



Mondial
Relay
by InPost

CORPORATE SOCIAL RESPONSIBILITY REPORT

2025





DAVID LEWKOWITZ
MONDIAL RELAY CEO

2025 MARKS A NEW MILESTONE ON OUR PATH TOWARDS A MORE SUSTAINABLE FUTURE

As part of the development of our business strategy, the **InPost Group** has rolled out an ambitious roadmap for **2026-2030**, which aims to fully incorporate environmental, social and governance issues at the core of its development model.

This sustainability strategy is based on four key pillars: In_Planet, In_Consumer, In_People and In_Trust.

It forms part of a long-term transformation logic with measurable objectives that are in alignment with the best global practices and the increasing expectations of all our stakeholders.

Building on its integration within the **InPost Group** and on the significant progress achieved in 2025, **Mondial Relay** is pursuing this transformation to respond to the increasing challenges of e-commerce and to the expectations of its customers, partners and employees. The continual expansion of our network of **APMs (Automated Parcel Machines) and Points Relais® (PUDOs)**, the development of our **mobile app** and the significant increase in our volumes are all proof of our commitment to offering delivery solutions that are increasingly efficient and accessible.

OUR AMBITION: TO BECOME THE LEADING OUT-OF-HOME DELIVERY PROVIDER

With an awareness of the current environmental challenges, we have placed sustainable development at the heart of our strategy. **Our goal of “net zero emissions” by 2040** for the entire **InPost Group**, validated by the **SBTi***, guides and inspires our everyday activities. And in the short term, we are committed to reducing our CO₂ emissions from transport by **18%** by 2026 (compared to 2023) as part of our 2024-2026 **EVcom*** objectives. This ambition translates into concrete progress: the energy transition of our vehicles, the decarbonisation of transport with our partners, and the

search for innovative solutions to cover the last mile. We are proud to announce that in 2025, **45%** of the kilometres travelled at the linehaul stage were covered by our carriers using biofuels.

THE HUMAN ASPECT AND PROXIMITY AT THE CORE OF OUR MODEL

True to our values, we are innovating our sites at the same time as ensuring we provide our employees with optimum working conditions, all the while keeping our environmental impact to a minimum. The expansion of our group of **BREEAM*** and **HQE*** certified sites is testament to this long-term commitment.

In 2025, we stepped up investment in infrastructure, capacity building and the development of new expertise, particularly in the area of CSR. Our **CSR Committee**, which was set up in 2024, plays an essential role in defining and implementing our strategy, leaning on **three key pillars**: customer satisfaction, reduction of our environmental footprint and the well-being of our employees.

A SHARED COMMITMENT

This 2025 CSR Report invites you to examine the concrete actions taken throughout the year, the progress achieved and the challenges to come. It is proof of our commitment to building a future in which sustainability is not just a priority, but rather a source of innovation, performance and the creation of shared value.

*BREEAM: Building Research Establishment Environmental Assessment Method

*HQE: Haute Qualité Environnementale (High Environmental Quality)

*SBTi: Science Based Target initiative

*EVcom: Engagement Volontaire des Commissionnaires de Transport (Voluntary Commitment of Freight Forwarders scheme)

CONTENTS

INTRODUCTION

Mondial Relay: an adventure to last	8
Efficiency that is proven every day	10
The figures speak for themselves	13
InPost: a pioneering spirit	14
Working together for logistics that are modern and innovative	16

01. PLANET

All committed, all responsible	25
Out-of-home deliveries: more performance, less carbon	26
Our results are our greatest encouragement	30
Involved and committed	32
Willing and active	33
2025 carbon assessment	36
The future challenges us	41
Acting with total transparency	46
Partnering an inclusive workforce	50

02. PEOPLE

Success on a human level	55
Working better together, in the best conditions	57
Growing our business, growing our team	58
Inspire and educate the talent of tomorrow	59
Being aware of local realities	61
Motivation should be cultivated	62
Talented people move, and us with them	64
Building skills at every career stage	66
Find the right words, make it the right time	67
Organising social dialogue: a strong commitment	68
Health & Safety: monitored on a daily basis	70
QWL? We are truly committed	72
Small actions make big differences	72
A local CSR approach that stands the test	73
Commitment that radiates out everywhere	77

03. CUSTOMERS

All committed, all responsible	81
Solidarity-based partnerships & 2025 operations report	82
Sharing the concerns of our users	86
The Mondial Relay app: the daily habit of millions of users	88
Mondial Relay, an official partner for the 2025 Tour de France	90
Reaching out to the public on the ground	94

04. TO SUM US UP!





INTRO- DUCTION

- Mondial Relay: an adventure to last 8
- Efficiency that is proven every day 10
- The figures speak for themselves 13
- InPost: a pioneering spirit 14
- Working together for logistics that are modern and innovative 16

MONDIAL RELAY: AN ADVENTURE TO LAST



Point Relais® (PUDO) became a registered trademark following the success of this concept.

Mondial Relay was born. In the same year, a logistics building dedicated to automatic sorting was opened in the Hauts-de-France region. 2,650 PUDOs.

Mondial Relay created the first alternative postal service for individuals to send parcels via its PUDO network and expanded across Europe in partnership with Hermès Logistik. In this way, new options for parcel deliveries between countries became possible (Germany, Austria, the United Kingdom and Italy).

It all began with a postal strike. To counter a strike by the French postal service, which was the only parcel delivery service provider, 3 Suisses created their own delivery service (the future Mondial Relay).

The delivery service was deployed in Luxembourg, Belgium and Spain. 3,670 PUDOs.

The “Start” offer was set up specifically for SMEs and VSEs in e-commerce for their parcel delivery.

The company opened in the Netherlands. 11,000 PUDOs.

A total of 7,000 APMs and 3 million downloads for the mobile app. Mondial Relay became an official partner for the Tour de France for a three-year term!

InPost (European leader for APM parcel delivery) finalised the acquisition of Mondial Relay to create Europe’s largest network of automated out-of-home solutions for e-commerce. The company opened in Portugal. The first APMs were rolled out in France.

The mobile app was launched. 2,400 APMs and 12,000 PUDOs in France.

Mondial Relay continued to roll out more APMs to serve the French people as closely as possible. 4,500 APMs. The mobile app was downloaded more than 1 million times.

10,000 APMs, 8 million downloads of the mobile app.



EFFICIENCY THAT IS PROVEN EVERY DAY

Mondial Relay is the largest European delivery network dedicated to e-commerce. Experts in parcel delivery to individuals, we have positioned ourselves as one of the leading e-commerce parcel distribution services in France and Europe, successfully assisting over **50,000 online retailers**.

To achieve this, at the end of 2025 we were organising the distribution of parcels to our **7,000 PUDOs** and **10,000 APMs** (automatic lockers) in Belgium, the Netherlands, France and Luxembourg (BeNeFraLux).

2025 marked a further deployment of our out-of-home network and an acceleration of the roll-out of our APMs and home deliveries.

Since **2011**, we have also provided a competitively-priced parcel dispatch and collection service for individuals and in this way, we are positively supporting the development of second-life markets and the circular economy.

Drawing on this past and to reinforce our development, the **InPost Group** has redefined its values in order to support growth:



CHAMPION THE CUSTOMER

It all starts with the customer: the customer is the compass that guides our actions and decisions. We strive to not merely meet their expectations, but rather to exceed them.



OWN IT

We take initiative and hold ourselves 100% accountable for our actions. We are proactive in how we respond as soon as we encounter an issue.



DARE TO DISRUPT

We foster entrepreneurial spirit, ambition and a bold state-of-mind. Innovating means daring to try, failing, learning, improving and succeeding together.



MAKE IT HAPPEN

We thrive in an ever-changing environment. We make progress quickly, but not blindly. We are constantly taking stock, learning and adapting. Speed matters, but it is speed that is intelligent and coordinated that makes the difference.



WIN TOGETHER

Lastly, it is all about people. United by a winning mindset and a shared passion for our mission, we generate extraordinary results thanks to the collaboration, recognition and celebration of successes, be they big or small.



THE FIGURES SPEAK FOR THEMSELVES



€655 M
IN TURNOVER



243 M
PARCELS DELIVERED



10,500+
APMs



9,700+
PUDOs



9
COUNTRIES
SERVED



50,000+
E-COMMERCE
CUSTOMERS



2,200
EMPLOYEES



55
OPERATIONAL SITES
ACROSS FRANCE
AND BELGIUM

*Mondial Relay figures, covering the markets in France, Belgium, the Netherlands and Luxembourg (BENEFRALUX)

INPOST: A PIONEERING SPIRIT

THE INPOST GROUP IN FIGURES:

In 2025, the out-of-home (OOH) network continued to expand, with the **InPost Group** reaching over **94,500** pick-up points across Europe, an increase of **17%** compared to the previous year. This increase comprises the addition of more than **14,000** automatic parcel machines (APMs), which was **30%** more than the previous year. In addition, in line with a strategy focused on operational effectiveness, the number of pick-up and drop-off points (PUDOs) has been cut, steering a larger volume towards APMs, which give better profitability and increased operational advantages.



€10B+
IN TURNOVER



1.36B+
PARCELS DELIVERED



61,200
APMs



9 COUNTRIES
SERVED



33,300
PUDOs

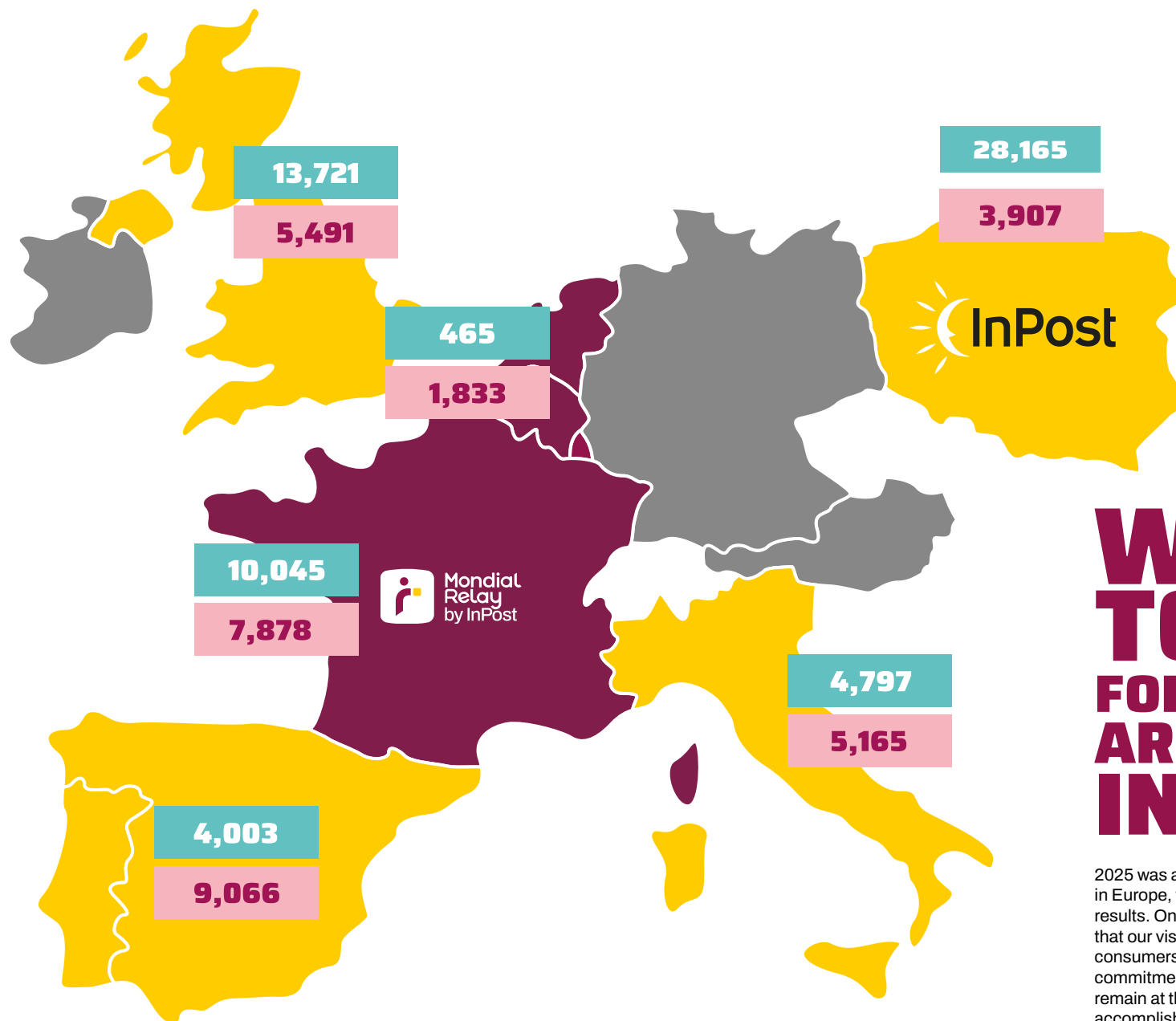


7,000
EMPLOYEES



NUMBER OF APMs

NUMBER OF PUDOs



WORKING TOGETHER FOR LOGISTICS THAT ARE MODERN AND INNOVATIVE

2025 was a truly exceptional year for the InPost Group. Everywhere in Europe, we have progressed significantly and achieved record results. Once again, it has been a very successful year, demonstrating that our vision is still relevant and highly pertinent. Retailers and consumers continue to support our strategic choices, while our commitment to customer satisfaction, innovation and quality remain at the core of our success. We are proud of what we have accomplished and this makes us confident for the future.



