



# AGL

AFRICA GLOBAL LOGISTICS

# PUBLICATION ON SUSTAINABILITY COMMITMENTS

2024





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# Building and leveraging our impact



**Philippe Labonne**  
Chairman of AGL

**F**or a few months now, transport and logistics activities have been part of a volatile context, punctuated by successive crises. This situation has had a major impact on the working conditions of operators who have shown themselves capable of adapting with great skill.

On an international level, our business sector is undergoing profound transformations, particularly under the effect of disruptions to global supply chains, that have led companies such as AGL to rethink their approaches. In Africa in particular, they are promoting certain underlying trends such as the relocation of production close to consumption centres (“nearshoring”).

In this complex and rapidly changing context, we are striving to be agile by providing our customers with relevant, reliable, innovative but above all sustainable logistics solutions that allow them to meet the challenges of a competitive and fast-moving world.

We are also maintaining our ambitions and remain committed to making logistics a driver for change. To achieve this, we are scaling

up our investments across the continent, and beyond. These allow us to support the implementation of projects with economic and human impacts.

Through them, we are helping boost exchanges and integrate territories, generate professional opportunities and promote the sharing of skills, promote local value creation, encourage innovative solutions while reducing our environmental footprint.

AGL’s Publication on Sustainability Commitments is the preferred medium for sharing our sustainability roadmap and progress with our stakeholders. It is a testament to the energy and efforts of our almost 23,000 employees across 50 countries.

Once again, this year, I want to extend my deepest thanks to those within our talented and committed teams who are actively participating in implementing our sustainability commitments on the ground.

We are going to keep working together to make a difference.



AGL Lobito Terminal (ALT), a new port terminal operated in Angola

# Looking back at the past year

## NEW INVESTMENTS

### PORT ACTIVITIES

AGL officially launched (on 27 March) the activities of AGL Lobito Terminal on the site of the country's second port hub. This new terminal employs 730 people locally. The company also signed (on 4 April) the management contract for the multi-purpose bulk terminal at Walvis Bay with the Namibian port authority, Namport.

In March, Congo Terminal, as part of its nearly 400 million euros port extension project, began earthworks on the East Mole (an additional 9 ha of embankment). The contract for the construction of the new wharf (length of 750m, draught of 17m) was signed in November with China Road and Bridge Corporation (CRBC) and will create more than 900 jobs.

In September, Owendo Container Terminal (OCT) unveiled 2 Ship to Shore gantry cranes (STS) and 5 Rubber Tyred Gantry cranes (RTG) to increase productivity and reduce dock stay time, for the benefit of customers and users of the terminal. This equipment is in addition to the 6 new terminal tractors received in July.

In October, Benin Terminal modernised its facilities with the deployment of a new STS, which joins the 5 terminal tractors received in September and the 4 RTG received in July. This deployment is part of an extensive modernisation programme that includes the installation of 3 additional STS by 2026.

Also in October, Kribi Container Terminal (KCT) invested 98 million euros in the acquisition of new equipment (13 eRTG, 22 reachstackers and 3 empty handlers). These are reinforcing phase 2 (extension) of the container terminal and will triple its handling capacity. These investments strengthen the role played by the port of Kribi as an economic engine for the region and for Cameroon more broadly.

### LOGISTICS ACTIVITIES

In April, AGL Rwanda laid the foundation stone for the expansion of its logistics warehouse in Kigali located within the Kigali Special Economic Zone (KSEZ). This project is part of a strategic expansion phase that will improve efficiency and contribute to the growth of the logistics sector nationally.

In July, Société de Manutention du Tchad (SMT), one of the country's main logistics operators, officially launched the 1st phase of the work for the modernisation of the N'Gueli dry port in Ndjamena. This modernisation work is being carried out by AFCORP, a Chad-based construction company.



Camrail launches rail maintenance activities of its Technical Business Unit (TBU)

## ACHIEVEMENTS

AGL - logistics partner of the Confederation of African Football (CAF)- successfully finalised the logistics operations carried out for the construction of the 6 stadiums that hosted the matches of the CAF TotalEnergies African Cup of Nations across Côte d'Ivoire. Launched in 2017 and carried out through various Côte d'Ivoire subsidiaries, these involved the transport of 32,000 tonnes of construction and restoration equipment, the loading and unloading of containers containing various items of construction equipment and the handling of construction machinery.



Successful port handling of Dakar TER trains, AGL Senegal

In October, AGL Senegal successfully delivered one of the 7 trains making up Phase 2 of the Regional Express Train (TER) project in Senegal. This new delivery makes it possible to support the ramp-up of the current transport infrastructure that is meeting one of the local community's essential needs.

In August, AGL Congo teams finalised the customs clearance, handling and railing of 4 locomotives (weighing 68.5 tonnes each) for the Chemin de Fer Congo-Océan (CFCO) company. The company is therefore maintaining its commitment to provide safer transport solutions for passengers and goods.

In December, Camrail, a subsidiary of AGL and Cameroon railway concessionaire, launched the maintenance activities of its Technical Business Unit (TBU). Camrail is therefore providing its customers with a complete range of maintenance and renovation solutions adapted to a wide variety of equipment (e.g. locomotives, wagons, passenger carriages, site drains, track machinery). Added to this is the provision and deployment of the new application (developed by Pepps Engineering), Up Rail, aimed at digitizing track maintenance.

HIGHLIGHTS

In January, Philippe Labonne was appointed **Chairman of the Africa Committee of MEDEF International**. The Africa Committee, which aligns its action with the priorities of the **African Union's Agenda 2063** (in particular, the establishment of the African Continental Free Trade Area), promotes the positive footprint of French companies on

the continent in terms of creating virtuous ecosystems. In partnership with African business organisations, it is putting together joint responses tailored to the challenges experienced by African youth, through initiatives led by the African and French private sectors.



AGL has also partnered with the International Sports Press Association (AIPS) to create the **AIPS Africa Prize**. This award is aimed at rewarding works of journalism that have highlighted the social and economic impacts of the African Cup of Nations (AFCON). It aims to promote sport, especially football, as a driver for inclusiveness and social cohesion in Africa.

In November, AGL officially launched the work of the first cohort of its **"Accelerate"** programme, at its YIRI innovation centre in Abidjan. This scheme is aimed at supporting and accelerating start-ups in the launch and growth phases, through tailor-made support.



As part of the **Youth programme** and the partnership with the **Confederation of African Football (CAF)**, AGL Côte d'Ivoire enabled 1,000 young Ivorians from NGOs and local schools to follow matches of the **AFCON 2023** which took place in January 2024. In parallel, between March 2023 and January 2024, AGL Côte d'Ivoire provided logistics services in relation to medical equipment for hospitals in the host cities of AFCON 2023.

AGL renewed its commitment to the **UN Global Compact** (March 2024), underlining continued commitment to the UN Sustainable Development Goals (SDGs). AGL was awarded the **Ecovadis Silver Medal** (January 2024).



In August, AGL also became a partner of the **French African Foundation**, which works to identify and support a new generation of committed African and French talents and leaders who are creating a positive and lasting impact.



Finally, during the year, a new port terminal was awarded the **Green Terminal Label** (environmental labelling process following an audit by Bureau Veritas). This joins the 12 terminals already awarded this status and illustrates the efforts being made by AGL in terms of energy transition and contribution to the reduction of its carbon footprint.



