

2026

QSHE Policy France and Morocco



QHSE Policy France and Morocco - 2026

The Kuehne + Nagel France - Morocco teams are now managing **complex issues** at the crossroads of multiple priorities, in an unstable global geopolitical context and often disrupted supply chains. Their mission remains above all to **prevent risks** in order to ensure the safety of our employees, while guaranteeing the **compliance** of our sites and facilities. At the same time, they must remain business-oriented and promote continuous improvement, especially within our management systems.



Our priority is to offer an impeccable quality of service to our customers as well as to all our internal and external stakeholders, whether they are operational, functional or business experts. In the face of current challenges, our responsibilities are increased: it is crucial to adopt an ambitious posture, to be proactive and to be very responsive in the management of each project.

Collaboration within multidisciplinary teams bringing together the BUs and the France teams is more essential than ever to meet these challenges. Together, we must design, deploy and maintain an ambitious strategy, with a clear and central objective: the **satisfaction of our stakeholders**, in line with our 2030 roadmap.



Quality and Certifications



AMBITION

To be recognized as a world leader in quality and operational excellence, obtaining and maintaining renowned certifications, having a culture of continuous improvement to guarantee the safety and maintenance of the quality of the products entrusted to us and to guarantee the satisfaction of our customers by developing it.

→ OBJECTIVES

- **Obtaining and maintaining certifications:** ensuring product safety by obtaining and maintaining our international certifications such as ISO 9001 (quality management system), ISO 14001 (environmental management), and ISO 45001 (occupational health and safety), IFS, EN9100 and all of our internal Chain certifications: 100% renewal and no critical findings
- **Internal and external audits:** Conduct regular internal and external audits to assess compliance with norms and our standards in order to identify opportunities for improvement. 100% completed schedule.
- **Continuous improvement:** Promoting a culture of continuous improvement to ensure high-quality products and services. Follow-up of findings, action plan, corrective and preventive actions and curves in improvement of 20% vs. n-1. 0 Critical actions out of time. Monitoring of TIPs* & Quality events.
- **Training and skills development:** train and certify 100% of identified employees in the principles and practices of audits or specific standards (Example: HACCP) as planned.
- **Customer satisfaction:** Achieve a customer satisfaction rate of 95% by 2027 via the Customer Feedback Tool (CFT). Support VOC engagement with NPS survey.

→ INITIATIVES

Obtaining and maintaining certifications:

Action: Implement a structured management program, ensure compliance with the requirements of internal and external standards, and carry out regular reviews of management systems.

Internal and external audits:

Action: Train teams of qualified internal auditors, ensure the precise management of the audit schedule, use the results of the audits to improve processes and performance.

Continuous improvement:

Action: Manage findings via our internal tools and ensure resolutions/settlement of actions, including customer complaints in our internal TIP-eQMS tools. Encourage employee suggestions, define and monitor key performance indicators (KPIs) to measure the effectiveness of our management.

Training and skills development:

Action: Ensure regular training programs on internal and external standards, audit techniques and continuous improvement tools. Implement internal certification pathways. The roles and responsibilities of our employees are clearly defined.

Satisfaction client :

Action: Manage our performance through the monitoring of our NPS survey, CFT and softphony tools, including all our customers' complaints and dissatisfactions as well as their contractual requirements as part of our satisfaction approach. To cover our top customers in KPI's* and QBR*** by verticals.

By embracing this ambition and initiatives, Kuehne+Nagel can not only ensure superior quality and operational excellence, but also strengthen the confidence of its customers and partners in its capabilities and commitments.





Health and Safety



AMBITION

To develop working conditions and a safe environment for all employees and staff present on our sites.

Implement proactive risk prevention programs and measures. Ensure continuous awareness of occupational safety and health.

→ OBJECTIVES

Reduce the rate of accidents at work: aim for a 10% reduction in lost-time accidents (TF1) by the end of the year, while maintaining zero fatal accidents involving an employee or a temporary worker.

Strengthen the safety culture: continue the "No Harm" approach with three key axes: #1 Awareness through activities such as "risk hunting", #2 Behavioural safety visits, #3 Regular assessment of the safety culture. The objective: to train 85% of employees by the end of the year and to analyse each incident within 5 working days.

Boost safety communication: record positive observations, risky situations or behaviours, as well as near-misses, to achieve a ratio of 2 records to 1 lost-time accident. Maintain the organization of Safety Days.

Optimising working conditions: launching a proactive approach to the prevention of psychosocial risks in collaboration with the HR Department for France.

