SOGENA

#1 | 2026



RESPONSIBLE TRAJECTORIES

SOGENA

SOGENA is a family-owned group that grew out of the shipping activities of the SOCIETE NAVALE CAENNAISE, whose origins date back to 1828.

Over the generations, the group has built up a range of services related to the movement of goods through ports.

The group's mission is to optimise its customers' logistics. SOGENA upholds values of proximity and relies on each employee to provide the best service to its customers and to grow its business.

771
employees

30
locations

200
years of experience

PORT LOGISTICS

Cargo Handling

- Industrial bulk (clinker, scrap metal, fertilisers…)
- Agri-food bulk (flour, sugar, soya, coffee, cocoa…)
- Breakbulk (timber, tubes…)
- Heavy and oversized cargo (wind turbines, industrial equipment…)
- Ro-Ro (cars, industrial machinery, MAFI…)

Port Storage

- Bonded storage
- Covered storage (warehouses, silos)
- Open-air yards (containers, timber)
- Industrial and agri-food products
- Full traceability

Shipping Agency

- Organisation of vessel port calls
- Administrative formalities
- Permanent link between the shipowner and port stakeholders
- Cargo sourcing for vessels

INTERNATIONAL LOGISTICS

Transit – Customs

- Customs and health formalities
- Import and export flows
- Intra-EU flows (DEB, DES)
- Authorised Economic Operator (AEO): fast-track formalities

International Freight Forwarding

- End-to-end transport organisation
- Multimodal transport: sea, air, road, rail and inland waterway
- Member of WCA

LOCATIONS



SOGENA, supporting local communities!

Whether supporting a festival, helping an association, encouraging a club or funding a medical operation, SOGENA pursues a diversified patronage and sponsorship policy. In France and abroad, its subsidiaries support many initiatives linked to their local areas.

Several companies support "Un Été au Havre", the cultural highlight of the ocean city, or help fund heritage publications such as the Almanach. Solidarity is another key focus. Many group companies support associations involved in the fight against breast cancer through "Pink October". The French Sea Rescue Society (SNSM) is also a regular beneficiary of several subsidiaries. Internationally, some actions take on a particularly meaningful dimension: in Côte d'Ivoire, the group notably helped fund open-heart surgery for an employee's son. Lastly, sport is a favoured area of commitment. Football, rugby, handball, golf, karate, volleyball, horse riding, motocross: support for amateur clubs is extensive and promotes grassroots sport.

Beyond financial support, some companies also make their resources or expertise available: construction machinery, equipment, and support for educational and humanitarian initiatives.

TRAJECTORIES

Trajectory is the term used to describe the progress of an energy transition. A carbon trajectory describes how, and by what means, an organisation will evolve to reach its target.

At SOGENA, we readily use the expression CSR Trajectory to convey a sense of momentum and to express a degree of humility about what is, for us, above all **a commitment to progress.**

Like many family businesses with a long-term vision, we have practised responsibility in the manner of Molière's Monsieur Jourdain, that is to say without knowing it, and above all without putting it into words.

This document marks a break with that tradition of discretion.

The time has come for transparency, and rightly so. That is why this report sets out the state of play of responsibility in a multifaceted company with a wide variety of sites and businesses.

It is also an opportunity to discover it.

Guillaume Blanchard
Managing Director



“Essential insight to help us progress”



SOGENA publishes its first carbon footprint

“A first step towards building lasting momentum”

The SOGENA Group is taking a new step forward with the publication of its first greenhouse gas emissions assessment (BEGES). Carried out in 2025 on data from the 2024 financial year, this work marks the launch of an environmental strategy designed to take shape over time. Going beyond the regulatory obligation, the company is committed to a voluntary approach.

“We wanted to get ahead,” explains Gwenaël Prat, the group’s QHSE Manager and project lead. *“Even though European requirements have changed with the postponement of some CSRD obligations, we felt it was important to start measuring our carbon impact right away. Today, environmental performance has become a strategic issue, just like quality or safety.”*

An approach driven by customer demand

The first requests concerning our carbon footprint date back several years. Tenders, EcoVadis audits, customer questionnaires: requests multiplied well before the regulatory deadlines.

The European CSRD directive, transposed into French law in December 2023, was initially due to require a first full non-financial report based on 2025 data.

Despite the postponement announced by the Omnibus directive, SOGENA has kept to its roadmap through a proactive CSR policy.

A first quantified assessment

The assessment was carried out using the international Greenhouse Gas Protocol (GHG Protocol) methodology and covers scopes 1 and 2, together with a first evaluation of scope 3. For 2024, the group’s total emissions exceed 20,000 tonnes of CO_2 equivalent. Scope 1, which corresponds to direct emissions, is mainly linked to stationary combustion sources and to mobile sources such as vehicles and machinery (3,832 tCO_2e). Scope 2, linked to electricity consumption, accounts for 230 tCO_2e.

Above all, however, it is scope 3 that accounts for the bulk of emissions, with more than 16,000 tCO_2e, or over 80% of the group’s footprint, and these figures are still to be consolidated and are not being published this year.

The main items identified in the assessment are upstream and downstream freight transport and distribution, capital goods, and purchased goods and services. *“The assessment confirms a reality seen in many industrial and logistics companies: most emissions come from indirect activities,”* says Gwenaël Prat.

“It also shows that the carbon transition cannot be driven by a single site or department alone. It involves the entire industry and the whole value chain.”

First actions under way

This measurement work has already identified several levers for improvement. In particular, the group is planning a gradual transition of its truck fleet to B100 fuel in order to reduce emissions from fossil fuels (see also the Focus on the following page). At the same time, several sites have begun replacing traditional lighting with low-energy LED fittings. The first results are already visible in the 2025 data published for scopes 1 and 2. Direct scope 1 emissions fell from 3,832 to 2,294 tCO_2e, a drop of around 40%. Emissions from stationary combustion sources decreased particularly sharply, from 3,509 to 1,977 tCO_2e. Scope 2 fell slightly, from 230 to 219 tCO_2e. In total, scope 1 and 2 emissions amounted to 2,513 tCO_2e in 2025, compared with 4,061 tCO_2e in 2024.