Take a look at AGL's 2024 highlights:

## OUR GOVERNANCE

### AGL SUPERVISORY BOARD

### AGL MANAGEMENT COMMITTEE



**Philippe Labonne**  
Chairman



**Stanislas de Saint Louvent,**  
Managing Director Africa,  
Logistics & Shipping



**Eric Melet,**  
Managing Director,  
International Logistics  
and Railways



**Olivier de Noray,**  
Managing Director,  
Ports & Terminals



**Sébastien Beauque,**  
Managing Director,  
Drive 2030



**Stéphane Collet-Manent,**  
Chief Information Officer



**Philippe Balzing,**  
Chief Financial Officer



**Mohamed Diop,**  
Deputy Managing Director Africa,  
Logistics & Shipping



**Gregory Risterucci,**  
Chief Commercial Officer



**Khadija Komara,**  
Director of  
Communications  
and Philanthropy



**Vincent Galindo,**  
Human Resources Director



**Pierre-Antoine Rohan,**  
General Counsel and  
Insurance Director



**Marion Bousquières,**  
Chief Financial Officer,  
Ports & Terminals



See also the 2024 Sustainability Report by Mediterranean Shipping Company (MSC), of which AGL is a part, on the company's website: <https://www.msc.com/en/sustainability>, or download it by scanning the QR Code:



# Enabling Logistics decarbonisation and protecting our blue planet

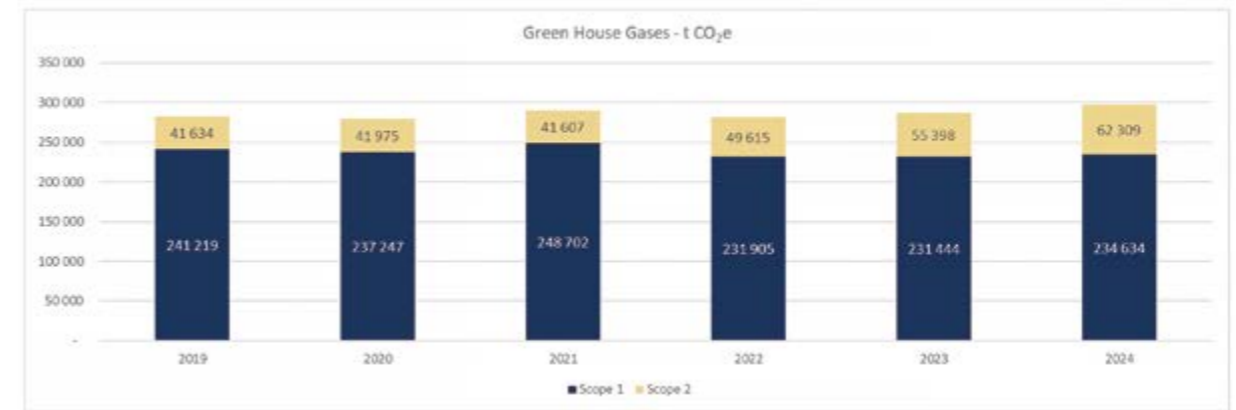
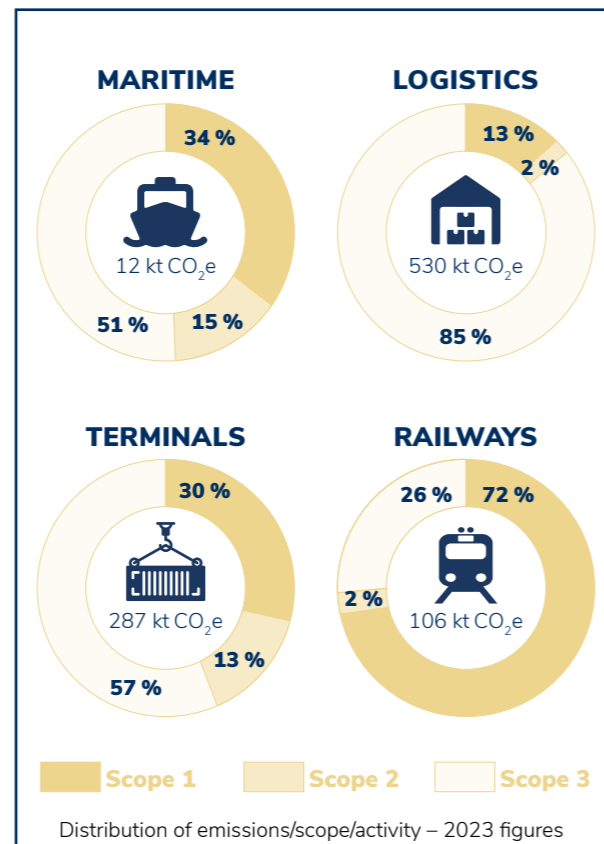
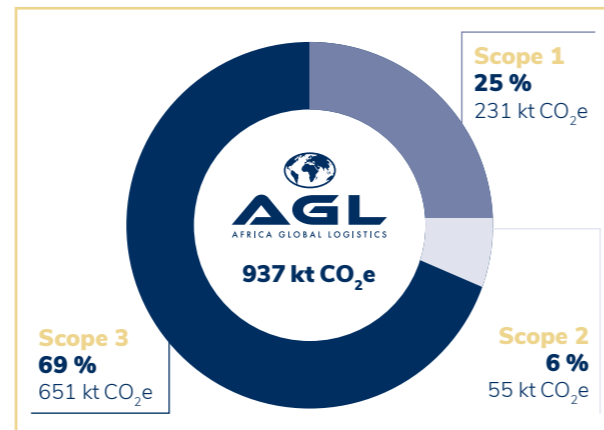
# Reducing the impact of our activities on climate

## GHG EMISSIONS REPORT (2024 CARBON REPORT)

Within the wider exercise undertaken at MSC Cargo Division level, and reflecting carbon reporting across the whole Division, one of the main accomplishments of 2024 was the compilation of a carbon report based on 2023 figures, allowing the recording of AGL's greenhouse gas (GHG) emissions across the 3 scopes of the GHG protocol and within a reporting perimeter covering our activities (port terminals, logistics, railways and maritime solutions).

This allowed us to identify the different sources of direct and indirect emissions, to take actions to contribute to the collective effort to reduce global GHG emissions. The carbon report was calculated using those emission sources identified as significant for AGL:

- 1 Scope 1**  
direct emissions related to fuel combustion, mainly from our equipment, machinery and vehicle fleets. These account for about 25% of AGL's total emissions.
- 2 Scope 2**  
indirect emissions associated with the consumption of electricity purchased from the grid. This category accounts for approximately 6% of AGL's total emissions.
- 3 Scope 3**  
indirect emissions generated throughout the value chain and related to our activities, in particular freight, fixed assets (purchases of equipment, constructions and port facilities, etc.), purchases of goods and services, business travel and waste. Scope 3 accounts for approximately 69% of AGL's total emissions.



AGL's GHG emissions (scopes 1 and 2) – 2019-2024

Freight and energy represent AGL's two main sources of GHG emissions at approximately 47% for freight and 29% for energy. These are the main fields of improvements for making reductions in the future.

The GHG emissions are assessed at single entity level so as to enable AGL to consider decarbonisation options. AGL has set itself the objective of to update its carbon report once a year and follow-up on actions taken.

BUSINESS LINE	SCOPE 1 (vs 2024)	SCOPE 2 (vs 2024)	SCOPE 3 (vs 2024)
AGL	-5%	+3%	-5%

## DECARBONISATION ACTIONS

On the basis of the results of the carbon report, 9 priority areas have been identified with a view to reducing GHG emissions. These include the gradual replacement of fossil fuels with low-carbon energy, the development of solar energy, the electrification of equipment, the promotion of responsible purchasing and eco-driving training.

At the same time, CO<sub>2</sub> emission reduction targets for the 3 scopes have been set for the year 2025 in alignment with the wider Cargo Division targets (based on the 2024 actual figures) and the actions planned during the year.

INITIATIVES IN RESPONSE TO DECARBONISATION ISSUES



**Continuing the “Green Terminal” labelling of port terminals**

In 2024, 13 AGL port terminals had been awarded the “Green Terminal” label and 2 port terminals started the labelling process for 2025. The rollout of this label has thus contributed to reduce the carbon intensity of AGL’s container terminal operations by nearly 25% since 2019.

This award is based on eight fundamental pillars: the conduct of environmental impact assessments as part of projects, the construction of infrastructure in accordance with international standards, the deployment of handling solutions and equipment promoting the energy transition, the implementation of digital solutions to facilitate data exchanges, the optimisation of waste management (collection, recovery, recycling) with approved partners, water treatment and improvement of air quality and training and awareness of employees on good practices related to environmental issues.