CHRISTOPHE CAUVIN
CSR MANAGER

We provide a delivery method that is both historical, with over **25 years' experience** to local delivery points (PUDOs and APMs); as well as modern, with the addition of CSR good practices. This enables us to promote an optimised delivery model, limiting the impacts for society. As a major player for out-of-home delivery in France and Europe, we have made it our priority to fully integrate our economic, ecological and societal impact into our strategic objectives, as well as the processes and competencies of our company.

For the last few years, numerous measures aimed at reducing environmental impact have been deployed in connection with our **Climate Action Plan**. The People and Customer pillars of our strategy are equally as important. I hope you enjoy reading this report to learn about the actions and objectives of our CSR strategy.

“

AN OPTIMISED DELIVERY MODEL

”

The InPost Group's first ESG strategy runs from 2021 to 2026, unless otherwise mentioned in specific strategic commitments. The strategy defines detailed objectives for the entire InPost Group through three key pillars: **In_Consumer, In_Planet, In_People**. Developed with ESG regulatory requirements in mind, the InPost strategy guarantees compliance with standards and global expectations, as well as local legislation.

MONDIAL RELAY'S CSR STRATEGY IS BASED ON THESE THREE PILLARS: PLANET, PEOPLE, CUSTOMERS. AND MORE RECENTLY, THE TRUST PILLAR.



PLANET



CUSTOMER



PEOPLE

This CSR strategy is key to maintaining the transparency and responsibility of our actions in favour of sustainable development. The approach enables us to adapt and develop our objectives in response to changes in the market, the environment and society. The CSR strategy, which was created in **2021**, reflects the most important topics from the perspective of the company and stakeholders. In **2024**, the initial assessment of double materiality served as the basis to review the strategy for **2026-2030**.

In line with these efforts, the group is assessed by the main international **ESG*** rating agencies like MSCI, Sustainalytics, the Carbon Disclosure Project (CDP) and S&P Global.

For two years now, our annual reports have been written in accordance with the CSRD directive and ESRS indicators.

* Environmental, Social and Governance criteria





1/ PLANET

All committed, all responsible.....	25
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Our results are our greatest encouragement.....	30
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DIMITRI ROCH

INTERNATIONAL TRANSPORT DIRECTOR

“

**ALL
COMMITTED,
ALL
RESPON-
SIBLE**

”

“At Mondial Relay, our commitment goes far beyond the quality of service we provide for our customers. We have now set up a range of initiatives aimed at considerably reducing the carbon footprint of our transport activities. Since 2023, the decarbonisation of the kilometres travelled by our transport partners has been continuously integrated into our commitments. We have worked to support every player in the logistics chain through this energy transition by proposing appropriate solutions to facilitate the change. Our goal is clear: To anchor these principles and values in a simple and transparent way in the long term.

Our teams are continuing to roll out light electric vehicles in the depots to cover the last mile. This ambition is fully in line with the need to play an active part in reducing emissions in urban areas, therefore contributing to air quality in our towns and cities. Our partners also receive personalised support for long distance journeys to make this transition successful. Installing electric charging points at our sites will increase our CSR commitment among our employees in the long term.

These actions reflect our determination to play an active role in the ecological transition. Mondial Relay is positioning itself as a committed player that is aware of the importance of this environmental transformation for a sustainable future.”



OUT-OF-HOME DELIVERY:

MORE PERFORMANCE, LESS CARBON

Goods transport accounts for 8% of greenhouse gas (GHG) emissions in France (source: CGDD – 2021). Mondial Relay conducts an annual carbon assessment (3 scopes). As a freight forwarder, the company is actively committed to the EVcom scheme, a plan aimed at reducing its emissions from transport.

In this context, Mondial Relay carried out a fresh survey on consumer habits in 2024, with the aim of measuring the carbon impact of its out-of-home delivery model. It also updated and refined the data from the comparative study conducted in 2022.

The analysis was undertaken by EcoCO2, which is an eco-friendly business whose mission is to support individuals and organisations in reducing their environmental impact in the long term.

THE RESULTS OF THE STUDY HIGHLIGHTED THESE 3 IMPORTANT POINTS:

1

MONDIAL RELAY OUT-OF-HOME DELIVERIES GENERATE UP TO

64%

less GHG emissions compared with home deliveries over the last mile*

2

DELIVERIES TO A LOCAL POINT VIA MONDIAL RELAY GENERATE UP TO

88%

less GHG emissions compared with home deliveries, if a soft transport mode is used to collect the parcel

3

THE KILOMETRES TRAVELLED BY INDIVIDUALS TO PUDOs/ APMs ACCOUNT FOR

66%

of GHG emissions in Mondial Relay's "last mile delivery" segment

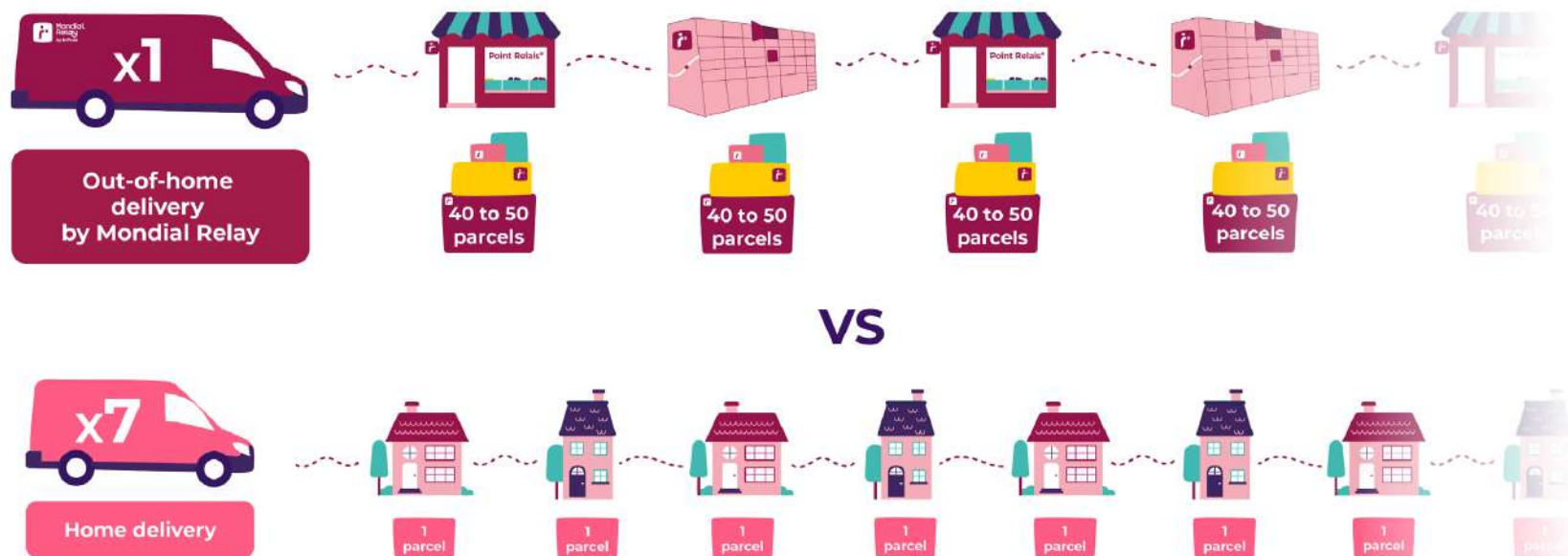
► For deliveries to local points, **685 parcels are transported per route vs an average of 90 parcels** per route for home deliveries*. Deliveries to PUDOs and APMs are based on the massification of the last mile and optimising rounds, which help relieve congestion in towns.

► Deliveries to local points **require on average 7.6 times fewer vehicles** than for home deliveries.

*For more information, you can visit our CSR page: <https://www.mondialrelay.fr/mr/qui-sommes-nous/decouvrez-la-responsabilite-sociale-societale-de-notre-entreprise>

*Last-mile delivery refers to the final step in the logistics process, where the parcel is transported from our sorting facilities to our APMs and PUDOs.

IN ORDER TO DELIVER 685 PARCELS, HOME DELIVERY REQUIRES 7.6 TIMES MORE VEHICLES



Comparative study of the carbon impact of home delivery versus out-of-home delivery in the last-mile segment : <https://www.mondialrelay.fr/media/126002/one-page-%C3%A9tude-ecoco2-2025-version-finale-1.pdf>



BY CHOOSING MONDIAL RELAY OUT-OF-HOME DELIVERY, YOU MAKE A CHOICE THAT FITS INTO YOUR DAY AND HELP US BRING OUR DECARBONISATION AMBITIONS TO LIFE

How? Because this delivery method means:



OPTIMISING TRANSPORT WITH OUR UNIQUE DELIVERY MODEL



AVOIDING FAILED DELIVERIES



USING THE SAME TRANSPORT FOR DELIVERY AND COLLECTION, THUS AVOIDING EMPTY VEHICLES



SIMULTANEOUSLY DELIVERING SEVERAL DOZENS OF PARCELS TO ONE POINT

OUR RESULTS ARE OUR GREATEST ENCOURAGEMENT

They confirm that Mondial Relay's out-of-home delivery model is more efficient in terms of GHG emissions.

The fact is, Mondial Relay has chosen a model with higher performance and lower carbon.

The study highlights the strong impact of the last mile travelled by customers to local points. Current and future efforts are therefore being intensified to raise customer awareness, improve and densify the network of local points and decarbonise transport. The figures will evolve, as will people's parcel delivery habits, so the study is likely to be repeated.

INVOLVED AND COMMITTED

Because we are aware of the impact that delivery and transport have on our ecosystem, we are involved in a number of environmental schemes.



www.fevad.com

In 2022, Mondial Relay signed the voluntary commitment charter to reduce the environmental impact of e-commerce, led by FEVAD.

This commitments charter is the result of talks between the Federation of E-commerce and Distance Selling (FEVAD) and the signatory companies. The objectives are in line with the initiatives that we have either already implemented or planned, such as the EVcom commitment, the life cycle assessment certification of new sites, raising awareness amongst consumers, etc. We strive to strengthen our commitments.

THE MAIN COMMITMENTS OF THIS CHARTER ARE:

- ▶ Encourage the reduction, recycling and reuse of packaging
- ▶ Rely on environmentally-friendly logistics
- ▶ Report on the implementation of commitments
- ▶ Raise awareness and inform "consum'actors"



WILLING AND ACTIVE



In 2021, Mondial Relay, as a freight forwarder, committed to reducing its transport-related emissions, with the EVcom "Voluntary Commitment of Freight Forwarders" scheme.

EVcom is one of the schemes in the **Voluntary Commitments for the Environment - Transport and Logistics** programme, which supports shippers, freight forwarders and carriers in their environmental transition. This programme is driven by public bodies and professional organisations.

In this context, Mondial Relay set a goal to reduce its transport-related GHG emissions by 8% by the end of 2023.

As a result of our EVcom 2021-2023 commitment, we managed to reduce our transport-related CO₂ emissions by 12%, i.e. 4% more than our initial goal.

OBJECTIVE EXCEEDED:
12%
REDUCTION
IN GHG EMISSIONS!

WE ACHIEVED THIS RESULT THROUGH STRUCTURED AND EFFECTIVE ACTIONS:

- ▶ Choosing carriers that are certified or labelled in the "Objectif CO₂" scheme
- ▶ Developing carbon-free transport solutions
- ▶ Promoting bulk transport

This approach goes beyond any CSR strategy and makes it possible for Mondial Relay to effectively reduce its transport-related CO₂ emissions.

FOLLOWING A SELF-ASSESSMENT AND CO₂ DIAGNOSTIC, A CUSTOMISED ACTION PLAN WAS IMPLEMENTED AROUND 4 AREAS FOR IMPROVEMENT:

- ▶ Own fleet
- ▶ Customer collaboration
- ▶ Transport procurement
- ▶ Use of standards and benchmarks

THE BENEFITS FOR MONDIAL RELAY

- ▶ Environmental benefit: reducing GHG emissions
- ▶ Economic benefit: optimising costs and logistics

OBJECTIVE
EXCEEDED:

18%
FEWER CO₂ EMISSIONS
by 2026

AND NOW?

Mondial Relay is pursuing and intensifying its commitment to leaner and less polluting transport.

Having exceeded our initial goal, we have now set a new target: **18% fewer CO₂ emissions by 2026 (vs 2023)**.

OUR ACTION PLAN TO ACHIEVE THIS:

- ▶ Work with carriers that are chartered or labelled “Objectif CO₂”
- ▶ Accelerate the decarbonisation of our fleet of light vehicles
- ▶ Invest in sustainable solutions to reduce the impact of heavy goods vehicles
- ▶ Support our partners in the use of biofuels



2025 CARBON ASSESSMENT

A CLEAR PICTURE OF OUR IMPACT

Mondial Relay conducts an annual carbon assessment based on three distinct scopes (BEGES, France's greenhouse gas emission balance) for the BENEFRALUX area (France, Belgium, the Netherlands and Luxembourg). This assessment is carried out in compliance with the reporting requirements of ISO 14083, the European benchmark standard for emissions from transport and logistics operations.