An approach set to grow

To support this ramp-up, SOGENA has also strengthened its internal resources by recruiting work-study students specialising in CSR and energy efficiency. One of them is Omega Herimanana, a student on the Specialised Master’s in Energy Performance Management at CESI in Rouen, who wishes to specialise in energy efficiency. *“Working in a company and moving from theory to practice is a real source of motivation, even if you discover a complex reality on the ground,”* says Omega, who appreciates the trust the company has placed in her. The aim now is to gradually make the data more reliable, refine scope 3 monitoring and turn the lessons of the assessment into an operational action plan. *“This first assessment is not an end in itself,”* concludes Gwenaël Prat. *“It is a first step. The challenge now is to build lasting momentum for continuous improvement and to make the environmental transition a tangible issue for the whole group and its stakeholders.”*



“B100 is delivering concrete results”



SHGT launches its decarbonisation

B100 is becoming an increasingly visible part of the French road haulage landscape. Made from vegetable oils and recycled materials, this biofuel, composed of 100% fatty acid methyl esters, is now emerging as a direct alternative to fossil diesel for captive heavy-goods vehicle fleets.

Faced with rising energy costs and environmental pressure, SHGT (a wholly owned subsidiary of SOGENA) has for several months been testing B100 fuel on part of its heavy-goods vehicle fleet. With lower CO_2 emissions, reduced operating costs and better logistical control, the company sees this biofuel as a credible way to transform its transport operations for the long term. At SHGT, thinking accelerated around a twofold challenge: reducing the carbon footprint of logistics activities while regaining control over fuel costs. *“We wanted to launch a genuine decarbonisation drive, starting with our bulk activities,”* explains Alexandre Boquet, site manager. *“But there was also a very concrete problem of excess consumption and fuel losses, which pushed us to look for another solution.”*

A credible alternative to diesel

The main advantage of B100 lies in its compatibility with intensive road haulage use. Performance remains close to that of conventional diesel, with comparable range over long distances and the ability to operate down to -10 °C. SHGT has installed a tank directly on its site to fuel its tractor units without going through conventional filling stations. This has profoundly changed day-to-day logistics. *“Having our own tank on the trucks’ circuit gives us real independence. We save time and have complete control over refuelling,”* stresses Alexandre Boquet. According to SHGT’s internal data, fuel costs could fall by almost 40%, mainly thanks to this better control of consumption.

An immediate environmental impact

The environmental argument nevertheless remains central to the project. According to the study carried out by SHGT, a tractor unit running on B100 could cut CO_2 emissions by almost 58% compared with a standard Euro 6 diesel vehicle. Since the scheme became operational in February 2025, the sustainability certificates obtained by the company show a reduction of more than 1,000 tonnes of CO_2 over a full year. *“It is an important first step towards decarbonising our activities. We know that transport must change quickly, and B100 is already delivering concrete results,”* says Alexandre Boquet.

The company also sees this transition as a strategic asset with its customers, particularly for *“last mile”* flows, which are coming under increasing scrutiny from shippers and local authorities.

Remaining constraints

B100 is not without its limitations, however. The study points to slightly higher fuel consumption of 3 to 7% depending on the configuration, as well as a moderate increase in maintenance costs, mainly related to filtration systems. The purchase price of compatible tractor units is also higher than that of conventional diesel vehicles. SHGT estimates the cost of a B100 tractor unit at around 115,000 euros, compared with 100,000 euros for a standard model. Yet despite this higher initial investment, the total cost of ownership calculation appears to favour the biofuel. Over an eight-year depreciation period, the difference would exceed 95,000 euros in favour of B100. For Alexandre Boquet, however, economic viability depends heavily on public policy. *“Accelerated depreciation remains a key factor. If subsidies or taxation change unfavourably, this could call certain economic balances into question.”*

Wider rollout already planned

Building on these initial results, SHGT is now preparing to scale up the scheme. A fleet of around twenty tractor units dedicated to container haulage should soon be converted to B100 to reduce the carbon impact of port and logistics operations. The shuttles used for ro-ro activities could also be retrofitted. *“Shipowners are also starting to show real interest in this type of biofuel,”* notes Alexandre Boquet.

In the longer term, the company does not rule out a broader strategy if regulations change. Handling equipment is not currently authorised to run on B100, but SHGT is following the issue closely. *“If the regulatory framework changes tomorrow, an all-B100 approach could definitely be considered.”*

For now, SHGT sees B100 as a relevant solution for local and regional use, where vehicle range and control over fuel supply are decisive advantages.



“Bringing a historic industrial facility up to date”



Interview with Thierry Chapron, director of SUCRE OCÉANE

SUCRE OCÉANE is a fairly low-profile player in the port sector. What exactly does it do?

SUCRE OCÉANE, a subsidiary owned in equal shares by SHGT and EUROPORTS, is today one of the few independent sugar port terminals in France. We provide storage, handling and packaging services for beet sugar on behalf of several French producers. Our role is to receive the sugar during the sugar campaign, store it in the silos and then organise its shipment for export, mainly in maritime containers.

So you don’t process the sugar?

No, we don’t do any processing. However, we have an important responsibility: preserving the quality of the product throughout its time at the terminal. Our job is to maintain the intrinsic qualities of the sugar from the moment it is received until it is shipped. That means receiving, storing and handling it properly, and keeping losses in the process to an absolute minimum. Food safety has profoundly transformed our business.

The sector seems to have changed a great deal in recent years.

Yes, enormously. Before the 2000s, the business was mainly geared towards bulk export and quality requirements were much less structured than they are today. The real turning point came in 2006, when we had to completely adapt our practices to meet international food safety standards.

What did that mean in practice?