**Managing a transition to renewable energy**

The transition to renewable energy is underway in several entities. One notable example is provided by Whitehorse Carriers (a subsidiary of AGL) which is working to free itself from the national electricity grid, which is both unstable (frequent load shedding) and highly carbon-based (including the use of generators leading to an increase in operating costs). This subsidiary’s new South African warehouse will be powered primarily by solar power.

A shift that makes it possible to meet the challenges of mitigating the environmental footprint while demonstrating we are a responsible partner. In addition to the reduction of GHG emissions, the switch to renewable energy helps achieve a reduction in energy consumption and improve the energy independence of the entity.

This entity plans to duplicate this project of transitioning to renewable energy with photovoltaic panels, in particular at two sites in Zambia (Chingola and Lusaka), which aim to be entirely powered by solar energy in 2025.



Installation of solar panels at a Zalawi Whitehorse site



Shacman e-Terminal Tractor deployed at Côte d'Ivoire Terminal

**Deploying electrical equipment**

Efforts in the field of electrification of equipment are continuing within AGL entities. In 2024, Côte d’Ivoire Terminal (CIT) had 21 Shacman eTerminal Tractors delivered to replace thermal Terminal Tractors. Acquisitions that make CIT one of the port entities having the most electrical equipment.

Other entities supported this fleet electrification effort in 2024, including Freetown Terminal which ordered 2 Shacman E/C eTerminal Tractors (delivery early 2025) and 37 eRTG (delivery scheduled for 2026).

This switch from thermal equipment to electrical equipment allows AGL to provide a response to one of the challenges raised by the energy transition process. New orders for e-RTG are also planned with gradual delivery of equipment over the next 5 years.

**Developing the use of alternative fuels**

Biodiesel is a promising sector in Africa. The market is restructuring to meet emerging demand, and this energy source represents an alternative solution to meet the challenges of the energy transition process.

A pioneer in the use of alternative fuels, AGL Kenya uses biodiesel to power part of the freight fleet (by 2024, 80,000 litres of

biodiesel to power 19 trucks). Studies show that biodiesel reduces GHG emissions by 36% to 78% throughout its life cycle compared to conventional diesel.

The use of biodiesel in this country was made possible through a partnership with local stakeholders. At AGL we foresees an increase in the use of biofuels in the coming years.




**Building awareness of climate change issues**

On 8 December, to mark World Climate Day, AGL organised several awareness-raising initiatives on the theme of “climate change”. Educational visuals presenting the origins, impacts of climate change and possible drivers for action were shared within the entities.

A webinar on responsible digital technology was also held to raise employee awareness of the environmental impacts of digital technology. Finally, as an opportunity to brainstorm collectively in relation to the challenges of climate change, around thirty employees participated to a workshop to build a fresco on climate at the AGL headquarters.



Handling of 69 containers and 19 sets of wind turbine blades, AGL Madagascar



**Supporting cargo decarbonisation**

Promoting the development of rail... Rail freight is a concrete alternative for decarbonising freight transport. Rail is an important piece of AGL's low-emission transport solutions, whether through our two rail concessions (Sitarail and Camrail), or as part of our rail development projects.

There is data that supports that transporting one ton of goods by train in fact reduces CO<sub>2</sub> emissions by 30% compared to the road.

... and the emergence of new logistics solutions AGL and Flying Whales have signed a strategic partnership to transform freight transport in Africa by leveraging the use of airships (LCA60T) capable of transporting up to 60 tonnes and reaching the hardest-to-reach places on the continent. This partnership, which is an example of lower-carbon transport solutions, will also help improving the continent's connectivity in terms of logistics.

OBJECTIVES	PERFORMANCE AS AT 31 / 12 / 2024
Reduce carbon intensity (tCO <sub>2</sub> /turnover) by 12% compared to 2019 (scopes 1 and 2)	In 2024, the carbon intensity of AGL is 94.4 compared to 129 in 2019 (scopes 1 and 2). This is a decrease of almost 27%
Implementation of a climate trajectory standardising the approaches taken by the different entities	Objective achieved: <ul style="list-style-type: none"> <li>■ Analysis of AGL's carbon footprint over all three scopes in 2024,</li> <li>■ Identification of the drivers of decarbonisation relating to these three scopes with nine major themes identified,</li> <li>■ Setting up of working groups around the nine major themes as part of the decarbonisation plan.</li> </ul>
Continuous optimisation of reporting on GHG emissions across the three scopes (accuracy, reliability, steering)	<ul style="list-style-type: none"> <li>■ Continued working on the collection and reliability of data reported by AGL subsidiaries (sustainability reporting)</li> </ul>
25% reduction in fossil energy consumption in favour of a 10% increase in electricity consumption	<ul style="list-style-type: none"> <li>■ Further deployment of the Green Terminal award process: 1 additional terminal was granted the award in 2024 (for a total of 13 port terminals to date)</li> <li>■ Continued deployment of environmental certifications: 31 AGL entities hold an internationally recognised environmental certificate (ISO 14001, etc.)</li> </ul>

# Mitigating the risk of pollution and industrial accidents

## A GLOBAL AND STRUCTURED APPROACH

In a context in which environmental requirements are increasing and expectations are changing, AGL reaffirms its commitment to prevent the negative impacts related to its industrial and logistics activities. Present in areas that are sometimes sensitive or close to natural environments, we act proactively to reduce the risks of accidental pollution and industrial accidents, which could affect ecosystems, employees, local communities or supply chains.

Based on its integrated QHSE management system and a strong culture of risk management, AGL implements technical and organisational solutions to secure its operations. This approach is part of a logic of continuous improvement and aims to reduce in a lasting manner the environmental footprint of its activities, without neglecting the safety of goods and people.

From identifying environmental risks and impacts, to putting in place concrete solutions, training teams and carrying out regular audits, AGL has adopted a structured, rigorous approach customised to the diversity of its sites. The efforts made in terms of environmental risk prevention are illustrated each year by new actions, the obtaining of international certifications and the deployment of accident prevention and emergency management plans customised to specific local needs.

## MITIGATING INDUSTRIAL DISCHARGES

AGL sites are subject to strict requirements to avoid any unintentional release of polluting substances into the environment. Retention, settling and treatment systems are deployed to intercept potential runoff or effluents that may contain hydrocarbons or hazardous products. Depending on the activities carried out (rail, port, logistics, etc.), appropriate solutions are implemented: containment tanks, absorbent barriers, pollution control equipment, etc.

For example, risk analyses were conducted to identify activities and sites with spill potential. For sites identified as subject to such risks, special monitoring is put in place through procedures, inspections and training. In addition, emergency response kits, as well as spill response training for local teams, have been deployed to ensure optimal incident responsiveness.



Awareness-raising on waste reduction ("Bunkete"), AGL DRC

## CONTROLLING INDUSTRIAL RISKS

To reduce the potential risks related to the handling of materials classified as hazardous according to international regulations (hydrocarbons, ammonium nitrates, cyanide, class 1 to 7 products, etc.) and for which an accident could have consequences for third parties, AGL continuously strengthens its internal procedures: safe storage, supervised transport, specialist equipment, dedicated procedures and specific training. The relevant entities are also required to include accidental pollution management scenarios in their emergency plans.

At the same time, an approach for identifying environmental impacts is integrated from the upstream phase of infrastructure projects. These assessments make it possible to anticipate potential effects on the environment and define the protective measures to be put in place.

## COMPLETING ENVIRONMENTAL AUDITS AND CERTIFICATION APPLICATIONS

AGL continues to deploy ISO 14001-compliant environmental management systems. To date, a majority of entities have already obtained triple certification (ISO 9001, 14001, 45001) and the extension of the certification scope is planned to gradually extend to the entire logistics network.

Audits play a central role in AGL's continual improvement process. Whether internal or external, these check allow for the identification of deviations, assess regulatory compliance and check the effectiveness of the prevention systems deployed across the sites. Each operational entity is subject to regular audits relating to the management of industrial risks, pollution prevention and compliance with QHSE requirements.