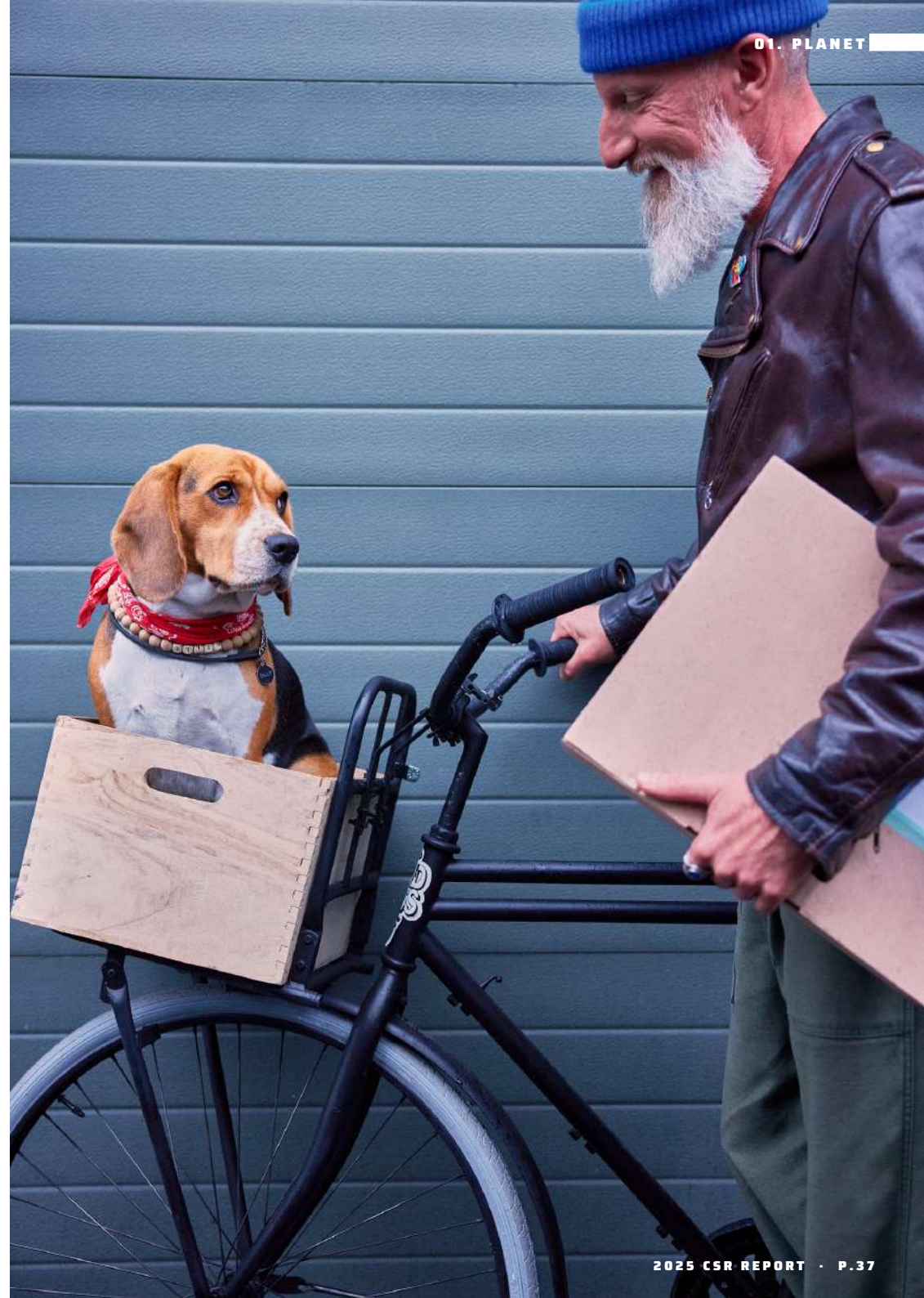
OUR TOTAL EMISSIONS: DATA-DRIVEN ACTION

BEGES assessment, Scopes 1+2+3 (tCO₂e)

YEAR	FRANCE	BELUX	THE NETHERLANDS	BENEFRALUX TOTAL	CHANGE VS N-1
2018	53,987	—	—	53,987	
2019	63,418	—	—	63,418	+17.5%
2020	79,995	—	—	79,995	+26.1%
2021	60,540	2,788	—	63,328	-20.8%
2022	70,251	3,018	1,792	75,061	+18.5%
2023	76,882	3,206	1,256	81,344	+8.4%
2024	70,226	3,154	1,391	74,771	-8.1%
2025	61,853	3,515	1,934	67,302	-6.0%

2025: Total BENEFRALUX = 70,307 tCO₂e – Continued reduction following the 2024 drop (-8.1%). The 6.0% decrease reflects the consolidation of our efforts, despite growth in our business volumes.

Focus on France: 64,746 tCO₂e in 2025, a decrease of 7.8% compared to 2024. Following an 8.6% reduction in 2024 driven by the widespread adoption of biofuels, France continued on its decarbonisation path in 2025 despite rising volumes.





ACCELERATE THE DROP IN OUR CARBON INTENSITY PER PARCEL

Carbon intensity, expressed in grams of CO₂ equivalent per parcel delivered, is the industry's benchmark performance indicator. Our approach, based on the principles of ISO 14083, involves allocating greenhouse gas emissions across the entire logistics chain—First Mile (collection), Middle Mile (inter-site transport), and Last Mile (delivery)—to measure progress towards decarbonisation. The emissions taken into account cover the entire fuel life cycle (Well-to-Wheel – WTW) and also include emissions related to logistics operations, notably the energy consumption of our buildings, sorting platforms, and automated lockers, in accordance with the recommendations of the ISO 14083 standard.

YEAR	FRANCE	CHANGE FR VS N-1
2018	727.68 gCO ₂ e	
2019	565.24 gCO ₂ e	-22.3%
2020	490.16 gCO ₂ e	-13.3%
2021	396.63 gCO ₂ e	-19.1%
2022	315.77 gCO ₂ e	-20.4%
2023	314.40 gCO ₂ e	-0.4%
2024	217.34 gCO ₂ e	-30.9%
2025	212.30 gCO ₂ e	-2.3%

France: 212.30 gCO₂e/parcel in 2025 – 70.8% reduction since 2018 (727.68 gCO₂e/parcel).



The trajectory in France is significant, with a **3.5-fold reduction in carbon intensity over 7 years** (2018–2025). This is the result of a combination of levers: delivery route optimization, loose loading, increasing the density and quality of the out-of-home network mesh (APMs and PUDOs), the energy transition—with the deployment of biofuels for heavy goods vehicles and the electrification of light vehicles—and green energy contracts for our buildings in France.

THE FUTURE CHALLENGES US

TOWARDS NET ZERO EMISSIONS: OUR SBTi COMMITMENT

InPost Group has adopted a decarbonisation strategy that aims to achieve net zero emissions by 2040 across the entire value chain, compared to the 2021 baseline. The targets were approved by the Science Based Targets initiative (SBTi) in March 2023 and are in line with the Paris Agreement's goal of limiting global warming to 1.5°C. Emissions are validated by an independent third-party auditor and, from 2024, reporting must comply with the requirements of the CSRD. As a result of the acquisition of new companies by the InPost Group in 2024 and 2025, it is necessary to adjust the targets to the new structural conditions. Upon completion of this process, we will submit the new target proposals for re-verification by SBTi.

This ambition is part of the decarbonisation plan in the InPost Group, which is in line with the Paris Agreement (2016) adopted during COP21 and the European Green Deal (2020).

A NEW SUSTAINABILITY STRATEGY TO RISE TO THE CHALLENGES OF TOMORROW

In keeping with this framework of structured and transparent reporting, the InPost Group has rolled out an ambitious 2026-2030 Sustainability Strategy, which aims to fully incorporate the environmental, social and governance issues at the core of its development model. This roadmap forms part of a long-term transformation logic with measurable objectives that are in alignment with the best global practices and increasing expectations of all our stakeholders.

Based on four pillars (In_Planet, In_Consumer, In_People and In_Trust), this strategy sets measurable targets for reducing emissions from our operations, improving the accessibility of our services, supporting our employees' development and well-being, and maintaining verifiable standards across our supply chain. Our targets, baseline data and progress are published annually in our Sustainability Report.



IN_PLANET
Environment



IN_CONSUMER
Customer experience



IN_PEOPLE
Employees



IN_TRUST
Ethics & Governance





OUR 2026-2030 SUSTAINABILITY STRATEGY

IN_PLANET

The In_Planet pillar sets out our environmental targets – what we are committed to achieving, by when, and how we measure progress.

OBJECTIVE 1: NET ZERO EMISSIONS BY 2040

- Reduce our GHG emissions by 42% by 2030 (Scopes 1 & 2)
- Ensure that 69% of our suppliers have set their scientific objectives to be achieved by 2027
- Reach -95% emissions (Scopes 1 & 2) and -90% (Scope 3) by 2040



OBJECTIVE 2: A CIRCULAR ECONOMY STRATEGY BY 2027

- Built on our 5Rs approach: Redesign, Reduce, Reuse, Recycle and Raise awareness
- Implemented between 2028 and 2030



This pillar strengthens the appeal of our “Love Brands” and our “Sellers” as it strengthens brand loyalty and attracts partners that care about the environment, whilst optimising our “Network” directly reduces our carbon footprint.

IN_CONSUMER

Focus on customer experience with the In_Consumer pillar: responsible and accessible services to uphold our commitments to all our users!

OBJECTIVE 1: IMPROVED CARBON FOOTPRINT OF PARCELS BY 2030

Roll out carbon footprint calculators across all our markets, based on a consistent and verified methodology.



OBJECTIVE 2: IMPROVED ACCESSIBILITY AND EASE OF USE BY 2030

Implement at least 5 improvements or solutions in response to the specific needs of all users by 2030.



OBJECTIVE 3: CONTRIBUTE TO URBAN INFRA-STRUCTURE, LOGISTICS AND EDUCATION

Collaborate with local governments to reinforce efficiency, resilience, and the sustainability of urban operations.



This pillar enhances the appeal of our “Love Brands”, supports the “Sellers” in achieving their sustainability objectives and takes advantage of our “Growth” to create reliable and accessible services.

IN_PEOPLE

Next to the planet and our customers, we place our most precious asset at the forefront: our teams. The In_People pillar aims to enhance the well-being, skills and safety of each and every employee.

OBJECTIVE 1: 20+ HOURS OF TRAINING PER EMPLOYEE BY 2030

Increase and maintain the average number of hours of training per year per employee.



OBJECTIVE 2: GREATER REPRESENTATION OF PEOPLE WITH DISABILITIES BY 2030

Improve the diversity of our workforce through inclusive recruitment and suitable adaptations.



OBJECTIVE 3: MENTAL HEALTH SUPPORT FRAMEWORK BY 2030

Develop and roll out a mental health framework adapted to suit local situations and needs.



OBJECTIVE 4: LONG-TERM SAFETY STRATEGY FOR EMPLOYEES BY 2030

Implement a long-term strategy focused on prevention, training and continuous improvement of workplace conditions.



This pillar is fundamental for the development of “People”, ensuring a qualified, inclusive and healthy workforce, thus maintaining operational excellence.

We come to the last pillar of our Sustainability Strategy: In_Trust. Trust is the foundation of all our relationships, be they with our customers, our partners or within our teams. This pillar ensures we operate with the highest integrity and transparency.



IN_TRUST

**OBJECTIVE 1:
GLOBAL FRAUD
RISK MANAGEMENT
PROGRAMME BY 2030**

Minimise risk with data protection measures, monitoring and incident response procedures.




**OBJECTIVE 2:
GLOBAL COMPLIANCE
AWARENESS INITIATIVES
BY 2030**

Reduce employee vulnerability on an ongoing basis through training and raising awareness.




**OBJECTIVE 3:
COVER 90% OF OUR MAIN
SUPPLIERS WITH A CODE OF
CONDUCT BY 2030**

Ensure ethical and sustainable supply chains through environmental and social mapping.




**OBJECTIVE 4:
NO MORE THAN 5 SERIOUS
INCIDENTS OF CONSUMER
DATA BREACHES PER YEAR**

Develop and implement a comprehensive programme.





**OBJECTIVE 5:
REDUCE THE PHISHING
CLICK RATE TO LESS
THAN 3%**

Implement initiatives across all markets.




**OBJECTIVE 6:
INCREASE THE PHISHING
REPORTING RATE TO
MORE THAN 25%**

Increase and sustain employees' commitment to report suspicious phishing attempts.




This pillar upholds all the “Love Brands”, “Sellers”, “Network”, “Growth” and “People” initiatives by ensuring safe, ethical and transparent operations that build trust with all stakeholders.





ACTING WITH TOTAL TRANSPARENCY

TO IMPLEMENT THESE REDUCTION MEASURES AND REACH THE OBJECTIVES, EIGHT KEY AREAS HAVE BEEN IDENTIFIED:

01 DECARBONISE THE FLEET OF HEAVY GOODS VEHICLES AND LIGHT VEHICLES

Mondial Relay has rolled out an ambitious decarbonisation strategy for its fleets based on the gradual integration of alternative energy solutions and the electrification of the last mile.

For the long-distance transport segment (Linehaul), the company opts for the use of sustainable biofuels, specifically B100 (pure vegetable oil) and synthetic fuels such as XTL/HVO100 which are made from renewable resources or using low-carbon intensity processes. These solutions result in a considerable reduction in greenhouse gas emissions across the entire life cycle, estimated to be approximately 65% for B100, and between 70% and 90% for XTL/HVO100 fuels depending on their source, compared to standard diesel.