We undertook a far-reaching transformation of the facility and of the way work is organised. We introduced an HACCP approach, then gradually strengthened all our quality and food safety systems: inspections, traceability, separation equipment, monitoring procedures, securing of flows… Then, in 2015, we obtained FSSC 22000 certification, which now structures our entire quality approach.

What difference does this certification make day to day?

It requires a permanent process of continuous improvement. We monitor very precise indicators on equipment checks, loading procedures, shipping methods, customer complaints and the checks carried out before goods are released. Every incident is analysed to understand its cause and improve our practices. Limiting losses is part of our industrial responsibility.

Is the issue of material losses important in your business?

Yes, because it affects economic performance, quality and environmental responsibility all at once. All the sugar recovered by the suction and screening systems is collected and sent back to the sugar producers’ process to be reprocessed. The aim is to keep material waste to an absolute minimum. This also depends on the quality of maintenance: upkeep of belts, scrapers, mechanical equipment… The better the installations perform, the fewer the losses.

Are environmental issues becoming more important today?

Very clearly. Over the past year, customer requests on decarbonisation and environmental commitment have increased sharply. We are seeing new requirements in tenders, particularly around carbon footprints and EcoVadis-type assessments.

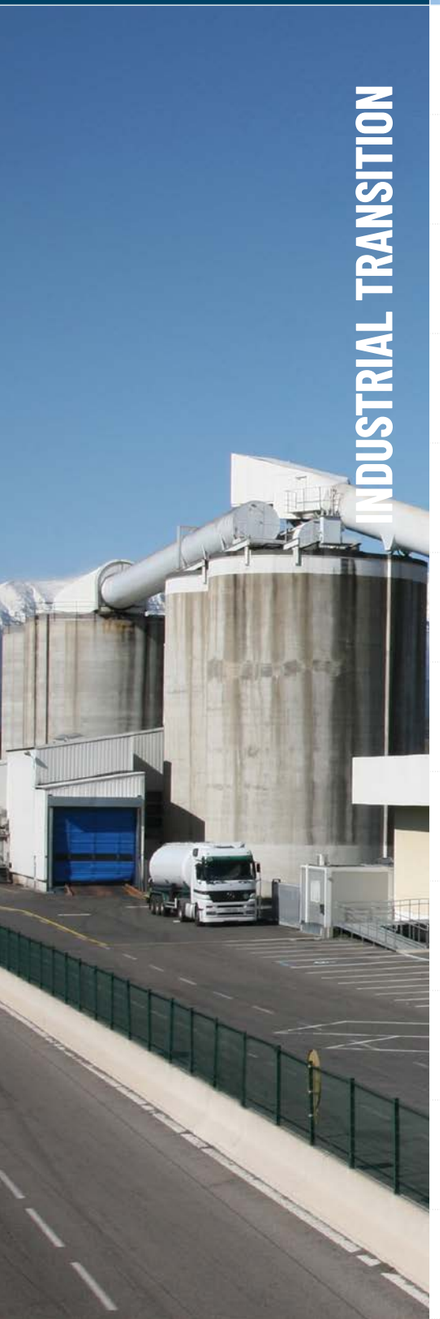
How is SUCRE OCÉANE positioning itself on these issues?

We have certain advantages linked to our business. We do not carry out heavy industrial processing and the terminal runs mainly on electricity. Our main areas of consumption are silo air treatment, sugar storage and handling operations. Today, we are working with the group to further structure our CSR approach and formalise our environmental commitments. We are bringing an industrial facility up to date.

Your site is built on historic infrastructure. Is that a daily challenge?

Yes, because a significant part of the installations dates from the late 1980s. We therefore have an ongoing responsibility for maintenance and modernisation to keep the industrial facility at a level that meets our customers’ expectations and current standards.

SOGENA



INDUSTRIAL TRANSITION

What kind of investments do you make?

We regularly carry out renovation and safety upgrade work: silo access, waterproofing, roofing, mechanical equipment, technical installations. The fourth silo, built in 2017, was an important milestone because it was designed to modern safety and performance standards. But on the older installations, we have to keep adapting, improving and making things safer.

How do you approach occupational safety?

People's safety remains a constant priority. It is an ever-present issue in an industrial and port environment like ours. Some historic installations were designed at a time when standards were not what they are today. So we have to work step by step on access, equipment, procedures and training. In particular, we monitor near misses and carry out regular prevention initiatives.

Has the fourth silo changed things?

Yes, clearly. The whole installation was designed to current standards: easier access, better conditions for interventions and safety devices built in from the design stage. It also allows us to gradually improve practices across the entire site.

The human factor seems very important in your organisation.

Renewing our teams is a major issue. We are a small organisation with long-serving teams. Many employees have been here since the site first opened. That represents enormous wealth in terms of know-how and knowledge of the installations. But we are now entering a period of significant renewal.

What is at stake?

Nearly 50% of our staff will need to be replaced in the coming years. The challenge is twofold: passing on technical skills and attracting new profiles to an industrial sector that remains demanding. Our organisation relies heavily on versatility. Teams work on both production and maintenance, which calls for a genuine level of skill. The working environment is an integral part of social performance.

You also stress working conditions.

Yes, because they have a direct impact on motivation and on the quality of the work done. Ours is an old site, with infrastructure that gradually needs renovating: buildings, changing rooms, technical areas... The industrial environment is sometimes difficult, particularly because of humidity, dust or certain logistical constraints.

Is this an important area for improvement, in your view?

Yes, clearly. Modernising the working environment is one of our priorities. We have already made several investments, but there is still a lot to do to make lasting improvements to working comfort and the attractiveness of the site. Our aim is to secure the terminal's long-term future.

How do you see the future of SUCRE OCÉANE?

We operate in a market that is highly dependent on agricultural volumes and global sugar balances, so we have to remain cautious. But our objective is clear: to maintain a reliable, independent facility capable of meeting our customers' requirements over the long term. That means quality, safety, continuous improvement, skills transfer and the gradual modernisation of our installations. It is this combination that allows us today to keep bringing a historic industrial facility up to current standards of responsibility and performance.