The results of these audits give rise to corrective action plans. This mechanism guarantees not only a reduction in short-term risks, but also an increase in the maturity of the entities and an increase in the skills of the teams through concrete feedback.

Environmental indicators (water, energy, emissions, fuels, etc.) are monitored monthly on a consolidated basis at group level, with locally-defined objectives to match the actual situation of each site.

This management of indicators allows AGL to monitor its impacts and act in the face of the challenges of ecological transition. It should be noted that, although consumption is increasing in absolute terms, this is explained above all by an extension of more than 13% of the reporting scope. The relative data (relative to turnover) are down compared to 2023.

OBJECTIVES	PERFORMANCE AS AT 31/12/2024
All the entities have communicated AGL's HSE policy (or adapted local policy) to their employees	Achieved with more than 90% of legal entities having communicated the HSE policy to their employees in 2024 through various means (e.g., pay slips, display or awareness-raising presentation)
Over 95% of legal entities covered by an environmental management system (EMS)	Objectives achieved, with: <ul style="list-style-type: none"> <li>■ More than 95% of entities covered by an EMS</li> <li>■ More than 70% of legal entities certified by an independent third-party body</li> <li>■ More than 80% of entities having at least one site certified or awarded a label according to an environmental reference system</li> </ul>
Over 70% of legal entities covered by an EMS have at least one site certified or labelled by an environmental reference system (e.g.: ISO 14001, Green Terminal, etc.)	
Over 95% of legal entities required to store or transport hazardous materials equipped with contamination prevention systems	Objective reached with more than 95% of entities reporting, being required to transport hazardous goods, which claim to be equipped with a contamination prevention system
Over 95% of entities with at least one industrial site must have carried out an environmental analysis	Objective reached with more than 95% of entities reporting having carried out at least one environmental analysis.

# Enhancing waste treatment and water management

Preserving the environment is a shared concern, and it is with this in mind that we are putting in place initiatives aimed at reducing our impact on the environment (including in particular the management of water resources) and improve waste management within our entities.

## TRACKING OUR ENVIRONMENTAL PERFORMANCE

The annual report illustrates our approach to transparency and continuous improvement in water and waste management. Each entity participates in this data collection process which allows us to track our progress and detect areas for improvement.

For example, between 2023 and 2024, the share of recycled or recovered hazardous waste increased by more than 28%, demonstrating a continued effort to identify treatment sectors aligned with the 4Rs (reduce, repair, reuse, recycle).

## RAISING AWARENESS AND ENGAGING THE TEAMS

Beyond the technical aspect, AGL measures the importance of changing mindsets within the teams. Awareness-raising and training for our employees are essential to encourage them to adopt responsible practices on a daily basis.

Also, each entity must put in place initiatives adapted to the specific contexts of each site.

In this way, we are striving to promote a more rational use of water and to find innovative solutions to manage our waste in a more sustainable way. These efforts are not limited to reducing our ecological impact, but also aim to create long-term value for our customers, employees and local communities.

## ACTING LOCALLY FOR BETTER RESOURCE MANAGEMENT

Some facilities have adopted practices aimed at reducing water consumption, such as improving cleaning processes, setting up retention tanks or installing systems to collect rainwater.

As regards waste management, efforts have been made to encourage sorting, reduce waste generation and promote recycling, in cooperation with specialized local partners. AGL entities entrust their waste to approved service providers in order to ensure an appropriate level of treatment consistent with the capacities in the region concerned. Specific sorting and processing procedures have been put in place for all entities.



Raising awareness and mobilizing employees and subcontractors to collect and sort approximately 300 kg of waste, AGL Congo

## International Zero Waste Day, AGL Congo

On 30 March 2024, to mark International Zero Waste Day, AGL Congo raised awareness among employees and subcontractors of the 4Rs. More than 500 people took part in this activity which made it possible to collect and sort about 300 kg of waste entrusted to a service provider for recycling. During this awareness-raising action, special emphasis was placed on reducing waste at source.

OBJECTIVES	PERFORMANCE AS AT 31/12/2024
Put in place a 4R strategy: reduce, repair, recycle, reuse	Continued research into alternative solutions for waste processing, with innovative solutions identified even if limited in terms of processing capacity (recycling of waste for the production of construction materials, reuse of certain waste types by small industry channels, etc.)
Increase the share of non-hazardous waste	<ul style="list-style-type: none"> <li>84% of non-hazardous waste in 2024 (compared to 75% in 2023). More than 65% of this waste is recycled or recovered.</li> <li>24% of hazardous waste generated in 2024 was recycled or recovered.</li> </ul>
Reduce water consumption by 3%	Despite local actions to reduce consumption (tap foamers, push buttons, etc.) and the recovery and reprocessing of rainwater, consumption increased by 28%, due to a broader consolidation scope than in 2023 (extension projects generating high demand for water).
Raise awareness of 50% of staff to eco-gestures	Raised awareness with more than 38 % of employees made aware on eco gestures in 2024 and more than 80% of employees made aware of sustainable development.

# Protecting and preserving biodiversity

## STRENGTHENING LOCAL POLICIES AND PARTNERSHIPS

The preservation of biodiversity is an important issue for AGL, given the footprint of its activities across coastal, marine and terrestrial ecosystems. As a leading logistics player in Africa, Haiti and East Timor, we work to minimise the impact on local fauna and flora, while contributing, where possible, to the environmental resilience of the territories in which we operate. This undertaking is reflected in concrete partnerships, actions in the field and community awareness-raising surrounding ecological issues.

In 2024, AGL continued to structure its biodiversity approaches, relying on partnerships with NGOs and specialist local associations. These collaborations make it possible to respond in a targeted manner to the specific challenges in each territory, while involving local communities as active stakeholders in the environmental transition.

For nearly 10 years, **Congo Terminal**, in partnership with the **NGO Renatura**, has been organizing awareness-raising on environmental protection and plastic management. Thanks to this agreement, between 2016 and 2024, awareness raising activities involving over 350,000 children were carried out in public schools in Pointe-Noire and its surroundings.

To mark World Environment Day (5 June), **AGL Gambia** employees, in partnership with the municipality of Banjul, took part in a beach cleaning operation, improving the safety of the coastline for both wildlife and users.



Congo Terminal and Renatura raise children's awareness of the environment



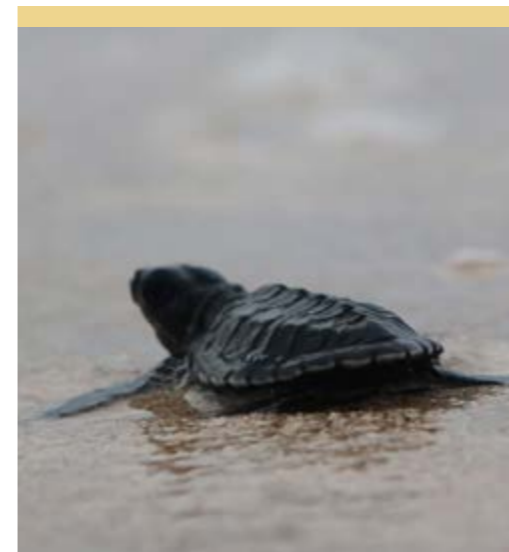
For World Mangrove Day, planting activities were organized with local communities, AGL Benin

## DEFINING OBJECTIVES AND CONTEXTUALIZED ACTION PLANS

Group entities have identified and worked on plans tailored to local challenges, integrating both the restoration of ecosystems, the fight against plastic pollution and awareness-raising involving young people. They have also carried out multiple events and actions in the context of World Environment Day.

For the years to come, AGL is going to conduct together with

MSC Cargo Division, a biodiversity sensitivity analysis, in line with the double materiality assessments. The sensitivity analysis will be based on proximity to Protected Areas or Key Biodiversity Areas using IBAT datasets. Further studies will assess the biodiversity value and set-specific impacts and dependencies to determine if additional mitigation or monitoring measures may be required.