In 2025, **45% of the kilometres travelled at the linehaul stage in France were covered using these sustainable fuels**, a stable level compared to 2024, following a rapid ramp-up which began at the end of 2023 (13%).

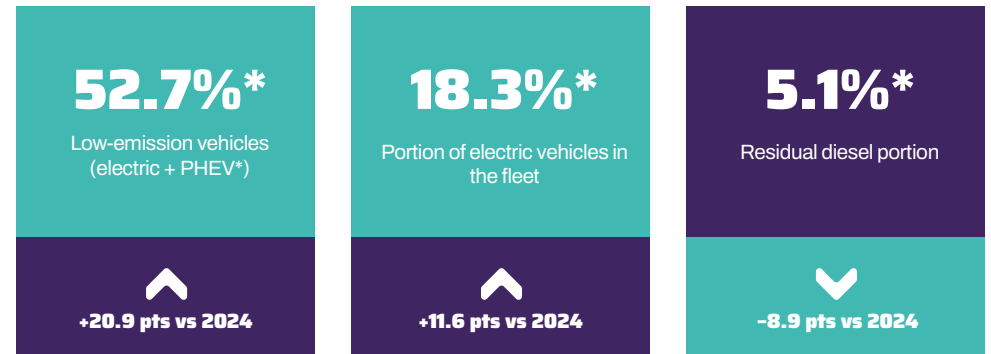
Mondial Relay is also simultaneously accelerating the electrification of light commercial vehicles used in the last mile. The portion of electric vehicles grew to 5% in 2024, and has since risen to 9% in 2025, on track with the trajectory set towards a fully electric vehicle fleet by 2030. This transition is underpinned by the roll-out of charging infrastructures at operational sites, as well as the implementation of support systems for partner carriers, such as the negotiation of bundled contracts with manufacturers to facilitate access to electric vehicles.

02 DECARBONISE THE COMPANY FLEET

The fleet of service and company vehicles constitutes an action lever for emissions that fall under **Scopes 1 and 2**. Mondial Relay has embarked on a major transformation of its vehicle fleet, with a sharp acceleration as attested by in the 2025 results.

ENGINE POWER	BENEFRALUX 2024	OF WHICH FR 2024	BENEFRALUX 2025	OF WHICH FR 2025	TREND
DIESEL	14.0%	14.0%	5.1%	5.3%	-8.9 PTS
PETROL	12.2%	9.2%	8.4%	3.3%	-3.8 PTS
HYBRID (PHEV* & FHEVS**)	63.0%	66.0%	68.1%	76.2%	+5.1 PTS
ELECTRIC	6.7%	6.7%	18.3%	15.2%	+11.6 PTS
LOW-EMISSION VEHICLES (ELECTRIC + PHEV*)	31.8%	33.3%	52.7%	53.7%	+20.9 PTS

*PHEV: Plug-in Hybrid Electric Vehicle
**FHEV: Full Hybrid Electric Vehicle



Focus on France: **the portion of low-emission vehicles rose to 53.7% in 2025** (compared to 33.3% in 2024, i.e. +20.4 points). This progress is the result of the expedited electrification of the fleet, driven by the development of the electric vehicle and the incorporation of plug-in hybrids. This level considerably exceeds the regulatory requirements in France as laid down by the country's Framework Law on Mobility, which since 2024 requires vehicle acquisitions to be made up of at least 20% of low-emission vehicles, following a phased trajectory with this increasing to 40% in 2027 then 70% by 2030. More specifically, the portion of electric vehicles rose to 15.2% (compared to 6.7% in 2024), whilst diesel accounts for no more than 5.3% of vehicles in France.

*BeNeFraLux 2025

03 SUPPORT OUR PARTNERS

Mondial Relay is supporting all its carriers in moving towards non-diesel alternatives. The company pre-negotiates offers with automotive manufacturers for light electric vehicles in line with its objectives.

46% of the kilometres travelled by the HGV carriers used by Mondial Relay are chartered and/or labelled in the “Objectif CO₂” scheme. These two complementary approaches aim to reduce GHG emissions and fuel consumption.

04 DEVELOP BULK PARCEL TRANSPORT

Bulk transport is used whenever possible in order to optimise the transport plan and therefore increase the vehicle fill rate. As part of its EVcom commitment, **Mondial Relay has already reduced its emissions by 150 tCO₂e (benchmark year: 2021)**, with a target reduction of 190 tCO₂e stated in 2023. Regarding parcel distribution to APMs and PUDOs, the company uses reusable bags made from fabric to reduce plastic waste.

05 WORK WITH OUR SUPPLIERS, FRANKLY AND HONESTLY

A supplier code of conduct has been introduced for the entire InPost Group to reinforce our commitments with our suppliers. This ensures that the partnerships we establish with our suppliers comply with the requirements of our Code of Conduct and the expectations of all stakeholders.

The Group's published annual report includes the Mondial Relay BENEFRALUX data, enabling us to maintain this transparency with all our stakeholders.

06 CERTIFIED COMMITMENTS

We comply with environmental regulations, namely the regulatory energy audit and the tertiary sector decree. The regulatory energy audit provides us with recommendations to improve the environmental and energy performance linked to our initiatives. Consequently, we have rolled out an action plan to reduce our energy consumption, which has an impact on our greenhouse gas emissions. These regulatory energy audits will serve to strengthen our specifications for future site openings. We are opening increasingly efficient operating sites and obtaining certifications, notably on their life cycle (BREEAM, HQE), to attain the reference values set by the tertiary sector decree.

These certifications have different fields of action, such as the building's construction, quality of operation and use, or other environmental targets (energy, health, disturbances, waste and biodiversity). The Réau site (Seine-et-Marne department) opened in 2021, obtaining the BREEAM Very Good certification as well as the BiodiverCity@ label. The Tremblay site obtained the HQE certification and the BiodiverCity label's Excellent level in 2023.

07 OPT FOR RENEWABLE ENERGY CONTRACTS AT ALL THE SITES

Since 2025, Mondial Relay has powered all of its sites in France and Belgium with renewable electricity, within the framework of its commitments to 2040 net zero emissions and the SBTi. The initiative will help reduce its GHG emissions in Scopes 1 and 2.

This renewable electricity certified by guarantees of origin will ensure the traceability and credibility of our supply chain while contributing to the energy transition.

08 ROLL OUT A NETWORK OF APMs

Mondial Relay continues to expand its network of automatic lockers in order to pool deliveries and optimise delivery routes. With over 10,000 APMs in place in France, this dense and optimised network significantly reduces the travel distances for delivering, picking up or dropping off parcels, thus encouraging consumers to avoid detours and favour soft transport modes like walking and cycling. This proximity helps reduce CO₂ emissions linked to the last mile.

Their electricity consumption is controlled, being 1.5 to 2 kWh per day on average, thanks to smart lighting that is only activated when the APM is being used. They contain recycled and recyclable materials. In 2025, 70% of APMs were manufactured in Europe.

Lastly, Mondial Relay is careful to place its APMs in areas that are accessible on foot, by bike and public transport, in order to reduce motorised customer travel and therefore ensure the environmental impact is controlled.



PARTNERING AN INCLUSIVE WORKFORCE

Mondial Relay seeks to work with partners that are supportive on an everyday basis. For this reason, the company has entrusted ELISE with the management of all the office waste from its sites. This inclusive company primarily employs people with disabilities or those returning to the workforce. In 2025, **more than 8 metric tonnes of waste were collected and recycled by ELISE.**

In 2020, Mondial Relay chose to work with Codéo for the supply of reconditioned barcode scanning equipment. Since 2020, Mondial Relay has partnered with Codéo to refurbish barcode scanning equipment as part of a circular economy initiative. In 2025, providing equipment such as Zebra terminals, phones, and IT hardware to Codéo for reuse and recycling enabled a 91% reuse rate and avoided 15.3 metric tonnes of CO₂ equivalent.

Mondial Relay offers free delivery services for associations and charity operations relating to the circular economy.





2/ PEOPLE

Success on a human level	55
Working better together, in the best conditions	57
Growing our business, growing our team	58
Inspire and educate the talent of tomorrow	59
Being aware of local realities	61
Motivation should be cultivated	62
Talented people move, and us with them	64
Building skills at every career stage	66
Find the right words, make it the right time	67
Organising social dialogue: a strong commitment	68
Health & Safety: monitored on a daily basis	70
QWL? We are truly committed	72
Small actions make big differences	72
A local CSR approach that stands the test	73
Commitment that radiates out everywhere	77



LAETITIA DUMORTIER

HUMAN RESOURCES DIRECTOR

"CSR is everyone's responsibility. This subject cuts across all the company's departments, experienced and driven by the employees themselves. Within the Human Resources department, it is reflected in the integration of social concerns at the core of our HR policy.

As the company grows, we are promoting employment via the recruitment of many new "Relays" in all positions and statuses. Developing work-study training also enables us to offer great opportunities to young talent.

We really seek to support our employees throughout their time at Mondial Relay, whatever their profile and projects, as well as providing them with a safe and healthy working environment. We are making progress every year, mainly through constructive social dialogue, to provide our employees with the best working conditions: a sustainable mobility scheme, in-house communication, remote working, flexible hours, diversity policy, etc. In fact, we measure the impacts by carrying out engagement surveys.

We have achieved a significant milestone this year with regard to our commitment to diversity and inclusion. We launched an in-depth disability assessment to gain a better understanding of the realities experienced by our employees with disabilities, so as to identify existing obstacles and put together a concrete and sustainable plan of action. This assessment is the first step towards an ambitious disability policy, adopted by the top tiers of the company.

Here at Mondial Relay, promoting diversity in all its forms, be it race, gender, age or disability, is not just another objective to achieve: it is a core belief.

Learning, growing, making mistakes, bouncing back, going the extra mile, sharing...

Above all, our human commitment now forms part of a shared framework which unites us with the InPost Group. The five values of the Group make up our shared guiding compass:

Champion the Customer

Dare to Disrupt

Make it Happen

Own It

Win Together

These values create unity for our company, from the local relay to the international Group, and give meaning to our shared endeavour.

We are committed to collaborating in a human endeavour that is authentic and innovative, while being a recognised and responsible employer."

“

SUCCESS ON A HUMAN LEVEL

”

WORKING BETTER TOGETHER, IN THE BEST CONDITIONS

The company's social values are based on the principles outlined in the United Nations' Universal Declaration of Human Rights and the International Labour Organisation (ILO). Promoting decent work for everyone is seen as essential to fulfilling its mission. As a fast-growing business, Mondial Relay is responsible for creating a working environment that is safe, fair and inclusive for all its employees. The company is committed to ensuring that the rights of all employees are respected in the workplace, particularly those of the most vulnerable.

ALSO, MONDIAL RELAY AND THE INPOST GROUP HAVE IMPLEMENTED A SUPPLIER CODE OF CONDUCT TO MAKE SURE STANDARDS ARE BEING UPHELD. THIS INCLUDES:

- ▶ The prohibition of all forms of corruption and the introduction of preventive measures
- ▶ The absence of conflicts of interest
- ▶ Respecting human rights and prohibiting child, forced or compulsory labour
- ▶ Promoting diversity, equality, career and training management, as well as adequate remuneration
- ▶ Requirements regarding health and safety in the workplace, especially traffic regulations and road safety
- ▶ Authorisation for freedom of association and collective bargaining





GROWING OUR BUSINESS, GROWING OUR TEAM

TO SUPPORT THE COMPANY'S STEADY GROWTH, MONDIAL RELAY HAS GROWN ITS WORKFORCE EACH YEAR SINCE 2022.

In 2023, the company employed 1,811 people. More than 850 employees joined Mondial Relay during the year, in all statutes and positions. This growth has led to 721 new jobs being created since 2022.

This trend continued in 2024, with the number of employees now reaching 2,082, an increase of 271 employees (+15%) compared to 2023.

In 2025, Mondial Relay achieved a new milestone, reaching **2,430 employees, which was an increase of 348+ employees (+17%) on 2024**, demonstrating a solid growth trajectory and an ability to attract new talent to support the growth of the business.

INSPIRE & EDUCATE THE TALENT OF TOMORROW

As a dynamic, fast-growing company, Mondial Relay by InPost aims to get involved with students by building relationships with the institutions that form the basis of its employment pool. This not only involves support functions, based in the head offices in the Métropole Européenne de Lille, but also our network of logistics hubs.

WE SEEK TO PROVIDE THEM WITH A UNIQUE, DIFFERENTIATING EXPERIENCE UPON EVERY ENCOUNTER, OFFERING THEM:



- ▶ Projects, with the opportunity to work on real-world cases and complex challenges encountered by our fast-changing company on a highly competitive market
- ▶ Open door visits that are true to our values with a warm welcome to attractive premises in our head offices and a national network of agencies for on-site visits
- ▶ Work-study opportunities: an empowering work experience that prepares trainees to enter the job market, including events exclusively for that cohort

In 2025, we mostly organised our contacts and worked on the Mondial Relay strategy, as well as relaunched the Work Study Project Group with several workshops and surveys to find out how to better meet their needs and expectations. 2026 will see this foundation of work come into being.