“Removing barriers”



SOGENA is gradually structuring its disability policy

Interview with Aude Delaboullaye, Human Resources Manager

At a time when companies are expected to deliver on their social commitments, disability has become a central issue. At SOGENA, this thinking is in the process of being formalised. While certain practices around job retention and employee support have existed for several years, the company now wants to structure its approach. For Aude Delaboullaye, HR Manager, this development is above all a human project, based on listening and awareness-raising. *“Disability is an issue that is particularly close to my heart,”* says Aude Delaboullaye. *“Raising awareness of disability is very important, and it is also part of well-being. When a company is genuinely committed, everyone ultimately benefits. It breaks down certain barriers.”*

According to the definition set out by Agefiph and the French Labour Code, disability covers a wide range of situations: physical, sensory, cognitive and psychological impairments, and disabling illnesses. Some are visible, others are not. This diversity requires companies to move beyond traditional perceptions. *“We have more and more employees recognised as disabled because of conditions that are not necessarily visible, such as diabetes,”* stresses Aude Delaboullaye. *“It is important to understand that disability is not always visible.”*

A policy still under construction

Today, the disability policy relies mainly on case-by-case actions. *“There is no document yet that formalises this,”* acknowledges the HR Manager. *“Historically, our culture was to write little down. Now, things are changing.”* This development marks a significant change in the way issues are approached within the company. For the first time, HR is involved in strategic thinking on these subjects. *“We are above all a support function,”* she explains. *“Our role is to support, to advise and also to raise the alarm when necessary. Final decisions obviously lie with operational management, but today there is a real willingness to think about what can be put in place.”* This work concerns four group sites in particular, with very different realities depending on the business.

Job retention as a priority

Although recruiting disabled workers remains an issue, SOGENA has above all built up experience in job retention. In port trades, the physical demands are high and workplace accidents can lead to lasting limitations. *“Our priority is job retention,”* explains Aude Delaboullaye. This approach relies on workstation adjustments, technical investments and support from specialist organisations such as Agefiph and Cap Emploi. *“For example, we obtained funding to buy a vehicle with an automatic gearbox for a foreman who could no longer drive a manual one,”* she says. *“Cap Emploi also supports us with workstation studies and with the funding needed for certain adjustments.”* The adaptations can be very practical and highly technical. *“There are obviously ergonomic issues, but also specific solutions depending on the situation. On forklift trucks, for example, certain systems can be fitted for people who have difficulties with their hands, arms or feet.”* For HR, this specialist support is essential. *“Dedicated organisations know solutions that we would not necessarily think of.”*

Recruiting differently, without discrimination

When it comes to recruitment, SOGENA aims to be pragmatic. The company posts its vacancies with Cap Emploi when they are compatible with the constraints of the job. *“We post our job offers on Cap Emploi National,”* says the HR Manager. *“We do not rule out hiring disabled workers.”* Beyond recruitment, another issue arises: raising awareness so that people seek official recognition of their situation. *“There are two important issues,”* she explains. *“The first is how to welcome more disabled workers. The second is how to encourage the people concerned to apply for recognition.”* In practice, the indicators remain difficult to track. Declaring a disability is voluntary.

Raising awareness to change perceptions

Beyond regulatory obligations, it is above all a cultural change that HR management wants to support. In working environments historically shaped by physical, male-dominated trades, perceptions of disability are slow to change. *“When a disability policy is pursued proactively, it also changes the way people see things.”* This awareness-raising now appears to be an essential step in building the group’s future policy. In time, formalising a disability policy will make it possible to structure the actions undertaken. For Aude Delaboullaye, however, the human approach remains what matters most: *“there is a real awareness. Every concrete action can have a positive impact, not only for the people concerned, but also for all employees.”*





“Every port operator must understand that it is part of a global economic and security protection system”



Against the drug trade, a Code of Conduct that develops ethics on the ground

In European ports, the front lines are no longer purely commercial. They have become a matter of security, strategy and sometimes crime. For several years, the French authorities have been warning about the rise in drug trafficking through port infrastructure, which makes maritime terminals particularly exposed to organised criminal networks. It is in this context that the social partners of the Le Havre port community reached an agreement on the code of conduct provided for by the SAPIN II law, encouraging companies to strengthen their internal systems by revising their Code of Conduct and structuring it around integrity, corruption prevention and the fight against drug trafficking.

Through this document, a simple conviction emerges: a port’s security does not rest solely on equipment or customs controls, but also on the ethical culture of the women and men who work there. Criminal networks always look for the human weak point.

“Modern drug trafficking does not operate only through violence or secrecy. It also operates through corruption, complicity, pressure and sometimes simple negligence,” explains Alexandre Boquet, head of SHGT and leader of the working group on the subject. In major international ports, criminal organisations try to infiltrate logistics chains: obtaining confidential information, altering unloading sequences, accessing terminals, making containers temporarily disappear, facilitating the release of goods or corrupting staff with sensitive access authorisations.

The new Code of Conduct clearly reflects this awareness. The text explicitly restates the ban on taking part, directly or indirectly, in any operation linked to drug trafficking, whether or not there is any financial reward. For its author, the issue can no longer be treated as a side issue. *“Today, every port operator must understand that it is part of a global system of economic and security protection.”*

A new regulatory pressure on ports

The Code is part of a major change in the French legal framework. The so-called “Narcotrafic” Law of 13 June 2025 has considerably strengthened the obligations on port facility operators.

This reform marks a turning point: the prevention requirements inspired by the Sapin II law no longer apply only to large companies above certain financial thresholds. Port operators are directly concerned, given the risks identified by the authorities.

The text shows that this reality has been fully taken on board. Mandatory staff awareness training, stricter access controls, administrative vetting for permanent badges, alert procedures and confidential reporting systems must now be at the heart of organisations. Alexandre Boquet insists: *“Compliance is no longer simply administrative. It is becoming operational.”*

The docker, a key player in prevention

One of the Code’s distinctive features is that it puts dock workers back at the centre of the prevention strategy. The text does not present staff as mere operatives following procedures, but as the first line of defence against attempts at criminal infiltration. This approach is essential in today’s port context. Drug trafficking networks often target employees in key operational roles: handling, security, access to sensitive areas, planning or movement of goods.

