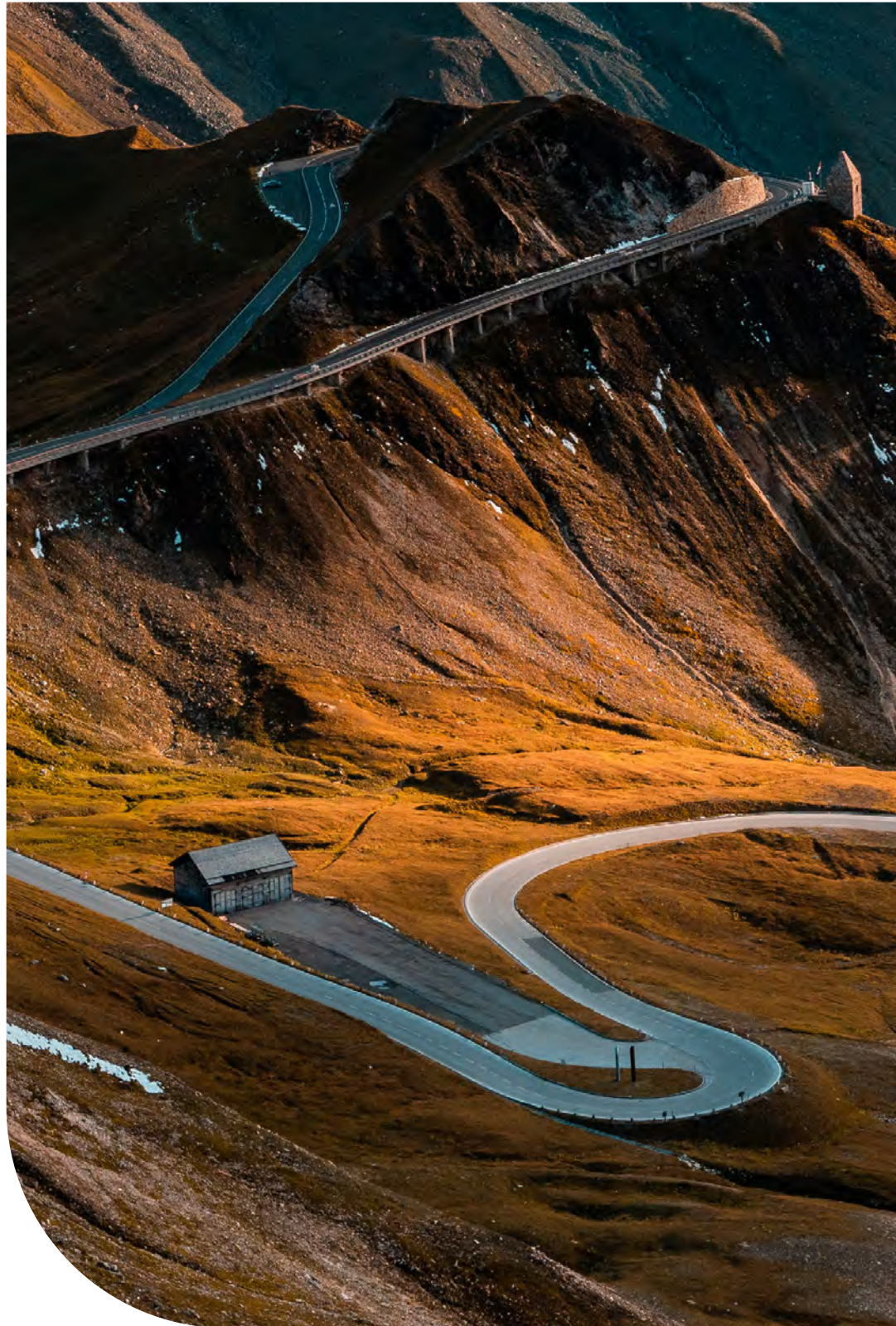


DRIVING CHANGE

SUSTAINABILITY REPORT 2025

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EDITORIAL

The past year has confirmed that uncertainty is now a defining feature of our environment. Economic and geopolitical pressures, marked by intense competition, sustained cost inflation and a volatile trade environment, have created a sense of instability with no clear sign of easing. In this context, the impacts of climate change have continued to intensify, with extreme weather events becoming more frequent and scientific evidence confirming that several planetary boundaries have already been exceeded. At the same time, structural labour and skills shortages across the European logistics sector are placing new pressure on working conditions, talent retention and the attractiveness of the industry. This rapidly evolving

and reducing emissions and adapting our operations to a changing climate. At the same time, we continue to invest in our people, recognising that engaged teams are key to service quality, as reflected in our employee engagement index, which reached 76, up two points compared with 2024. We are also strengthening our focus on diversity, equity and inclusion and extending our approach to our partners through tailored initiatives that reinforce the resilience of our network. Across the communities where we operate, we contribute through local initiatives and engagement, helping to strengthen social cohesion and the bond of trust that connects us with the people we serve.

While challenges continue to emerge, our direction remains clear and we are committed to moving forward with discipline: investing where it matters, strengthening partnerships and using data to guide our decisions.

environment is becoming a new form of normality, requiring us to adapt our decisions while holding firm to our convictions.

In a landscape where this volatility has become structural, clarity of purpose remains essential. At Geopost, we believe long-term value is built through consistency, responsibility and integrity. While challenges continue to emerge, our direction remains clear and we are committed to moving forward with discipline: investing where it matters, strengthening partnerships and using data to guide our decisions. We aim to become the international reference in sustainable delivery and an accelerator of commerce. We firmly believe that better business is better for business.

Our commitment to the planet, our people and the communities we serve is reflected in our 2025 results. Geopost reduced its greenhouse gas emissions (GHG) for the fourth consecutive year while increasing parcel volumes by 5% in a highly competitive environment, reflecting a disciplined approach to measuring

I am pleased to reaffirm Geopost's support of the Ten Principles of the United Nations Global Compact in the areas of human rights, labour, environment and anti-corruption. In addition to our public commitments, we will continue to contribute to the environmental, social and governance (ESG) strategy and disclosures, including the European Corporate Sustainability Reporting Directive (CSRD) aligned report of our parent company, [La Poste Group](#).

I would like to thank all our employees, delivery experts and partners for their engagement and professionalism throughout this demanding year. Together, we are building a more sustainable and responsible future for our sector.

Yours sincerely,

Yves Delmas
Geopost Chief Executive Officer



Sustainability drives lasting business success

Through our network of expert brands, including DPD, Chronopost, SEUR, BRT, Speedy, Jadlog and Asendia, we provide delivery services tailored to every type of business needs: B2B, B2C and C2C, home and out-of-home (OOH) delivery, domestic and international, standard and specialised.

Our goal is to offer solutions that make commerce easier, faster and more sustainable for every customer we serve.

Our operations are guided by a strategy grounded in sustainability and compliance. As a European leader in parcel delivery and commerce solutions, operating across more than 50 countries, Geopost has made a deliberate choice: to build a business in which growth and environmental, social and societal responsibility advance together. These efforts are reflected in our EcoVadis rating, which earned us a silver medal in 2025. We also contribute to La Poste Group, maintaining its Carbon Disclosure Project (CDP) 'A List' ranking for climate action.

With 55,000 employees worldwide and €15.8 billion in revenue in 2025, we recognise the scale of our operations and the responsibility that comes with it. This awareness drives our determination to accelerate our transition. Geopost was the first global delivery company to have its roadmap to Net Zero by 2040 validated by the Science Based Targets initiative (SBTi), a commitment that continues to guide our decisions, investments and partnerships each year.

Our ambition is to be the international reference in sustainable delivery. This report reflects both the progress made and the determination that drives it.



CO₂e emissions
-1.6%
 in absolute greenhouse gas emissions in 2025, marking the fourth consecutive year of emissions reduction.



Driving Change

our sustainability strategy

Our strategic vision is a business model that combines positive results for the company with positive impacts beyond our business. In 2016, we established a collective programme, Driving Change, with the ambition of making Geopost the international reference in sustainable delivery.

We have defined three main areas of action:

PLANET, PEOPLE and **COMMUNITIES**.

To support these three pillars, Geopost has defined clear standards in terms of ethics, governance and compliance, shared across all its subsidiaries worldwide. This framework provides a common, uncompromising foundation that transcends our individual values and cultures.

Rolling out Driving Change across all our subsidiaries requires in-depth knowledge of each market and territory. Our programme is common to all, and we trust our regional leaders to adapt it to local realities, combining profitability with long-term sustainability.

PLANET

Reducing our greenhouse gas emissions while anticipating and adapting to the impacts of climate change.

PEOPLE

Ensuring every employee and partner feels safe and enjoys equal opportunities for professional and talent development.

COMMUNITIES

Supporting the communities where we operate, as thriving territories are the foundation of lasting business success.

PLANET

We depend on natural resources every day: water, air, materials and energy. Reducing our environmental footprint therefore means using resources more responsibly and particularly limiting our greenhouse gas emissions. We are also strengthening our capacity to adapt to the consequences of climate change. All these environmental considerations are now integrated into our decision-making and long term-planning processes.

A changing climate a clear direction

While 2025 confirmed a more uncertain environment, one reality remained unchanged: climate change continues to reshape the context in which we operate.

The ongoing progression of global warming and the increasing visibility of its regional effects are underscored by recent data: global temperatures are now 1.48 °C above pre-industrial levels, holding close to the 1.5 °C threshold set by the Paris Agreement.

At the same time, shifting political and economic conditions are reshaping energy markets and regulatory frameworks.

**The past eleven years stood as
the warmest ever recorded on the planet.**

In Europe, discussions around the Corporate Sustainability Reporting Directive (CSRD) and the Corporate Sustainability Due Diligence Directive (CSDDD) illustrate an evolving landscape, while climate and conflict-related events continue to disrupt populations and supply chains worldwide.

In this broader environment, new competitive pressures are reshaping the delivery market. Platforms such as Instagram and TikTok are accelerating the rise of social commerce: 61% of Gen Z consumers now buy products directly via social media, driving strong demand for free and fast delivery, with increasing use of parcel lockers, now used by 27% of consumers (up four points from 2024). This shift is fuelling the emergence of new, fast-growing and less-regulated market

entrants. Yet for companies such as Geopost that have invested consistently in sustainability, this context also creates opportunities. Environmental requirements in major tenders remain high, and responsible delivery remains a clear competitive advantage.



