-Sales Service - Insurance Replacement  
**Additional services:**

- Fleet management (maintenance, upkeep, rental with driver)
- Digital (route planning management, telematics, BtoBtoC rental management)

**Consulting: Fraikin Business Solutions**

- Fleet audits
- Business development

**ISO 9001: Spain, France, Italy, United Kingdom**

**FOR THE ENERGY TRANSITION**  
**Innovation**

- Energy Transition
- Fraikin Lab
- Carbon compensation: My Planet avec Wenow

**Consulting: Fraikin Business Solutions**

- Fleet plan
- Optimisation
- Technological choices
- Coq Bleu: innovation
- Giraudon bodywork

**ISO 14001: Spain, Italy, United Kingdom**

**FOR OUR EMPLOYEES**  
1,957 training courses completed  
14% women in the network  
51% women at head offices.  
92/100: EGA PRO index  
95% permanent contracts  
**Great place to work:**  
6 countries out of 8 eligible  
**ISO 39001: Spain**  
**ISO 45001: Spain, United Kingdom**

**FOR THE COMPANY**  
**Training: Fraikin Safety Academy**

- Getting to grips with alternative vehicles
- Eco-driving

**100% OF the Procurement team trained in sustainability**  
Responsible Procurement Guidelines  
Code of Ethics and Anti-Corruption  
Code of Conduct



# Governance in the age of the digital transition

The new Comex team (Executive Committee), which was appointed in 2022, set up a Legal, Compliance, Audit and Quality Department and a Digital Strategy Department. In 2023, digitalisation took centre-stage for the Group’s strategy, identified as a major tool for the ecological transition set to take place over the coming years.



## MAINTENANCE

EDWARD BREEDVELD

Chief Digital Officer

**You joined Fraikin in late 2022, tasked with taking over the reins of the digital strategy and joining the Comex. How is digitalisation strategic for Fraikin? How can it be used to support the Group’s environmental transition ?**

Digitalisation is a cornerstone for Fraikin’s strategic vision. The development of NeXa is a central part of our digital strategy. This unified digital platform brings together all of the information relating to vehicle management and makes it accessible. A platform designed to benefit our clients, our drivers, our workshops and the support teams, as well as to enhance efficacy, transparency and satisfaction for our clients. From a strategic point of view, NeXa perfectly aligns with Fraikin’s long-term goals in relation to decarbonisation and delivering

top-tier service to our clients. Whilst we help our clients to get ready for the future of transport, it’s absolutely essential that we provide the tools and information needed to achieve our mutual decarbonisation goals. A solid digital strategy bolsters these efforts by allowing us to equip all vehicles with telematics, which provide valuable information on how the fleet is used and how it is performing. Digitalisation also offers us a major competitive edge. By drawing on telematics, we can offer clients information that will help them to save fuel, reduce emissions, and identify the best alternative-energy solutions for their fleets. Moreover, promoting safer and more eco-friendly driving practices also improves the health and safety of our clients’ employees.

**What initiatives were carried out over 2023 for this digitalisation?**  
We took on multiple key initiatives. The biggest project was the design and development of

NeXa. This project has now reached the rollout phase in Fraikin’s operating countries, starting with Benelux, and its deployment in France is planned for later in the year. We’ve also created a mobile app for drivers which is set to launch in 2024. This app will boost their capacity to efficiently use new services and support systems for electric vehicles (EV). The collaborative approach has been crucial throughout this process. We’ve worked alongside our clients and Fraikin experts to put together our digital road map. These various contributions guarantee that our digital solutions are both comprehensive and aligned with the needs of all users.

**When NeXa is fully up and running, which services and data feedback features will it enable for the transition?**  
NeXa will offer our clients a comprehensive and unique range of services, all of which

have been designed specifically to enhance fleet management and support the ecological transition: detailed, real-time information on vehicles, maintenance forecasting, invoicing management, etc. NeXa will also collect many items of data on daily fuel consumption, emissions, vehicle performances and driver behaviour. This valuable data will allow clients to improve their environmental efficiency. We’re also using AI to predict maintenance requirements and to support the transition to vehicles that run on alternative fuels. Our aim is to help clients get ready to use electric and hydrogen vehicles by analysing how they currently use their fleet and identifying the best opportunities for conversion. We’re also proud to host the servers for the NeXa platform in one of Europe’s only entirely sustainable and carbon-neutral data centres. Our digital strategy, which is centred around the NeXa platform, is not only strategic for improving operational efficiency and the service delivered to our clients, but it also plays a critical role in Fraikin’s commitment to environmental sustainability and contributing to the transition for a greener future.

“ **Digitalisation is a cornerstone for Fraikin’s strategic vision** ”

“ **we’re helping our clients to get ready for the future of transport** ”

# 2023 highlights



**6 countries certified out of 8 eligible**

Great Place to Work

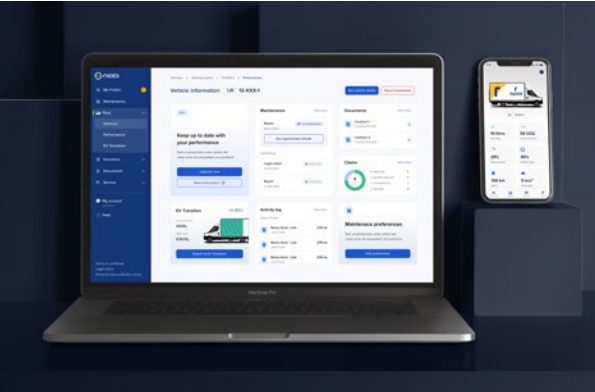
## 1 new disability agreement

- 3 years
- Cap Emploi partnership
- “Schools & Disability Relations” agreement
- Mission Handicap team

## 232 participants in the driving agreement

Road risk prevention & Eco-driving with simulators

**95% of rental hubs multi-brand/multi-energy** trained in maintaining all types of vehicles.

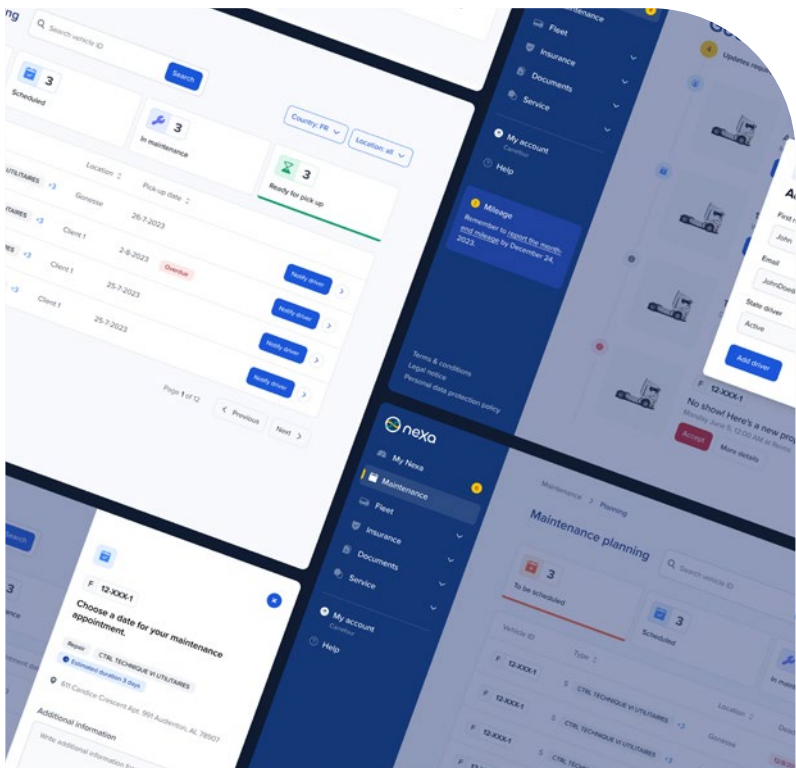


**NeXa Mobility Platform**  
fleet management platform  
1<sup>st</sup> rollout of the pilot project in Benelux, late 2023

- Onboard telematics
- Real-time maintenance
- Contract tracking
- Single point of contact

### NeXa: the integrated fleet management solution

This all-in-one platform has been designed to facilitate client operations and reduce their environmental impact (lower fuel consumption, alternative energy, etc.). We’re currently working on the development of the mobile app for drivers and the geolocation of charging points for electric vehicles. Launched in 2023, the rollout across the entire Group is planned to be completed by 2027.



Launch of the **Green My Fleet** offer in November 2023



- Cultural integration
- Fleet diagnostics
- Recommendations
- Change support
- Active monitoring

### Green My Fleet: supporting clients on the road to decarbonisation

Supported by Fraikin Energy Transition, this global approach ranges from cultural integration with CSR challenges associated with the vehicle fleet to supporting the rollout of decarbonised fleets. This includes mapping and diagnostic phases for the fleet in circulation, along with decision-making support and recommendations, aligning with clients’ regulatory and strategic challenges. This offer is built on monitoring, both in terms of regulations for new developments in the vehicle sector and client experience feedback.