The Code describes several concrete situations: requests for information on where containers are located, unusual requests, unauthorised access or suspicious behaviour around the infrastructure.

“We wanted to talk about real life,” stresses Alexandre Boquet. *“Not theoretical ethics, but situations that teams may actually encounter.”* This educational intent is reflected in the very structure of the document, which provides many practical examples and the behaviour to adopt.

→



Creating a reporting culture

Another significant change is the way internal reporting is approached.

In many sectors, ethical whistleblowing is still associated with informing on others. Here, the system is presented as a tool for collective protection. The document provides several channels for reporting information, as well as a dedicated number for confidential reporting and immediate assistance. This dimension has become essential: *"Criminal networks thrive when employees think they have to deal with a dubious situation on their own. On the contrary, we need to create an environment where everyone knows they will be supported if they speak up."*

This approach is in line with the current guidelines of the French and European authorities, which strongly encourage internal detection mechanisms in exposed sectors.

Corruption, influence and economic vulnerabilities

Drug trafficking is not limited to bringing illicit goods into ports. It often relies on broader mechanisms: corruption, influence peddling, money laundering or the exploitation of fragile business relationships.

The Code of Conduct gives considerable space to these issues: relations with suppliers, gifts, invitations, conflicts of interest and interactions with public officials. Each subject is addressed from the angle of the risk to integrity.

Alexandre Boquet points out that attempts to exert influence rarely begin with spectacular acts. *"Very often, misconduct starts with small transgressions that are considered harmless. A favour, a service, a piece of information shared carelessly."* Behind this approach lies a clear philosophy: preventing risks before they turn into crises.

A cultural transformation of the port world

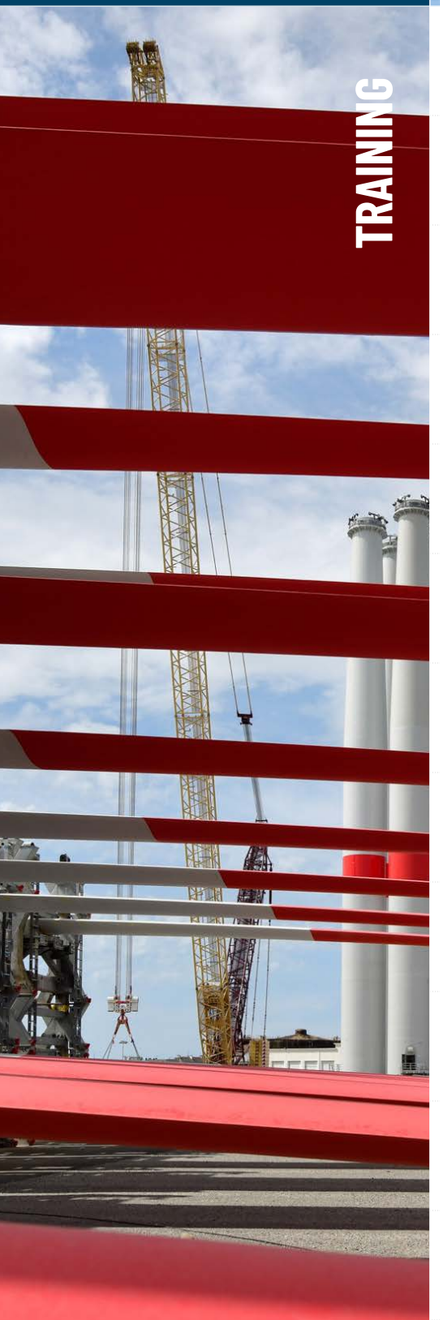
This Code illustrates a profound change in the maritime and port sector. For a long time, compliance issues were mainly associated with legal departments or large international groups. Now, they are everyone's business! *"These are everyday operational issues, directly linked to economic sovereignty, the security of our regions and the credibility of the logistics infrastructure we are part of."*

Another major change is the conviction that the response cannot be purely technological or a matter for the police. *"Cameras, checks and procedures are essential,"* acknowledges Alexandre Boquet. *"But in the end, the best protection remains a collective culture of vigilance and integrity."*

It would be a mistake to reduce this Code of Conduct to the issue of drug trafficking alone. Behind port security issues, the aim is to build a genuine corporate culture based on integrity, responsibility and respect for collective rules. Corruption prevention, conflicts of interest, data protection, respect for people, occupational safety and relations with business partners: the document sets out a comprehensive framework designed to support employees in every aspect of their daily work.

For Alexandre Boquet, the objective is clear: *"A safe port is first and foremost a port where everyone knows their responsibilities and understands the impact of their decisions."* The code develops a broader vision of compliance: not an additional administrative constraint, but a collective commitment to trust, performance and the long-term future of port activities. This new Code of Conduct thus appears to be much more than a regulatory document: it is a statement of responsibility that each company is invited to adapt to its own context.





“Everyone needed to understand what the Sapin II law is”



How SOGEBRAS raises awareness among its teams

In Montoir-de-Bretagne, under the impetus of the Maritime Kuhn group, SOGEBRAS and its subsidiaries have rolled out an awareness campaign for all their employees, with the aim of giving them a practical understanding of the principles of the Sapin II law and the risks associated with corrupt practices.

Adopted in 2016, the Sapin II law significantly strengthened France’s corruption prevention framework. Beyond legal obligations, it encourages companies to develop a genuine culture of ethics and transparency.

It was in this spirit that the Maritime Kuhn group launched a large-scale awareness campaign among its employees from the end of June 2025. To build the programme, the group worked with Atlantic Formation to design a training module on the principles of the Sapin II law, the different forms of corruption and the behaviour to adopt in at-risk situations.