Global temperature increase:

+1.48 °C

consolidated three-year average temperature increase for 2023–2025 above pre-industrial levels

Source: World Meteorological Organisation

Omnibus scope:

20%

of companies previously subject to CSRD remain in scope following the Omnibus reform

Geopost tenders:

28%

of formal tenders received by Geopost in 2025 included sustainability criteria, with CO₂ reduction as the primary focus

Geopost: internal data

Climate action a holistic commitment

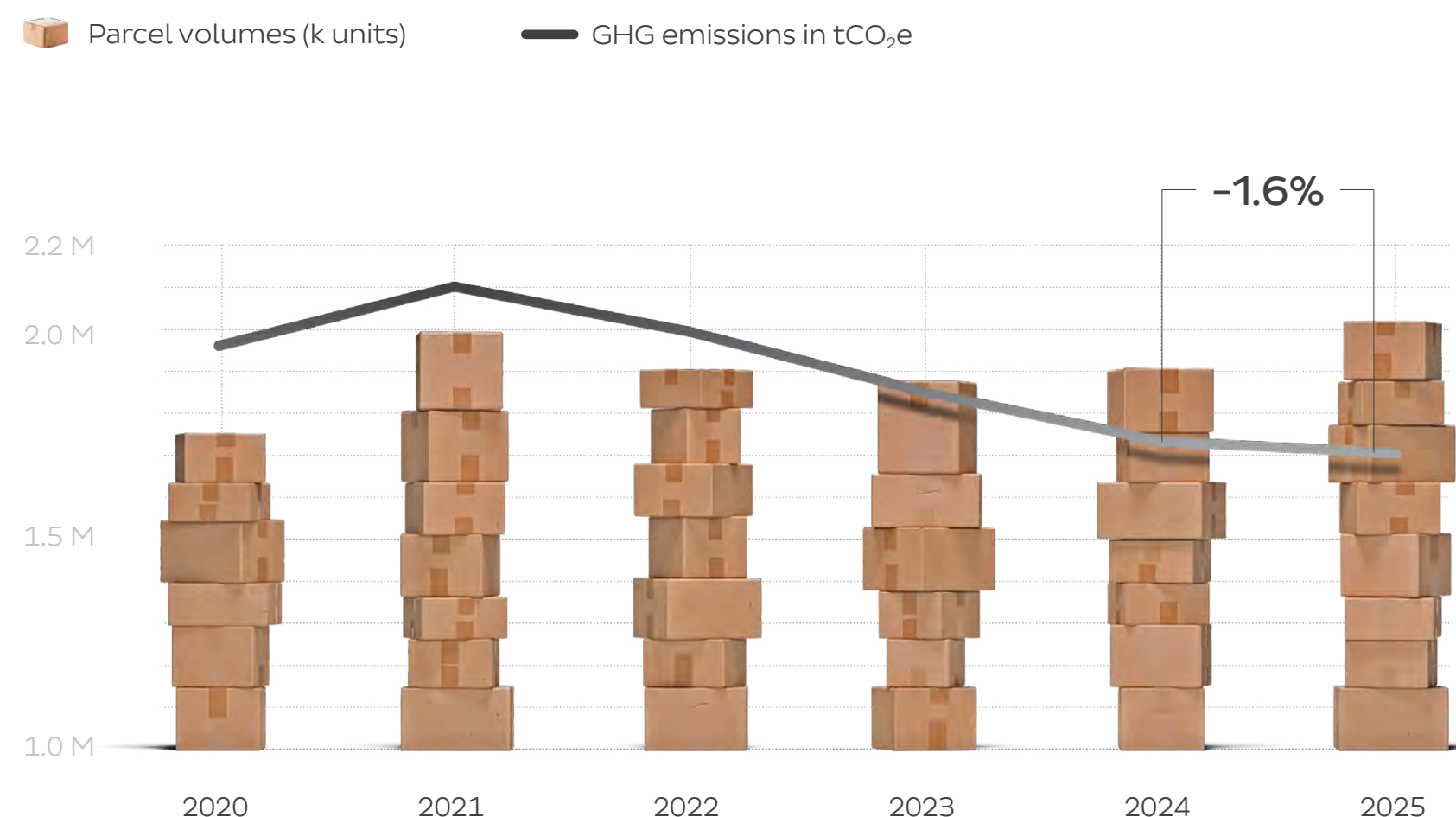


As a global delivery group, Geopost takes responsibility for its environmental impact. Given the scale of our road transport operations, climate is the priority of our environmental strategy while we continue to address biodiversity, resource use and circularity. Transport and logistics account for around 10% of global GHG emissions, and we are committed to reaching Net Zero across our value chain by 2040.

In 2025, as parcel volumes increased by 5%, we reduced our CO₂ emissions for the fourth consecutive year, by 1.6% compared with 2024 and by 13% since the 2020 baseline. Over this period, parcel volumes grew by around 15%, demonstrating a clear decoupling between business growth and emissions.

In 2023, Geopost became the first global parcel delivery company to have both its near- and long-term CO₂ reduction targets approved by the Science Based Targets initiative (SBTi). Our near-term targets are to reduce absolute Scope 1 and 2 GHG emissions and absolute Scope 3 GHG emissions from fuel- and energy-related activities, upstream transport and distribution and upstream leased assets by 43% by 2030 from a 2020 baseline.* Our long-term targets are to reduce absolute Scope 1, 2 and 3 GHG emissions by at least 90% by 2040 from a 2020 baseline on our total group scope.

Decoupling GHG emissions and volumes transported



Air quality: co-benefits of our decarbonisation strategy

Poor air quality is a major public health issue. Road transport is one of its primary causes: fossil fuel vehicles emit air pollutants such as nitrogen oxides (NO_x), carbon monoxide (CO) and particulate matter (PM).

Decarbonising our fleet also means reducing air pollution. Electric vehicles eliminate tailpipe emissions, and

alternative solutions significantly reduce combustion-related NO_x, CO and PM compared with conventional diesel. Since 2020, we have reduced our NO_x emissions by 43% and aim to reduce them by 87% by 2030, while limiting the increase in PM (not solely produced by fuel) to 22% over the same period.

Three principles guide our climate strategy:

MEASURE

We track emissions with ever-greater precision, to deepen our understanding and drive cost-effective decarbonisation decisions.

REDUCE

We accelerate fleet electrification and trial new technologies and low-emission solutions across operations.

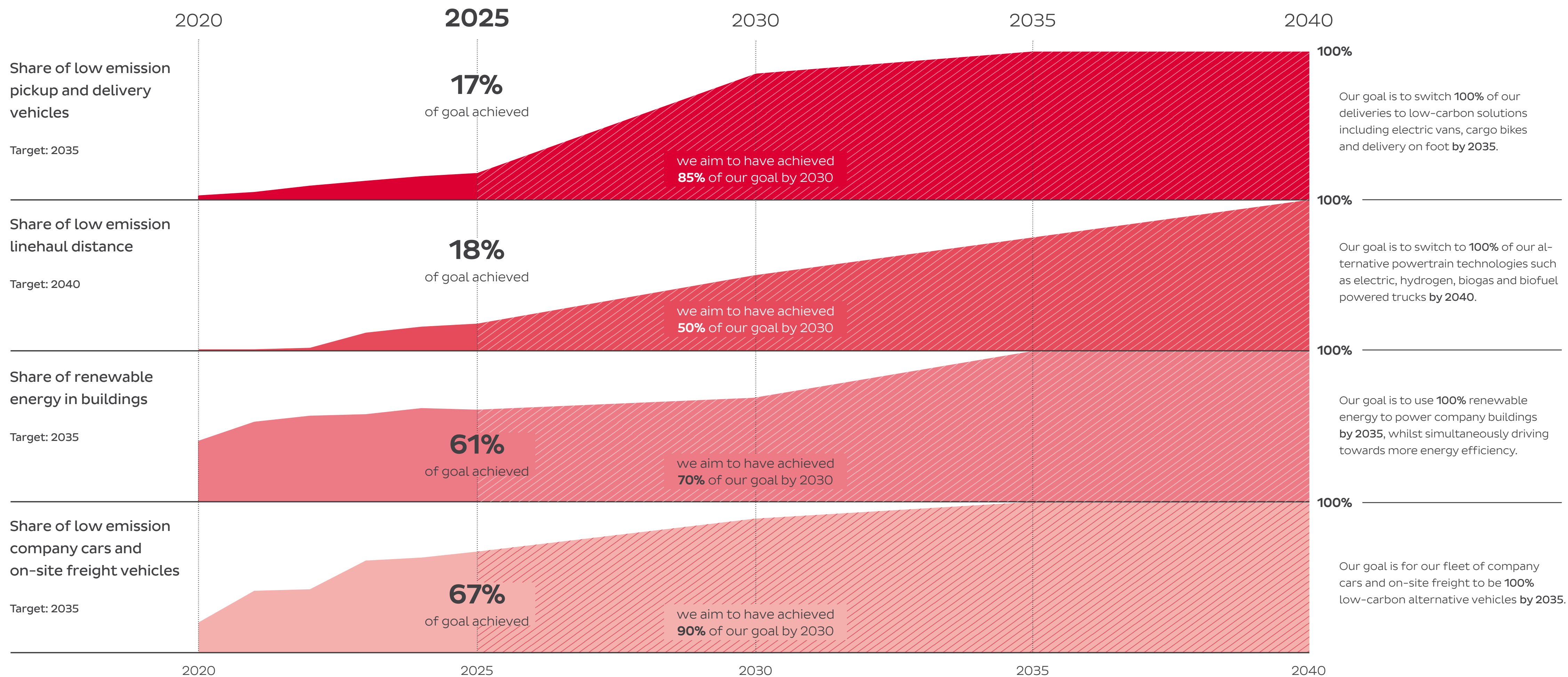
ADAPT

We build resilience into our operations and protect the health, safety and well-being of our people.



* including our 20 major European business units (see appendix)

Our road to Net Zero a demanding journey



Measuring to reduce a robust framework

Reducing emissions requires accurate and reliable measurement. For Geopost, our ability to measure our greenhouse gas emissions underpins our decarbonisation strategy and is the foundation on which all our reduction commitments rest.

A dedicated internal reporting tool: RESPIRE

Developed specifically for Geopost, RESPIRE is built on recognised international standards, including the GHG Protocol. It enables quarterly data collection across our 32 business units, ensuring a harmonised and robust approach to carbon accounting.

Twenty business units fall within the scope of our approved Science Based Targets initiative (SBTi) mid term commitment. Carbon footprint calculations follow a standardised process and any inconsistencies are investigated collaboratively by the central team and the relevant business unit.

Independent audits to verify our data

Each year, Geopost's emissions data are subject to two independent audits. The first is a mandatory audit covering three to four major business units and a review of our processes as part of La Poste Group's CSRD reporting obligations. A second voluntary audit is carried out specifically on the Geopost SBTi mid term scope, demonstrating our commitment to transparency beyond regulatory requirements. Together, these audits provide external assurance of the quality and reliability of our emissions reporting.

Our central teams oversee the entire process in close cooperation with business units, whose operational expertise is essential to continuously improving data quality and completeness.