# 2023 ESG road map

In 2023, Fraikin set the following goals for environmental impact reduction actions, social impact improvement actions, and governance actions:

Environmental impact (E)	Social responsibility (S)	Governance (G)
<p><b>REDUCING THE FLEET’S ENVIRONMENTAL IMPACT</b></p> <ul style="list-style-type: none"><li>• <b>Reducing the emissions generated by our combustion-engine vehicle fleet:</b></li><li>- Reducing emissions associated with fuel consumption and fugitive emissions of refrigerants (Carbon Audit — Partial Scope 3).</li><li>- Partnerships to accelerate our energy transition (renewable energy suppliers, vehicle control solution, etc.).</li><li>- Eco-driving training: reducing CO2 emissions and fuel consumption.</li></ul> <li>• <b>Progressively decarbonising our vehicle fleet</b></li> <li>- Launch of the Green My Fleet offer: a support service developed for decarbonising client fleets.</li> <li>- Launch of the development of the digitalisation strategy (NeXa): real-time exchange between the eco-systems stakeholders (lorry, technician, clients, etc.) for more efficient fleet management, supporting the ecological transition.</li> <li>- Adapting the network: training teams in maintenance for new engine spec technologies.</li> <p><b>REDUCING OUR NETWORK’S ENERGY CONSUMPTION</b></p> <ul style="list-style-type: none"><li>• Reducing emissions associated with energy consumption (electricity and gas).</li><li>• Acquiring a supply of green energy and producing renewable energy.</li><li>• Waste management.</li></ul> <p><b>CIRCULAR ECONOMY AND PRESERVING RESOURCES</b></p> <ul style="list-style-type: none"><li>• Continuous progress of recycling parts (pneumatics, battery particle filters, etc.).</li><li>• Opting for suppliers with better CSR maturity.</li></ul>	<p><b>WORKING CONDITIONS</b></p> <ul style="list-style-type: none"><li>• Occupational health and safety: “zero accident” policy and prevention of accidents, occupational illness and psychosocial risks.</li><li>• Well-being in the workplace: implementation of the “Great Place to Work” method for a better employee experience and improved quality for the working environment (including remote working).</li><li>• Regular and constructive dialogue with union organisations and staff representatives (annual negotiations, supporting retirements, etc.).</li></ul> <p><b>TRAINING AND SKILL DEVELOPMENT</b></p> <ul style="list-style-type: none"><li>• Talent management: better talent retention thanks to mobility systems and good support for career progression.</li><li>• Access to training: improved access to training, namely created and maintained through an e-learning platform.</li></ul> <p><b>DIVERSITY AND INCLUSION</b></p> <ul style="list-style-type: none"><li>• Promotion of gender equality and combatting any form of discrimination (age, gender, disability, race, sexual orientation).</li><li>• Inclusion of individuals with disabilities: Promoting the employment and integration of individuals with disabilities (Mission Handicap).</li></ul> <p><b>SOCIAL AND COMMUNITY IMPACT</b></p> <ul style="list-style-type: none"><li>• Supporting local communities through collaborations with non-profit organisations, supporting foundations (health research) and collaborating with ESATs (career support services for individuals with disabilities).</li></ul>	<p><b>ETHICAL CONDUCT</b></p> <ul style="list-style-type: none"><li>• Implementation of an ethical code and an anti-corruption policy in all countries where the Group operates, namely with mandatory annual training (in France) and an annual campaign to declare the absence of conflicts of interest.</li><li>• Reinforcement of the whistleblower protection mechanism for reporting governance violations and ensuring compliances within subsidiaries and with service partners.</li><li>• Incorporation of an ethics and anti-corruption clause into our contracts with business partners.</li></ul> <p><b>CSR TRANSPARENCY</b></p> <ul style="list-style-type: none"><li>• Publication of annual reports, complying with European standards (e.g. DPEF (Extra-Financial Performance Statement), preparation for the CSRD, etc.) and publication of key performance indicators (KPIs) on environmental, social and governance impacts in CSR Reports.</li><li>• Extension of Comex responsibility to CSR challenges.</li></ul> <p><b>DATA PROTECTION AND CYBERSECURITY</b></p> <ul style="list-style-type: none"><li>• Improvements to the cybersecurity defence system and GDPR compliance.</li></ul> <p><b>INCLUSIVE GOVERNANCE</b></p> <ul style="list-style-type: none"><li>• Improved representation of women on the Comex (Executive Committee) and Codir (Management Committee).</li></ul>

\*ESG: Environment / Social / Governance


# CSR officers and certifications, strategic leverage for our impact

Fraikin has created a network of officers within each Group subsidiary. This network helps to anchor corporate social responsibility’s place in our overall strategy, at each and every level, and contributes to responding to the regulatory and societal challenges that we’re facing. Certifications further bolster this work and provide validation for the Group’s commitments.



**Anaïs BENTOLILA**  
Group CSR Manager  
*“As a Group Manager, I’m determined to anchor CSR in our work and showcase our social, environmental and governance commitments at every level of our company. Our ambition is to go above and beyond regulatory requirements, to get both management and the entire network working together, and to promote voluntary initiatives that will boost our positive impact. In this sense, the CSRD presents us with a brilliant opportunity to turn CSR into a strategic and sustainable leverage point that can generate value for all!”*




**Jean-Michel DOMERGUE**   
General Manager  
*“Aware of the current challenges, Fraikin Switzerland is incorporating concrete actions into its work to reduce its environmental impact, particularly through the optimisation of client fleets, and by promoting renewable energies and cleaner technologies, like electric vehicles. In 2023, we set up a working condition improvement plan, which has manifested in new office spaces, just to name one example.”*



**Frederique VAN NULAND**   
HR and Facilities Director  
*“We’re committed to assuming our corporate responsibility by offering opportunities for growth and well-being for our employees, and sustainable products and services for our clients. We’re working together to create a better future for all.”*



**Katarzyna FIRLONG**   
HR Manager  
*“CSR plays a key role in business development, connecting their activities with social, environmental and ethical practices. This not only allows for positive impacts on the environment to be maximised, but it also enables us to forge long-lasting relationships with clients and partners.”*



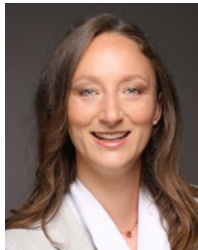
**Jacinta NORRIS**   
ESG Director  
*“By integrating sustainable development into its strategy, the company has bolstered its relationships with stakeholders, fostering conditions conducive to long-term growth. This has created a positive, motivating culture for employees, whilst also fulfilling ethical obligations and contributing to a more sustainable world.”*



**Alex PIZARRO**   
Director of Strategy and Development  
*“CSR is not just a legal obligation, but a business philosophy that helps to improve society whilst also supporting sustainable growth for FRAIKIN. The notion of “there is no Planet B” reminds us of the importance of actively working together to create a safer and more sustainable world, both for us as individual and for the company as a whole.”*



**Ilaria PIAZZA**   
Executive Assistant  
*“Ever since its creation, Fraikin Italia has been committed to reducing and eliminating the negative impacts of its activities on the environment and on society. Thanks to its solutions, the company is able to generate both social and economic benefits, reinforcing its sustainable and responsible approach.”*



**Mara GRAZIADEI**   
Supply Chain  
*“I’m proud to be doing my bit as part of the Fraikin CSR team, which is working day in and day out to build a sustainable future whilst guaranteeing a safe and inclusive environment for each and every Fraikin employee.”*

## Our certifications



**Great Place to Work:**  
Poland, Spain, Switzerland, Germany, Italy, Belgium, Netherlands, Luxembourg

**ISO 9001:**  
Spain, France, Italy, United Kingdom

**ISO 14001:**  
Spain, Italy, United Kingdom

**ISO 39001:**  
Spain

**ISO 45001:**  
Spain, United Kingdom



# PILLAR 1



## Reducing greenhouse gas emissions associated with transport is a major challenge in Europe.

Measuring Fraikin's impact highlights that the essential work to be done lies in the fleets under long-term rental by its clients (scope 3, France). Plus, in order to progress in the energy transition, Fraikin is conducting research for its clients, finding the most efficient decarbonised solutions for each use, both ecologically and economically. To do this, the Group is drawing on the independence of its expertise, training its workshop teams in maintaining low-emission vehicles, and taking note of all of the solutions that facilitate the large-scale deployment of decarbonised fleets. The Group is continuing with its commitment to reducing its carbon footprint by focusing on improving circularity.



**AT LEAST 90%**

of Fraikin's emissions come from its scope 3, which are greenhouse gas emissions produced by the use of vehicles in the Fraikin fleet.



**85%**

of our rental hubs in the Fraikin network are trained in maintaining electric vehicles.