BELOW ARE SOME FIGURES FOR THE INITIATIVES WITH SCHOOLS AND FACULTIES HELD IN 2025:

- ▶ 2 hackathons for the employer brand and CSR (held by the FGES, the management, economics and sciences department of the Université Catholique de Lille)
- ▶ 1 Learning Expedition to come and learn about the HR transformation happening at Mondial Relay (organised with the IAE University School of Management of Lille)
- ▶ 1 visit to a logistics hub (with the students of the Paris Dauphine University)
- ▶ 3 student trade fairs to meet with young people and get a more in-depth understanding of their needs in person
- ▶ Involvement in the IÉSEG School of Management activities; with employees on the panel for their 2025 Sales Challenge (business pitch competition) and their oral entry exams, as well as a bootcamp, "Making a success of your first 100 days in the company".



IN ADDITION TO THE WORK/STUDY EXPERIENCE AT MONDIAL RELAY AND THE ACTIONS UNDERTAKEN BY OUR PROJECT GROUP, THE AIM BEING TO IMPROVE THEIR EMPLOYEE EXPERIENCE WHILST PREPARING THEM FOR ENTRY ONTO THE JOB MARKET:



- ▶ Creation of shared communication channels to streamline exchanges between head office trainees and agencies
- ▶ Creation of a special checklist guide
- ▶ 3 social events held (a mentor/trainee kick-off event, an afterwork evening and a potluck dinner)
- ▶ Organisation of the "Mondial Relay Graduates", a mentor/trainee closing ceremony for departing trainees to gather feedback on their experience
- ▶ Overhaul of the orientation seminar for trainees with two half-days of training at the head offices for all, then a visit to our Harnes hub for corporate services & immersion in customer services for operations
- ▶ Distribution of a "Good Practices for Mentors" guide

BEING AWARE OF LOCAL REALITIES

Every year, Mondial Relay conducts an internal social barometer in partnership with Kincentric, to measure employee satisfaction and engagement. This survey is conducted during the second quarter.

In 2023, the barometer recorded a participation rate of 82%, whereas the committed target was 50%.

The results improved in 2024, with a participation rate of 85%, representing a 3-point increase compared with the previous year.

The results continued to improve in 2025 with **a participation rate of 89%, representing a 4-point increase compared with 2024**, confirming employee engagement.

To improve employee well-being at work and raise their awareness, Mondial Relay has embarked on initiatives in-house and in partnership with other players. In this way, a range of environmental and social topics are covered.



MOTIVATION SHOULD BE CULTIVATED

▶ Every team member receives support in their professional development. This support from their manager takes the form of annual appraisals and performance reviews. These dedicated moments are a time to discuss the results of the past year, to celebrate and encourage success, and talk about future projects and career aspirations.

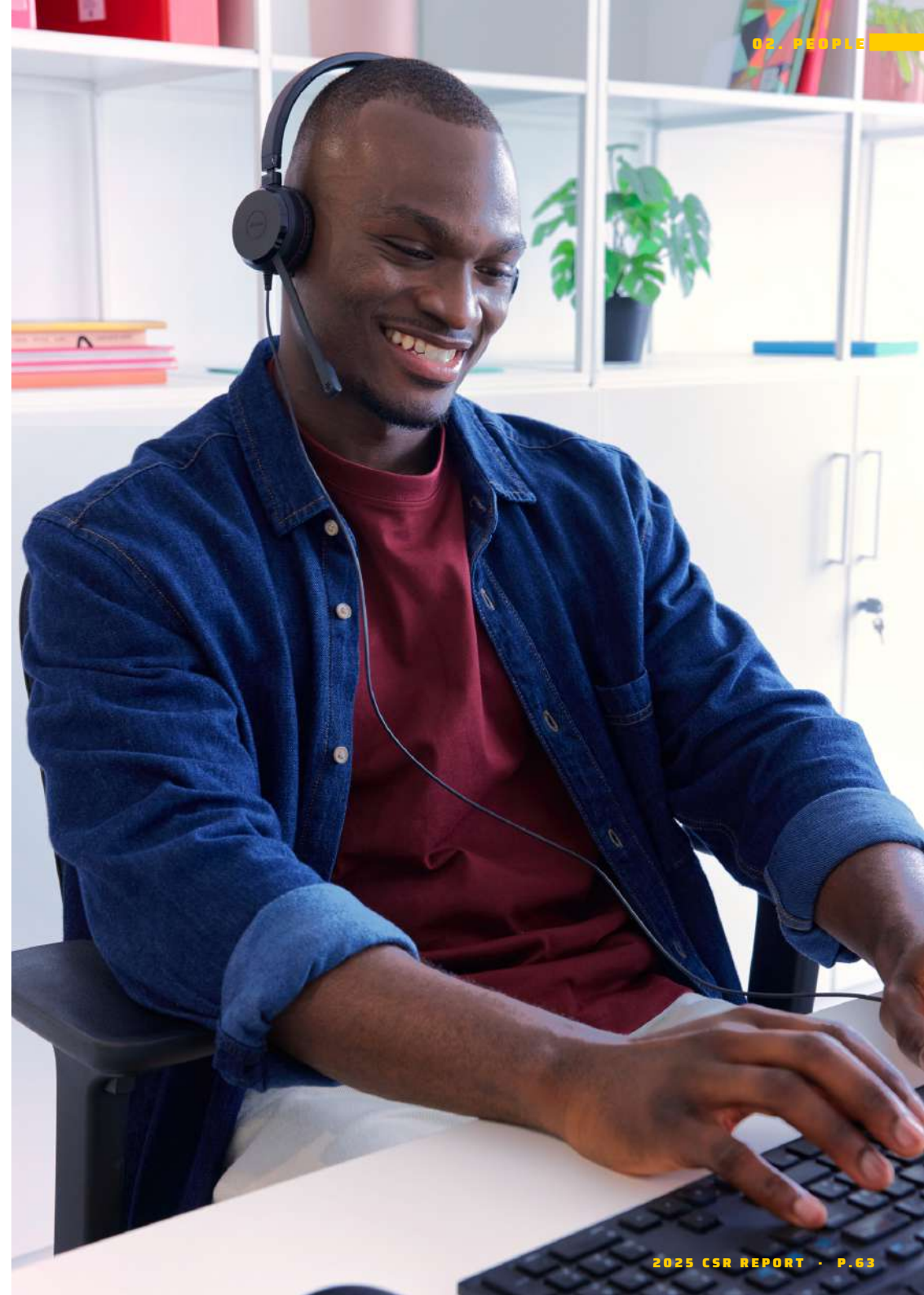


▶ The company encourages internal mobility. Every year, a number of our employees change jobs and/or region. This is a chance to excel and grow in a new environment: 42 employees were promoted in 2025 thanks to the support system (up 11% vs 2024).



▶ Mondial Relay ensures that each employee is offered at least one training course every year, particularly via modules on the subject of Compliance and Cybersecurity, in addition to the numerous briefs organised in the field.

Employees are also supported in their parenthood: 100% of the requests to work part-time following parental leave are considered. To date, 100% have been accepted.



TALENTED PEOPLE MOVE AND US WITH THEM

Improving the quality of work life involves organising the working hours. To encourage a better work-life balance, Mondial Relay has had a teleworking agreement since 2020, enabling eligible employees to work from home for up to two days a week.

As part of the QWL (Quality of Work Life) agreement negotiated with the trade unions, Mondial Relay set out a mobility package in January 2022, enabling all employees to obtain financial assistance for the purchase or maintenance of a bicycle. For the entire duration of the agreement (2022-2026), up to €400 including tax (to replace the €300 in 2023) is covered for the purchase or maintenance/repair costs of a bike or scooter (electric or not), as well as safety accessories.

THIS IS FOR ALL MONDIAL RELAY EMPLOYEES (PERMANENT AND FIXED-TERM CONTRACTS, WORK-STUDY CONTRACTS), WHO HAVE WORKED FOR 8 CONTINUOUS MONTHS.

NUMBER OF PEOPLE HAVING MADE A REQUEST IN 2023:

48

NUMBER OF PEOPLE HAVING MADE A REQUEST IN 2024:

148

NUMBER OF PEOPLE HAVING MADE A REQUEST IN 2025:

289



As carpooling is the most economical work-commute solution to reduce GHG emissions, Mondial Relay has chosen to partner with the Blablacar Daily app to encourage employees to carpool.

YEAR	KILOMETRES TRAVELLED USING THE APP	CO ₂ SAVINGS ACHIEVED*
2023	4,753 km	512 kg
2024	9,100 KM	1,980 KG
2025	21,298 KM	4,634 KG

*from app

Since 2024, Mondial Relay has been part of a big drive to encourage the uptake of cycling. Mondial Relay has been the **Official Partner for the Tour de France** for a three-year term, which has, amongst other things, helped it to promote this soft and sustainable mode of transport.



In the context of our commitment to sustainable mobility, we were awarded silver in the cycle-friendly employer label for the head office. This accreditation aims to recognise and promote the actions set out by the company to encourage its employees to cycle; actions such as improving infrastructures, providing facilities for cyclists and organising awareness events.





BUILDING SKILLS AT EVERY CAREER STAGE

TRAINING MEANS GROWTH, FOR EACH AND EVERY ONE OF US

Mondial Relay provides a customised integration and training programme from the first day. This is why we implement a customised integration and training programme from the moment a relay joins the company.

On their arrival, they are provided with local support to ease them into their new job position and immerse them in the life of the company. We provide all employees with access to training tools and development resources throughout their time at Mondial Relay.

We actively support skills development through a variety of different suitable educational and training methods. All our teams have access to our online training platform “Learn’In”, developed in-house by our educational engineers. This flexible solution allows any employee to acquire new skills at their own pace, as and when they wish.

With more than **28,585 hours of training provided**, we guarantee all our employees access to at least one training course per year, including on key topics such as Compliance and Cybersecurity, which are carried out by regular briefings on the ground.

Our Talent & Learning teams also enrich this scheme by organising integration seminars, preparing customised leadership development programmes, overhauling our yearly appraisals and performance reviews, and instilling a real culture of in-house expertise, where knowledge sharing is encouraged on a daily basis. **All these initiatives are testament to our commitment to support and develop the skills of our employees.**

FIND THE RIGHT WORDS, MAKE IT THE RIGHT TIME

At Mondial Relay, we firmly believe that the success of our projects lies first and foremost in the skills, engagement and creativity of our teams. **Each and every employee plays a fundamental role in delivering our strategy**, and it is by joining forces that we can rise to the challenges of tomorrow.

PEPS'IN: INTRANET FOR ALL

Launched in 2024, our Peps'In intranet combines information for all our employees in France and Belgium. This tool consolidates company updates, facilitates access to practical everyday information and, as a result of dedicated communities, enables each employee to have a say on projects and events that our network is talking about. It makes communication more collaborative and transversal, cutting across our various departments.

THE COLLECTIF FESTIF: SOCIAL GATHERINGS

The Collectif Festif group continues its efforts to bring our teams together. At the head office, a team of volunteers from different departments work together to organise events throughout the year. In the regions, each site is free to organise social gatherings for their teams, the aim always being to engage and unite the Relays at Mondial Relay.

WELL-RECEIVED COMMUNICATION RITUALS

Every month our employees are involved in two key communication rituals:

- ▶ The “Place à l’Actu” newsround-style ritual, a short, dynamic format to showcase achievements from recent weeks and of the various departments.
- ▶ The “Rendez-vous avec Ariane” ritual, a more in-depth meeting to present projects related to the Ariane transformation plan and discuss with project leaders.

These opportunities for exchange are very much appreciated, as they enable everyone to be informed, to ask questions and to reinforce the idea of collaboration. These rituals are real opportunities to celebrate our successes and to forge strong bonds between the departments so that everyone feels fully involved and included in the Mondial Relay strategy.

ORGANISING SOCIAL DIALOGUE: A STRONG COMMITMENT

This regular exchange of information and results translates into the payout of an incentive bonus to our employees. This commitment entails:

- ▶ 36 meetings with staff representative bodies in 2025 (commissions, CSSCT – Health & Safety committee, CSE – social & economic committee)
- ▶ Consultation with staff and negotiations leading specifically to the launch of measures related to our disability policy and the renegotiation of our incentive agreement
- ▶ Freedom of association and the right to collective bargaining



HEALTH & SAFETY: MONITORED ON A DAILY BASIS

FOCUS 1 - STRENGTHEN LEADERSHIP

In order to fully embody its approach to safety at all its sites, Mondial Relay has installed signs to remind everyone of the ten golden rules for safety. These reminders speak about the crucial actions and behaviours needed to keep everyone safe on a daily basis.

The rules apply to the use of material-handling equipment, as well as the systematic use of personal protective equipment, inspection of the working environment, reporting of anomalies

and respecting emergency exits. They also insist on the importance of respecting fellow workers, instructions and equipment, not stacking unstable pallets, moving about carefully without running or stepping over obstacles, not using machines without authorisation, adopting the correct posture when handling loads and ensuring everyone's safety.

These rules are displayed in all the sites and are included in the safety briefs, as they form the basis for good practices to reduce accidents and to protect employees in their daily work.