Reporting to our customers their scope 3 emissions

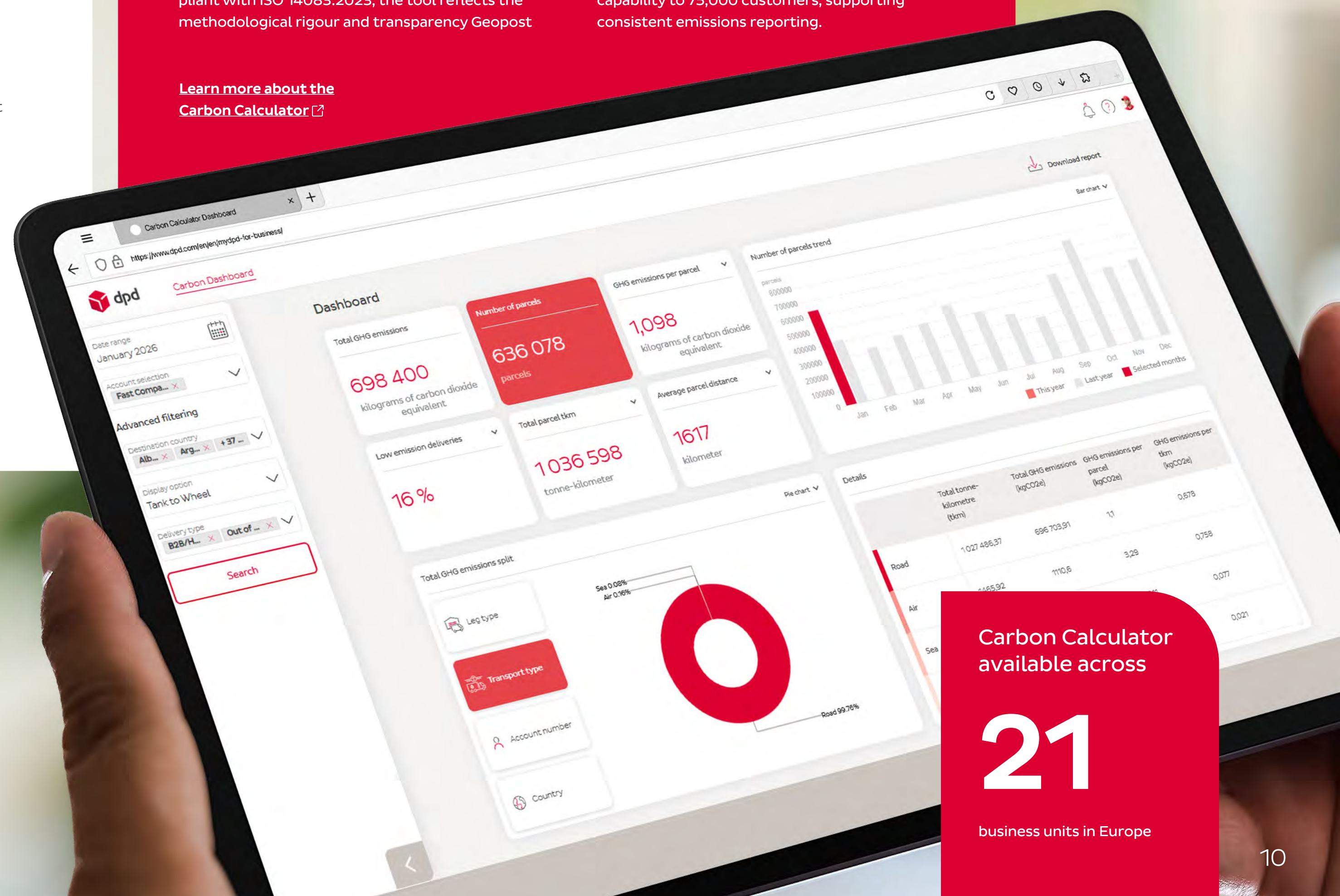
As businesses face increasing pressure to measure and report the emissions generated across their supply chains, **Geopost launched its Carbon Calculator in 2023**. The tool enables our customers to access reliable, near real-time emissions data associated with their deliveries, based on parcel flows through our network.

Accredited by the Smart Freight Centre and compliant with ISO 14083:2023, the tool reflects the methodological rigour and transparency Geopost

brings to emissions reporting, giving customers confidence in the data. Accessible through the Carbon Dashboard, our customer-facing interface launched in 2025, the tool continues to expand across our network.

Since 2025, DPD Germany has been rolling out the Carbon Dashboard, extending access to 72,930 customers. In Italy, BRT provides the same capability to 75,000 customers, supporting consistent emissions reporting.

[Learn more about the Carbon Calculator](#)



Carbon Calculator available across

21

business units in Europe

Reducing emissions on the road

Road transport accounts for 90% of our greenhouse gas emissions. While route optimisation, load consolidation and operational efficiency contribute massively to emissions reductions, another significant share of these reductions comes from transforming the energy used in our fleet. Our energy transition therefore focuses on three complementary levers: electrifying delivery vehicles, advancing the electrification of road linehaul and using alternative fuels as a bridging solution.

To maximise the efficiency of our decarbonisation efforts, Geopost has implemented a **carbon budget** [↗](#) since 2023, enabling a cost-optimised allocation of decarbonisation levers across business units. Building on this framework, Geopost progressively coordinates decisions across business units to accelerate or defer certain actions based on their cost-effectiveness and impact. In 2025, this approach allowed us to achieve greater emissions reductions for a given financial envelope, by prioritising the most efficient levers at group level.

Electrifying our delivery vehicles

Electrifying delivery vehicles is a direct way to reduce first- and last-mile emissions. Since 2020, our electric fleet has grown from 1,144 to 11,292 vehicles in 2025. As most vehicles are operated by transport partners, their transition is central to our progress. Geopost supports this shift through practical solutions, including offering on-site charging infrastructure, as well as preferential purchase or leasing conditions with vehicle manufacturers. This expansion has required overcoming operational, technical and infrastructure challenges across markets, from grid capacity constraints to charging availability and partner readiness. Addressing these challenges has

strengthened the group's expertise and enabled a more agile and scalable approach to fleet electrification. Lessons learnt from delivery electrification are now informing our approach to long-distance operations.

Decarbonising our road linehaul

Road linehaul remains the largest source of emissions, with heavy-duty trucks accounting for 47% of our greenhouse gas emissions. In 2025, eight business units operated or trialed 22 electric trucks, covering 1.7 million kilometres. These operations demonstrate that electric linehaul can be viable on selected routes and support the gradual extension of **electric transport corridors** [↗](#) across Europe.

Using alternative fuels as a bridge

While electric solutions continue to scale, alternative fuels enable immediate emissions reductions. Hydrogenated Vegetable Oil (HVO), produced from used cooking oils or sustainable feedstocks, can reduce GHG emissions by 60% to 95% compared with fossil fuels. As supply remains limited and demand increases, HVO is used as a transitional solution rather than a long-term alternative. In 2025, alternative fuels represented 18.4% of total linehaul kilometres driven.



Tackling charging needs

At DPD UK, over 38% of our final-mile delivery vehicles are electric, and we aim to increase this percentage as we move towards 2030. This ambition has brought a challenge: charging infrastructure.

Developing our own infrastructure requires significant capital investment, while public infrastructure is costly and unevenly distributed across the UK. That is why we opted for a sale-and-leaseback model for our charging infrastructure, lowering the CapEx burden. We also secured funding from the UK Government Depot Charging Scheme, facilitating the development of new infrastructure at our Burgess Hill distribution centre.

A fleet in transition

17%

of Geopost's pick-up and delivery fleet was represented by electric vans at the end of 2025, rising to 40% in DPD Hungary and DPD Estonia.

Reducing emissions in our depots and operations

While electrification is central to the future of road transport, decarbonising a network the size of Geopost's also requires a broader, system-level approach. Cost, vehicle range, equipment availability, charging infrastructure and public policy all influence the pace of fleet transformation. We also focus on maximising the performance of our assets to capture immediate operational, cost and carbon efficiencies.

Improving our buildings' energy performance

Buildings represent approximately 4% of Geopost's total greenhouse gas emissions, making energy management a direct lever of decarbonisation. Through the Sustainable Buildings Programme, we are making tangible progress towards our targets. In 2025, 84% of electricity consumed came from renewable sources, reflecting progress towards the target of 100% renewable electricity by 2025. Over the same period, 61% of buildings were supplied with renewable energy, demonstrating solid momentum towards the 2030 target of 70%. New construction and major renovation projects are guided by best-practice sustainability standards, with the most ambitious projects required to achieve a minimum BREEM* 'Very Good' rating.

Anticipating future building use

As fleet electrification accelerates, new depots and major renovations are designed with charging infrastructure integrated from the outset, limiting costly retrofits and embedding environmental performance into investment decisions.



Smarter planning across the network

Several Geopost business units have deployed openFleet, a modular, end-to-end transport planning platform developed by Loqus, a European logistics software company, across the Baltics, Czech Republic, Slovakia, Hungary, the Adriatics and Benelux.

Powered by mathematical optimisation algorithms, openFleet supports the management of the full delivery lifecycle, from depot to door-step. It generates route plans by integrating order data with operational constraints such as vehicle capacities, time windows, driver shifts and geographic zones.

Beyond day-to-day operations, openFleet enables tactical planning and simulation. By combining historical data with flexible forecasting models, the platform generates dynamic route templates and automated micro-zone layouts that adapt to volume variations.

Planners can run "what-if" scenarios to assess the operational impact of changes in demand, service levels or network configuration before implementation, supporting informed decision-making without disrupting live operations.



* BREEM (Building Research Establishment Environmental Assessment Method) is one of the most recognised sustainability labels for new or refurbished buildings

Adapting to climate change acting for more resilience

While we work to reduce our emissions, we are also preparing for the impacts of climate change. Adapting our operations to a more volatile climate is the third principle of our climate strategy and an imperative that is becoming more urgent each year. As our activities rely heavily on buildings, roads and vehicle circulation, understanding our exposure to climate-related risks is essential.

Chronic and acute risks

Two categories of risk require our attention. The first is chronic: rising average temperatures (the decade from 2016 to 2025 was the warmest on record globally) and rising sea levels, whose effects accumulate over time. The second is acute: extreme weather events such as floods, violent storms and heatwaves, growing in frequency and intensity. In 2025, Europe recorded its highest greenhouse gas emissions from forest fires, while floods disrupted communities and infra-structure across the continent, as well as in Brazil, Asia and other regions.

Tangible consequences for our operations

These risks are already affecting our operations in concrete ways. In 2024, torrential rains in the Valencia region impacted the SEUR site, causing 21 days of disruption and reinforcing the need for systematic risk anticipation and stronger business continuity plans.

From assessment to action

In 2025, La Poste Group initiated a risk exposure assessment using the Score Climatique tool of the 'Caisse des Dépôts et Consignations' (CDC), covering Geopost's sites around the world. Five primary hazards were assessed: rising temperatures, flooding, storms, heatwaves and forest fires. Building on this analysis, Geopost identified four main business risks:

- impacts of high temperatures on employee health, safety and working conditions
- damage to productive assets
- increased insurance costs and reduced insurability
- disruption of service

Based on these insights, vulnerability assessments and on-site resilience audits are under way across around 50 strategic sites. This work will inform the definition of a climate-change adaptation framework in 2026.

Toulouse: building resilience on the ground

In the south of France, the DPD site in Toulouse has taken concrete measures to strengthen its resilience to climate-related risks.

The site has invested in natural vegetation to support the water cycle, provide cooling and promote biodiversity: 4,500 m² of natural meadow grassland, 114 locally native trees and 4,000 m² of woodland in the immediate vicinity. In addition, 90 permeable gravel parking spaces promote soil drainage, reducing vulnerability to heavy rainfall.

From an energy perspective, the building, awarded a BREEAM 'Very Good' rating, features 2,000 m² of solar panels producing 590 MWh annually, with a self-consumption rate of 35.5%, as well as 48 electric charging points supporting energy savings and greater energy autonomy.

Together, these measures significantly reduce the site's exposure to the combined risks of flooding and extreme heat.

Reviewed number of sites

1,983

sites have been assessed across Geopost's network during the initial climate-risk assessment, identifying priority risks for people, assets, insurance and service continuity.



ROAD
CLOSED

Circular economy

greater resource efficiency

Geopost's sustainability ambitions extend beyond our own operations. By enabling circular commerce, we support business models that use fewer resources and help reduce emissions by extending product lifecycles.

The growth of second-hand markets, particularly in fashion, reflects this structural shift. According to a 2025 Circular Fashion Federation and KPMG study, Europe's resale fashion market is set to grow from €15.9 billion in 2024 to €26 billion by 2030, at an average annual rate of 8.5%. Extending a garment's life through second-hand use can reduce its carbon, water and waste footprint by up to 73%.