At SOGEBRAS, a company specialising in port handling in Montoir-de-Bretagne, the initiative involved all employees.

“The aim was for everyone to understand what the Sapin II law is and what it means for their day-to-day behaviour,” explains Ludovic Jover, director of SOGEBRAS.

Training for everyone!

The programme was based on a digital module lasting around twenty minutes, made up of an educational presentation followed by a quiz to validate knowledge.

Participants had to get at least 80% of the answers right to complete the course. If they failed, they were offered another attempt to ensure that the essential knowledge had been acquired.

“Everyone had to go through this step. Some were a little reluctant at first, but in the end many understood things they did not necessarily know,” stresses Ludovic Jover.

The content focused on case studies based on real-life situations: business gifts, customer invitations, tenders, conflicts of interest, and the distinction between legitimate business practices and behaviour that could be classed as corruption. *“There is no such thing as petty or major corruption. Either there is corruption or there is not,”* the director sums up.

Raising awareness in an exposed port environment

For a company operating in the port world, integrity is a particularly important issue. Logistics and maritime activities may face specific risks related to site security, illicit trafficking or attempts to exert influence.

In Montoir-de-Bretagne, several cocaine seizures in recent years have led the authorities and port operators to significantly strengthen security measures.

In this context, raising employee awareness is an additional link in the prevention chain. *“Today, our employees are more aware of the risks and of the consequences that certain behaviour can have. Vigilance is now part of everyday life,”* believes Ludovic Jover.

Adapting to realities on the ground

The company also tailored its approach to the specific features of certain occupational groups. Dockers, who make up a large share of the operational workforce, received a group presentation organised together with their representatives.

This approach was designed to ensure that the key messages were understood by all, while taking into account the particular constraints of port work.

In total, nearly forty employees were trained during this first campaign, which also involved other group entities.

Beyond training, a culture of ethics

For SOGEBRAS, this initiative is part of a broader move to professionalise compliance practices. Several major contractors in the sector already impose strict ethical rules on their partners, particularly regarding gifts and invitations.

The company therefore applies control procedures that comply with the requirements of its main industrial customers.

“With certain partners, we have very precise rules. Above certain amounts, any invitation or gift must be declared and approved. This helps to build a healthy and transparent business relationship,” says the director.

New employees who missed the initial campaign now complete the training when they join, to ensure that the whole workforce is covered. The company is also considering regular refreshers to maintain awareness levels over time.



A method that prioritises relevance

SOGENA's social, societal and environmental responsibility approach was carried out in several phases:

- a consultation phase to identify and gather content,
- the creation of a working group,
- the adoption of the VSME reference standard,
- a review of the respective scopes of responsibility of the group vs. each company,
- the selection of priority issues,
- the gradual implementation of the corresponding indicators.

The mapping lists the environmental, social and societal issues whose impact is considered significant for the company's ability to achieve its responsible performance objectives.

It structures and guides the approach itself (timing), the major themes (actions) and the choice of indicators (reporting).

One principle, relevance, was examined in depth by the working group to ensure that the approach addresses the aspects that reflect the organisation's substantial economic, environmental and social impacts.

The conclusions of this work are intended to structure the approach and the reporting.

About the survey phase to identify and gather content

This phase included in-depth interviews covering the full CSR spectrum (social, societal and environmental aspects) and a study of requests from major key customers (CSR questionnaires).

Resource and reference persons by topic

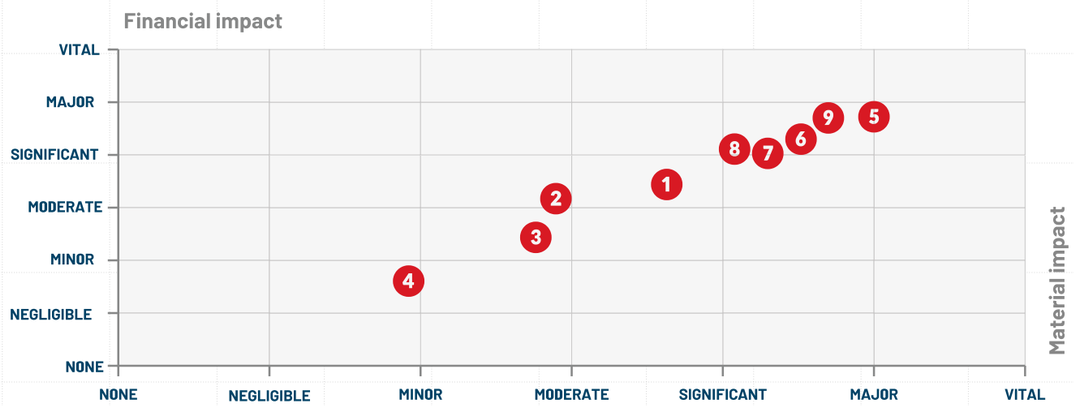
Each theme was placed under the responsibility of a reference person tasked with proposing and defining indicators based on their relevance and on the availability of information. Each of them is asked to build data collection into existing processes and thus ensure that the data is available.

Developing the indicators

Most of the indicators selected are found in the GRI standards and in the VSME reporting version recommended by the European Union.

Priority was given to indicators relating to material issues.

DOUBLE MATERIALITY



1. Climate change
2. Air quality
3. Water resources
4. Biodiversity
5. Occupational health and safety
6. Training and skills
7. Well-being at work
8. Equal opportunities
9. Anti-corruption

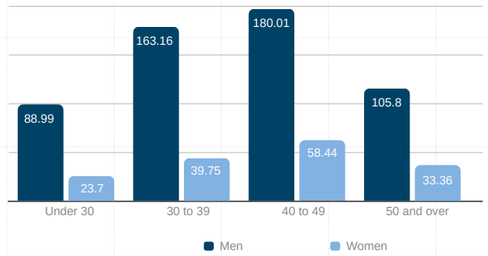


INDICATORS

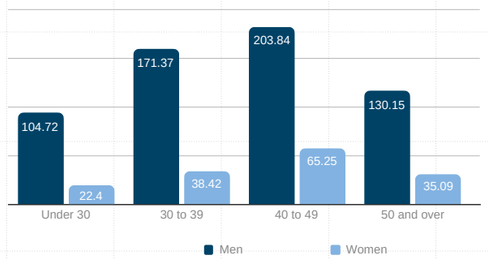
Distribution by age group

Women / men by age category.