In **East Timor**, AGL (through its subsidiary Timor Port) is continuing to implement its **Biodiversity Action Plan** (mangrove conservation and monitoring of the turtle spawning site in particular).

To mark **World Oceans Day** (8 June), Timor Port ran several educational events: students from three villages visited the spawning site and participated in educational sessions on marine biodiversity.

For **World Mangrove Day** (26 July), planting actions were organised with local communities. In addition, on 10 August 2024, Timor Port released 150 sea turtles at Kaitehu, a key nesting site. Since the launch of the project in 2022, almost 7,000 eggs have been protected and 3,535 turtles have been released, contributing to the preservation of endangered species and local employment.



# Fostering inclusive trade

# Connecting territories and contributing to local economies

## DEVELOPING LOGISTICS CORRIDORS TO FACILITATE EXCHANGES

Transport and logistics infrastructure contributes to economic and human development, and are a driver for integration. In recent years, significant investments have been made at international level allowing the expansion of freight transport containerization and the increase of transport capacities. In Africa in particular, in partnership with the States concerned, private entities such as AGL have engaged in the development, modernisation and digitisation of port platforms.

Today, one of the main challenges is the development of infrastructure from the seafront to inland and hinterland, particularly in landlocked countries (16 on the African continent). This infrastructure enables the structuring of corridors that link production and processing basins to export and local consumption platforms.

At AGL we are developing and operating 40 corridors and 66 dry ports across the continent. We are investing in integrated infrastructure projects to deploy multimodal solutions: logistics platforms, free trade zones and dry ports, rail (massification, decarbonisation) and river transport. Through these projects, we show our commitment to Africa and connecting it both internally and with the rest of the world.



Aérohub forklift operator, AGL Côte d'Ivoire

## SUPPORTING THE DEVELOPMENT OF LOCAL INDUSTRIES: THE CASE OF COCOA IN CÔTE D'IVOIRE

Through its multimodal logistics solutions, AGL offers cocoa producers, exporters and manufacturers a diversified and integrated range of logistics services, through transport, warehousing, bean processing, bulk and containerised packaging, as well as the management of the export process for cocoa and its derived products.

A particular emphasis on innovation is placed by offering tailor-made digital solutions within its warehouses. These optimise the coordination of logistics operations and allow real-time estimations of product stocks, to facilitate the processing and management of goods.



Camrail rail convoy



## WORKING TO OPEN UP TERRITORIES AND COMMUNITIES

In cooperation with the Ministry of Health of Mozambique, AGL is a partner in two projects aimed at contributing to the logistical efficiency of this country's healthcare system.

**The Chegar project**, through which AGL, acting in support of a network of over 100 distributors, ensures the monthly delivery of medicines (6,000 cubic metres on average) to dispensaries in all provinces of the country (almost 2,000 sites), including in the most remote areas (nearly 100,000 km travelled per month). This 3-year project, which was supposed to end in 2024, was extended by an additional two years (January 2026).

**The Amostra project**, which consists of the temperature-controlled collection and transport of more than 200,000 blood samples per month, from 1,700 health units, to large cities with analytical capacities. A digital solution (Carlo) has been implemented to ensure the provision of real-time information for transparent and efficient supply chain management.

These initiatives illustrate that an effective healthcare supply chain is key to helping save lives.

In Côte d'Ivoire, AGL has 350,000 m² of modern warehouses, logistics platforms in Bouaké, Ferkessédougou (with optional loading on rails operated by Sitarail) and San Pedro, 7 packing stations and recognised know-how in cocoa logistics, management allowing fast, secure multimodal transport.

In addition, AGL carries out the port handling for the export of cocoa and cocoa derivative products through its subsidiaries Abidjan Terminal and Côte d'Ivoire Terminal.

# Putting compliance at the heart of our activities

## ENGAGING FROM GOVERNING BODIES TO TEAMS IN THE FIELD

AGL's commitment to compliance is first and foremost reflected in its Code of Conduct. This sets out the company's primary commitments: combating bribery and influence peddling, compliance with international sanctions, preventing money laundering and terrorism financing.

This Code of Conduct is accessible, in various languages, to all stakeholders, internal and external, via the AGL website. It is also communicated to business partners and distributed to employees, in particular at the time of their recruitment.

To mark International Anti-Corruption Day, on 9 December and as every year, AGL and its subsidiaries organised a wide-reaching awareness-raising campaign and conferences for its employees. This initiative forms part of our ongoing drive to promote ethics, integrity and compliance within our entities and in our operations.



Launch ceremony for the Academy of Good Governance, Côte d'Ivoire

In connection with the Côte d'Ivoire Supreme Authority for Good Governance, AGL's Ivorian subsidiaries organised, in the presence of commercial partners, a seminar highlighting the company's firm commitment to the fight against corruption (compliance system, risk mapping, internal audits, whistleblowing mechanism, evaluation of third parties). In this context, Sitarail more specifically involved 1,500 railway workers from the company in awareness-raising sessions held in Abidjan, Bobo Dioulasso and Ouagadougou on the theme of "Management of third parties".

## TRAINING AND RAISING AWARENESS

AGL continues to spread a culture of compliance within its entities. Regular awareness-raising campaigns relating to the Code of Conduct and targeted training are carried out. For example, an e-learning training module dedicated to the management of third parties was launched in late 2024. Various media (posters, animated videos, emails, e-learning modules) are also deployed within our entities. They have made it possible to reach out to a large number of employees.

**95 %**  
of employees enrolled in an e-learning module on the Code of Conduct completed the module

**100 %**  
of employees with an email address was communicated the Code of Conduct, before the summer of 2024



AGL Guinea strengthens its commitment to fighting corruption through a series of awareness campaigns

In addition, AGL's Anti-Bribery compliance programme, available to all from the company's website, demonstrates transparency vis-à-vis our stakeholders. This Anti-Bribery compliance programme is based on 3 pillars and 8 measures:

<b>PILAR 1</b>	<b>Commitment by senior management</b>	<b>PILAR 2</b>	<b>Risk mapping</b>	<b>PILAR 3</b>	<b>Risk management</b>
				<b>PREVENTION</b>	Anti-Bribery Code of Conduct, Training and Awareness-Raising, Business Partner Assessment Procedure
				<b>DETECTION</b>	Alert system, Audit and assessment of the Anti-Bribery compliance programme and Anti-bribery accounting controls
				<b>REMIEDIATION</b>	Disciplinary regime, Corrective measures

## ETHICS WHISTLEBLOWING SYSTEM

AGL makes available on its website a whistleblowing platform, accessible at this address: <https://aglgroupp.integrityline.app/>, which is the ethical alert channel open to all its stakeholders. By ensuring the confidentiality of reports and the protection of whistleblowers, our company reaffirms its commitment to responsible governance.

## ASSESSMENT OF THIRD PARTIES FOR ETHICAL BUSINESS RELATIONSHIPS

AGL has also strengthened its system for evaluating and managing business partners (customers, suppliers, intermediaries) through dedicated procedures and tools. Due diligence analyses are expected to become, where possible, systematic and as detailed as possible, in a logic of risk control and compliance.

## INTERNATIONAL SANCTIONS AND EXPORT CONTROLS

AGL has adopted a new procedure to ensure compliance with international standards on international sanctions and export controls. This vigilance is exercised on a daily basis across all entities of the business and through all our activities, taking into account the increasing number of applicable regulations and sanctions (SECO for Switzerland, European Union, OFAC for the United States, etc.).

# Strengthening our responsible procurement policy



## REINFORCING THE STRUCTURING OF OUR APPROACH

In 2024, AGL continued to develop its responsible purchasing system, trying to make the approach more operational and simpler to integrate for both teams and suppliers.

The methodological foundations laid in previous years have thus been consolidated, while accelerating the implementation of the associated tools and processes. AGL's aim is to implement sustainably practices that reconcile operational performance, risk management and impact reduction, through increasingly structured procurement governance.