Within this broader trend, the consumer-to-consumer (C2C) segment continued to outperform the rest of the market, remaining the only segment to deliver double-digit growth in both revenue and volume in line with the momentum observed since 2023. This trend is expected to persist. Growth was particularly strong in 2024 across major European markets such as Italy, France and the UK. While specialised resale platforms remained key drivers, recommerce also gained traction among established retailers entering the C2C segment to capture demand from consumers seeking longer-lasting products. In this context, Geopost brands outperformed the C2C market

in 2024, achieving strong double-digit growth in both revenue and volume.

Out-of-home deliveries continue to grow

E-shoppers prefer this [delivery solution for second-hand transactions](#) ², where flexibility and proximity are key.

We operate one of Europe's most extensive cross-border OOH networks: 104,000 parcel shops and 51,000 lockers across 28 countries, putting 94% of the European population within 10 minutes of a Pickup point. According to the 2025 Geopost E-Shopper Barometer, 46% of regular European e-shoppers now favour OOH options, up 15 points since 2019.

When parcels are collected on foot, by bicycle, electric vehicle or public transport, OOH delivery can offer additional environmental benefits and we actively encourage this.

vertbaudet

Rethinking logistics for a circular economy

In 2025, Vertbaudet, the French children's clothing and lifestyle retailer, significantly adapted its logistics model by replacing single-use cardboard boxes with reusable rigid containers for deliveries to its 74 stores across France. This system eliminates around 120,000 cardboard boxes per year, reducing packaging waste while streamlining store operations.

Chronopost, Geopost's French express delivery subsidiary, plays a central role in the project. It collects the containers

from Vertbaudet's warehouse, sorts them at its hub near Paris and delivers to stores in under 24 hours, five times per week. Products arrive pre-labelled and ready for immediate use, removing the need for unpacking at store level and reducing handling time.

To date, more than 1,365 containers have completed a full logistics loop, with 2,500 deployed overall. This illustrates how logistics can actively support circular business models.

OOH preference

46%

of regular European e-shoppers favour out-of-home delivery options in 2025.

Up 15 points since 2019, reflecting a steady shift in delivery habits.

[Learn more about the E-Shopper Barometer 2025](#) ²



PEOPLE

They are at the heart of Geopost's performance. This includes our employees and our partners across the value chain. We are building a safe, welcoming, inclusive and fair workplace, while advancing responsible and compliant working conditions beyond our own operations.

We aim to help our people grow, contribute and thrive, generating both customer satisfaction and collective pride in what we build together.

We strive for every member of our team to feel proud to represent Geopost. And we want to be an organisation that continuously attracts new talents, ready to embrace current and future challenges sustainably.

People matter more than ever in times of unpredictability

Social progress is sometimes treated as though it were permanent. The events of 2025 challenged that assumption. Social issues, whether within companies or across society, require vigilance, consistency and collective commitment.

One example from 2025 illustrates just how fragile that progress can be. During the year, several large companies across Europe were confronted with external pressures challenging long-standing commitments to diversity and equality. Although such situations remain exceptional, they serve as a reminder that progress in these areas is never guaranteed, reinforcing the need to hold firm on principles and continue addressing historical inequalities, particularly between women and men. In the European Union, women still earn on average 12% less per hour than men, with gaps reaching almost 18% in Germany, the Czech Republic and Hungary (Eurostat 2023). This inequality persists despite gender equality being enshrined in the Treaty of Rome as early as 1957.

The challenges are equally significant in relation to disability. Around 24% of European adults live with some form of disability, representing more than 100 million people. Yet the employment rate for adults aged 20 to 64 with disabilities is only 50.8%, compared with 75% for their non-disabled peers (Eurostat, 2021).

From supporting young people into employment and sustaining skills throughout careers, to enabling older workers to remain active for longer, the needs are diverse and growing. Public policy alone cannot meet them.

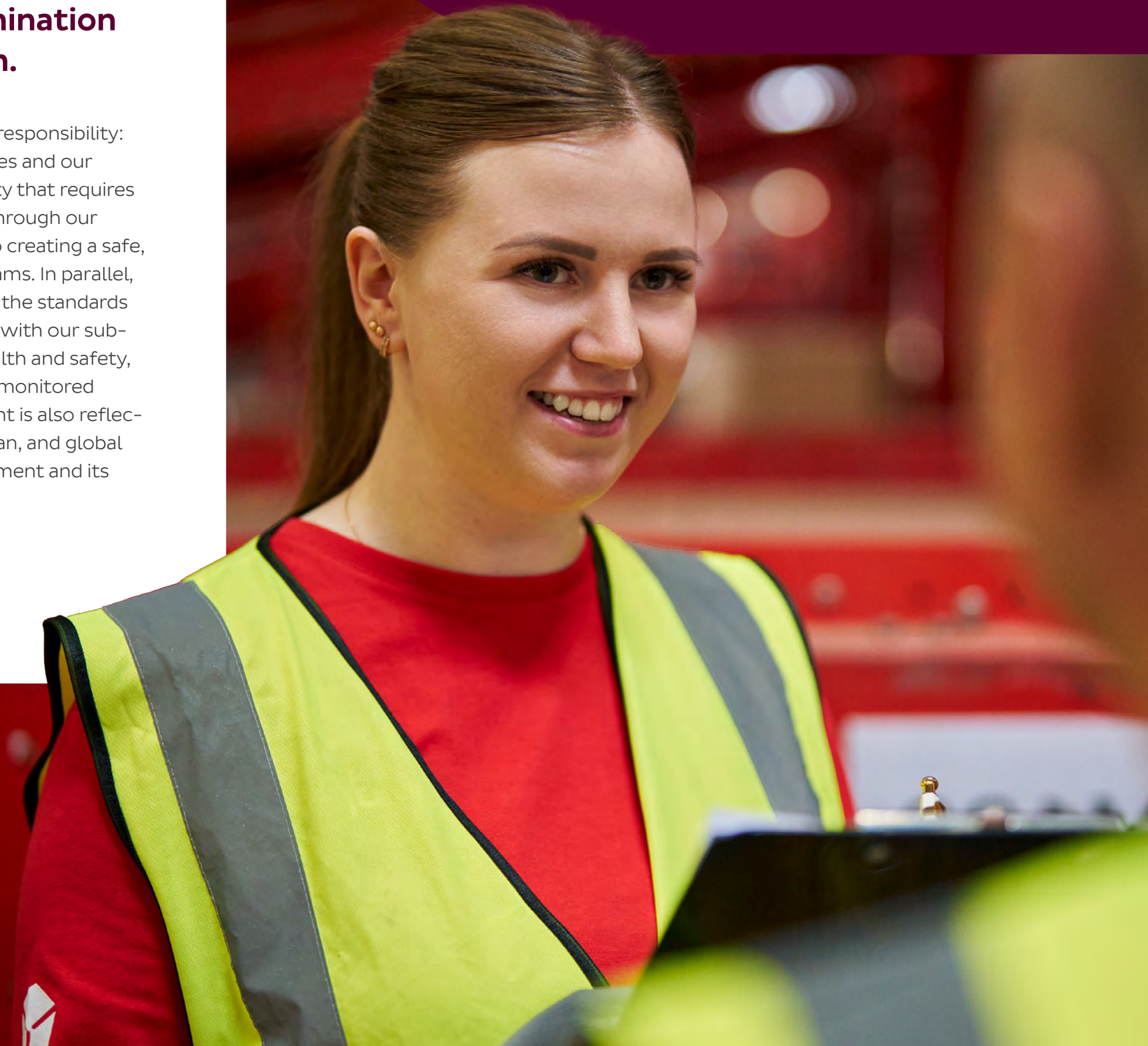
Companies, working together with their social partners, **must engage in dialogue** and shape their own roadmap with both **determination and long-term vision**.

For Geopost, one further dimension shapes our responsibility: our business model draws on both our employees and our network of subcontracting partners, a dual reality that requires consistent standards across all forms of work. Through our 'Employer of Choice' programme, we commit to creating a safe, inclusive and empowering workplace for our teams. In parallel, our 'Partner of Choice' programme ensures that the standards we uphold internally also guide how we engage with our subcontracting partners, with a shared focus on health and safety, well-being and responsible working conditions, monitored through a dedicated barometer. Our commitment is also reflected in our strong social dialogue at local, European, and global levels, supported by our UNI Global Union agreement and its July 2024 addendum.

“When uncertainty and complexity become the norm, it is essential to return to basics: the values that form the bedrock of our identity.”

Marie-Hélène Michon

Geopost Executive Vice President,
Human Resources and Corporate Administration



A culture of commitment our Employer of Choice programme

Engagement that drives collective progress

Each year, Geopost conducts with IPSOS its Employee Engagement Barometer, a group-wide survey sent to all employees across our subsidiaries. Built around questions covering a wide range of topics such as well-being at work, confidence in the future, sense of belonging and engagement, it offers an objective measure of how our people experience working at Geopost. All our HR development initiatives are fully aligned with and embedded in the broader strategic HR framework of La Poste Group.

In 2025, participation reached 83%, a two-point rise on 2024 and a strong indicator that employees trust the process and feel their voices matter.

Our overall engagement index



reflecting a culture that is both committed and confident in the group's direction.

Other indicators point to a positive and stable working environment: absenteeism fell by 9% compared with 2024, turnover declined despite tight labour markets across the eurozone, where retaining talent remains a genuine challenge. Permanent contracts remain the prevailing form of employment, reflecting our commitment to stability and reducing job insecurity.

These results show that Geopost is nurturing a workplace where employees feel valued, supported and motivated to contribute to our long-term success.

Developing preventive health, safety and well-being at every role

Health, safety and well-being at Geopost is built on prevention: identifying risks and putting the right measures in place for each role and working environment. At group level, health and safety is treated as a major priority. Each business unit is asked to define progress objectives on key indicators, including accident frequency and severity, absenteeism and turnover. A group-wide policy on the subject is being implemented.

For each workstation, whether on site or on the road, risk assessments identify the specific hazards associated with each role. This translates into tailored onboarding for operational staff, targeted safety training, the deployment of ergonomic equipment and protective installations as well as awareness initiatives that help embed a prevention culture at every level.