# 2023 greenhouse gas emission audit

## (French scope)

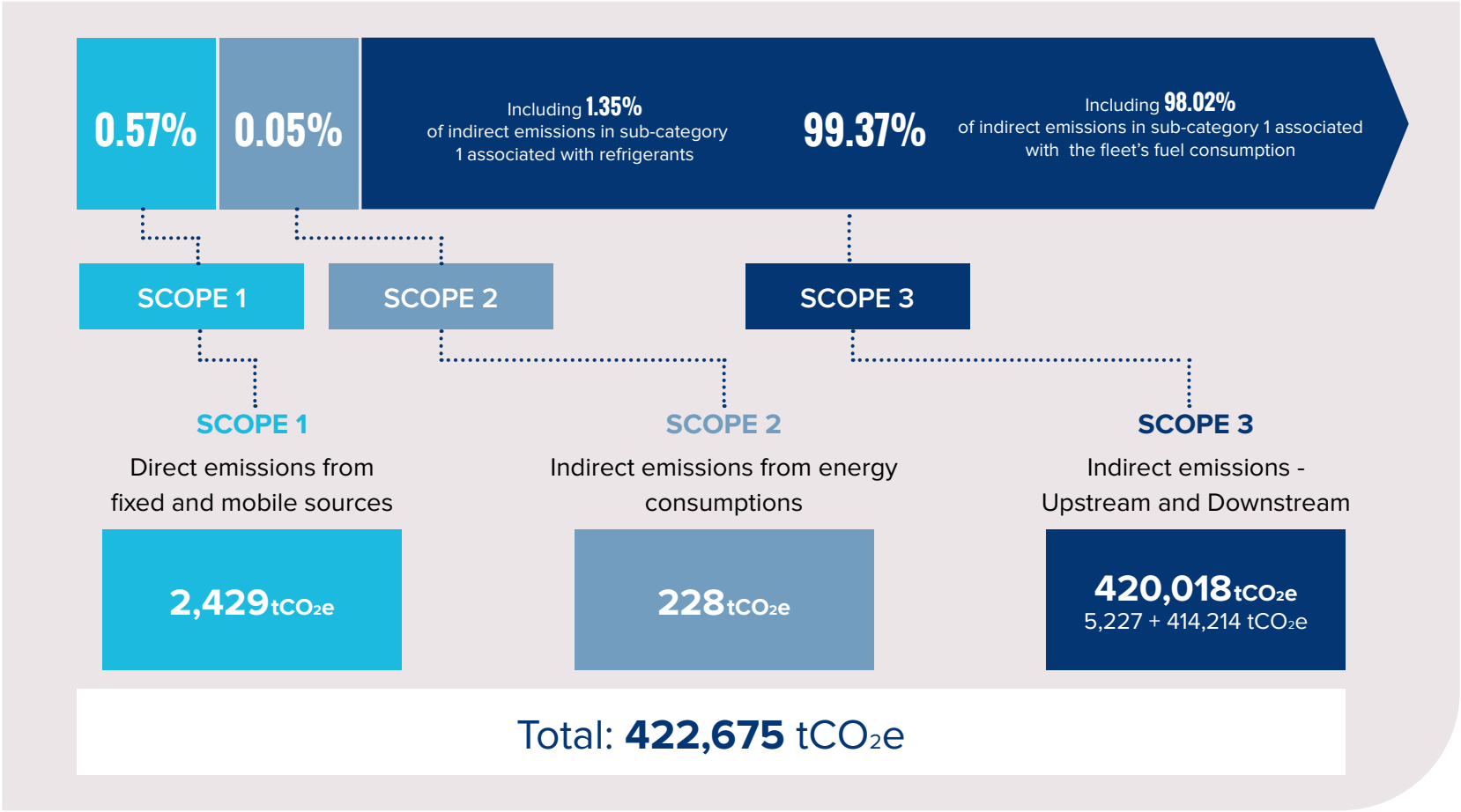
As a long-term rental provider, Fraikin makes its vehicle fleet available to its clients. The greenhouse gas emitted during the use of the vehicles is generated directly by Fraikin’s clients but are also integrated into Scope 3 of Fraikin’s Carbon Audit, under the “indirect emissions” item. These indirect emissions, for which the calculation requires a lengthy process and the support of clients, represent at least 90% of Fraikin’s carbon audit. **In 2023, all emissions (scopes 1,2,3) increased by 2.48% in comparison with 2022, primarily due to a greater number of miles covered (scope 3).** As for the direct emissions (scope 1,2), they didn’t change much over 2023, just showing a slight increase in scope 1 and a slight decrease in scope 2.

### Our methodology:

Fraikin’s carbon audit is conducted across the French scope. It integrates scopes 1 and 2, and the partial calculation of scope 3 (since 2021) is performed for:

- The fuel consumption of rental vehicles
- Fugitive emissions from rental vehicles’ refrigerants

This scope 3 calculation is not exhaustive. The upstream part (primarily the impact of vehicle manufacturing) cannot be measured in full due to a lack of sector indicators available and/or standardised. The reduction of Fraikin’s scope 3 emissions is underpinned in France by the 2019 LOM law (Loi d’orientation des mobilités [mobility orientation law]) and the 2021 Climate and Resilience Act. It is part of a European decarbonisation goal for the entire transport sector by 2050.



### Key figures: Euro standard vehicles (vehicle registrations — French scope)

**Note:** Fraikin’s overall fleet is composed of 60,000 vehicles, including approximately 33,000 in France.

The 2023 results are slightly down in comparison to 2022. This is due to the fact that Fraikin has completed contract buy-backs with clients, in addition to a rental offer. This means that old vehicles have been subject to a buyback/rental - over a short term. However, this development remains marginal and occasional, with Fraikin’s fleet still on a downward trend for previous standards and an upward trend for new standards.

Euro standards	Vehicle registration standards	As a %
2	6	0.02
3	23	0.07
4	71	0.21
5	2,720	8.10
6	30,770	91.60
Overall total	33,590	100.00





# Working towards decarbonisation with our clients

The transport sector is responsible for a quarter of all CO<sub>2</sub> emissions in the EU\*. Fraikin is using its expertise and independence for the energy transition, and plans to play its part in it by supporting its clients and guiding them towards lower-emission fleets.

**The expertise of Fraikin Lab:**  
Following a protocol that fits as seamlessly to each of our clients' uses as possible, both for driving and for charging, the Fraikin team tests 5 to 6 new vehicles or prototypes each year. Consumption, safety, comfort, environmental criteria and versatility... The analysis grid gives Fraikin's clients a comparison tool that helps them make an objective choice and has been praised by all our clients for its independence.



## Decarbonisation at Fraikin in 3 key assets:

- 1 Supporting clients
- 2 Adapting the network
- 3 Independence enabling us to recommend the best solution for our clients needs, without bias, and market monitoring



### MAINTENANCE

RONAN BOURGAIN

Fraikin Strategy  
and Development Director

**What are the main strategic focuses that Fraikin has defined for its progress towards a decarbonised fleet?**  
The first focus for our strategy relates to supporting clients who are hesitating between combustion-engine fleets and electric fleets. A client's first electric or gas vehicle entail a certain level of change, which is why we take the time to support our clients to ensure that the switch is a success — we dedicated 3 to 5 times more time to this support than the equivalent for a diesel vehicle. In our approach, we start off by discussing the TCO (total cost of ownership of the vehicle per mile) which covers the rent for the vehicle and the consumption of fuel or energy in use. This way, for small vehicles, the TCO of an electric vehicle is now already lower than that of a diesel vehicle in many cases, and clients aren't always aware of this. For bigger vehicles, we're not quite there yet, even if the differences are quickly dissipating. This will hugely depend on the speed at which vehicle prices fall in response to reduced manufacturing scales at OEMs.

This production is still marginal... To give you an example, on a production line of 12 t electric that we recently visited, the capacity production was 2 electric vehicles produced for 150 combustion-engine vehicles. We believe that it will take another 3 to 4 years to reach full maturity in these bigger vehicles. From another perspective, we have set ourselves the ambition of measuring and valuing the TEC (Total Environmental Cost) which incorporates the upstream and the downstream, which means the manufacturing and second life of vehicles, even if this calculation currently remains difficult to evaluate. It's the ratio between the TCO and the TEC that we need to defend. The second focus point is the multi-energy approach, as there is not currently a perfect

“ To date, more than 2/3 of our rental hubs in France are trained in maintaining our electric vehicles. ”

technological solution that is also mature and available at a reasonable cost. We believe that the transition underway will take another 10 years at least, with the choice of the solution suited to each need and each use popping up over time. An actor specialising in last-mile logistics has different uses to an actor in the construction & civil engineering sector: we need to adapt the solutions that we offer. The third focus point that we're addressing is adapting our employees within the sales and maintenance network to these new energies. For this, we're making investments that will allow us to adapt our rental hubs to maintaining all types of vehicles and the various engine specs on the market (XTL, electric, gas, etc.). To date, more than 2/3 of our rental hubs in France are trained in maintaining our electric vehicles.

**What assets does Fraikin have to succeed in this decarbonisation process?**  
We are an independent actor that can support its clients by offering them the best solutions for their needs, without bias. We have acquired exceptional expertise with more than 30 years of experience in operating and distributing alternative-energy vehicles, along with our in-house FraikinLab, which has been tested new vehicles under real conditions for the past 15 years. This allows us to formulate objective opinions for both our clients, for the usage scenarios applicable to them, and for manufacturers who seek our recommendations. With this, we've got a central position in the value chain, which allows us to recommend vehicles, maintain them for our clients, and also manage insurance issues or even suggest, through partnerships, all of the services required by the use of a professional vehicle in day-to-day business, regardless of the energy in question. Our all-inclusive “you drive, we care” solution is also an important, reassuring factor for our clients.

\*Source: figures from the European Parliament, 2019



# Upstream and European challenges

The decarbonisation of the transport sector in Europe is structured by a voluntaristic and ambitious regulatory framework. As a central actor in this value chain, Fraikin is analysing all of the European regulations, leverage points, and pinch points in order to progress with the energy transition.

## MAINTENANCE

ALEX PERRIN

Energy Transition and Innovation Manager at Fraikin



### What is the regulatory framework that you’re working with in France and Europe?

By 2050, the European Union is aiming to entirely eliminate combustion-

engine vehicles as part of its transport decarbonisation strategy, which involves the prohibition of the sale of new combustion-engine vehicles from 2035 onwards. This ambition goes alongside a requirement for low-emission vehicles, which includes vehicles emitting fewer than 50 g of CO<sub>2</sub> per kilometre. Moreover, there are specific goals for vehicle manufacturers: by 2030, 50% of lightweight utility vehicles and cars, as well as 45% of HGVs, must be “zero-emission”. This means that, in 2030, half of all vehicles coming out of the factories must be electric, with hydrogen still currently in the development phase.