## IMPROVING TOOLS AND PROCESSES

One of the major projects launched in 2024 concerns the implementation of a third-party risk management tool, scheduled for deployment in 2025. This system will make it possible to centralise in one single interface key information relating to our suppliers: administrative data, mandatory documents, compliance and sustainability screenings.

It will replace the three platforms currently in use and is expected to generate time savings for buyers, and for AGL teams, as well as better control of regulatory and management requirements.

At the same time, AGL has also updated the contractual clauses related to ethics, human rights and environmental obligations built into its contracts. These updates are intended to strengthen our requirements in relations with our partners.

## DEVELOPING SKILLS AND A RESPONSIBLE CULTURE

The deployment of AGL's responsible purchasing policy also requires an upgrade in the skills of the teams. In 2024, two webinars were held with the QHSE-Sustainability department (mid-June and late December) to disseminate best practices in responsible purchasing.

These sessions bring together key contacts from the Purchasing, QHSE-Sustainability and Compliance departments of the various AGL entities. One of the outcomes of the discussions was the alignment of these various departments around a common set of ideas, highlighting the interactions between purchasing performance, sustainability and risk management.

In this context, we also intensified the dialogue with our suppliers. These discussions are part of a co-construction approach and contribute to better transparency. They also create the conditions for essential trust and long-term collaborative work.

## MONITORING RESULTS AND ANALYSING PRACTICES

2024 was marked by progress made in the signing of our Responsible Purchasing Charter, with more than 90% of our active suppliers engaged. This illustrates that the integration of our principles into the shortlisting and contract formation process is working.

In certain purchasing segments of the port activity, more advanced initiatives have been put in place, in particular around the circular economy.

This result was measured using a carbon report monitoring tool, validated by an independent third-party body, and making it possible to quantify the emissions avoided in the context of these operations. This type of initiative illustrates how we try to conciliate a lower environmental footprint and a high level of technical requirement.

## PRIORITISING THE ELECTRIFICATION OF EQUIPMENT

The investments in equipment made in 2024 by AGL are part of a gradual transition to more sustainable equipment with lower energy consumption needs. In addition, strategic mechanical parts such as cylinders or rotary joints have been retrofitted rather than replaced, with the aim of extending service life and limiting waste.

In the rail sector, practices have also evolved. Where the purchase of new equipment was previously preferred, one part of the investments has been dedicated to the refurbishment or acquisition of second-hand equipment, which reduces the environmental impact of supplies.

## CARRYING OUT SUPPLIER AUDITS

Finally, 2024 was also devoted to preparing the launch of the first supplier audits (which will be carried out in 2025). These audits are intended, through the carrying out of field visits using targeted criteria, to make it possible to confirm that the practices of the audited suppliers are in accordance with the commitments signed and integrated into our responsible purchasing charter.

# Acting in favour of employment, skills development and local value creation

## DEVELOPING TRAINING AND SKILLS

Training and skills development are a key driver in ensuring that our employees are resilient and able to evolve with the needs to the company.

In 2024, AGL continues to support the development of technical and behavioural skills to meet the challenges of a dynamic market. Thanks to the rise of e-learning, 20% of the training sessions were delivered online, facilitating access to training for our teams, particularly in Africa. The remaining 80% of the sessions took place in person.

With a total of more than 522,000 hours of training completed, nearly 13,500 employees benefited from these programmes, more than 80% of whom were non-managers.

## LAUNCHING A DEDICATED PLATFORM: MY A'CADEMY

Training and skills development are aimed at improving the performance of teams and employees across different levels of the organisation. It was in this context that a new platform called My A'cademy was launched in July 2024.

This platform aims to offer personalised training programmes to help spread AGL's Business practices and standards, to diversify learning methods and to propose innovative solutions to promote skills development and training.

With more than 14,000 employees registered in December 2024, with almost 90% of active users, the platform provides an enhanced offer on the core business and on soft skills (languages, communication, office automation, etc.).

This initiative illustrates AGL's commitment to promoting a culture of continuous learning and providing modern and accessible tools for the development of the skills of its employees.



2024/2025 MAPS program promotion, AGL Senegal

## TRAINING IN MANAGEMENT AND LEADERSHIP

To support the changes in corporate culture and managerial practices at AGL, the management and leadership programmes continued to be deployed to support the managerial structure from top to bottom.

It is in this context that:

- **In March 2024, AGL** hosted the graduation ceremony for those having completed its Management Advanced Programme for Success (MAPS) in Nairobi, Kenya. This 18-month programme is aimed at developing managerial skills and leadership.
- **In September 2024, AGL Senegal** hosted the Class of 2024/2025 under the MAPS programme, intended to accelerate the development of managerial skills of 14 executives from various African countries.
- **In November 2024, AGL Gabon** welcomed the 14 executives of the MAPS Class of 2024/2025 MAPS for their 3rd training session ("Integrating HR issues") which offered participants an immersion in the contemporary challenges of human resources management.

As part of the launch of the annual evaluation interviews series, AGL also deployed in-person and online workshops for all its managers to promote the culture of constructive feedback. In 2024, approximately 800 managers were trained in this manner.

From August to November, following the acquisition of five Rubber Tyred Gantry cranes (RTG) and two Ship to Shore gantry cranes (STS), OCT joined forces with specialist partners to deliver targeted training to its teams. This programme includes the training of 20 young people from Gabon, recently recruited as RTG operators, as well as the development of the skills of 18 experienced STS operators already working at the company's sites. These training programmes aim to ensure the optimal use of new equipment.

## STRENGTHENING LOCAL SKILLS

The development of local skills remains a driver to providing sustainable support for the growth of the transport and logistics sectors in Africa. AGL therefore takes action to provide technical and vocational training to local people, by focusing on innovative educational systems adapted to the realities in the field. This ambition is reflected in the establishment of fundamental partnerships with academic actors in the continent.

AGL also acts to structure channels of expertise at national level, by supporting the upskilling of local talent. In this context, AGL relies on its system of training centres in Africa dedicated to port, rail and transit professions:

- **The Pan-African Port Training Centre (CFPP)** in Abidjan trained nearly 1,700 people, or +35% compared to 2023. The Centre has worked in 15 countries in Africa.
- **The École Supérieure des Métiers du Ferroviaire (ESMF)** in Bobo Dioulasso has trained a dozen students with a 91% success rate in the BTS exam.

In August, gantry operators from the Kribi Container Terminal (KCT) visited the Togo Terminal facilities in Lomé. During their visit, they completed a specialist training programme (20 days) on the terminal's dock cranes, in partnership with the CFPP in Abidjan. This programme was intended to develop employee operational skills (interpretation of monitor data, control and safety systems, practical experience in safe gantry handling).

The development and strengthening of this system is planned within the forthcoming months, with the establishment of competence hubs, the creation of new learning content and an Academy system focused on AGL's 4 major professions (port, logistics, maritime and rail).

# Engaging with local stakeholders to support development

## TALKING WITH STAKEHOLDERS

Most AGL subsidiaries operating port terminals, such as the Owendo Container Terminal (OCT), implement dialogue sessions with key economic stakeholders and the port community. For example, on 12 September, OCT organised a meeting with several key players from Gabon's port sector (Gabonese Customs, Freight Forwarders' Associations, consignees and approved customs service providers). The objective was to discuss proposals for simplifying processes within the port, with the aim of continuing actions to streamline handling operations at OCT.

Another example of openness and dialogue between our entities and their stakeholders, as part of its customer engagement, on June 6, Abidjan Terminal received a visit at its facilities in Vridi from the Fédération Nationale des Acteurs du Commerce de Côte d'Ivoire (FENACCI). A visit which followed the signing of a partnership agreement between the two structures, the aim of which was to introduce these business entities to the container terminal facilities, innovations and provisions implemented at the terminal.



A moment from the training session on October 18, 2024, in Owendo

The actions to promote openness and discussions also extend to young local students living near our facilities. For example, on 2nd August, Sitarail welcomed around forty students from Saint Thomas Aquinas University in Ouagadougou to offer them an immersion into the operational management and development of AGL's railway activities.