Reduce occupational diseases: reduce cases of musculoskeletal disorders (MSDs) recognized as occupational diseases by 10%.

Strengthen emergency management: Ensure that all employees are trained in internal emergency procedures and able to respond effectively in the event of a major incident.

→ INITIATIVES

Have qualified, trained, and dedicated health and safety resources to oversee and manage safety initiatives.

Training and awareness:

- Conduct regular training sessions for employees on health and safety best practices. No Harm training from the reception and for all.
- Launch prevention initiatives on our BUs, Behavioral Safety Visits (VCS) but also on specific subjects such as musculoskeletal disorders, psychosocial risks
- Provide educational resources: guides, videos, accessible to all employees.

Encouraging employee participation:

- Implement an easy-to-use hazard reporting system for staff to report accidents and near-misses
- Recognize and reward employees who actively contribute to improving occupational safety and health.
- Carry out regular risk assessments with employees to identify and mitigate potential hazards: update Single Risk Prevention Documents (DUERP) in order to reduce our risks and/or eliminate them.
- Lead Safety Days in order to involve the participation of all employees and create a maximum of exchanges

Monitoring and continuous improvement:

- Conduct regular internal audits to assess the effectiveness of the security measures put in place and identify areas for improvement and ensure our regulatory compliance.
- Implement corrective action plans based on audit results and employee feedback, including employee representative bodies (IRPs)
- Give feedback to employees: Use every incident, every accident and the associated analyses to progress by learning from our experiences and thus prevent any recurrence

By adopting these initiatives, Kuehne + Nagel can not only ensure a safer and healthier working environment for its employees, but also promote a corporate culture focused on well-being and safety.



Environment and regulations



AMBITION

To become a leader in sustainable transportation and logistics by reducing our carbon footprint, promoting environmentally friendly practices, complying with the strictest environmental regulations, and collaborating with our partners to create a supply chain that has less impact in terms of the use of natural resources.



OBJECTIVES

- **Internal standards:** deploy our internal standards for water, waste, resource management, and biodiversity
- **Compliance with environmental regulations:** comply with 100% of environmental regulations, including Classified Installations for the Protection of the Environment (ICPE). 0 formal notice on site, for which we carry the operating policy.
- **Waste management :** recycle 80% of the waste produced in our operations by 2026. 100% of sites comply with 8 Flux sorting.
- **Awareness and training:** make our employees aware of sustainability practices and respect and protection of the environment
- **Innovation:** develop and implement at least five green innovations;



INITIATIVES

Internal standards:

Action : use our internal standards as a reference, set objectives for the deployment of our requirements by BU and by site and manage them.

Compliance with environmental regulations:

Action : monitor our environmental self-diagnoses in order to reduce non-compliances to a strict minimum, in order to ensure compliance with the laws and regulations in force and the prevention of pollution. Conduct regular audits and adapt actions to stay compliant.

Waste management:

Action : Implement recycling and sorting programs at all sites, reduce the use of single-use plastics and promote the circular economy. Ensure monthly management in volume and value €.

Awareness and training:

Action : Organize online workshops and trainings, create internal awareness campaigns and encourage green initiatives within the sites.



Energy



AMBITION

Living ESG* reflects our commitment to be the leader in sustainable logistics and to prioritise sustainability: for customers, employees and all our stakeholders.

The goal is to create competitive advantages by integrating energy management and environmental protection as integral parts of our efforts.

On this basis, Kuehne+Nagel France defines principles for monitoring and reducing its energy consumption within the framework of this policy, and provides a framework for setting targets.

→ OBJECTIVES

- **Use of renewable energy:** supply 100% of our new facilities with renewable energy sources.
- **Energy efficiency:** improving the energy efficiency of our buildings: 100% LED. Reduce our electricity consumption by 5% per 100m²/Employee.
- **Efficient water management:** reduce our water consumption by 5% per 100m²/employee
- **Reducing greenhouse gas emissions:** reducing our CO₂ emissions by 33% by 2030.
- **Training and awareness:** make 100% of employees aware of the best practices in sustainable energy.

→ INITIATIVES

Use of renewable energies:

Action : Invest in solar projects for our new sites and facilities. Invest in electric vehicles for our fleets Light-duty, heavy-duty and light-duty vehicles.

Energy efficiency:

Action : implement energy management systems (such as Building Management Technology), use high-efficiency equipment (LEDs) and modernize our infrastructure to reduce energy consumption.

Efficient water management:

Action : implement water recycling and reuse systems, install water-efficient equipment in all facilities. To make employees aware of the importance of water conservation by complying with the water standard.