FOCUS 2 - REDUCE ACCIDENTS AND PRESERVE OUR ENVIRONMENT

Several concrete measures have been implemented to improve everyday safety and adapt working conditions:

- ▶ Heatwave and extreme cold weather plans have been reinforced and widely praised by the teams.
- ▶ The systematic analysis of lost-time workplace accidents is now undertaken by the managers concerned, enabling greater responsiveness and enhanced monitoring on the ground.
- ▶ Outfits adapted to the season have been supplied to staff (breathable T-shirts for summer and softshell jackets for winter).
- ▶ Special equipment has been deployed to facilitate snow removal and salting of outside areas.
- ▶ Access to drinking water has been improved in the transport platforms and hot drinks are now available for the teams.
- ▶ The roll-out of boxes with rising bases has been extended to new sites, to reduce physical effort.
- ▶ Overhead conveyors have been installed, especially in Harnes, to facilitate round returns and eliminate the need to carry the bags manually. This initiative has been positively received by CARSAT (French pension and occupational health organisation).
- ▶ The TMS PRO 2 scheme in Harnes has been validated by CARSAT, with a clear objective to reduce the risk of musculoskeletal disorders. The programme is being rolled out in Réau, along with the recruitment of a dedicated work-study student.
- ▶ The use of personal protective equipment (PPE) is being insisted on and has become compulsory for some tasks, including the use of high-top safety shoes, cut-resistant gloves and hard hats.
- ▶ New floor markings have been painted in 10 more sites, bringing the number of sites with marking to 17 at the end of 2024.
- ▶ A national contract for fire safety has also been established, guaranteeing a consistent level of protection across the entire network.

QWL?

WE ARE TRULY COMMITTED

Good working conditions and a suitable environment is one of Mondial Relay's commitments. It reduces work-related accidents and creates a better work-life balance.

- ▶ **The modulation of working hours means greater flexibility for eligible employees**
- ▶ **The charter on the right to disconnect must be signed by all new employees**
- ▶ **The Time Savings Account gives Relays greater flexibility to plan their holidays and personal projects**
- ▶ **Employees can donate days off to a colleague who is confronted with the illness of a loved one**
- ▶ **A new commitments charter for work-life balance was issued in 2024. It aims to support and promote constructive behaviour in the context of work organisation and relations between managers and employees**

SMALL ACTIONS MAKE BIG DIFFERENCES

Mondial Relay establishes partnerships with, for example, Supported Employment Agencies (SEAs) to have a really positive and inclusive impact. They have been present at the PUDOs for many years. An example is the Rocheville Papillons Blancs SEA, which manages 50 or so parcels every day. The workers have been trained in their new activity and in this way, can be a part of the social life in their neighbourhood and the town. Mondial Relay also regularly works with Work Integration Social Enterprises (WISEs) for its transport and logistics activities (Main Forte, La Bouquinerie du Sart, Agence du Don en Nature, etc.)

A LOCAL CSR APPROACH THAT STANDS THE TEST

For a CSR policy to be fully effective, it must not only be implemented but also understood and supported by all our teams. At Mondial Relay, **we are proud to have an active community of local CSR relays**, a real asset on the ground!

Our goal is clear: involve every site in our CSR issues and disseminate a comprehensive and shared view of our commitment. Mobilising this community is an exciting challenge, but the impact it has is significant, making it possible to raise awareness and to reach a vast number of people.

THE ROLE OF CSR RELAYS IS MULTI-FACETED AND VITAL:

01

AMBASSADORS

As ambassadors of our CSR strategy, which they deploy at the heart of our operational sites.

02

PROMOTORS

As promoters of our values, they ensure these are made visible to all Mondial Relay employees and partners.

03

MOTIVATORS

As motivators of the CSR strategy at local level, they implement concrete actions with enthusiasm.

04

EDUCATORS

As educators, they raise awareness and share good practices and environmentally friendly behaviours.

05

INFORMERS

As informers, they keep our teams up-to-date on the actions undertaken, the results obtained and future initiatives.

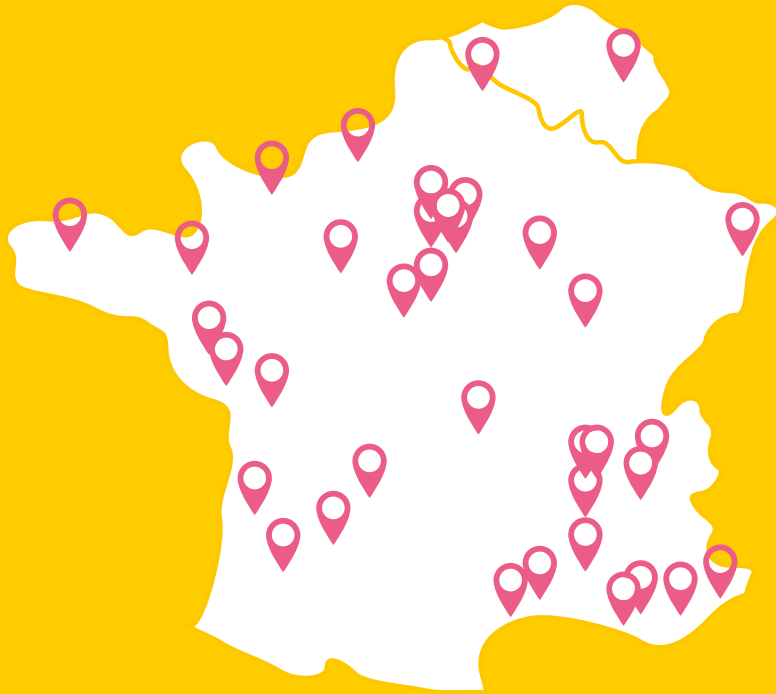
06

ATTUNED

Being attuned to CSR matters, they gather reports from the ground and submit them to the CSR department, thus ensuring continuous improvement.

THE FOLLOWING LISTS A FEW OF THE MOST COMMON ACTIONS DURING THE YEAR:

- ▶ Installation of birdhouses and feeders
- ▶ Introduction of eco-pastures at some depots
- ▶ Organisation of waste collection among colleagues
- ▶ Organisation of various internal solidarity collections (books, CDs, DVDs, sports equipment, etc.)
- ▶ Sponsorship or installation of bee hives
- ▶ Organisation of games and social events (local product tasting, discussions about CSR topics, etc.)
- ▶ Participation in the “Petits Bonnets, Bonne Action” campaign in partnership with the Petits Frères des Pauvres association and Innocent®
- ▶ Wellness at Work and QWL workshop



Since the end of 2025, Mondial Relay has more than 30 CSR relays to its name.

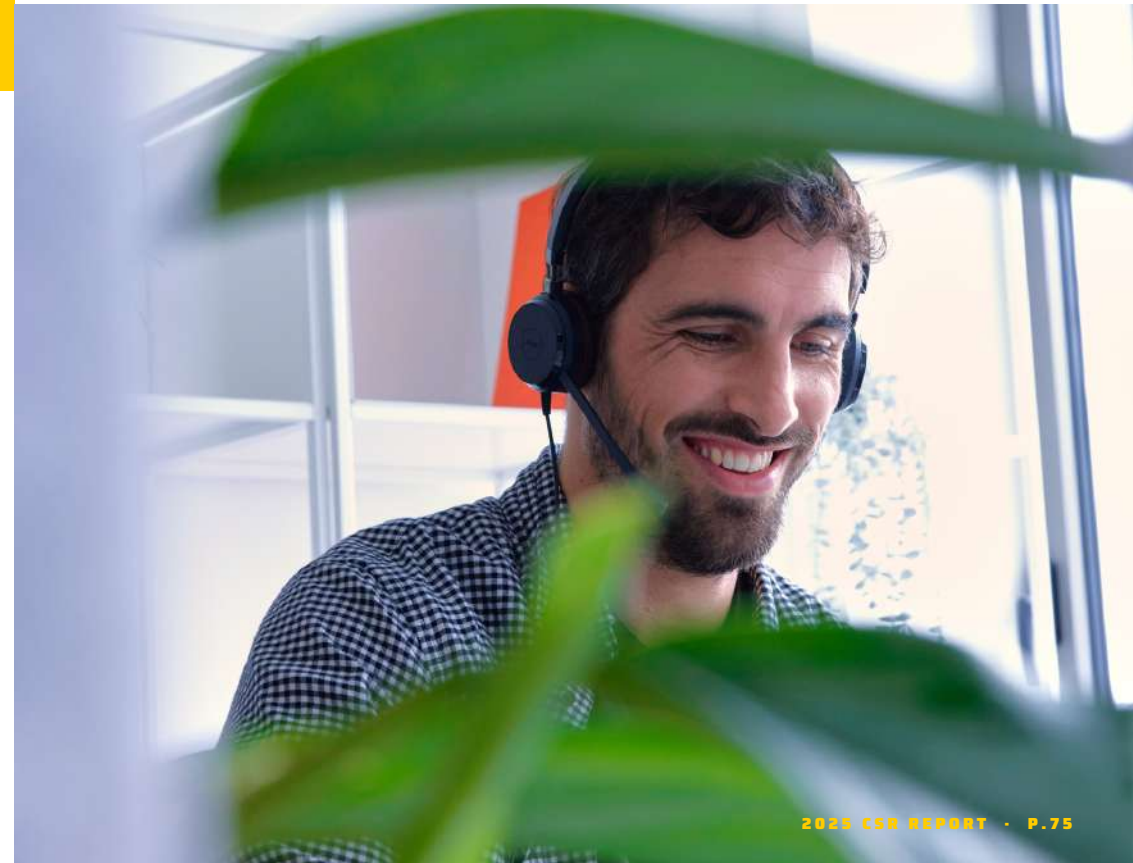
Mondial Relay uses the Lakaa platform to showcase the CSR actions and initiatives at its various sites. This platform enables the company to roll out, monitor and highlight local actions. Since the launch of this tool, many actions have been spoken about by the different depots. **CSR ambassadors declared over more than 425 local actions for 2025!** This is a 245% increase on 2024!

Lakaa

The documented actions fall within our three CSR pillars: Planet, People, Customers. These pillars cover a wide range of environmental, societal and social issues.

To be able to provide a greater choice of local initiatives and make it easier to implement them, Mondial Relay has decided to allocate a CSR budget to each site. The Relays are therefore able to suggest, organise and finance concrete actions that are suited to their environment, as well as the specific characteristics and needs of their site.

CSR highlights punctuate the year and are offered at the national level. The Relays can choose to set these up or suggest their own initiatives, depending on the constraints and local opportunities.





COMMITMENT THAT RADIATES EVERYWHERE

Every year, Mondial Relay commits to and actively participates in national and global days in the CSR calendar. The aim is to convey messages and address environmental and societal issues, while encouraging employees to take action, always with a smile!



As a partner of the Tour de France for the past two years, Mondial Relay actively promotes the uptake of cycling as a sustainable mode of transport. This commitment was most notably demonstrated by the nation-wide challenge, “Mai à Vélo”, in which our employees cycled over **3,740 km**. Thanks to this incredible effort, we exceeded our initial goal, which was to cover the symbolic distance of the Tour de France, and were able to give bicycles to the Sport dans la Ville association contributing to their work in aid of young people in need.

The end of the year is often very busy due to the sustainable mobility week, when many awareness-raising events discuss soft transport modes, with Relays in-house and customers externally. The aim is also to promote and support the sustainable mobility package and our partnership with BlaBlaCar Daily.

The solidarity aspect is an integral part of Mondial Relay's CSR approach and “Happy Peak” is very successful every year. Mondial Relay experiences a very busy period from October to December, so employees are invited to volunteer to come and help their colleagues for one or two days. The goal is to form bonds and help increase business during this period. And ultimately to ensure customer satisfaction, which is everyone's first priority!

Happy Peak 2025 saw **216 employees take part in 29 operational sites across the BeNeFraLux area.**

Our values are rooted in the actions we carry out on the ground, and our commitment to our customers is the best example of this. The Customer pillar is key and enables us to put our CSR strategy into action closest to those who place their trust in us.



3/ CUSTOMERS

All committed, all responsible.....	81
Solidarity-based partnerships & 2025 operations report	82
Sharing the concerns of our users	86
The Mondial Relay app: the daily habit of millions of users.....	88
Mondial Relay, an official partner for the 2025 Tour de France	90
Reaching out to the public on the ground.....	94



FRÉDÉRIQUE LANCIEN

MARKETING & CUSTOMER RELATIONS DIRECTOR

In 2025, offering a flexible, responsible and efficient service is a top priority now more than ever for Mondial Relay and the InPost Group to meet the high expectations of our customers.

At a time when the logistics of last mile deliveries are undergoing transformation, our out-of-home model, based on proximity and the massification of flows, has emerged as a solution that is effective, easy to use and sustainable.

This solution reconciles operational efficiency with a reduction in our environmental impact by rooting us closer to real-world uses.

Today, consumer behaviour is reshaping the landscape. More than one out of two customers opts for soft transport solutions when it comes to the delivery or collection of their parcels. This change confirms what we strongly believe: transformations in logistics cannot materialise until they take hold in real-world consumer habits.

Innovation also plays a decisive role here. Our mobile application, which was downloaded more than 8 million times in 2025, is constantly being enhanced with new features to streamline the customer experience. These include the remote opening of lockers in just one click, being able to select easy-access lockers in advance, the feature to view available lockers in real-time, and more. All these developments help to optimise and simplify Mondial Relay users' journey every day.

Concrete actions on the ground are also testament to our commitment. In 2025, over 10 metric tonnes of donations were transported as part of 20 charity drives, in partnership with 24 associations. These initiatives are proof of the social role our network plays, the engagement of our teams and our deep-rooted attachment to local communities.

This commitment is also embodied by popular and unifying events such as the Tour de France, which we are an official partner of. Proximity, local presence, mobility, to name a few: there are so many values that we are proud to have in common with this iconic race, alongside the French people.