Côte d'Ivoire Terminal welcomes the On-board Maritime Academy for an immersion in port security and digitalization

On 19 October, Côte d'Ivoire Terminal welcomed a delegation (composed of representatives of the maritime administrations of the Gulf of Guinea) from the on-board academy of "State Maritime Action". This delegation was able to share its priorities and benefit from an immersion in port security and digitalisation issues.

## INVOLVING LOCAL COMMUNITIES: THE CASE OF CAMRAIL

Since the start of its concession in 1999, Camrail has implemented a proximity policy, a driver for local development, consisting of maintaining win-win partnership relations with local leaders.

Through this policy that serves nearly 250,000 people in the 163 villages, Camrail invests 400 million FCFA (approximately 610,000 euros) each year in improving living conditions in the local communities.

This approach raises awareness among local communities about the risks associated with train traffic, provides them with income through weed removal work along the tracks and maintenance of intermediate stations, and involves them in monitoring railway facilities through vigilance committees.

In particular, it allowed 15,000 people to benefit from access to drinking water through boreholes built along the network, 1,100 people to participate in weeding actions, generating recurring income and also reducing accidents (related in particular to malicious acts) through the monitoring of railway tracks and providing support of various kinds for hospitals and schools (construction and renovation, donations of equipment and supplies, etc.).

**Conakry Terminal** supports a sustainable development project around the Haut Niger National Park, initiated by the NGO APIFLORDEV (beekeeping, flora and development). This project aims to train local communities living on the perimeter of the park in beekeeping, market gardening and sustainable farming techniques. It offers them an opportunity to access income-generating activities, to try to achieve economic autonomy while contributing to the protection of the environment.



Conakry Terminal supports beekeeping, market gardening, and livestock farming projects around the Upper Niger National Park

## SUPPORTING THE DEVELOPMENT OF CLIENT AND PARTNER ACTIVITIES

AGL also strives to provide support for structuring initiatives enabling the development of economic activities with a positive impact on local development. It is in this spirit that, in September 2024, AGL Côte d'Ivoire - in connection with Ecobank/EBI and Obara capital - signed a third-party holding agreement with Kineden, one of the main cocoa operators in the country, to support the latter in its quest for financing for the 2024-25 cocoa season.

This partnership reaffirms our desire to support the expansion of the cocoa export sector through a tool that facilitates and secures the financing process for the benefit of the lender.

# Taking part in innovation

## SUPPORTING THE FORCES OF INNOVATION: THE CREATION OF THE YIRI CENTRE

On 19 June, AGL inaugurated its YIRI innovation centre in Abidjan, in the presence of Côte d'Ivoire ministers and stakeholders from Africa's digital ecosystem. This centre aims to stimulate creativity among AGL employees, customers and universities, and to support the development of start-ups in Africa.

Ahead of this launch, AGL signed a partnership agreement with Côte d'Ivoire Innovation 20 (Ci 20), a group of companies in the innovation sector, brought together in an association, with the aim of combining the best of the country's start-ups and acting as their spokesperson. This partnership, supported by the Côte d'Ivoire government, aims to provide AGL with the network, expertise and experience of Ci 20, to facilitate the development of its YIRI centre.



Inauguration of the YIRI innovation center in Abidjan

## ACTING FOR AN INNOVATIVE ECOSYSTEM: THE "ACCELERATE" PROGRAMME

Through its "Accelerate" programme, YIRI was able to support the growth of six African start-ups (Paps, ALAL, Appload, Eazy Chain, Tambour and ALIA) by offering them training and customised support. This open innovation programme is designed to accelerate the growth of African start-ups, or those oriented towards the African market, by focusing on technological solutions that meet the specific challenges and needs of the continent's logistics and industrial sectors.



The team at the YIRI innovation center and the "Accelerate" program



The winning teams at the 2024 hackathon (Pangaea X)

## SUPPORTING DESERVING PROJECTS: THE 2024 HACKATHON (PANGAEA X)

In 2024, AGL also launched a joint initiative with the MSC Foundation and the Horn Foundation to strengthen youth entrepreneurship in Côte d'Ivoire. Organised in the form of a hackathon, this free event aimed to reveal talented locals aged 18 to 30, passionate about entrepreneurship and sustainable development.

For 3 days, participants were invited to form teams and work on the design and development of innovative projects. The victory of the "Ivoire Straw" team (in June), with its project to manufacture biodegradable packaging based on rice straw, illustrates the potential of young entrepreneurs to provide innovative solutions

to the environmental and social challenges of their country. "Ivoire Straw" went on to win the Prix Coup de Cœur and the Prix du Public at the Pangaea X final (18 October) held at Station F in Paris.

This initiative has had significant impacts (collaboration between start-ups and companies, facilitation of access to finance and development of innovative solutions) leading AGL to plan, where possible, the creation of other innovation centres in additional regions of Africa to keep inspiring and supporting the economic and technological development of the continent through open innovation.



# Addressing social challenges

# Promoting and safeguarding human rights

## COMMITTING TO HUMAN RIGHTS

AGL makes the respect and promotion of human rights as a one of its guiding principles.

In that respect, AGL's strategy is aligned with the UN Global Compact ten principles, with policies and procedures reflecting this alignment, notably the first two principles that recognize the role of business in promoting the respect of human rights.

In addition to compliance with local regulations, AGL looks at where it can take measures in accordance with:

- The **OECD Guidelines** for Multinational Enterprises.
- The **Fundamental Conventions** of the International Labour Organisation (ILO),
- The **International Charter of Human Rights** (UN).

## ENSURING THE VIGILANCE PLAN IS KEPT UP TO DATE

Under French law on the duty of vigilance, AGL must establish a vigilance plan, detailing the measures implemented to reduce risks in three areas: human rights and fundamental freedoms, working conditions (including human health and safety) and the environment. AGL's vigilance plan, was fully reviewed in late 2024. It is available via the company's website.

The scope of the vigilance plan applies to all AGL subsidiaries, including port, logistics, maritime and rail activities, as well as the activities of suppliers and subcontractors with which an established commercial relationship is maintained.



# Supporting excellence and professional integration

## PROMOTING WOMEN LEADERSHIP

Each year, AGL (head office) publishes the results of its professional equality index which in 2024 is 85/100.

In addition, overall, women represent nearly 20% of the company workforce (over 22, 000 people) in 2024 and 25% of management positions.



Watch Brut Afrique's report on women in key positions at the Abidjan Terminal, an AGL subsidiary in Côte d'Ivoire (French version only)

AGL is also continuing its initiatives to support young women in technical fields, through excellence scholarships, internships and mentorships adapted to local realities. An example of these commitments is reflected by initiatives such as the partnership with the association WILA (Women in Logistics – Africa) in Côte d'Ivoire and Congo or our company support to the Miss Mathematics competition in Côte d'Ivoire.



Abidjan Terminal receives the 'Inclusive Leadership' award from the Women in Logistics - Africa (WILA) network

In 2024, **Abidjan Terminal** was awarded the WILA Inclusive Leadership Award for its commitment to promoting female leadership in the logistics sector. In addition, Abidjan Terminal continues to support the competition for the best young female mathematicians in Côte d'Ivoire (500 participants, a platform for promoting the best female students in mathematics in the country and supporting the emergence of female talents in the field of science) by offering the winners computer equipment and school kits.