### In your opinion, what is slowing down the decarbonisation of your fleets in Europe?

The first hindrance is related to the fleet type and use type. Lightweight utility vehicles are entirely suited to electric engines. For the medium range (HGVs between 7.5 tonnes and 16 tonnes), we’re starting to see battery

capacities at around the 300 km mark. Now, if uses that correspond to this capacity arise, we can decarbonise these vehicles. However, we don’t yet have the sufficient

“ We make sure that all of the solutions that will enable intelligent charging: electricity storage, pooling charging time with high-quality breaks for drivers ”

battery capacity and high-performance charging systems for large distances for HGVs. That said, the market is evolving! The manufacturer offer is emerging and it will be available by early 2025, and super-charging

networks, like the Milence network (network of super-chargers for HGVs) are currently popping up in Europe. Furthermore, if long-distances uses for HGVs, HVOs (synthetic fuels) and biogas (NGV) remain efficient lower-carbon alternatives. Decarbonisation really requires a thorough analysis of uses. The second factor slowing down progress in Europe concerns the disparity in regulations, like those for low-emission zones that set out a framework for circulation in metropolis areas, for example. They are not standardised in their procedures from country to country, nor from region to region, which creates a number of restrictions and constraints.

### What action leverage points have you identified to accelerate decarbonisation for your clients?

We’re focusing on fleets where the transition to electric may trigger instant savings, particularly with regard to the cost of fuel, so that the economic equation is at least neutral, if not positive, for our clients. This

allows us to keep our sights set on the essential aspect of our business: providing vehicles adapted to our clients’ needs whilst also offering an economically advantageous solution. Plus, the market is evolving towards greater maturity. For example, the demand for electricity fluctuates over the day, with spikes in the morning and evening, and calmer period in the early afternoon. We’re therefore looking into solutions that optimise charging management, such as electricity storage or pooling charging times with adapted breaks for drivers (showers, meals, etc.). We believe that the market will continue to develop over the coming years, and we’re aware of the importance that the energy mix and renewable energies will play in achieving our decarbonising goals, as well as those for our clients. Here at Fraikin, we’re working to ensure that our expertise and our solutions are made available to our clients.

### The Chartres rental hub meets the specifications of the City

In order to comply with the requirements of the city of Chartres to make urban last-mile deliveries with exclusively zero-emission vehicles (since September 2023), the Chartres rental hub acquired an electric fleet for its clients. This way, it has been able to team up with Geodis, which won the Chartres “100% decarbonised city centre” call for proposals.



### In Spain, Fraikin is teaming up with 2 iJAC: In Zaragoza, Spain:

The 7.5-tonne vehicle with a payload of 3,000 kg and a battery capacity of 230 km will equip the Aragon capital, committed to sustainable mobility. It will also avoid the emission of approximately 15 tonnes of CO<sub>2</sub> equivalent per year, confirming the commitment of both the city and DB Schenker to promoting and creating more sustainable mobility.

### Electric cooling in Mallorca

This 7.5-tonne iJAC for distributing chilled or even frozen products (temperatures down to -20 °C.) was delivered by Fraikin to Fred Mobil in Mallorca in 2023.





# Managing energy and water consumption

Managing energy and water is an unavoidable challenge for any CSR strategy, and Fraikin has committed to tackling it through multi-year modernisation investments, particularly thanks to maintaining a dialogue with its lessors.

## Energy savings

Fraikin started modernising its lighting through multi-year investments back in 2020. The goal is to replace existing lighting in workshop zones, offices, social spaces and outdoor areas with 100% LED lighting. The 19 additional rental hubs that joined Fraikin following the merger with VIA LOCATION have been included in the 2023–2025 global investment plan. In the same sense, these relamping elements have been subject to negotiations during lease renewals with the Group’s lessors. The short-term review has highlighted that the relamping operation enables approximately 15–20% energy savings, but at the same time, the lighting level has also been increased in every zone (standardised minimal lighting level). The review needs to be estimated for a longer term, but this relamping will help to improve the working comfort of Fraikin teams.

In 2022: 28 rental hubs have been equipped for a total of:



In 2023: 5 rental hubs have been equipped for a total of:



2024 FORECASTING  
20 rental hubs will be equipped for a provisional total of



As for developments to heating systems, their replacement and/or additional equipment are also in the pipeline, in the aim of improving control over energy consumption for each building. Here again, negotiations have been opened with lessors to progressively eliminate fuel in exchange for a fixed-duration commitment when renewing leases.

Work carried out in 2022  
8 rental hubs for a total of:



In 2023: 5 rental hubs have been equipped for a total of:



2024 forecasting  
14 rental hubs will be equipped for a provisional total of



## Researching alternative energies: Fraikin Belgium is having its head offices fitted with solar panels

With 339 solar panels installed on the roof of Fraikin’s Belgian head offices in Machelen, 128,820 watts of solar energy have been generated and used in 2023. The offices, workshop and vehicle charging stations (current and future) now benefit from this alternative energy source, which is enabling the subsidiary to accelerate the electrification of its vehicle fleet.



“ With the installation of these solar panels, we want to contribute to a greener future. We’re continuing to invest in sustainable energy solutions and alternative fuels to reduce both our own carbon footprint and that of our clients. Cyriel Vrijders, CEO of Fraikin Benelux ”



**Preserving water**  
In 2023, an awareness-raising campaign on water consumption was launched across all rental hubs, with the ambition of sharing data and raising awareness of potential leaks.



# Preserving resources and promoting circularity

Fraikin is committed to reducing its environmental impact by preserving resources, treating waste and pollutants, and using circular recycling circuits for certain materials.

## Solvent-free degreasing for spare parts

In 2023, 115 sites out of the 123 sites in France — including the former Via Location sites — were fitted with fountains for cleaning parts (mechanical cleaning/degreasing) and/or chemical applications for surface treatments (paint/thinner cleaning) by our service provider SAFETYKLEEN.



## Collecting and recycling used batteries containing lead

In order to limit the carbon impact of extracting and transporting minerals, Fraikin has been recycling them through its service provider STCM since 2011. This network has an estimated yield of 99% and requires two to three times less energy than lead production.

**In 2023, Fraikin contributed to recycling 254 tonnes of lead out of the 314 tonnes purchased.**



## Optima-HA: cleaning particle filters and catalytic converters

In order to combat air pollution, Fraikin has partnered with Optima-HA for the cleaning and reuse (after refurbishment) of the particle filters of some of its vehicles.

In 2023, Fraikin completed 285 particle filter cleaning operations and 47 Optym'R refurbishments (full exhaust refurbishing in line with the Euro 6 standard), a figure that has been sharply rising for the past two years in a row (+52.7% versus 2022).



## Retreading to prolong tyres' service lives

Retreading tyres is a technique that consists of replacing the tread strip of a used reusable tyre with a new strip, up until its frame needs to be recycled. Despite a higher cost at purchase, the service life of a tyre that can be retreaded is multiplied on average by 2.5x, and enables 35% savings in raw materials and saves 50% of waste to be treated.



**In 2023, 45.5% of tyres purchased by Fraikin were retreaded vs 36.8% in 2022\***  
**2024 goal: 60–65% of tyres retreaded\***

To date, the CO2 savings generated by this technique have not been estimated, but Fraikin has set itself the goal of consolidating the data to track this indicator (discussions with its partner Bridgestone are underway).

\*Scope: France/HGV)

ÉRIC BALEY

Technical and Procurement Director

## What measures have been implemented to increase the percentage of retreaded tyres used by Fraikin in 2023?

Since 2023, the procurement department has integrated the offer of retreaded tyres into the rental hub comparison tool for the classic new tyre purchase offer. Furthermore, we have set up monthly tracking of retreading rates for pneumatic HGVs. This has been carried out on both a national level and a local level, which has allowed us to increase the proportion of retreaded tyres in relation to the purchase of new tyres. In 2024, we'll continue on this trajectory. We have also used regrooving, which is a process that restores the main tread pattern depth for pneumatics eligible for this technique ("regroovable" marking). This allows us to restore 3 mm of depth, bearing in mind that the minimum legal depth for a pneumatic HGV is 1.0 millimetre. In 2024, we're setting ourselves the goal of measuring and implementing this solution each month, to drive the indicators.

## Which partner are you working with on this retreading service and what our your perspectives?

In 2023, we continued our partnership with Bridgestone across the European scope, and this contract will come to an end in late 2024. We're therefore going to prepare a new call for tenders and it is possible that, in the future, the HGVs and utility vehicle categories will be split across different manufacturers.

For utility vehicles, 2024 will see the start of a pilot phase with a new French supplier across 6 rental hubs. This is new, as Fraikin France has never installed remanufactured pneumatics in this range. According to the outcome, we'll extend this initiative and set target goals for this vehicle segment.



THE WORKSHOP

Business line energy efficiency actions

- 1

!

SOLVENT-FREE DEGREASING

Spare parts & paint guns.  
SafetyKleen equipment.
- 2

!