2024



2025



Headcount

	2024	2025
Number of employees	693	771
New hires per year*	114	172
FTE work-study contracts	12.52	15.82

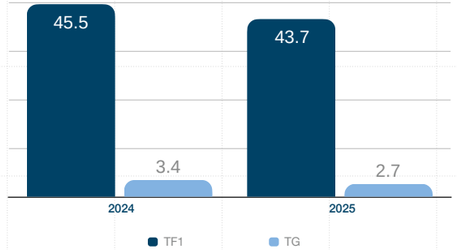
** Fixed-term, permanent and work-study contracts, excluding interns and casual dockers*

Engagement

	2024	2025
Absenteeism (rate)	11.78%	11.89%
Staff turnover (rate)	7.2%	7.6%

Safety

Change in the frequency rate (TF1) and severity rate (TG) between 2024 and 2025.



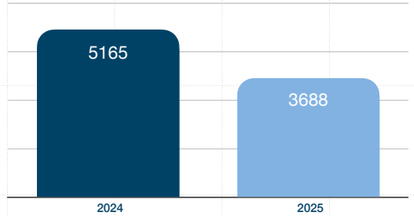
Anti-corruption

	2024	2025
No. of people trained	0	36

See article on page 14.

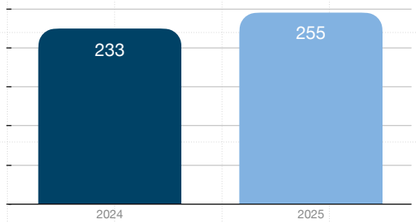
Training hours

Total number of training hours in 2024 and 2025.



Number of employees trained

Number of employees trained in 2024 and 2025 (excluding awareness sessions)

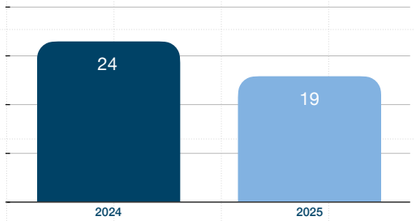




INDICATORS

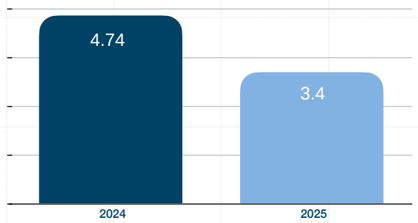
Number of BOETH
(Beneficiaries of the Employment Obligation for Disabled People)

Scope: France.



BOETH rate / total headcount

Proportion of disabled workers in the total workforce in 2024 and 2025, scope: France.

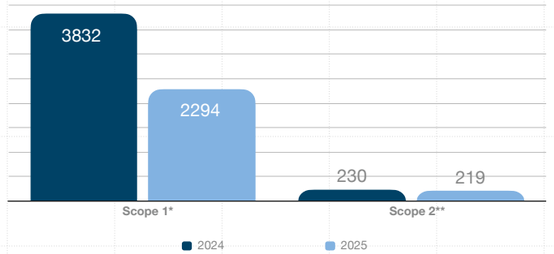


WATER resources

2024 (m^3)	2025 (m^3)
14019	11388

Consumption in m3.

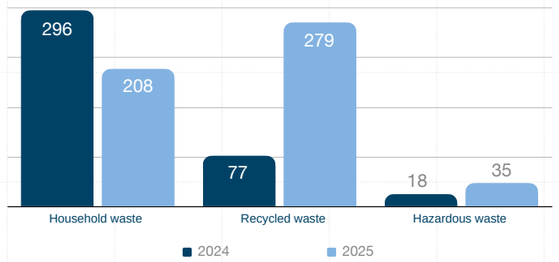
GHG emissions (tCO2e)



** Scope 1: stationary + mobile combustion*
*** Scope 2: electricity*

The switch to B100 at SHGT avoided more than 1,200 tCO2e in one year, making a major contribution to reducing the Group's emissions.

Waste



tonnes of waste by category.



INTERVIEW

“CSR has become a strategic issue for our port businesses”



Interview with Guillaume Blanchard, Managing Director of SOGENA

Amid regulatory constraints, the expectations of international customers and the transformation of port trades, the SOGENA Group is stepping up the structuring of its corporate social responsibility approach. Its head, Guillaume Blanchard, discusses the environmental, social and ethical issues that are reshaping the maritime and logistics sector.

Has CSR become essential in your sector?

Yes, clearly. At first, the subject arose mainly from regulatory and normative developments. Professional federations, particularly in the logistics and maritime sector, have been working on it for several years now. But today, CSR goes far beyond simple compliance: it has become a strategic issue. Our customers systematically ask us about these questions in tenders. They want to know our policies on ethics, decarbonisation, compliance and governance. Without concrete commitments, some companies can no longer even compete. There is also a very strong human dimension. Younger generations care about these issues. During recruitment, candidates now ask specific questions about our environmental and social approach.

What are the main focuses of your CSR approach today?

We have several projects under way. First, historically, we have long been working on less polluting multimodal transport, particularly river and rail. It is part of our logistics DNA. Next, we are gradually moving forward with the energy transition of our equipment. For example, we are looking at replacing some trucks with electric models. But that also requires suitable infrastructure in ports, including enough charging points, which is still a barrier today. We are also working to reduce the energy footprint of our buildings: LED lighting in warehouses has become an obvious choice, for both environmental and economic reasons. Finally, there is the issue of our digital and IT footprint, which is a growing concern.

Ethics and compliance also seem to be central...