Positioning delivery as a lever for long-term progress: this is the direction we are maintaining at Mondial Relay. This strategy relies on one simple principle: combine practicality, innovation and responsibility, in service of all our customers, partners and employees.

“

**ALL
COMMITTED,
ALL
RESPON-
SIBLE**

”

SOLIDARITY-BASED PARTNERSHIPS & 2025 OPERATIONS REPORT

For several years now, Mondial Relay's corporate social responsibility has been rooted in tangible and measurable actions, relying on a network of charity partnerships selected for their human impact and their consistency with our values. In 2025, this dynamic of solidarity was expedited significantly as a result of the growing involvement of our teams and the mobilisation of our 17,000 local points across France.

A FAST-GROWING JOINT EFFORT

2025 marked a real turning point in our solidarity efforts: the number of charity drives undertaken has almost tripled in two years, proof of a commitment that is now put into everyday action by our employees and our local partners.



10+
TONNES
OF DONATIONS
COLLECTED



20+
CHARITY DRIVES
IN 2025



24
NATIONAL AND/OR
LOCAL CHARITIES
INVOLVED

These figures alone demonstrate Mondial Relay's ability to commit to its charitable actions in the long-term, by building long-lasting partnerships with associations that share our same beliefs. Each and every initiative comes as the result of a cross-cutting mobilisation, involving the entire head office, operations and transport teams.



5

cycling/Tour de France related
campaigns



17

communication plans on this topic



500,000+

little hats delivered for the Petits Frères
Des Pauvres association



€30 K

collected for the Mécénat Chirurgie
Cardiaque organisation, the Salvation
Army and the non-profit France Nature
Environnement as part of an external
solidarity campaign



5 BICYCLES

donated to children on the Sports
dans la Ville programme to contribute
to the "Rouler sur le Nord" initiative
after achieving the goal of travelling
3,744 km for the Mai à Vélo challenge



4,280 TOOTHBRUSHES
AND 13,855 TUBES OF
TOOTHPASTE

delivered to the Agence du Don en
Nature association

CAUSES THAT ALIGN WITH OUR COMMITMENTS

Our solidarity initiative is structured around a number of different areas, reflecting the diverse range of needs that we seek to respond to alongside our partner charities:

- ▶ **Support for children with life-threatening medical conditions – in partnership with the Association Rêves**
- ▶ **Support for animal welfare – in partnership with the Kiweeto Association**
- ▶ **Support for people in need – in partnership with the Salvation Army**
- ▶ **Organisation of various internal charity collection drives (books, CDs, DVDs, sports equipment, etc.)**
- ▶ **Support for isolated elderly people – in partnership with the Petits Frères des Pauvres association**
- ▶ **Support for children in need heart surgery – in partnership with the Mécénat Chirurgie Cardiaque organisation**



Besides the direct impact these initiatives have on beneficiaries, they also fulfil a dual objective: to offer visibility to partner charities and reinforce our commitments through our values.

In October 2025, Mondial Relay once again joined the ranks of stakeholders involved in Pink October, the international campaign to raise awareness for breast cancer screening.



Mondial Relay is proud to have joined the “**Octobre Rose en Nord**” collective (Pink October in Northern France) to support the MonBonnetRose association and ONCOLille institute. By sharing values of solidarity we are committed to increasing awareness of the fight against breast cancer.

All throughout October, our employees wore their awareness ribbons, disseminating prevention messages in-house, as well as actions on the ground in several regional depots and in the head offices, including a self-examination workshop with the MonBonnetRose association. We also used cause-based marketing as part of our commitment with the collective of companies in the Nord department in France, as well as lending support to the Var en Rose association as a partner of this fantastic cycling event. This visibility helps to highlight the importance of early detection, which is still the best tool to fight this disease.

In 2025, our solidarity commitment was also put into action through several iconic partnerships, often forged in the world of cycling, a circumstance that resonates with our national network and in particular with our partnership with the Tour de France. **These collaborations aim to maximise our positive impact on the causes that we care about.**

This is why we lent material support to research and to children with heart disease with the Mécénat Chirurgie Cardiaque (MCC) organisation. This partnership enabled us to offer an entirely new business operation mechanism with a donation of 10% of sales. This enables us to offer valuable visibility and support to their vital mission.

We have also continued to raise awareness on breast cancer screening with the “Var en Rose” initiative. In keeping with our commitment during Pink October, we extended our support to the fight against breast cancer by becoming a logistics partner for the “Var en Rose” association. We assisted them with the transport of their equipment, t-shirts, merchandise and communication materials, so as to boost the visibility of this fantastic cycling event.

We also lent our support to adapted sports through the non-profit organisation, the Association Saint-André. Working with patients with kidney failure in Moselle, this association received a donation of official merchandise.

This is how we were able to contribute to their “Challenge Tour de France” initiative, whereby dialysis patients were able to cycle during their dialysis sessions, a reminder that sport is accessible to everyone.

Our solidarity initiative was also put into action by a charity drive for mobile phones with Ecosystem. We launched an internal nationwide drive in association with the Tour de France. The aim of this initiative was to encourage the recycling and recovery of this type of hardware.

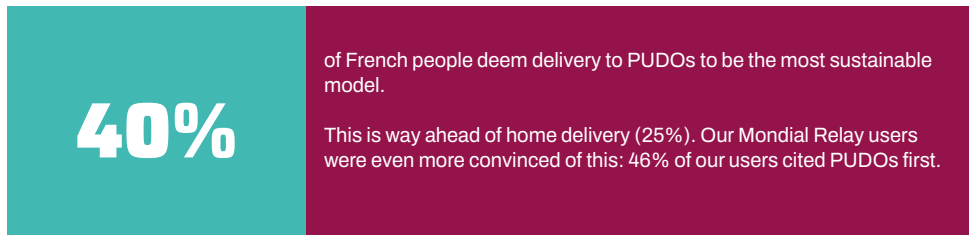
Lastly, we are taking action both internally and externally to incentivise soft transport modes by means of the Employeur Pro Vélo (Pro-Cycling Employer) label. Our head offices in Villeneuve d’Ascq were awarded the Employeur Pro Vélo label. This comprises the provision of bicycle shelters, service shops, road safety training and repair kits for employers. At the same time we also took part in the “Mai à Vélo” challenge, inviting our teams to join group bike rides and accumulate kilometres, with the goal being to cover 3,200 km (the distance of the Tour de France!) to promote sustainable transport and a healthy lifestyle.

These initiatives, carried out in close collaboration with our partners, are testament to our desire to make Mondial Relay a committed and responsible stakeholder, demonstrating that cycling and soft transport are powerful levers to unite our teams.

SHARING THE CONCERNS OF OUR USERS

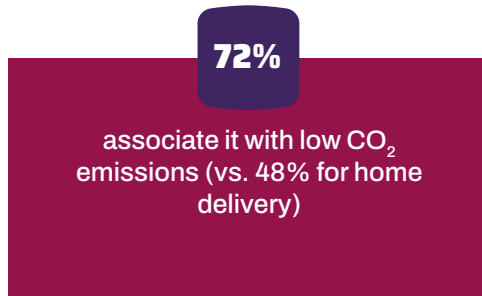
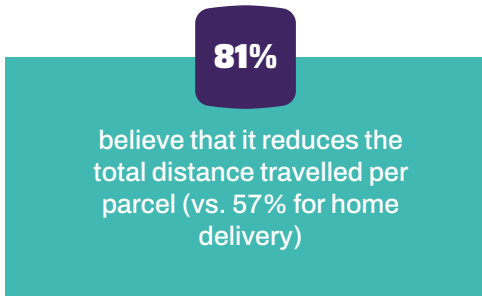
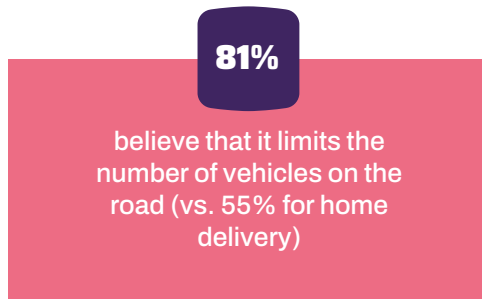
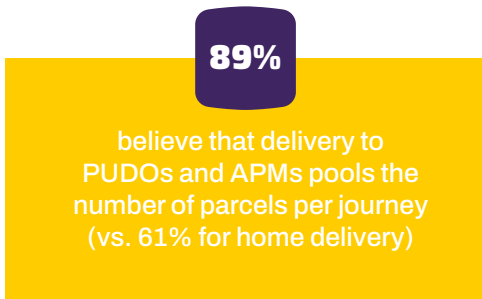
Being aware of the real behaviours of our users is essential to be able to devise a more relevant and responsible delivery service. Mondial Relay conducted an in-depth survey on its customers to gain a better understanding of the modes of transport they use to collect their parcels, and to identify levers to pool journeys together.

According to the Audirep survey conducted in 2024 on around 2,007 French people as a representative sample of the population, our users already share our environmental priorities (the sample did not only include Mondial Relay customers).



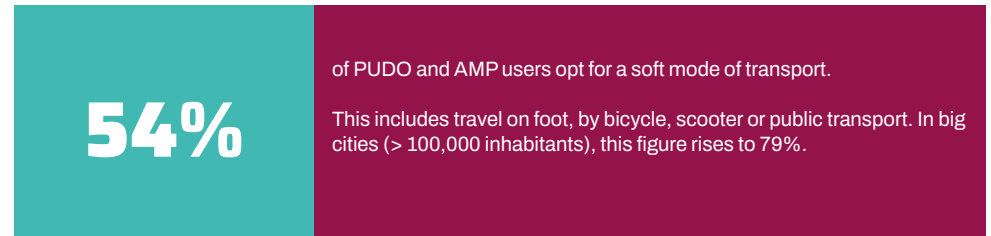
This perception is based on a quantified reality. Out-of-home delivery pools flows, reduces the number of journeys taken by individual delivery people and assembles the parcels at a single point that can be accessed on foot or by bike. French people are aware of this: 89% of them associated out-of-home delivery with the pooling of parcels, whilst only 61% did for home delivery.

WHAT OUR CUSTOMERS SAY:

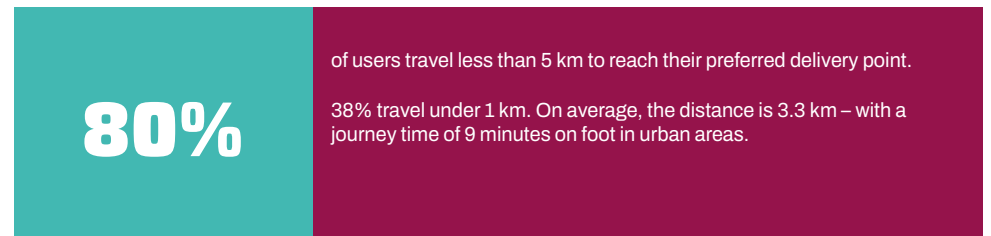


USERS WHO TRAVEL SUSTAINABLY

The choice of mode of transport to reach the delivery point constitutes another environmental lever that we activate. Results are promising: more than half of our users already use a soft mode of transport.



These results prove the effectiveness of our awareness actions and emphasise how important it is to continue in this direction. In order to make these practices easier to adopt, we aim to expand our network by increasing the number of APMs. This will mean reduced distances between our delivery people and our customers, therefore making our services even more accessible, practical and sustainable.



- ▶ What's more, 67% of our customers choose to walk to our APMs and PUDOs when the journey is less than 10 minutes.
- ▶ Lastly, 81% of Mondial Relay customers share their ride when picking up their parcel.

These results demonstrate a trend that motivates us to continue our awareness-raising efforts.

In order to make these practices easier to adopt, we aim to expand our network by increasing the number of APMs and PUDOs. This will mean bridging the gap between couriers and customers – better accessibility, convenience, and flexibility.



MATHIEU DA COSTA

PRODUCT MANAGER OF THE APP

“With more than 8 million downloads at the end of 2025, the Mondial Relay application has now established itself as a central channel in our customers’ journey.

Today, 40% of our users prefer the app to the website, proof of how convenient it is to use on a daily basis and of the value it brings for tracking and shipping parcels,” explains Mathieu Da Costa, product manager of the app.