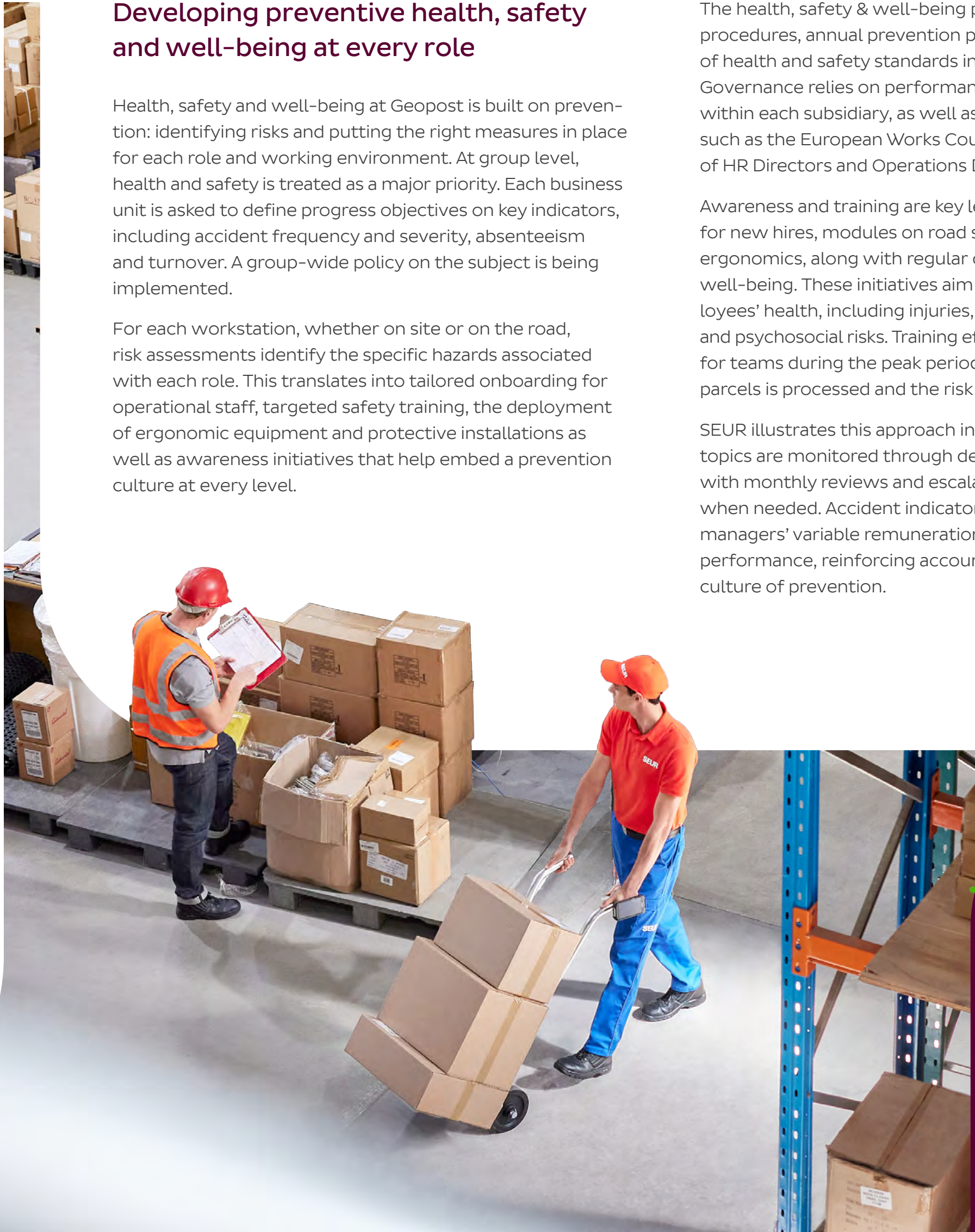
The health, safety & well-being policy is built on formalised procedures, annual prevention plans and the incorporation of health and safety standards into operational processes. Governance relies on performance reviews conducted within each subsidiary, as well as on social dialogue bodies such as the European Works Council and the community of HR Directors and Operations Directors.

Awareness and training are key levers: safety onboarding for new hires, modules on road safety, manual handling and ergonomics, along with regular campaigns on workplace well-being. These initiatives aim to reduce risks to employees' health, including injuries, musculoskeletal disorders and psychosocial risks. Training efforts are further reinforced for teams during the peak period, when a higher volume of parcels is processed and the risk of accidents increases.

SEUR illustrates this approach in practice. Health and safety topics are monitored through dedicated governance, with monthly reviews and escalation to executive level when needed. Accident indicators are closely tracked and managers' variable remuneration is partly linked to safety performance, reinforcing accountability and a genuine culture of prevention.

Support for physical and mental health, quality of life at work and well-being is provided through several channels:

- a 24/7 telephone hotline offering employees the possibility to speak with a dedicated advisor at any time;
- a protocol for handling cases of moral or sexual harassment within the subsidiaries;
- initiatives implemented across the subsidiaries to strengthen employee listening and support, including dedicated hotlines and other assistance mechanisms.
- participation in the annual engagement survey, which includes questions on occupational health and safety as well as on quality of life at work.



Recognised as employers of choice

Across the group, strong human resources management is recognised by independent bodies. In 2025, several business units were distinguished as exceptional employers:

- In France, DPD earned the HappyIndex® Trainees label from ChooseMyCompany and the Capital "Committed to Diversity" distinction, while also achieving an EcoVadis Platinum rating.
- DPD Germany was certified Top Employer Germany by the Top Employers Institute for the third consecutive year. DPD UK received a Silver Diversity, Equity and Inclusion (DE&I) accreditation.
- In Spain, SEUR was named one of Forbes Spain's "100 Best Companies to Work For", the only transport operator to appear in the ranking.

Developing talents at every level

In a business environment shaped by geopolitical shifts, regulatory change and accelerating transformation, strengthening leadership capabilities has become a strategic priority for Geopost.

Building the skills our world demands

To support leaders in navigating uncertainty and complexity, Geopost has developed structured, progressive leadership programmes that combine strategic insight, behavioural skills and practical application. We also foster sharing experiences and disseminating best practices across business units.

Launched in 2024 and progressively enriched, the Top Leaders Programme is designed for the group's Top 300 senior leaders, whose decisions shape Geopost's direction. Rather than a standard training curriculum, it offers a personalised development journey, adapted to the individual roles and challenges. It focuses on strategic clarity, decision-making in complex environments and leadership behaviours aligned with the group's values.

This global framework is complemented by locally anchored leadership and management programmes, reflecting the diversity of business contexts across the group.

Illustration at business unit level

DPD Poland continues to deploy its Development Management Programme, a three-level pathway reaching around 150 managers each year. The programme combines individualised development plans for senior leaders, behavioural and motivational modules for mid-level managers and blended learning paths for first-time managers, supported by regular online knowledge-sharing sessions and external expert contributions.

Beyond leadership development, Geopost also invests in building the functional expertise required in an increasingly complex regulatory environment. Across the group, business units remain fully committed to developing their teams and strengthening skills and capabilities



Stefania Pezzetti
Chief Executive Officer
BRT

Growing women's leadership at the top

The share of women in top management across Geopost rose to 26% in 2025, up 5 points compared to 2021, reflecting sustained efforts to open senior leadership roles to women and to build long-term pathways for advancement across the group.

Among the women shaping this momentum, Stefania Pezzetti, Chief Executive Officer of BRT in Italy, was named in 2025 to **Forbes magazine's "100 Women" list** [🔗](#), recognising both her leadership and the group's commitment to advancing women's leadership at the highest level.

This progress is supported by structured talent development initiatives and by the Réseau Parité Un Une, a La Poste Group initiative in which Geopost participates, promoting professional equality between women and men. The network fosters dialogue, awareness and concrete action through events, mentoring programmes and recognition initiatives, contributing to cultural change across the organisation.

Gender Equality Index Score 2025

93/100

at Geopost headquarters

People at the heart our human rights commitments

Published in May 2025, our group-wide Human Rights Policy marks a key step in strengthening our commitment to ethical and responsible business practices worldwide. Fully aligned with the policy of our parent company, La Poste Group, this framework reflects Geopost's responsibility to uphold the rights and dignity of every individual: our employees, partners and the communities we serve.

As a global organisation operating across diverse regulatory environments, Geopost relies on shared standards to ensure consistency and a high level of protection in all our activities. The Human Rights Policy applies across all business units and relationships. Together with the Code of Conduct, the Sustainable Procurement Charter and the Data Privacy Policy, it establishes a common foundation for responsible practices across the group.

The policy is built around four core principles:

Zero tolerance for human rights violations, including forced labour, human trafficking, child labour and discrimination, with active prevention of unsafe practices.

Fair and safe working conditions, ensuring health and safety, freedom of association, fair employment practices and the prevention of violence, harassment and sexism.

Diversity as a shared strength, promoting inclusion, equal opportunities and respect for differences.

Integrity and responsibility in activities, including the protection of personal data and respect for communities and the environment.

This policy strengthens Geopost's governance framework and supports our ambition to be both an Employer of Choice and a Partner of Choice, embedding human rights principles into everyday operations. As part of this approach, our Diversity, Equity and Inclusion strategy covers all diversity aspects: gender; neurodiversity and disability; multiculturalism; generations; and work-life balance.

A structured and pioneering social dialogue framework

Social dialogue is a core component of our Human Rights approach. It is grounded in the global agreement signed with UNI Global Union in 2017, reinforced by a pioneering addendum signed in 2024, which together provide a structured framework for labour relations at group level.

In 2025, the addendum was deployed across business units, supported by dedicated tools to facilitate local implementation. Governance is ensured through a joint Steering Committee bringing together Geopost management and UNI Global Union representatives, which meets regularly to monitor progress, address structural issues and maintain constructive dialogue.

This framework is further supported by three technical working groups focusing on human rights, freedom of association and partners. Geopost's engagement on social dialogue is also based on the social agreements with the European Works Council and the French Group Works Council (Comité Groupe France). Together, these mechanisms ensure structured employee representation and contribute to strengthening trust, transparency and cooperation at both group and local levels.

Inclusion week: from group momentum to local initiatives

As part of its Diversity, Equity and Inclusion (DE&I) approach, Geopost has made Inclusion Week a structuring group-wide initiative driven by strong engagement across business units. Established in 2022 as part of the Employer of Choice programme, Inclusion Week is designed as a two-level approach, combining a shared group framework with locally tailored actions led by business units.

In 2025, 32 business units took part, each organising initiatives aligned with group priorities while addressing their own local contexts. Conferences, webinars, workshops and interactive formats explored key DE&I themes such as gender equality, multiculturalism, disability and neurodiversity, generations and work-life balance. By empowering business units to act while connecting them through common themes, Inclusion Week helps translate human rights and inclusion commitments into concrete, everyday practices within Geopost's units and teams.



Building sustainable relationships with our partners

As a leading parcel delivery service provider, Geopost's success depends not only on the strength of our own operations, but also on the engagement, performance and reliability of independent partners who handle and deliver parcels on our behalf. The quality of our collaboration, the clarity of our contractual arrangements and the way we work together as business counterparts are therefore directly linked to our ability to achieve operational excellence. Our Partner of Choice programme aims to build fair, transparent and long-term relationships with partners.

Central to this ambition is the Partner Barometer, a voluntary and anonymous survey conducted with the support of IPSOS. Now in its second consecutive year, the Barometer gives partners a structured platform to share confidential feedback on their relationship with Geopost across six core Partner of Choice dimensions: decent working conditions, ease of collaboration, reward and value-added benefits, performance management and feedback, long-term relationship and sense of belonging to the partner community. It also covers broader strategic topics among which sustainability and shared mechanisms such as the whistleblowing channel and the Sustainable Procurement Charter.

For its second edition, the **Partner Barometer** expanded its scope, demonstrating both **increased engagement and higher satisfaction**, while also driving concrete **improvement actions**.

In 2025, the Barometer was extended to include parcel handling partners, alongside pick-up and delivery (PUD) and linehaul partners across European business units. Participation reached 69%, up 17 points compared to 2024 with improvements in partner satisfaction (7.3 out of 10, up from 7.0 the previous year) and in partners' willingness to recommend their business unit as a trusted company to work with.

These insights feed directly into dialogue between Geopost and its partners and serve as a key input for action plans within the Partner of Choice roadmap. Responses are analysed at business unit level and where response rate is high at Depot level, ensuring priorities reflect local realities and progress can be monitored over time.

DPD Portugal: a model of daily engagement and digital empowerment



Rui Nobre
Director of General Operations
DPD Portugal

Led by Rui Nobre, DPD Portugal has built a partnership model that blends digital tools with daily, face-to-face engagement. At its centre is DPD & You, a mobile app introduced in 2018 to support drivers and, progressively, the wider business unit. It offers interactive training, missions, badges, leaderboards, operational updates, feedback channels and well-being tools. It also supports onboarding through structured learning paths designed to accelerate readiness.