Reduction of greenhouse gas emissions:

Action : Optimize logistics processes, adopt clean transportation technologies, and promote sustainable working practices.

Training and awareness:

Action : Organize training programs, launch internal awareness campaigns and encourage energy-saving initiatives within sites.

By embracing this ambition and initiatives, Kuehne + Nagel can not only reduce its environmental impact, but also play a pioneering role in the transition to a more sustainable and responsible energy future.



CSR - ESG



AMBITION

Kuehne+Nagel's vision is to become a trusted supply chain partner that supports a sustainable future.

This ambition is reflected in the integration of more sustainable and responsible practices in all our operations and in the solutions we deliver to our customers.

Our actions are focused on reducing our environmental footprint, supporting local communities, promoting diversity and inclusion, and promoting a culture of transparency and ethics

→ OBJECTIVES

- **Reducing our climate impact:** reducing our CO2 emissions for scopes 1, 2 and 3 in line with our SBTI commitments*
- **Support for local communities:** invest a budget of €100,000 in solidarity initiatives/projects.
- **Diversity and inclusion:** Achieving gender-balanced representation in leadership positions by 2030.
- **Compliance with CSRD requirements:** Preparing our cluster to fully comply with the requirements of the Corporate Sustainability Reporting Directive (CSRD).
- **Sustaining ESG governance:** Leading 3 ESG Committees with members of the Management Team, and 6 Environmental, Social and Governance (ESG) Steering Committees in 2026
- **Awareness and training:** Offer an awareness event for all employees and respond to 100% of training requests.

→ INITIATIVES

Environmental footprint:

Action : implement less carbon-intensive transport technologies, promote the use of renewable energies and minimise our consumption and waste through recycling and reduction programmes.

Support for local communities:

Action : support local projects in education, health, and sustainable development.

Diversity and inclusion:

Action: Implement mentorship programs, provide equity, diversity and inclusion training, and promote equitable recruitment policies.

Ethics and transparency:

Action: Publish our annual report detailing CSR performance, assume a zero-tolerance policy for corruption, and keep our complaint mechanism confidential for employees.

Employee well-being:

Action : Provide health and wellness programs, ensure safe and healthy working conditions, and promote work-life balance.

Compliance with CSRD requirements:

Action : Implementation of reporting and data management systems to comply with CSRD standards.

Awareness and training:

Action : train the internal teams at the CSRD, organise the European Sustainable Development Week.

By integrating these initiatives into its CSR strategy, Kuehne+Nagel can not only improve its social and environmental impact, but also strengthen its reputation and attract like-minded talent and customers.





Safety



AMBITION

Ensuring a work environment where safety is a top priority, protecting our employees, customers and property from threats and malicious acts through prevention, detection and rapid response measures

→ OBJECTIVES

- **Incident prevention:** Implement proactive measures to prevent malicious acts.
- **Training and awareness:** train 85% of employees in safety procedures and good practices (Elearning (CBT) and face-to-face awareness-raising.
- **Safety technologies:** Integrate advanced technologies to protect facilities and operations.
- **Rapid response to incidents:** to report incidents as soon as possible (<48 hours) in order to trigger ad hoc measures, and thus limit the impact on the continuity of our operations and customer satisfaction. Track our loss value for a maximum amount of 0.175% of our Gross Margin.
- **Stakeholder Collaboration:** Work closely with local authorities, customers, and suppliers to enhance security throughout the supply chain.
- **Safety culture:** Promote a safety culture within the company, where each employee feels responsible for preventing malicious activity.

→ INITIATIVES

Incident prevention:

Action : Conduct regular risk assessments through audits, strengthen facility access controls, and implement security programs. Reduce the number of incidents by 5% by 2025

Training and awareness:

Action: organise regular training and simulation exercises for security incidents. Raise employees' awareness of potential threats and suspicious behavior. Specifically train our charterers

Safety technologies:

Action: install protection systems (access control, video surveillance, intrusion detectors) and ensure their continuous proper functioning.

Rapid incident response:

Action: set up a network of security correspondents to ensure a rapid response to incidents. Conduct incident simulation exercises to test existing emergency plans.

Collaboration with stakeholders:

Action : share information on potential threats, participate in sectoral security initiatives (TLF*, DGAC**...) in terms of security and establish partnerships to improve collective security.

Safety culture:

Action : Encourage employee participation in security initiatives, recognize and reward exemplary safety behaviour.