WASTE MANAGEMENT AND RECYCLING

Cardboard, plastic, scrap metal, hazardous was followed by “track waste”, fuel drums, waste oil, etc.  
External partners for specific recycling processes.  
For batteries:  
Partnership with STCM since 2011.  
99% recycling.
- 3

♥

PARTICLE FILTERS

Partnership with Optym-HA.  
Ceramex® deep-cleaning technology.  
*National rollout.*
- 4

♥

OIL TANKS

- 80% of underground tanks have been made inert (emptied, degassed, silted) as they were only single-layer or in poor condition.  
- All dual-layer tanks checked, sleeved if needed, left in service with a weekly leak verification system  
- The new oil tanks are overground.  
*Work operations carried out through annual campaigns.*
- 5

♥

COMPRESSORS

Biggest piece of equipment in a workshop, biggest source of energy consumption.  
Fitted with an electronic chip for tracking consumption, anomalies are detected to optimise work requirements.  
*National rollout.*
- 6

♥

COLLECTION AND STORAGE CONTAINER

- Reminder of the rules for the use and storage of chemical products in drums, barrels and tanks to avoid leaks, mixtures and pollution risks.  
- Supply of ventilated units for storing aerosols

OUTSIDE OF THE RENTAL HUB

- 12

!

VEHICLE WASH AREAS

Fitted with a rain water/wastewater separator.  
*Covered or not according to local regulations.*
- 13

♥

HYDROCARBON TANKS

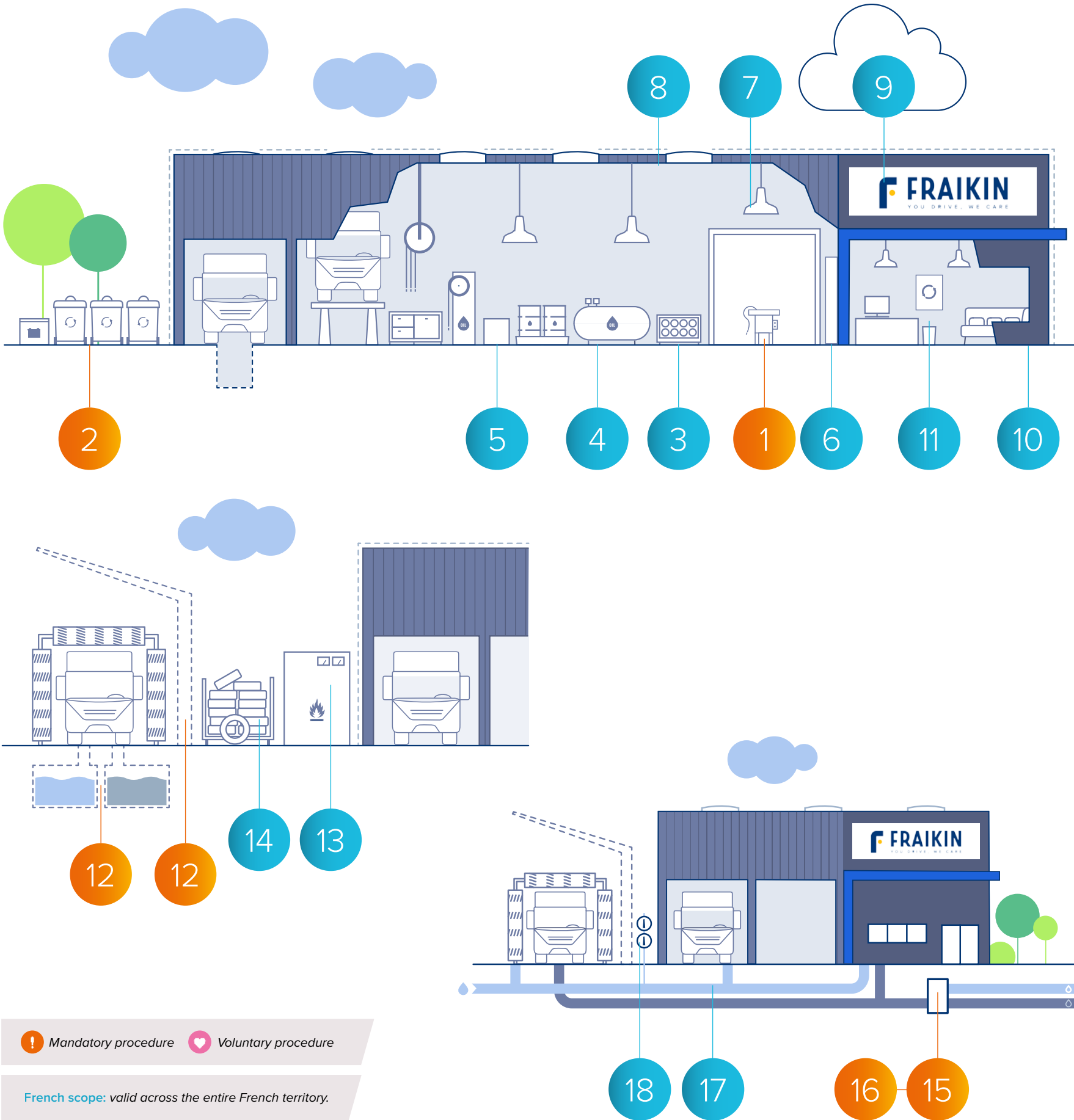
Following an audit in 2020, replacement of all underground tanks without dual layers with overground tanks.  
98% replacement by the end of 2023.  
Internal leak detection process every week.  
Approved waterproofing verification every 5 years.  
*Work operations carried out through annual campaigns.*
- 14

♥

RECYCLING AND RETREADING TYRES

Partnership with Bridgestone.  
36.8% of tyres purchased retreaded in 2022.  
Goal of 50% for 2023.  
*National rollout.*

The ideal Fraikin rental hub



THE RENTAL HUB

Energy efficiency actions associated with the building (envelope and use)

- 7

♥

LED RELAMPING

Replacement of old systems with LED bulbs or panels in the workshop and offices.  
*Work operations carried out through annual campaigns.*
- 8

♥

INSULATION

Audit & diagnostics for all rental hubs.  
Work recommendations for each rental hub: roofing, access points, sides, etc.  
*Work operations carried out through annual campaigns.*
- 9

♥

ENERGY MANAGEMENT

Partnership with Enoptea.  
Implementation of a digital platform for managing energy consumption.  
*National rollout.*
- 10

♥

HEATING SYSTEM

Elimination of all systems still running on fuel, replaced with a gas system.  
*2 rental hubs treated per year*
- 11

♥

AWARENESS-RAISING

Displays showing good energy-saving practices.  
*National rollout.*

UNDERGROUND

- 15

!

HYDROCARBON SEPARATORS

Installed outdoors, in car parks.
- 16

!

NETWORK CLEANING

Carried out at least once per year, and up to 4 times, according to regulations.
- 17

♥

SANITATION NETWORKS

Compliance audit and establishment of plans of these networks.  
Compliance plan adopted over a 3-year period.  
*Work operations carried out through annual campaigns.*
- 18

♥

WATER LEAKS

Monitoring conducted through meter readings every 3 months.  
Successful processes having enabled the correction of 2 major leaks.  
*National rollout.*



## PILLAR 2



### **SOCIAL:**

## Human capital at the heart of our performance

FRAIKIN's success is intimately tied to the availability, skills and engagement of its employees. Attracting top talents and being able to retain them is therefore a major challenge, all the more so given the company's ongoing transformation. Quality of working life, safety, and progression opportunities are now key factors for success in this field.