Alongside this digital platform, DPD Portugal conducts daily driver briefings, supported

by a "Theme of the Week" selected by the Operations Director. Each theme responds to an operational priority, often linked to Net Promoter Score (NPS) insights, customer expectations or emerging quality trends. It is delivered through short floor briefings, complemented by multimedia content and quizzes in the app.

This combined approach improves consistency, strengthens service quality and deepens engagement across the driver and partner community.

Partner satisfaction in 2025

7.3/10

Up from 7.0 the previous year, this score reflects the progress made in building stronger, more balanced and trusted partnerships across the network.





COMMUNITIES

We engage with people and territories wherever we operate. A healthy community, with services, jobs and schools, provides a positive environment for our people and strong foundation for our business. That is why we promote numerous initiatives aimed at supporting the communities we are part of.

Our presence, our contribution to local communities

Every day, our teams are in direct contact with local populations, delivering services that connect people, businesses and communities. That daily presence brings with it a role: to contribute, in a practical and proportionate way, to the territories where we operate, beyond the services we provide.

Being a responsible local presence means, among other things, reducing our environmental footprint and supporting initiatives that strengthen local capacities and empower communities to address their own needs. It also involves engaging with the social challenges that shape life around us.

In 2024, 8.5% of the EU population was unable to afford a meal containing meat, fish or a vegetarian alternative every two days. At a time when traditional fundraising mechanisms are under pressure and public resources are increasingly stretched, Geopost is playing its part.

A growing network of partnerships at both group and business unit level supports food banks and organisations working to reduce food insecurity. The Christmas period is when this solidarity is most visible. While our teams help deliver festive moments, these initiatives mainly support the distribution of essential items – food, hygiene products and basic necessities – to those who need them most, often through remarkable chains of employee and community generosity.

Because acting locally means responding to local realities, Geopost’s business units implement a wide variety of initiatives tailored to the specific needs of their territories, giving our contribution to communities its most concrete expression.

“Having a presence in more than 50 countries around the world is not just about business. It is also about recognising the role we play in the territories where we operate. We seek to contribute positively to the communities to which our clients and employees belong.”

Dominique Mamcarz

Geopost Sustainability Director



Fighting food insecurity through collective action

Food insecurity and food waste are two sides of the same challenge. As a logistics group operating across Europe, Geopost is well placed to contribute to food redistribution efforts, providing transport expertise, storage capacity and operational coordination.

In 2025, we renewed our partnership with the European Food Banks Federation (FEBA) for the fourth consecutive year. FEBA rescues surplus food and redistributes it to people in need across 30 countries, helping reduce food waste while improving access to nutritious food. This partnership reflects a shared European ambition, while also enabling locally adapted actions that respond to specific community needs.

As part of this collaboration, we contributed €100,000 to FEBA, supporting four national food banks as well as FEBA's European operations. The grant funded food procurement and mobile distribution in Estonia, the development of digital tools for food rescue coordination in Austria and Bulgaria and strengthened communications capacity for the Slovenian food bank. At European level, the funding helped FEBA improve impact measurement, foster peer-to-peer learning across its network and reinforce its operational capacity to coordinate food redistribution at scale.

Together, we combine network capacity, operational knowhow and employee engagement to support FEBA's mission, contributing to concrete social and environmental outcomes.

Business units in action: from logistics to solidarity

Across Geopost's network, business units support food solidarity initiatives adapted to their local context and operational expertise.

In France, Chronofresh, Geopost's specialised subsidiary for temperature-controlled food transport, is uniquely positioned to contribute. Acting as an intermediary within food supply chains, Chronofresh helps redirect surplus ambient and fresh products that would otherwise be destroyed to local food banks across several regions. In 2025, this initiative relied on

10 local food partnerships, 25 operational agencies, and enabled the redistribution of 96 tonnes of food through Banques Alimentaires.

In Lithuania, DPD has maintained a long standing partnership with its local food bank since 2022.

In 2025, this collaboration resulted in

411

shipments, corresponding to 707 pallets redistributed, reflecting year-on-year growth.

In Poland, DPD supported the Federation of Polish Food Banks during a targeted campaign in December 2025, delivering 236 parcels to donors under preferential conditions during one of the most critical periods of the year for food solidarity.



Supporting communities at Christmas

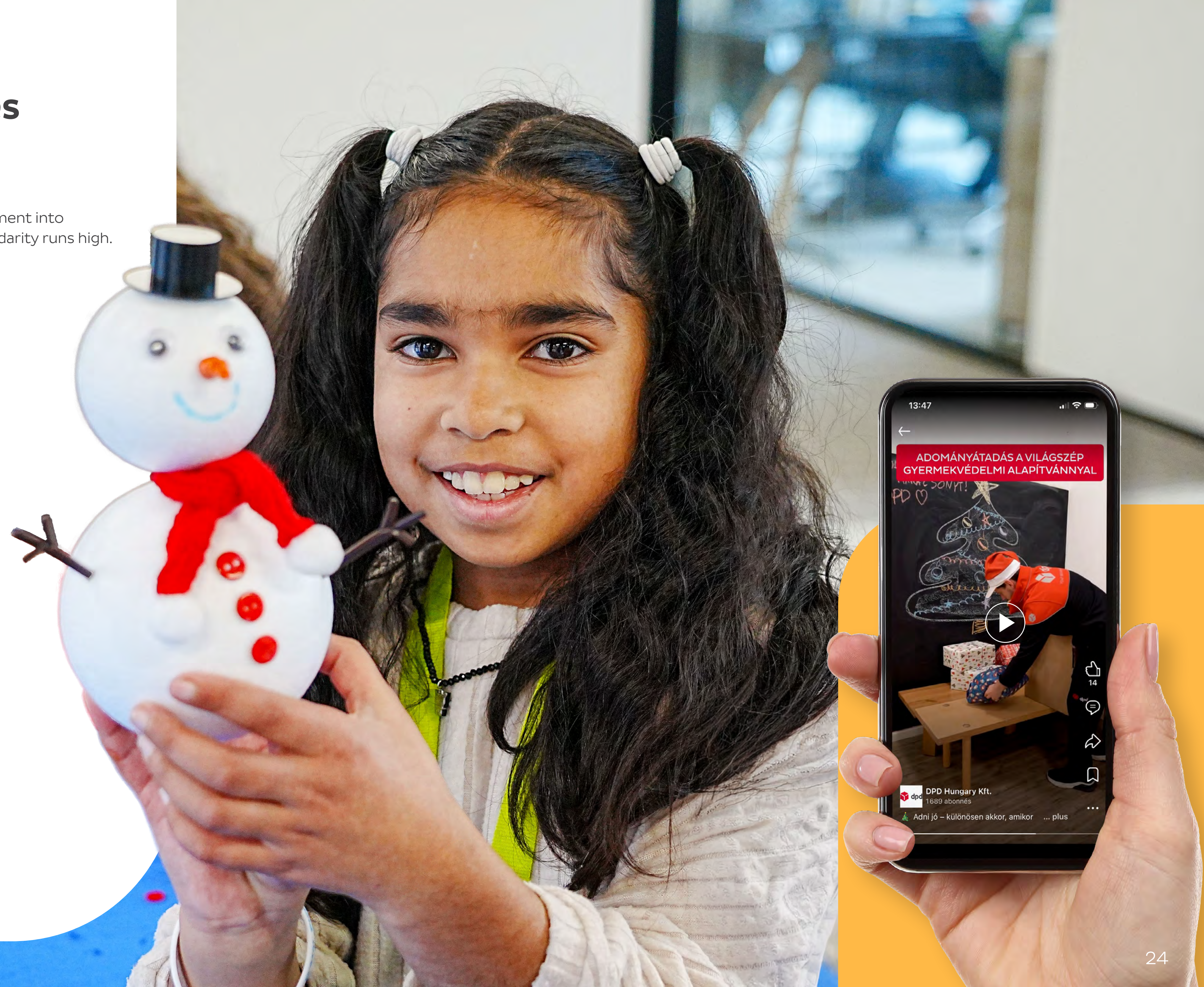
The Christmas period brings Geopost’s community commitment into sharp focus. It is a time when needs are more visible and solidarity runs high. Our teams are especially motivated to act together.

Each year, business units across the group seize this moment to support local communities through charitable actions and volunteering initiatives. From welfare initiatives and environmental projects to educational and health programmes, these efforts turn the festive season into a time of tangible, lasting impact for the people and places that matter most to us.

Business units mobilised during the festive season

DPD Portugal supported the Salvation Army’s Christmas Angels initiative through its Pickup network. The campaign invites people to donate gifts for children from disadvantaged families by dropping them off at designated collection points. In 2025, the initiative helped collect more than 3,000 Christmas gifts, turning the delivery network into a simple and accessible channel for community giving. The team at DPD Portugal also contributes directly: around 90 employees are personally sponsoring children supported by the programme.

In Spain, TIPSA continued its long-standing **Solidarity Envelopes** campaign, a charitable initiative held each Christmas for many years. More than one million illustrated envelopes are distributed across TIPSA’s agency network, with the company donating four cents for each envelope delivered. Employees and their children also take part by designing the envelope illustrations, reinforcing family and employee engagement. In its latest edition, the initiative raised nearly €40,000, which was donated to several non-governmental organisations supporting social inclusion, health and solidarity programmes. In 2025, the campaign also marked the first collaboration with Fundación Astier Centro San José, an organisation that supports and trains adult women with intellectual disabilities, expanding the reach of the campaign to a new community.



World Cleanup Day a global initiative

Every day, our teams operate in towns and cities, witnessing first-hand the impact of litter on public spaces. Discarded packaging, plastic bottles and cigarette butts accumulate in streets and parks, degrading the environments our people move through and the communities we serve.

In response, a growing number of our business units take part in [World Cleanup Day](#), an initiative originating in Estonia in 2007. In 2024, the movement mobilised over 23 million people across 191 countries, illustrating the scale of collective action around waste awareness.

Geopost also participates in Digital Cleanup Day, extending this commitment to the digital sphere. The initiative combines education with practical action, encouraging employees to adopt simple habits that reduce their digital footprint: cleaning up emails, organising files on shared platforms, and adopting more responsible digital practices.



Waste volume

30 m³

collected during cleanup activities by DPD Germany in 2025.

Local actions in practice



In 2025, Biocair teams organised clean-up activities in and around office premises across Europe, South Africa, the United States and China. Around 100 employees were mobilised, demonstrating the international dimension of the initiative and the ability of local teams to engage around a common environmental action.



In Bulgaria, Speedy organised clean-up walks involving both headquarters and multiple sites across the country. A total of 140 participants took part in the initiative, collecting more than 500 kg of waste, highlighting the impact of clear, locally driven engagement.





GOVERNANCE

In 2025, the international environment became markedly more demanding: customs rules shifted, sanctions frameworks tightened and controls over financial and logistics flows became more stringent. At the same time, client expectations increased and competitive pressure intensified.

In this unstable context, Geopost continues to place particular emphasis on strong governance, ethics and compliance across all its entities ensuring consistency, integrity and reliability at every level of the group.