In 2025, the application continued to develop, further simplifying and streamlining the customer experience by, for example:

adding new payment methods such as Apple Pay and PayPal for purchasing labels;

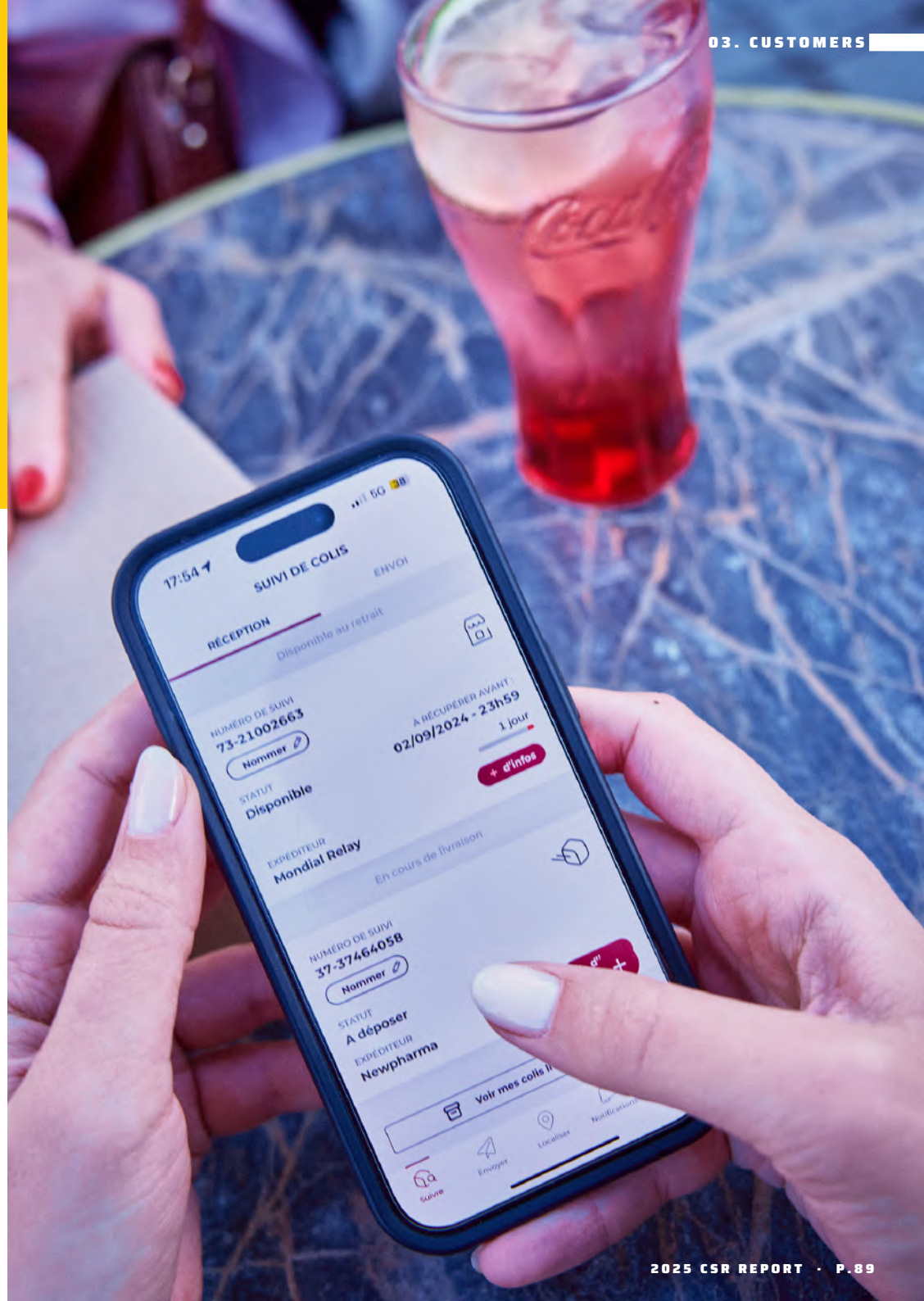
the easy access locker option, whereby users can choose to receive deliveries in lower-tier lockers **as part of an enhanced accessibility system**, specifically for people with reduced mobility;

the feature enabling viewing of the sizes of available lockers in advance, before drop-off in a locker.

These developments enhance the use of the app and make it a preferred point of entry to help and guide customers in their new uses.

Increasingly more effortless, more useful and more innovative! New features continue to enhance the application to offer an experience that is increasingly streamlined, practical and accessible, in alignment with the needs of our users.

The application contributes to our CSR strategy by featuring a CSR-dedicated page, which is regularly updated and shared with users via push notifications and marketing activation to promote more responsible uses.



“

THE MONDIAL RELAY APP: THE DAILY HABIT OF MILLIONS OF USERS

”

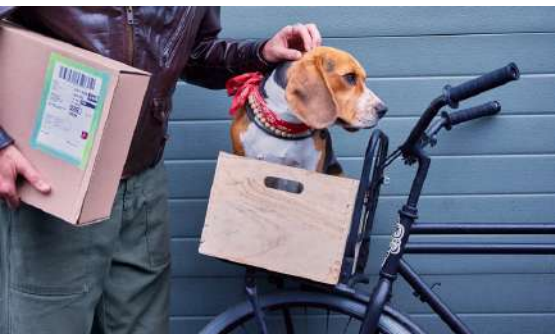
MONDIAL RELAY, AN OFFICIAL PARTNER FOR THE 2025 TOUR DE FRANCE

Mondial Relay has been a partner to the most legendary of bike races in the world since 2024.

Throughout this event, Mondial Relay meets with the public to share in the happy moments with joy and laughter. This is a perfect opportunity to **promote cycling as a desirable and responsible sport, all the while being sure to put a smile on people's faces and promoting soft transport modes.**

The aim is to spread the influence of the brand through one of the summer's largest popular events, capitalising on the media and emotive power of the Tour de France.

THE TOUR DE FRANCE IS, ABOVE ALL, ABOUT SPORTING PASSION AND THE VALUES THAT BRING PEOPLE TOGETHER:



SHARING AND CONVIVIALITY

The Tour attracts 10 million spectators and a TV audience of 40 million viewers in France every year

MOBILITY

Just like the cyclists in the Tour, our parcels travel along the roads each day on the way to their destination and to satisfy our customers

PROXIMITY

The Tour de France promotes towns. Our APMs and PUDOs bring life to town centres and in this way, we create opportunities to meet

TOWARDS A MORE SUSTAINABLE WORLD

The Tour de France promotes cycling. Our customers also use carbon-free transport modes (by bike or on foot), to drop off and pick up their parcels



A COLOURFUL FLOAT

For our second year, we upgraded the design of our float to put the spotlight even more on the Mondial Relay by InPost brand. For the most part, this float helps us to convey and accentuate two key messages: the Mondial Relay brand and the APMs.

At the front of the convoy, we had "Mister Colis", followed by "Locker Star", "Miss Bike" and "Super Relais", forming a festive and unifying procession around the country.

FAN ZONE:

Provision of a series of entertainment events set up in Fan Parks and start line areas open to the public:



- ▶ **Locker Game: a game of speed and reflexes**
- ▶ **Spin the wheel: a giant wheel to spin and win exclusive prizes**
- ▶ **Supporter event: the public can encourage cyclists with messages sent out each week**

OFFICIAL FLAG BEARER

This is the second year that we will be rolling out this exclusive feature. Before the start of each stage, Mondial Relay by InPost passes the pennant for that stage on to a local representative of the community who has distinguished themselves through a heroic deed, as well as the official start flag, with the presence of Christian Prud'homme, the general director of the Tour de France.



HOSPITALITY

We set up a major hospitality programme, with the help of two former professional cyclists Laurent Brochard and Franck Alaphilippe (Start Village, the mid-stage Relais Étape hospitality area, Pre-Race events and the Finish Line area).

This partnership was an important moment of celebration, as well as highlighting and actively promoting the use of bikes as a sustainable means of travel.

This enabled us to encourage more people to choose bike travel on a daily basis.





CLÉO TUYERAS
SPORTS PARTNERSHIP PROJECT MANAGER



“

REACHING OUT TO THE PUBLIC ON THE GROUND

”

“In 2025, our aim was clear: establish Mondial Relay in the world of the Tour de France in the long-term so as to boost its reputation and strengthen its local presence.

Besides the unrivalled visibility that this global event offers, our strategy is based on an experience-led and local approach. This event is about meeting with the public on the ground, forging relationships with spectators and ensuring they have some unforgettable experiences involving the brand.

The Tour de France is a unique opportunity to reach a wide, multi-generational and engaged audience. By involving ourselves in this popular event that is accessible to everyone, we are strengthening the image of our brand, one that is close to the people, useful in everyday life and fully committed to local life around the country.

This presence also enables us to promote our services, like the application and the APMs, in a positive, celebratory and unifying setting, likely to make the brand memorable and forge brand allegiance.”

10 FIGURES THAT SUM UP THIS ENDEAVOUR:



1
mascot



4
floats



18
stages



90
wrapped APMs



105
“Votre Locker en Ville” (“your city APM”) kakemonos



400
guests



130
media appearances



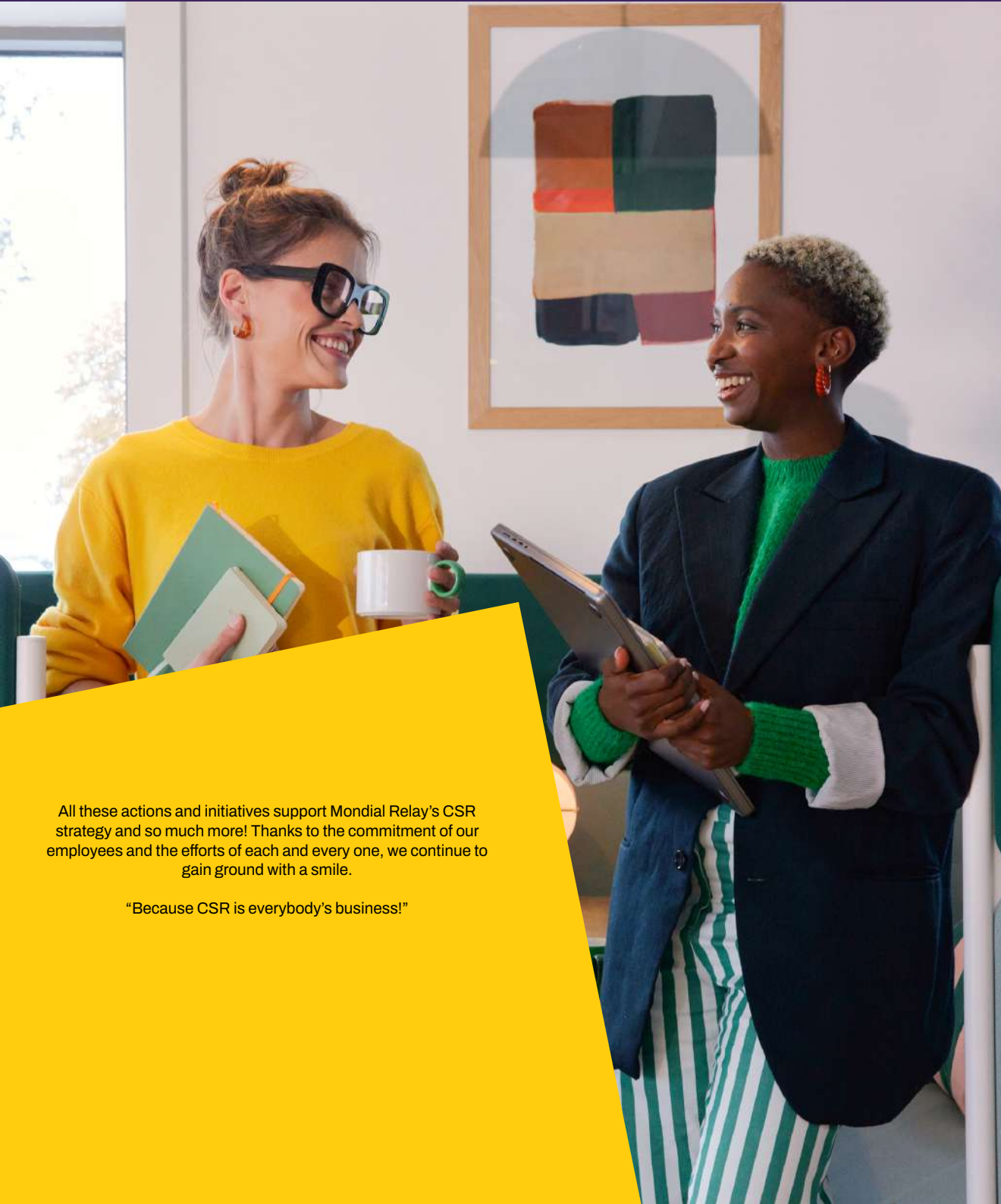
300K
gifts distributed



3,150
metres of banners



12M
spectators along the roads



All these actions and initiatives support Mondial Relay's CSR strategy and so much more! Thanks to the commitment of our employees and the efforts of each and every one, we continue to gain ground with a smile.

"Because CSR is everybody's business!"

**4/ TO
SUM US UP!**

IN 2025 we aimed high:

ECONOMIC INDICATORS*:

€655 M
in turnover*



243 M
parcels delivered

55
operational sites
across France and
Belgium

12
countries served

2,400
employees



9,700+
PUDOs

10,500+
APMs

50,000+
e-commerce customers

25+
years of delivery
experience!



SOCIAL AND SOCIETAL INDICATORS:

93/100
Gender Equality
Index

8 M
downloads of the
mobile app

425
CSR initiatives
declared locally on
Lakaa by our CSR
relays

ENVIRONMENTAL INDICATORS:



**2024-2026
EVCOM PROGRAMME:**
18% reduction in
GHG emissions
linked to transport
by the end of 2026

**45% OF THE KILOMETRES
TRAVELLED IN FRANCE**
by our HGV carriers
used biofuels

**BENEFRALUX
2025 CARBON
ASSESSMENT**
67 302 tCO₂e, i.e.
18% absolute
reduction
compared to 2023



2025:
100% of our French depots
have an electricity contract
supporting the generation
of renewable energy

**RENEWAL OF OUR
ADHERENCE TO
FEVAD**
the voluntary commitment
charter to reduce the
environmental impact of
e-commerce (FEVAD)





**CORPORATE SOCIAL
RESPONSIBILITY REPORT
- 2025 -**

Paper from sustainably managed forests

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