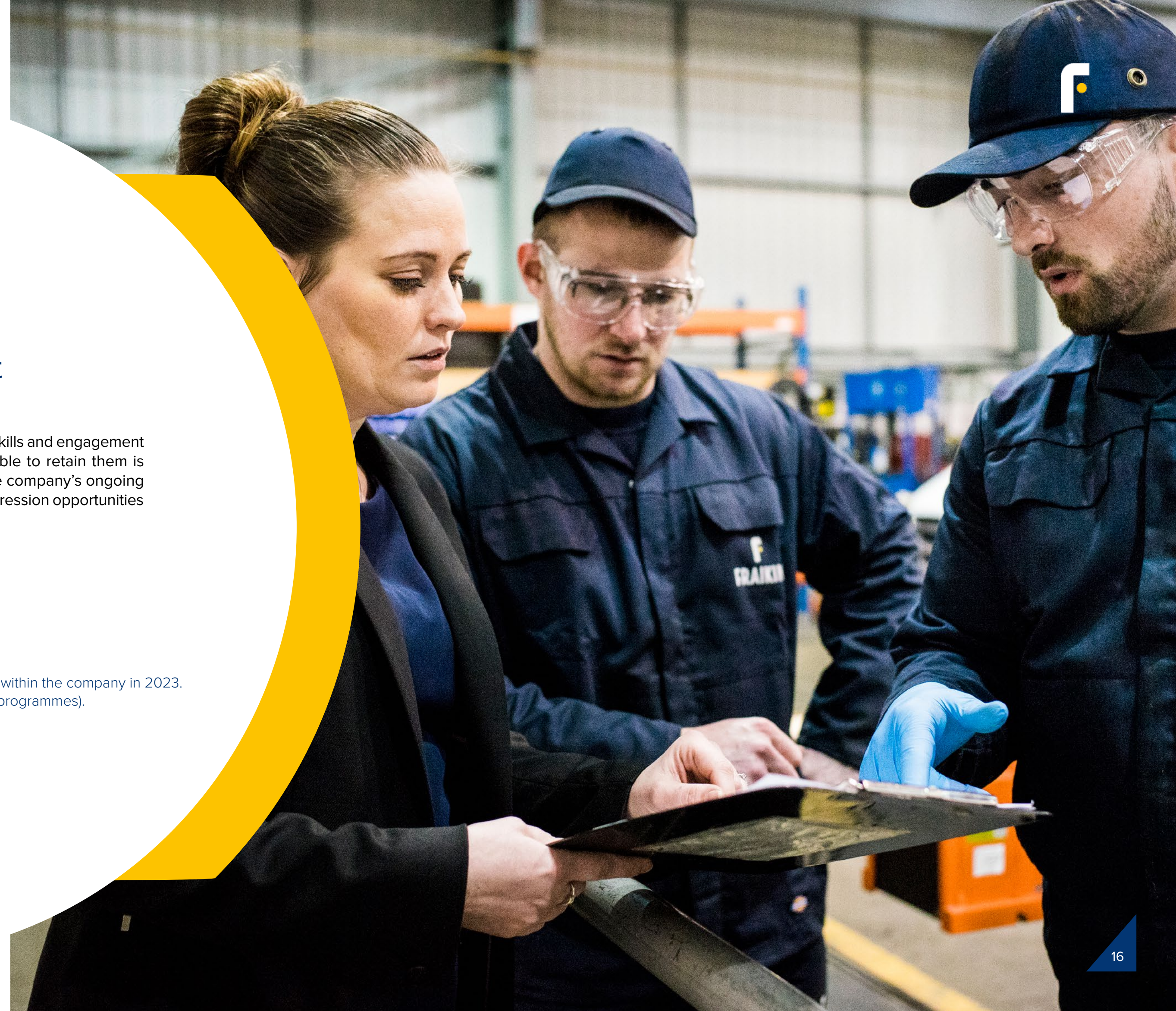
# 95%

The percentage of PERMANENT CONTRACTS within the company in 2023.  
(1% FIXED-TERM CONTRACTS, 4% work-study programmes).



# 92/100

The company's gender equality index in 2023,  
versus 85/100 in 2018.





# Well-being in the workplace: an asset to support transition

Over the past few years, Human Resources have set up several tools to measure quality of working life and various employability factors: the internal barometer, Annual Performance Reviews (APR), People Reviews, and now the Great Place to Work certification.

## The internal barometer

The internal barometer was relaunched in January 2023 for all of the Group’s countries. For all employees, this anonymous questionnaire enabled us to determine actions to improve individual commitment and overall performance. In 2023, several leads were identified: creation of meeting points between Network and Head Office, internal events (Christmas tree, breakfasts, etc.), regular communications about career opportunities, etc.



### MAINTENANCE

ALAIN-FRANÇOIS PIALAT

Group Deputy Managing Director of Human Resources and Communication

“6 countries out of 8 eligible have obtained the Great Place to Work certification”

Poland was the first Group entity to be awarded the Great Place to Work certification. This process was extended to all subsidiaries in 2023. What were the goals and what were the results?

The Great Place To Work network is the global reference for employee experiences. This is the best way to make progress on the topic of quality of working life and to benchmark ourselves against the highest global standards. The internal barometer that we have used each year up until now did not allow us to compare ourselves with other companies. The GPTW survey has therefore been extended to all subsidiaries. We had more than 80% respondents. 6 countries out of 8 eligible have been certified, which is already an excellent result, France and the United Kingdom having very, very narrowly missed out.

What information have you drawn from these results?

The primary information that we’ve gleaned is that we need to improve in several fields, and that we’ve got considerable room for improvement. The results have enables us to establish a solid action plan for each subsidiary and for each business line, which will allow us to boost the company’s transformation.

The Great Place To Work survey will be used in future, then?

Yes, this is a HR strategy that is clearly validated, supported by shareholders. In the same way as we measure our clients’ satisfaction through NPS surveys, it is extremely important that we track our employees’ satisfaction via an international standard. The next survey has therefore been scheduled for all subsidiaries from 7 to 20 October 2024.



The APR completion rate in France for 2023, versus 92% in 2022.

## APRs (Annual Performance Reviews)

Each year, the Human Resources teams raise awareness amongst all managers of the importance of APRs, through workshops, suggesting quantitative goals for mechanics, drivers, workshop supervisors and Operations Managers. In 2023, new questions allowed us to assess employees’ work–life balance.



## People Reviews

Launched in 2020, and put on hold during the Covid period, they were resumed in 2022. In 2023, these opportunities for communication and sharing between managers and Human Resources Managers enabled each employee’s experience to be reviewed, along with their achievements, their progress, their career plan, pay rises awarded, and their potential.



“Paving the way in obtaining the Great Place to Work certification has helped to improve our team cohesion and has significantly improved our capacity to attract and retain talents. Regular feedback of information from employees, consistent communication and investment in employees’ development are all crucial elements for fostering and maintaining a positive and inclusive work culture.”

### MAINTENANCE

KATARZYNA FIRLONG

Human Resources Manager - Fraikin Poland





# A teaching company: consolidating employability and adaptability

Training and helping employees to progress, both personally and professionally, is the best guarantee to enable the company to consolidate the employability and adaptability of each individual, and to boost collective motivation.

Launched in 2022, the 2023–2026 training plan enabled 939 employees to submit 1,734 training requests. These requests primarily concerned the technical sector (54%), management (10%), and health & safety (8%). In 2023, 1,957 training courses were delivered (equating to 34,558 hours) to 1,134 employees, for an average of 30 hours of training per employee. Fraikin has committed to ensuring that 100% of employees with more than 5 years of seniority have completed at least one “non-mandatory” training course. As at 31 December 2023, this was the case for 91.4% of employees, versus 77.13% in 2022. The goal remains set at 100% for 2024.

## A multi-brand and multi-energy training course

Fraikin is now training technicians who can work on most vehicle models, regardless of their energy type. This is an important asset, as few operators have the capacity to guarantee this level of intervention for their clients. 85% of the rental hubs can now therefore carry out maintenance on all vehicle types.

## Driving agreement for all drivers

A Driving Agreement training course was organised in 2023 for all of the company’s drivers. 2 days that initially enabled the topics of nutrition and quality of working life to be covered, from May to June, with 232 participants, followed by a road risk prevention session with an eco-driving simulator, from September to October, with 227 participants.

## Mobility: support from “career committees”

Geographic and functional transfer requests are now reviewed by “career committees” which systematically provide an answer to employees who want to change region or role. When necessary, coaching sessions may be offered. In 2023, 18% of employees submitted a transfer request:

- 169 employees for a geographic transfer
- 227 employees for a role transfer, most often in the workshop

## Talent attractiveness

Mechanics, HGV drivers, specialist salesforces... FRAIKIN works with high-demand trades and is faced with an extremely competitive employment market. In order to optimise its capacity to strengthen its teams and retain top talents, the company has developed innovative solutions, such as interviews over video calls and remote tests. A growing number of promising applications therefore get to HR, particularly for the sales and operations sectors, with the bonus of apprenticeship contracts to enable us to train future employees. All career opportunities are shared with all teams via the FraikinGo intranet, as well as by email and displays around rental hubs. The Group’s employees can also take part in the hiring process through referral initiatives: any person hired after being referred by an employee will result in the latter receiving a bonus of 1,000 (gross) euros once the trial period has been passed. Plus, there are no limits on the number of bonuses that can be paid.

## The “École Des Métiers” academy

The “École des Métiers” (the Trade School) was created for the trades of mechanics, bodywork and technical acceptance and allows Fraikin to access a pool of future employees that are trained to the highest standards by our most qualified technicians. Almost 50 young people from the class of 2023–2024 have thus been hired by the company on work–study programmes. In addition, over the past 3 years, 25% of work–study hires have been employed on permanent contracts.



## The key figures:





# Diversity and inclusion: factors contributing to high performance

Diversity, gender quality and the inclusion of individuals with disabilities are fundamental values for the company, considered to be a factor in driving performances.

### A new disability agreement

In January 2023, Fraikin signed a new disability agreement for a 3-year period, built around multiple key aspects:

- Hiring and integration, with a goal of 17 hires (5 permanent contracts, 5 fixed-term contracts and 7 work-study programme contracts). In late 2023, 5 permanent contracts joined the company. Fraikin has validated a partnership with Cap Emploi and signed a “Schools & Disability Relations” agreement with Garac (French national school for automotive professions).
- Job retention: 36 employees were supported in 2023 (reviews of workstation ergonomics, funding for equipment, co-funding for hearing aids, etc.).
- Professional training: 30 employees recognised as disabled workers have been trained and 51 trade training courses delivered.
- Accessibility and Tool adaptability (building and digital).
- A monthly internal communication was created to share information on pathologies that can be subject to disability recognition and the various information material was updated in 2023.

### “Mission Handicap”

Set up in Fraikin in 2018, Mission Handicap is a dedicated team within the Human Resources Department. The guarantor for the Disability Agreement commitments and the implementation of associated actions, this team refers to a specialist external consultant. The company had 78 disabled employees on its books in 2023 (76 in 2022 and 62 in 2021). A job retention committee allows for workstations to be adapted through the purchase of specialist equipment, if needed. Specific sick leave, travel agreements and home care funding are also in place...



### Supporting the Travail Protégé et Adapté (protected and adapted employment) sector

Responsible Procurement with theTravail Protégé et Adapté (protected and adapted employment) sector €530,000 of turnover generated in 2023, versus €166,385 in 2022.