By embracing this ambition and initiatives, Kuehne+Nagel can not only ensure a safe working environment for its employees and customers, but also strengthen its resilience to potential threats and incidents.



Goods dangerous



AMBITION

To become an exemplary leader in the safe and compliant transportation of dangerous goods, by adhering to the highest international standards, continuously training our staff, and adopting best risk management practices to protect our employees, customers and the environment.

→ OBJECTIVES

- **Regulatory Compliance:** 100% compliant with international regulations on the transportation of dangerous goods (DG).
- **Risk management:** reduce dangerous goods incidents by 20% vs. n-1. Record dangerous goods incidents in our tools and according to our internal rules. Strengthen a preventive approach to risks and use each incident/accident as a source of learning to progress and prevent any recurrence
- **Training and certification:** Train 100% of employees involved in the transportation of dangerous goods; maintain skills according to internal and external recycling rules. Continue the training of our TDG referents*. Minimum 2 TMD referents per site dealing with MDs. Develop specific training for key populations
- **Awareness and communication:** raise awareness among 100% of employees and partners of the challenges and best practices in the transport of dangerous goods.
- **Continuous improvement:** Promote a culture of continuous improvement to ensure safe and efficient dangerous goods transportation operations. Have completed the 11 Steps of the internal DG Program at 100%.

→ INITIATIVES

Regulatory Compliance:

Action : follow the regulations of ADR (European Agreement concerning the International Carriage of Dangerous Goods by Road), IMDG (International Maritime Dangerous Goods), and IATA (International Air Transport Association). Conduct regular compliance audits.

Training and certification:

Action: Organize regular and mandatory training programs on the management of dangerous goods, including safety procedures, handling and storage. Ensure the presence of Dangerous Goods Referents on the site, covering all the site's time slots.

Risk Management:

Action : Implement robust risk management processes and systems, including risk identification, assessment and mitigation.

Continuous improvement:

Action :

- Integrate the risks associated with dangerous goods into the DUERP and keep their assessment up to date.
- Ensure the framing of activities with customers and subcontractors (contracts, security protocols, etc.).
- Apply an operational control process to ensure the regulatory compliance of dangerous goods shipments, and the compliance of subcontractors managed by Kuehne+Nagel

Awareness and communication:

Action : ensure internal awareness campaigns, provide educational materials (Chasse aux...) and organize awareness workshops (Journées ..) for employees and partners. Encourage the reporting and recording of dangerous goods incidents in the incident management tool (as an accident, dangerous situation, etc.). Encourage every employee to participate in national Safety Days; Lead the process in order to encourage maximum participation and exchanges

By adopting this ambition and initiatives, Kuehne + Nagel can not only ensure the safe and compliant transport of dangerous goods, but also strengthen its reputation as an expert and leader in this field.





Projects and Systems



AMBITION

Excelling in the management of our **business tools and projects** by adopting relevant methodologies, cultivating a culture of collaboration and innovation, and consistently delivering content on time and on budget.

Ensure the development and management of the business tools necessary for our activities.

→ OBJECTIVES

- **Culture of Collaboration:** Promote a culture of collaboration and knowledge sharing within QSHE teams.
- **Innovation and technology:** building on and developing tools with the group to improve data efficiency and transparency and KPI's: Creating a QSHE book
- **Management of IT tools:** ensure effective management of the IT tools used by the QSHE teams: Administration, training, availability, developments and sustainability
- **Performance monitoring and evaluation:** Establish a system for monitoring and evaluating the performance of the tools to ensure that objectives are met.

→ INITIATIVES

Culture of collaboration:

Action : set up a dedicated steering committee, work on the implementation of online collaboration tools), create communities for the QSHE populations.

Innovation and technology:

Action : support new business tools and their specifications to facilitate the management and monitoring of projects, actions, KPIs, etc. In line with stakeholders expectations.

Management of IT tools:

Action : deploy internal IT tools for the planning, execution and monitoring of our themes. Train the relevant QSHE teams in the optimal use of these tools and ensure regular maintenance of the systems with the group support to avoid interruptions.

Performance monitoring and evaluation:

Action : Use KPIs to track project progress and implement corrective action plans in case of deviations.

Development of customized solutions:

Action : Collaborate closely with internal and external customers as appropriate to understand their requirements, develop customized solutions, and provide ongoing technical support to optimize tool utilization.

By adopting this ambition and these initiatives, Kuehne+Nagel can not only improve its performance in terms of project management and business tools, but also strengthen its image as a best in class within the group and with our customers.

Inspire. Empower. Deliver.