Compliance Governance and organisation

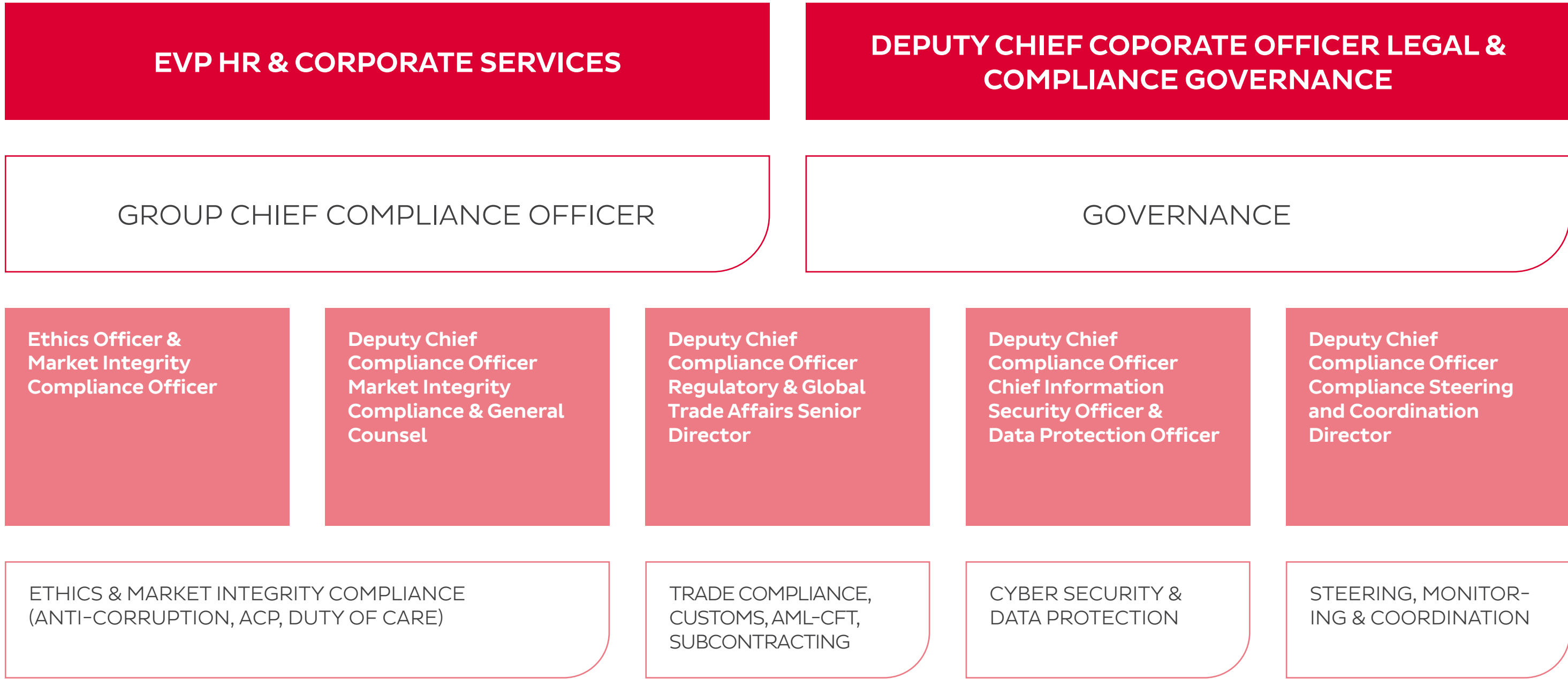
Geopost's executive committee sets the rules that apply to each of our business units and align with the highest international standards.

We carry out compliance reviews with every business unit, every year, focusing on deploying different policies and risk monitoring processes.

All our business units include a compliance team led by a senior member such as a Chief Compliance Officer or Ethics Officer, who manages local matters of compliance, ethics and other related issues.

[Get to know more about our executive committee](#)

A senior leadership team oversees compliance and governance across our business



Reinforcing our common foundation for responsible action

Anticipation, agility, lucidity and resilience

Geopost relies on a stable and long-standing foundation. Our values of proximity, ethics, compliance, and social responsibility guide our actions and decisions. Our commitments to protect human rights, respect individuals and uphold ethical conduct are never situational: they remain firm regardless of external volatility.

Our governance framework is built on a set of complementary instruments: our Code of Conduct, which establishes the group's ethical foundation, together with all our compliance policies and actions dedicated to market integrity including the duty of care, international trade and customs, subcontracting, data protection, cybersecurity and the integrity of our financial and logistics flows. Each of these pillars was strengthened in 2025 to ensure our operations remain safe, compliant and reliable across every market. This governance is both agile enough to navigate uncertainty and firm enough to remain non-negotiable. It is a core driver of Geopost's stability and reliability.

Code of conduct

Geopost's Code of Conduct sets the ethical principles that apply to all employees. It guides everyday behaviours to ensure integrity, comply with the law and show respect for people and the environment. It reaffirms our commitments to human rights, fair and safe working conditions, diversity and non-discrimination, zero tolerance for harassment and the protection of personal data.

The Code of Conduct frames the integrity of our business activities, including the prevention of corruption and influence peddling (zero tolerance), the management of conflicts of interest, the responsible selection of business partners, the supervision of gifts, donations and sponsorship, strict respect for competition rules, adherence to international trade and customs compliance and the prevention of money laundering. It also requires accurate and complete books and records.

The Code of Conduct further governs how assets, IT tools and confidential information are protected, as well as the professional use of social media. Its implementation relies on internal control mechanisms, with oversight reported to the Geopost Accounts and Audit Committee of the Board of Directors. Employees are encouraged to seek advice when in doubt and to report concerns through established channels, including the group's Whistleblowing System, which protects anyone acting in good faith.

By applying these standards consistently, we reinforce the trust that underpins our ambition to be the international reference in sustainable delivery.

Sustainable procurement charter

Geopost's Sustainable Procurement Charter formalises the standards expected from every supplier and service provider across our value chain. It sets clear requirements on human rights, international labour standards, health and safety, environmental protection, business ethics and anti corruption, reflecting Geopost's commitment to responsible sourcing.

Suppliers and providers are thus expected to do the same and conduct their business in an ethical and responsible manner, in accordance with the aforementioned principles detailed in the Code of Conduct.

The Charter is built on continuous improvement. Geopost may conduct audits, request corrective action plans with defined timelines and where serious issues remain unresolved, terminate the relationship. Suppliers and providers also have full access to the Whistleblowing System that allows them to report suspected violations confidentially and in good faith.

By embedding these expectations in every supplier relationship, we extend our environmental and ethical commitments beyond our own operations and reinforce a responsible, resilient value chain aligned with our ambition.

Reinforcing our common foundation for responsible action

Duty of care

Geopost is fully subject to the French duty of care legislation and contributes to La Poste Group's Vigilance Plan. Within Geopost, the Duty of Care Programme structures the operational implementation of these obligations. Its objective is to prevent and mitigate serious risks related to human rights, health and safety, and environmental impacts across our activities and throughout the value chain.

We have been continuously strengthening our approach based on our risk mapping process and the learnings of our alert system and our Partners Engagement Barometer. Our Whistle-blowing system is accessible to both employees and partners. Our Sustainable Procurement Charter has been widely disseminated. Governance is ensured through a Steering Committee with clearly defined roles and lines of accountability.

In parallel, the Duty of Care Programme structures the operational implementation of our vigilance obligations. It sets common standards for due diligence, establishes minimum expectations for human rights, safety and ethical conduct, and aligns monitoring tools and follow-up processes across business units. Practical toolkits and targeted training support local teams, and lessons learned are shared to accelerate continuous improvement. As part of the social dialogue, Geopost has had several communications and exchanges in 2025 with UNI Global Union representatives, in the frame of the global agreement signed with UNI Global Union in 2017 and its addendum of 2024.

In 2025, field workshops across several business units deepened operational understanding of risks and guided prioritisation. This work refined escalation thresholds and strengthened the follow-up of corrective measures.

Taken together, these advances form a robust, integrated and lasting duty of care framework, aligned with our vigilance obligations, anchored in our activities and consistent with our long-standing values.

Anti-corruption

Geopost opposes all forms of corruption by applying three key principles: "Zero Tolerance", "Applies to Everyone", "Everyone is Vigilant".

After years of building and rolling out our Anti-corruption compliance programme—including policies, procedure templates, training frameworks—2025 has been focused on ensuring that all Anti-corruption materials deployed across business units remain consistent and aligned with Geopost Anti-corruption Requirements. The update of Geopost Code of Conduct in 2025 as well as the new Geopost Anti-corruption Compliance Framework deployed at central level and within the business units exemplify our continuous commitment to keeping our Anti-corruption compliance programme current and robust across Geopost.

In pursuit of this objective, enhanced monitoring was conducted with business units notably to ensure that most exposed persons to the risk of corruption received tailored training on corruption prevention aligned with their functions.

Anti-Competitive Practices

Geopost applies a strict group-wide framework to prevent breaches of competition law. In 2025, the Anti-Competitive Practices (ACP) were updated to reflect evolving risks and regulatory expectations.

The Guidelines provide an overview of competition law principles applicable to Geopost's activities and raise awareness among employees exposed to potential risks. They cover topics such as the prohibition of cartel behaviour, price fixing, market allocation, bid rigging, exchanges of commercially sensitive information, abuse of dominance and economic dependence.

They also set practical guidance for high risk situations such as interactions with competitors, participation in professional bodies and handling sensitive information. Legitimate exchanges are safeguarded through Non Disclosure Agreements and, where required, Clean Team Agreements. The framework extends to corporate transactions, with merger control, FDI and foreign subsidy requirements assessed upstream.

By combining clear guidance, targeted training and escalation mechanisms, Geopost promotes fair competition and integrity across its commercial activities.

Strategic country assessment policy

Geopost's Strategic Country Assessment Policy provides a harmonised method to evaluate country risk consistently across all business units, supporting investment decisions, due diligence and internal controls.

The assessment is notably based on the COFACE Country Risk Assessment (CRA) scoring, which examines macroeconomic, political, social, environmental, business, banking and payment risks. Scores are mapped to four Country Risk Levels, from 1 to 4, with a separate Restricted category aligned with Trade Compliance requirements. The assigned level determines the depth of due diligence required.

This baseline is complemented by additional risk sources, including Financial Action Task Force (FATF) lists, the High Risk Third Countries (HRTC) list for AML/CTF, EU and France non cooperative jurisdictions, the Corruption Perceptions Index (CPI) and internal registers.

The assessment is reviewed at least twice a year by Trade Compliance, Market Integrity, M&A, Risk and Internal Control, then validated by the Chief Compliance Officer, the Country Assessment Committee and the Executive Committee. Once approved, updated Country Risk Levels are shared with business units and relevant functions to guide compliance analysis, investment choices and control frameworks.