### Gender equality

Operating in a business sector that remains very male-dominated, in 2023, Fraikin continued with its initiatives to ensure gender equality. As at 31 December 2023, Fraikin employed 1,823 men versus 410 women (equating to 18% women). The percentage of female managers within the company has clearly increased, rising from 29% in 2022 to 38% in 2023.

## The figures

### THE PROFESSIONAL EQUALITY INDEX



The equality index has made significant progress, increasing from 85/100 in 2022 to 92/100 last year (70/100 in 2018). This index takes into account gender pay gaps, individual pay rise distribution, promotions, the number of employees who have received pay rises upon return from maternity leave, and the equality amongst the top 10 salaries.

ÉMILIE DUSSART

Workshop Supervisor at Mions (FR)

“ I don’t think being a woman holds me back at all or poses any particular difficulties ”

“I’ve always been drawn to mechanics, despite it being a very male-dominated sector. When I completed my vocational course at college, I was the only girl, and there were only three of us on the advanced vocational training course. First of all, I applied for a job in a garage. I was young and I needed to prove myself. Of course, there can still be a little bit of a “macho” culture, but there are also a lot of lovely people who make you want to keep going. Then, I joined Fraikin as a scheduling manager and worked there from 2015 to 2019. Then, I came back in October 2023 as Workshop Supervisor. What I like is the versatile aspect and the really technical side of the workshop. I really love learning, and I see new things all the time in this job. I also like getting to work with clients. Here at Fraikin, I don’t think being a woman holds me back at all or poses any particular difficulties. If you want to do this job, if you’re passionate about it and you have the ambition, there’s no reason why you can’t do it.”




# PILLAR 3



## SOCIETAL: Acting responsibly

Fraikin has put responsible processes based on ethics and compliance at the heart of its commitment and its strategy, also taking employee health and safety into account. This protocol engages all teams, as well as our clients, partners, and company suppliers.

 **x2**  
The budget dedicated to maintaining work equipment between 2022 and 2023

 **27.49%**  
Sinistrality rate in 2023





# Responsible processes: first-line procurement

Year after year, Fraikin encourages its suppliers, partners and clients to adopt a more ethical model and draws on the ISO 20400 standard for the definition of its responsible procurement policy. This work includes procurement risk mapping based on the AFNOR tool to define action priorities.

## SUPPLIER CSR guidelines and audit plan

Drafted in 2022, these ethical guidelines were sent to more than 140 suppliers in late 2023, belonging to a panel of 11 procurement families considered to be high-risk in terms of CSR, identified using the AFNOR procurement risk mapping tool.

As at 31 December, 41% of suppliers had signed it, with a target of 90% defined. A discrepancy caused by significantly mixed CSR maturity levels. This issue should be resolved through supporting certain suppliers, this support being set up in 2024.

The audit plan also set out the in-depth review of five suppliers in 2023, two of which were based on their Acésia/Ecovadis ratings. This project couldn't be completed in 2023 due to insufficient resources and a change in organisation of the Procurement department. These audits should be carried out in 2024.



### MAINTENANCE

ALEXANDRE HUME

Head of Responsible  
Procurement for the Group

**The 2023 review of Fraikin supplier signatures of the responsible procurement guidelines has been mitigated. How can we support less mature companies to encourage them to join this CSR approach?**

The review has effectively been mitigate as we have achieved a guideline signature rate of 41%, falling short of the goal of 90%. This can partially be explained by the significant diversity in Fraikin's supplier typology. Effectively, our chassis manufacturing partners are extremely mature companies when it comes to CSR matters and they have their own ethical guidelines, which can sometimes be more comprehensive than our own. However, we also work with much less structured suppliers, such as bodywork manufacturers who are often smaller-scale structures who aren't always aware of the CSR challenges. It is the latter that we need to help and support, to explain the protocol to them so that they can align with it and sign our guidelines. This awareness-raising approach has also proven necessary in the procurement segments for spare parts and general expenses.

**How are you supporting them?**

Through awareness-raising work and by explaining the importance of adhering to our ethical and social approach, and that we need suppliers who will join us on the long road, in the long term. This is an essential criteria when it comes to selecting our suppliers, both for today and tomorrow. They therefore need to follow us if they want to continue working with the Group. This work has already proven its worth, as in the first half of 2024, we have already recorded 75% signatories. That's more than significant progress.

**Have you also planned the supplier audits that couldn't be carried out?**

Effectively, the Procurement resource issues have not allowed us to conduct a systematic supplier audit procedure. This isn't an acceptable situation and we have implemented a palliative solution which consists of looking at the certifications and labels already in place with our suppliers: ISO 9001 and 14001 in particular, their Ecovadis rating, etc.

As part of our preparations for the CSRD, Fraikin has taken on a thorough market research project for CSR management

platforms. This work aims to respond to the specific requirements of various departments, particularly in terms of responsible procurement but also with regard to compliance with the Sapin 2 Law. The aim is to implement a solution that incorporates advanced features that can assess the CSR maturity of our suppliers. This approach will not only allow us to boost the transparency of our partners' practices, but will also enable us to guarantee improved credibility for our CSR commitments.

“Working towards a solid CSR evaluation of our suppliers”



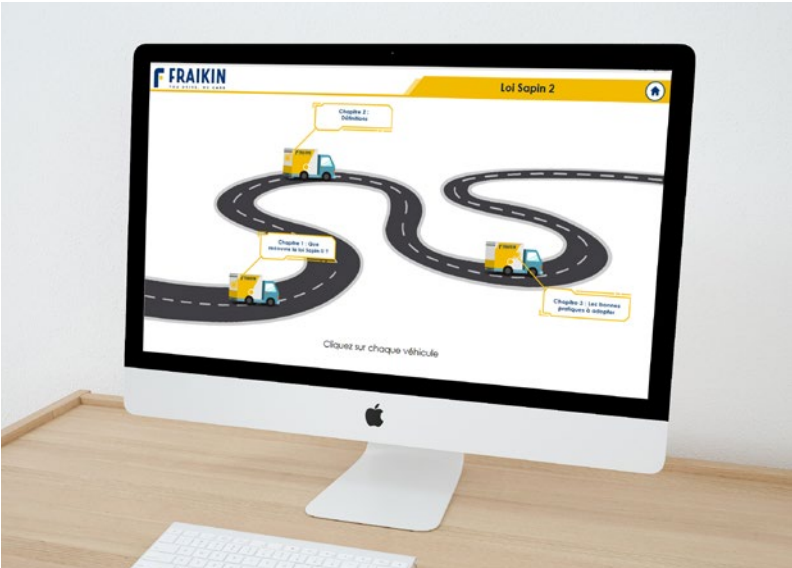
# Compliance: a strategic focus

As part of a continuous progress approach, Fraikin’s Legal and Compliance Department, including Audit and Quality, as well as CSR and GDPR, centralises the management of regulatory compliance in terms of ethics and anti-corruption measures. Initiated in 2023, this approach will continue throughout 2024 in the aim of reinforcing risk analysis and mobilising all of the business lines in managing these risks.

Fraikin ensures that it is compliant in terms of personal data protection, extra-financial reporting (DPEF, CSRD), Duty of Vigilance (CSDDD), and environmental standards (French Tertiary Decree), whilst also respecting the 8 pillars of ethics and anti-corruption measures (Sapin 2 Law). Amongst the 8 pillars, a key feature is the corruption risk mapping. This aspect — beyond enabling the identification of potential scenarios — also offers the benefit of identifying the company’s “high-risk populations”. For example, there are workshop supervisors, given their constant contact with suppliers, or the procurement department for the same reason. These populations are put through a training system with theoretical questions and case studies, proving their full understanding by completing a quiz. The last training campaign was carried out in Q4 of 2023 and revealed good knowledge of ethical principles: 423 employees thus completed training on the Sapin 2 Law in 2023. As for the populations presenting the fewest corruption risks, particularly given their positioning or relations with third parties, they complete a training course on risks of corruption, influence peddling and conflicts of interest, which is freely available on Fraikin’s e-learning platform, Welearn.

## THE French Sapin 2 Law on the Welearn platform

In addition to training on the Sapin 2 Law and as an extension of the upskilling regarding compliance in a broader sense, other training courses are also available on the platform. On top of each course, a quiz is offered to validate skill acquisition and an online discussion forum for learners and trainers allows for learners to ask questions about the module in question.



### Raising awareness of information security



### GDPR



## Audits within Fraikin Group

Fraikin’s in-house audit team is composed of six auditors, led by Xavier Desmarchelier, the Group’s Internal Audit and Quality Director: two for international, two for France, one dedicated to quality, and Xavier Desmarchelier who is supervising all of the auditing work and who is also responsible for ensuring compliance with the French Sapin 2 Law. Two separate teams manage risk coverage. Each year, the first team carries out around 30 audits in France, ensuring process compliance in the rental hubs. The second team audits the European subsidiaries, each entity receiving an annual visit. Recommendations are proposed for any dysfunctions identified, and action plans are drawn up by local management for any issues flagged. Quarterly tracking of the progress of these action plans is implemented. These audits also allow for good practices to be shared, along with enabling the reinforcement of entity standardisation through shared experience. Since the Legal, Audit and Quality Department has started reporting to the COMEX and, in turn, the CEO, Fraikin has taken on a continuous improvement approach and has reinforce the scope of internal audits, which now delve further into detail.