Absolutely. The fight against corruption has become a major issue in our sector, driven in particular by the large international groups we work with. Some customers now impose very high standards. They expect concrete, structured commitments. In port trades, these issues also tie in with the fight against trafficking in ports. It is an extremely serious matter. We have introduced awareness and training initiatives for staff to prevent undue influence or corruption linked to trafficking. Charters have been signed with Le Havre’s professional organisations and trade unions to strengthen this collective vigilance.

Occupational safety also remains a long-standing pillar of the port sector.

Yes, because port handling remains a high-risk job. On the quays, safety requirements have been extremely high for a long time. We invest in equipment, training and procedures. On these matters, we have a very strong safety culture that is historically rooted in the handling trades.

How do you view the arrival of artificial intelligence in your businesses?

We have launched an audit with a specialist firm to identify relevant uses of AI across our different activities. Not all branches will be affected in the same way. Handling, for example, will be little affected in the short term. On the other hand, freight forwarding, customs and document management may change more. We have tested several tools, including ChatGPT and then Mistral AI, to assess possible professional uses.



The main challenge remains controlling data and making sure these tools are used securely. We do not necessarily think that all employees need to be trained in AI systematically. We prefer to target genuinely useful uses, business by business.

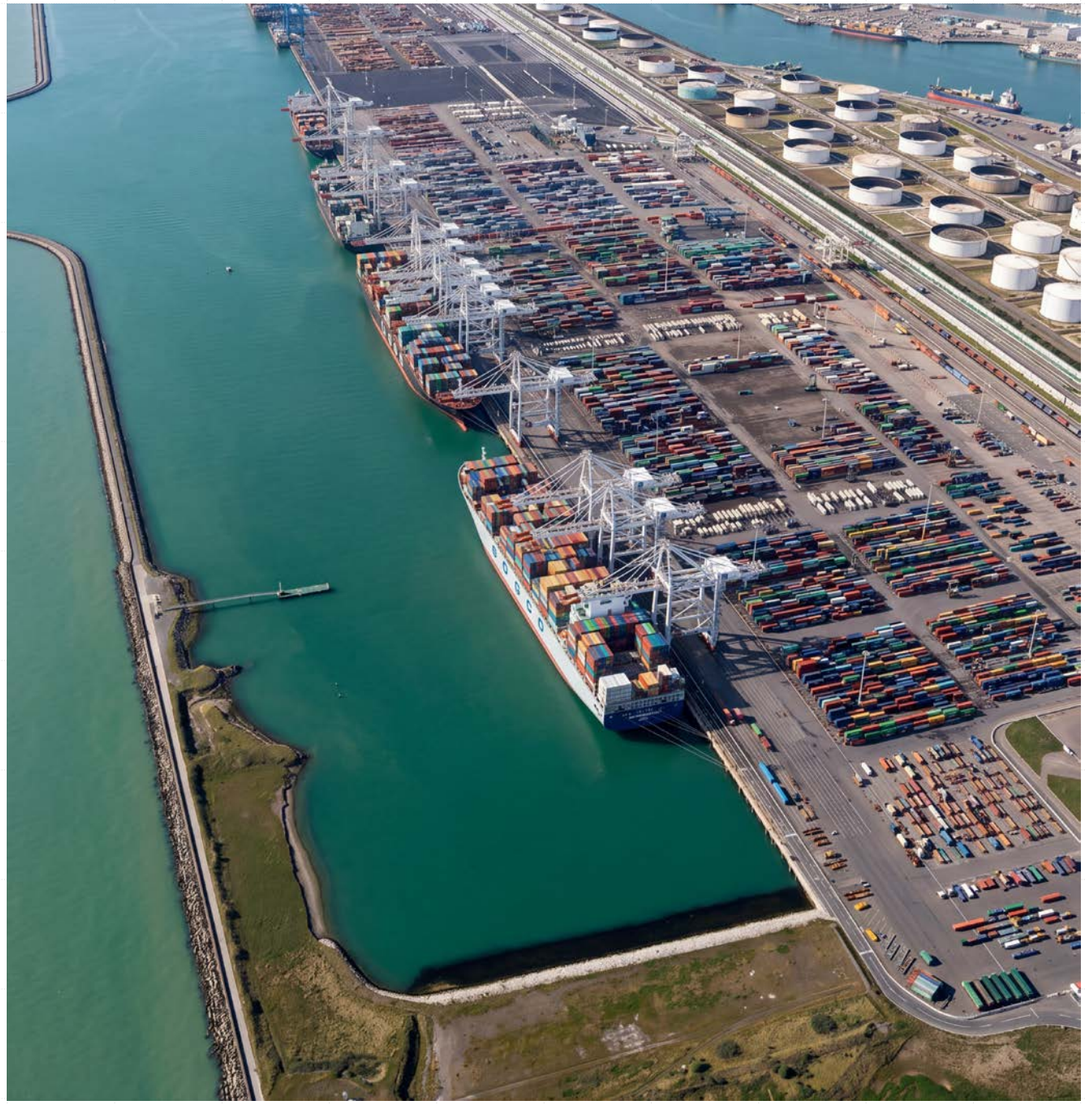
Do energy and geopolitical tensions have an impact on your activities?

Yes, very clearly. Our business depends directly on international flows, so every energy or geopolitical crisis has consequences. Some sectors may temporarily benefit, particularly oil and oil-related services when prices rise sharply. But other sectors suffer enormously, such as fertilisers or certain very gas-intensive industries.

If energy costs remain high over the long term, this could slow down international trade. And for us, at the heart of these logistics flows, it is obviously a major issue.

Does your family and maritime history influence your current vision?

Certainly. Our group comes from a long maritime history. Originally, we were shipowners. The SOGENA Group has nearly 200 years of activity in shipping. When the shipping activities were sold, we developed the full chain of services around ports: handling, customs clearance, storage and transport. This long-term culture now leads us to reflect on the sustainable development of our businesses and on how we need to transform them.



THANK YOU!

This first issue of Responsible Trajectories was made possible thanks to the commitment of a cross-functional working group representing all of the group's businesses.

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