Sustainability governance

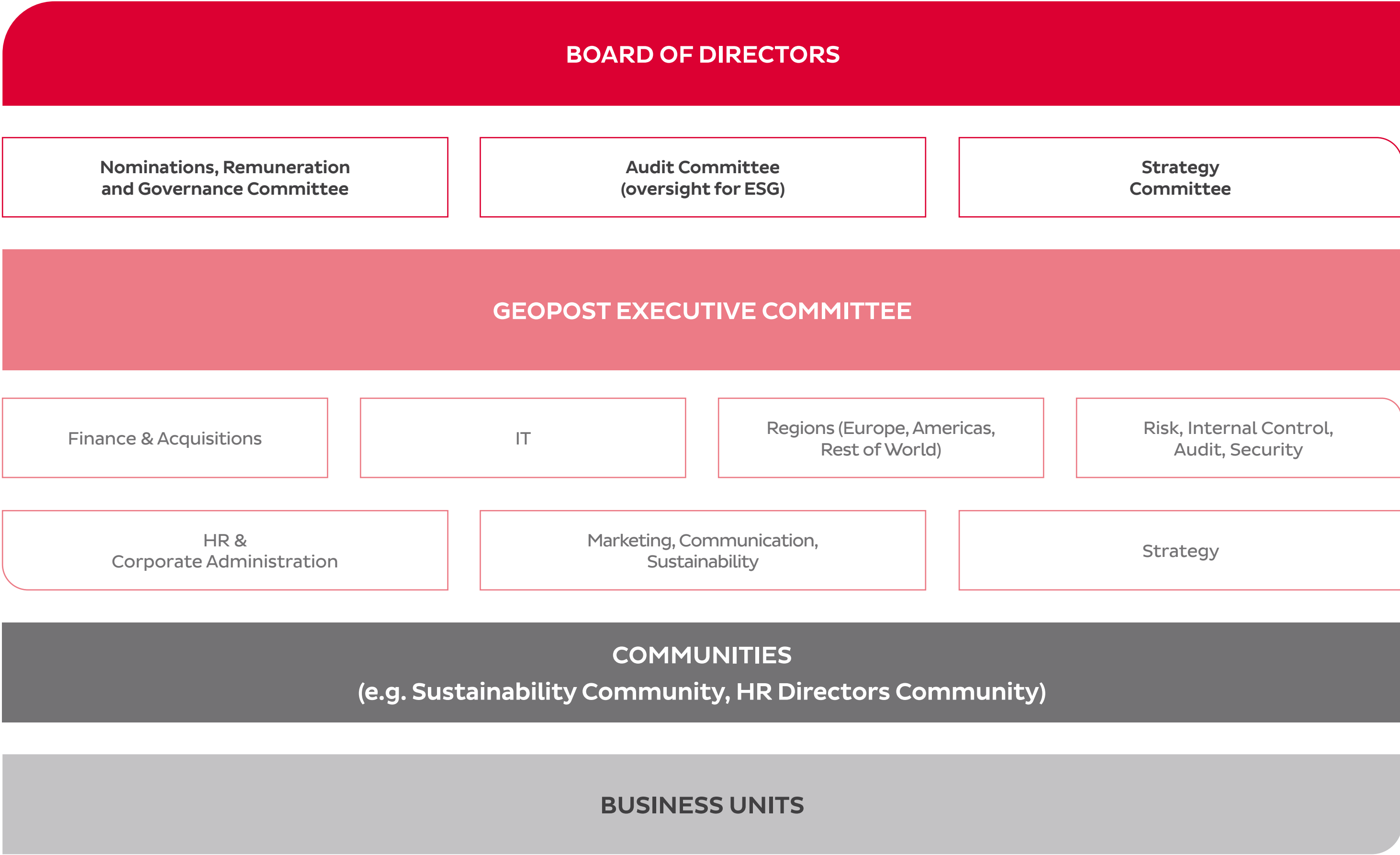
Overseen by our Executive Committee, our sustainability strategy and ESG performance management framework is coordinated by the sustainability function, in close collaboration with other departments, including human resources, finance, operations and compliance.

This governance structure includes thematic and functional communities, enabling effective coordination of our sustainability strategy and the sharing of best practice across the group.

Our actions are aligned with La Poste Group's strategy and commitments, supported by regular participation in its sustainability committees and including contribution to its CSRD-compliant reporting.

Sustainability considerations are embedded within processes and practices, including a carbon budget fully aligned to the financial reporting cycle, acquisition due diligence, investment decision criteria, and senior management bonus schemes.

Our business units play a key role in deploying our sustainability strategy across their local markets, federating the various functions under the leadership of their CEO.



APPENDIX

Environmental Data

GHG Emissions

All data in t CO₂e

* SBTi Scope: BRT, Chronopost France, DPD Belux, DPD Croatia, DPD Czech Republic, DPD Estonia, DPD France, DPD Germany, DPD Hungary, DPD Ireland, DPD Latvia, DPD Lithuania, DPD Netherlands, DPD Poland, DPD Portugal, DPD Slovakia, DPD Slovenia, DPD Switzerland, DPD group UK, SEUR
SBTi Target including scopes 1, 2 (market based) and categories 3,4 and 8 of scope 3

** GEOPOST Scope: BRT, Chronopost France, DPD Belux, DPD Croatia, DPD Czech Republic, DPD Estonia, DPD France, DPD Germany, DPD Hungary, DPD Ireland, DPD Latvia, DPD Lithuania, DPD Netherlands, DPD Poland, DPD Portugal, DPD Slovakia, DPD Slovenia, DPD Switzerland, DPD group UK, SEUR, Biociar, Citysprint, DPD Romania, Jadlog, Speedy Bulgaria, Lenton, Laser, C chez vous, Tipsa, Pickup, Asendia, Coolrunnings

GHG Protocol Emissions Category	2020	2023	2024		2025	
	SBTi SCOPE * baseline year	SBTi SCOPE *	SBTi SCOPE *	geopost SCOPE **	SBTi SCOPE *	geopost SCOPE **
Scope 1 (fuel use from our own vehicles and buildings)	180,446	141,152	97,925	133,844	119,211	157,662
First & last mile (road)	30,860	34,337	32,719	49,522	35,959	55,164
Linehauls (road)	99,292	42,812	22,931	39,249	34,414	49,540
Buildings	25,715	31,156	18,117	18,196	22,669	24,361
On-site freight (shunters and forklifts)	12,983	17,330	9,903	10,089	12,520	12,795
Company cars	11,276	14,843	13,021	15,183	12,254	14,406
Cold chain	320	675	1,234	1,604	1,396	1 396
Scope 2 - market based	50,369	31,838	39,936	44,594	34,860	39,452
Scope 2 - location based	82,103	102,723	110,594	115,406	115,846	122,412
Scope 3						
Scope 3 - Category 1: Purchased goods and services	147,044	186,192	256,954	529,456	102,048	291,563
Scope 3 - Category 2: Capital goods (CAPEX related emissions: fleet, IT, hub & depots, HQ)	61,274	82,503	73,373	80,416	88,087	97,104
Scope 3 - Category 3: Fuel- and Energy-Related (upstream emissions of scope 1 fuel consumption)	44,538	44,862	44,059	52,694	47,634	58,436
First & last mile (road)	7,946	8,597	8,676	12,684	9,384	13,947
Linehauls (road)	25,702	24,082	25,902	29,873	26,755	30,434
Buildings	4,664	4,463	3,766	3,859	4,672	5,324
On-site freight (shunters and forklifts)	3,353	4,234	2,418	2,462	3,348	4,755
Company cars	2,872	3,486	3,309	3,816	3,474	3,976

Continued

GHG Protocol Emissions Category	2020	2023	2024		2025	
	SBTi SCOPE * baseline year	SBTi SCOPE *	SBTi SCOPE *	geopost SCOPE **	SBTi SCOPE *	geopost SCOPE **
Scope 3 - Category 4: Upstream transport (WTW emissions of subcontracted transport: PUD, LNH, AIR, SEA, RAIL)	1,548,302	1,610,373	1,550,477	2,117,059	1,502,625	2,024,800
First & last mile (road)	679,613	704,168	680,728	791,546	666,889	777,047
Linehauls (road)	787,050	800,579	780,000	915,647	745,230	872,315
Air freight	81,638	101,875	83,840	393,544	85,939	361,732
Sea freight	ND	3,162	3,440	15,260	3,859	12,930
Rail freight	ND	589	713	1,061	708	776
Scope 3 - Category 5: Waste	39,151	26,294	39,589	44,019	25,015	25,335
Scope 3 - Category 6: Business travel	1,628	3,412	3,380	4,368	11,635	14,195
Scope 3 - Category 7: Employee commuting	23,253	29,121	29,446	39,974	30,577	38,698
Scope 3 - Category 8: Upstream leased assets (subcontracted buildings)	6,195	4,050	860	1,923	739	1,456
Scope 3 - Category 9: Downstream transport	ND	181,365	212,591	212,591	245,083	245,083
Scope 3 - Category 12: End-of-life treatment of sold products (waste management of sold packaging)	3,430	3,617	4,229	5,376	3,094	4,309
Scope 3 - Category 15: Investments (Aramex, Yurtici Cargo, DTDC, Ninja Van, Sodexi)	8,537	37,588	191,152	191,154	162,373	162,373
Total scope 1&2 (market based)	230,815	171,990	137,861	178,438	154,071	197,113
Total scope 1&2 (location based)	262,549	243,875	208,518	249,250	235,057	280,074
Total scope 3	1,883,352	2,209,378	2,406,10	3,279,029	2,218,909	2,963,353
SBTi Scope 3	1,599,035	1,658,610	1,595,396		1,550,998	
Total scope 1, 2, 3 emissions (market based)	2,114,167	2,382,368	2,543,971	3,457,467	2,372,980	3,160,466
Total scope 1, 2, 3 emissions (location based)	2,145,901	2,453,253	2,614,628	3,528,279	2,453,967	3,243,427
Total SBTi near term target boundary	1,829,850	1,831,600	1,733,257		1,705,069	

Environmental Data

Energy and waste*

Unit	Indicators	2020 baseline year	2023	2024	2025
Energy management - Buildings					
kWh	Total energy consumption	357,747,326	422,110,827	415,311,892	452,380,587
	Bought renewable electricity	140,578,964	239,910,617	248,367,519	266,280,682
	Produced renewable electricity	2,057,854	5,956,415	7,438,026	10,005,735
	Standard electricity	86,457,309	59,959,882	61,943,577	52,294,950
	Natural gas	119,883,695	108,668,826	90,574,022	110,439,241
	Biogas		108,680	121,910	
	Urban heating	2,805,290	1,925,542	2,059,305	5,028,698
	Heating oil	3,674,802	3,000,436	3,168,726	3,865,275
	LPG	2,289,412	2,534,818	1,638,807	4,466,006
	Biomass		45,610		
%	Share of renewable energy	39.9%	58.3%	61.6%	61.1%
	Share of renewable electricity	62.3%	80.4%	80.5%	84.3%
Waste management - Buildings					
Tons	Total waste produced	64,358,038	105,239,351	119,641,281	99,016,502
	Total waste reused or recycled	56,013,381	91,353,144	89,204,777	90,502,113
%	Share of total waste reused or recycled	87%	87%	75%	91%

* Countries in the SBTi near-term target scope (see p. 33)

Environmental Data

Resources, water and pollution*

Unit	Indicators	2020 baseline year	2023	2024	2025
Paper consumption					
Tons	Total paper consumption	6.1	3.8	3.2	8.5
	Total certified paper consumption	3.9	2.6	2.1	7.3
%	Share of certified paper	64%	68%	67%	86%
Packaging consumption					
Tons	Consumption of regular cardboard and plastic for packaging	2.26	2.11	2.61	1.83
	Consumption of recycled cardboard and plastic for packaging	3.17	2.69	2.61	2.28
%	Share of recycled cardboard and plastic	58%	56%	50%	55%
Water consumption					
Liters	Total water consumption	471,271,382	563,777,462	600,274,680	357,772,050
Air pollution					
Tons	Sum of NOx	2,667	1,603	1,519	1,360
	Sum of CO	498	345	296	242
	Sum of PM2,5	131	122	123	119
	Sum of PM10	234	199	202	196

* Countries in the SBTi near-term target scope (see p. 33)



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