# Our health & safety commitments

The health and safety of our employees and clients is a daily priority, whether it’s in our workshops or on the road. We renewed our ambitious “zero accident” goal in 2023 and to achieve it, the Group is multiplying its prevention efforts.

For several years, Fraikin’s strategy has integrated a responsible and voluntaristic policy for health and safety, as an accident not only impacts social elements of the company but also its financial results. The implementation of this strategy, taking the ISO 45001 standard into account, is supervised by the Occupational Health Department, with 4 key commitments:

- Guiding a continuous improvement procedure for working conditions.
- Assessing and controlling professional risks.
- Implementing processes adapted to the Occupational Health & Safety policy.
- Communicating and providing advice to the department, management and employees, and working with representative bodies.

## Processes aiming for continuous improvement

Fraikin France’s executive management and the Human Resources Department have continue with their commitment in 2023 regarding health and safety through the following processes:

- Building compliance
- Equipment compliance
- PPE compliance
- Communicating the company’s rules for each business sector and for each role during onboarding
- Ensuring that the appropriate regulatory training is completed in regard to the activities carried out, and verifying the efficacy of required training
- Identifying the risks associated with the company’s various activities and prioritising actions
- Organising awareness-raising and informing employees of good practices
- Ensuring the health of employees with regard to their activities

In 2023, Fraikin invested €2,219,000 on infrastructure works and doubled the budget allocated for work equipment maintenance in relation to the previous year.

## Accidents: “Zero accident” goal

The “zero accident” goal was renewed in 2023 and the company is continuing with its efforts to achieve it, namely through prevention campaigns for workshop employees (impacts, cutting injuries and musculoskeletal issues) and drivers. With a fleet of 35,915 vehicles in France, including 23,615 insured directly by Fraikin, road risks are a key concern for the Group on a day-to-day basis. In 2023, the accident frequency rate was 40.11 (40.11 accidents for every 100,000 hours worked) versus 37.16 in 2022. This increase can be relativised, as 18 additional rental hubs joined the Group over the course of 2022 with the integration of Via Location, meaning an extra 260 employees were counted. The accident frequency rate was 42.69 in 2019.



## The figure

THE ACCIDENT RATE IN 2023  
25% in 2022 and 28% in 2021),  
equating to 6,491 accidents.

27.49%



## Fraikin UK joins the Driving for Better Business programme

This programme, supported by the UK government, has been designed to help employers in the private and public sectors to reduce professional road risks, ensuring the promotion of good practices and legislative compliance, whilst also demonstrating the significant commercial benefits that result from these measures. Fraikin is thus committed to assess its practices through detailed deviation analyses, reinforcing a safety-focused culture by providing regular training refreshers, improving performances and demonstrating strong leadership in manging work-related road risks.



# Outlook

By 2050, the fleet management and professional vehicle sector in Europe will have undergone a radical transformation, fully investing in a decarbonised and circular economy. As a leader in its sector, Fraikin will have played a key role in this transition, shaping a future where efficiency, sustainability and innovation have a central part in each decision.

## An intelligent and sustainable mobility ecosystem

In 2050, the professional vehicle fleets will be almost entirely composed of zero-emission vehicles, primarily electric and hydrogen vehicles. These vehicles, using advanced artificial intelligence, will offer real-time optimisation of route planning, energy consumption and maintenance, guaranteeing maximum operational efficiency.

Urban logistics will be revolutionised thanks to intelligent multi-mode hubs based on the outskirts of cities. Light electric vehicles, primarily autonomous and robot-assisted, will make last-mile deliveries, considerably reducing congestion and pollution in urban areas.

Professional vehicles will play a key role in stabilising the electric network thanks to Vehicle-to-Grid (V2G) technology. When they're not in service, their batteries will be used to store excess energy and then return it during consumption spikes, thus contributing to balancing out the network and integrating renewable energies, whilst also reducing energy costs for Fraikin's clients.



## A resilient, circular economy

Fraikin's approach to fleet management will be entirely circular. The vehicles will be designed for a longer service life, with components that are easily replaced and recycled. Refurbishing and second-life services for vehicles and batteries will become an important part of our business.

Pooling resources will be the norm, with digital platforms developed to facilitate vehicle-sharing between companies to optimise use rates and reduce empty-load journeys. This collaborative approach will ensure service continuity even in peak activity periods or in the event of unforeseen events.

In response to climate change, vehicles and infrastructure will be designed to withstand extreme weather conditions. Fleet management systems will integrate meteorological data in real time to then dynamically adapt operations, guaranteeing resilience for the sector.

This scenario is just one of multiple future possibilities. This isn't a guarantee of completion, nor is it a plan, but it is rather reflective and explorative process that will enlighten present decisions and actions. The outlook is based on the notion that the future isn't yet set in stone, but that it will largely be shaped by the choices that we make today. By incorporating forecasting elements, the outlook lets us anticipate trends and cover scenarios that help us to navigate through a world that is constantly changing. Climate change obliges us to reinvent how we operate.



## Here at Fraikin, we've already set up a structured protocol to respond to these challenges:












- 1 We have put together a road map for the transition of our fleet to zero-emission vehicles, aligning with European goals to reduce CO<sub>2</sub> emissions.
- 2 We offer a Full Service Rental offer that covers risks associated with the most significant CAPEX for alternative-energy vehicles, with variable residual value for battery-powered electric vehicles, and mixed fleet management (combustion, gas and electric engines) during the transition period. Despite CAPEX that are two times higher for battery-powered electric vehicles, the TCO for our client is now already more competition for ULVs. We're working on making this the case for all vehicles as swiftly as possible.
- 3 We're investing in digital solutions to optimise our fleet management, reducing energy consumption and emissions.
- 4 We're developing strategic partnerships to accelerate the switch to decarbonised energies for our clients, with a keener focus on success from

their very first experience with battery-powered electric vehicles (BEV), by offering enhanced support.

- 5 We're constantly training our teams in new technologies and the challenges of the ecological transition, preparing the skills required to efficiently maintain our clients' mixed fleets.
- 6 We're working closely with our clients to support them in their own transition to more sustainable fleets, sharing our expertise and our innovative solutions. 80% of our clients have said that they want to start decarbonising their fleet with Fraikin, which stands testament to the trust that they place in us for this crucial transition.

In conclusion, here at Fraikin, we believe that a more positive future is within reach. Thanks to our commitment, our expertise and our capacity to innovate, we're positioning ourselves as a key figure for this transformation. Together, we can build a future where professional mobility is not only efficient and profitable, but also sustainable and eco-friendly.



PILLARS	RISK-BEARING	INDICATORS	RESULTS	SDG
ENVIRONMENTAL	<ul style="list-style-type: none"><li>Procurement Department</li><li>Infrastructure Department</li><li>Training Department</li><li>Technical Department</li><li>Innovation Department</li><li>Fleet Department</li></ul>	Number of vehicles with alternative engine specs	1,839 alternative-energy vehicles in circulation	   
		GHG emissions (scopes 1, 2) <ul style="list-style-type: none"><li>Electricity</li><li>Gas, propane, fuel consumption</li><li>Refrigerant consumption</li></ul>	2,657 tCO2e (Scope 1-2): <ul style="list-style-type: none"><li>• 2,429</li><li>• 227,817</li></ul>	
		GHG emissions associated with the fleet (scope 3) <ul style="list-style-type: none"><li>OCL fuel consumption</li><li>Refrigerant leaks</li></ul>	420,018.35 tCO2e: <ul style="list-style-type: none"><li>• 5,723.9</li><li>• 414,294.44</li></ul>	
		% of tyres retreaded	45.47%	
SOCIAL	<ul style="list-style-type: none"><li>Human Resources Department</li></ul>	Number of employees with more than 5 years of seniority who have completed non-mandatory training	91.4% of employees with more than 5 years of seniority have completed “non-mandatory” training.	
		Average number of hours of training per employee trained	34,558 hours of training delivered to 1,134 employees, for a total of 1,957 training courses for an average of 30 hours of training per employee.	
	<ul style="list-style-type: none"><li>Human Resources Department</li><li>Occupational Health &amp; Safety Manager</li></ul>	Number of hours worked and paid	3,293,025.34 hours	 
		Number of workplace accidents entailing sick leave	132 workplace accidents entailing sick leave	
		Number of days of sick leave following an accident in the workplace, commute accident and prolongation	12,979 days	
		Frequency rate	40.11	
		Severity rate	3.72	
	<ul style="list-style-type: none"><li>Human Resources Department</li><li>Occupational Health &amp; Safety Manager</li></ul>	Proportion of women in the total workforce	18%	
SOCIETAL	<ul style="list-style-type: none"><li>Quality Department</li><li>Procurement Department</li><li>Insurance Department</li></ul>	Accident rate	27.49% (excluding IBNR) equal to 6,491 accidents for 2023	  
		Training of managers and staff exposed to corruption risks	423 employees completed training on the Sapin 2 Law over the 2023 financial year.	
		<ul style="list-style-type: none"><li>% of suppliers who have signed the guidelines: Number of guidelines signed by our high-risk suppliers &gt;50/ Total number of suppliers across our high-risk procurement families &gt;50</li><li>% of suppliers with an audited risk &gt;50</li><li>% of buyers who have completed training or awareness-raising on responsible procurement: Number of buyers trained/Total number of buyers</li></ul>	In 2023, we recorded that 41% of suppliers had signed guidelines.  100% of the Procurement Department has completed training in responsible procurement and CSR has been integrated into the skills matrix tracked as part of the ISO 9001 certification.	