International Women's Day, AGL Ghana

**MOBILISING FOR WOMEN'S RIGHTS DAY**

On International Women's Day (8 March), concrete actions were carried out via entities within the AGL network. These include in particular:

- **The organisation of conferences and meetings:** "Internal promotion, promotional and geographical mobility" (AGL Senegal), "Investing in women, ramping up the pace" (AGL Guinea)
- **Donations:** medical equipment for 2 hospitals in Abidjan (entities in Côte d'Ivoire), renovation of 2

orphanages in Matoto and Ratoma (AGL Guinea), personal protection equipment and hygiene kits for girls in 2 schools in the municipality of Kaloum (AGL Guinea), boring for drinking water for the communities in Dogla-Gbefadji (AGL Benin Women's Amicable Association)

- **Cultural activities and practical workshops :** diversification of skills and income (Camrail and AGL Cameroon)

**SUPPORTING THE PROFESSIONAL INTEGRATION OF YOUNG PEOPLE**

In 2024, people aged under 25 years accounted for nearly 10% of recruitments (up 14% compared to 2023). AGL's aim is to promote access to the labour market for new generations. This translates into concrete actions on the ground, from the earliest age, through the support of inclusive educational initiatives. Among these initiatives we can mention:

- As part of its **A'Excellence programme**, in July and August 2024, Abidjan Terminal rewarded the best bachelor's degree holders in the municipality of Port Bouët (educational supplies,

laptops) as well as the 10 best students from the Regional Academy of Marine Sciences and Techniques (ARSTM) (offer of a 3-month immersion internship at AGL subsidiaries in Côte d'Ivoire).

- **In July 2024, AGL Gabon**, in collaboration with the Pôle National de la Promotion de l'Emploi (PNPE), welcomed 40 trainees as part of an internship programme. The latter aimed to recruit and train young Gabonese nationals in different professional fields via our sites in Libreville, Port-Gentil, Franceville and Moanda.

Several AGL subsidiaries, such as Timor Port (6 September 2024), also organise a site visit for employees' children during the year. The purpose of this child-friendly day is

to raise awareness among younger generations of the importance of port activities and their local impact.

# Keeping on attracting and engaging talent

**RECRUITMENT**

Recruitment is an essential strategic driver in supporting AGL's development dynamic and the company's growth ambitions. To meet this ambition, the human resources department has positioned the recruitment and talent acquisition strategy as the first pillar of its 5-year strategy plan.

In 2024, an action plan was therefore put in place to evaluate existing practices, define and deploy our standards in terms of recruitment processes and train all identified recruiters across all entities. The objective of the action plan is to ensure an ethical, transparent and fair recruitment process across all of AGL's subsidiaries.

This approach was accompanied by the deployment of a single platform for all group entities: A'Career. This channel makes it possible to offer visibility on job opportunities within AGL, both for external and internal candidates, thereby helping to promote our mobility policy and strengthen our employer brand.

In 2024, the Group brought on board 2,895 new staff people (an increase of nearly 30% compared to the previous year). Mobilisation also involves AGL's commitment to local employment: local employees thus account for 98% of the total workforce.



World Quality Day, AGL Congo



Students from the École Communautaire de l'Enseignement Supérieur (ECES) visiting Congo Terminal

**GROWING RELATIONSHIPS WITH EDUCATIONAL ESTABLISHMENTS**

In 2024, AGL also strengthened its partnerships with the academic world, bringing the number of partner schools and universities to 87 (an increase of more than 50% compared to 2023). These relationships make it possible to identify promising profiles upstream, facilitate their integration, train and retain them, thereby offering an internal succession process and a pool of young talents already accustomed to the culture and challenges of AGL.

One notable example of this support is the partnership with the ESSEC “Business & Industry in Africa” Chair, which supports students in their understanding of economic and industrial issues in Africa and allows them to benefit from internship opportunities directly related to the transformations of the continent.

AGL also continues to actively support student associations committed to Africa. For example, the company renewed its partnership with the EDHEC for African Business association, strengthening its commitment to initiatives that promote professional integration and the training of future African leaders.

Finally, participation in the forums and actions of higher educational establishments (such as ESSEC, EDHEC, KEDGE, Paris 1 Sorbonne, SKEMA, etc.) allowed the integration and training of over 1,500 interns and apprentices, more than 26% of whom were recruited at the end of their training period.

These actions are aligned with the company’s strategic guidelines and are aimed at attracting the individuals with the highest potential to support AGL’s growth and development.



Graduation of the 35TH class of Arstm: AGL rewards the best students

**AGL Cameroon** increased its attractiveness to young talents by participating in the Business Forum of the Engineering School of the Catholic University of Central Africa (UCAC/ICAM), by facilitating workshops on CV writing, by presenting the logistics professions and promoting career opportunities at the company.

**SUPPORTING TALENT**

As part of its human resources strategy plan, AGL acts to ensure employee engagement and talent retention. These involve identifying and supporting talent by understanding their expectations and development needs. More than 340 such individuals were identified within the company in 2024. A support programme based on the 70-20-10 approach is currently being developed to meet their development needs.

**PROMOTING PROFESSIONAL MOBILITY**

Professional mobility also continues to play a role in career management within AGL. By taking advantage of the diversity of our business lines and our presence in multiple countries, we offer our employees mobility opportunities both at a organizational and geographical level.

In 2024, over 238 people benefited from international mobility, illustrating the range of opportunities available and possibilities of professional development across countries.



Abidjan Terminal honors 70 employees for their commitment and professionalism

**Our employees honoured for their commitment**

**On 10 October, Abidjan Terminal** honoured 70 employees who were given medals for over 15 years of service, for their contribution to enhancing the **company’s reputation**. The ceremony took place in the presence of Côte d’Ivoire’s Minister of Employment and Social Protection.

**On 5 December**, during a ceremony presided over by the Minister of Transport of Cameroon, one hundred **Camrail managers and staff** were awarded the Railway Medal of Honour.

**RESPECTING SOCIAL DIALOGUE**

At AGL, social dialogue is recognised as a fundamental right of employees. It results in respect for staff representation, information and consultation procedures.

Today, AGL has nearly 960 employee representatives elected in the countries in which the company has a presence. In 2024, 114 collective bargaining agreements were signed or renewed, mainly relating to remuneration, working conditions, health and safety and social dialogue.

The company acts, through its human resources departments and employee representatives, to promote consultation on topics such as the prevention of discrimination or professional development based on merit. In order to harmonise practices, AGL has also defined guiding principles for social dialogue, applied and adapted according to local contexts and national regulations.

1- 70% learning takes place through practical experience in the field, 20% through interactions with others and 10% through training.

# Promoting health and safety for our people

AGL deploys a QHSE integrated management system (IMS) based on recognised international standards and industry best practice, particularly in terms of health and safety (ISO 45001 or other international standards), and is structured according to each business line and compliant with local standards and regulations.

The implementation of these management systems implies that the health and safety of AGL employees is factored into the appropriate policies and procedures making it possible to manage the potential risks. These practices are also completed by health and safety risk management programmes, tailored to the context of our entities (Zero Accident Plan, transport safety programme, etc.).

Each year, overall QHSE objectives are defined, linked to the results of the previous year. Each entity contributes at its level to transposing the objectives, according to its context.

## PROPOSING CONCRETE ACTIONS

Prevention and screening actions are also implemented throughout the entities of the AGL network. In the framework of "Pink October", breast cancer screening sessions organised for female employees (e.g. AGL entities in Côte d'Ivoire and in Congo). This initiative aims to assist employees in checking their health and to highlight the importance of early detection (in particular through a dedicated conference) as a means of prevention.

Between October and November 2024, **Sitarail** staff in Côte d'Ivoire and Burkina Faso benefited from an annual medical examination (blood, eye and hearing tests, ECG, EFR, pulmonary and lumbar x-rays) at the **5 AGL medical centres** located along the railway. These structures, dedicated to railway workers and their families, have also opened up to local communities facing difficulties in accessing medical services in remote areas.

AGL has also (in Côte d'Ivoire) covered the cost of radiotherapy sessions for 150 women with breast cancer, in partnership with the National Cancer Control Programme (PNLC) as well as the subsidy of the purchase of medical supplies and equipment necessary for the provision of free screening in Abidjan and San Pedro.



AGL Movember Campaign

In addition, as part of "Movember" (November), AGL is also committed to protecting the health of its male employees, offering medical check-ups, mental well-being awareness-raising activities and open discussions on medical problems concerning men (testicular and prostate cancers). Initiatives include:

- **The information and awareness-raising campaign** for male employees of AGL Benin and Benin Terminal (27 November).
- **The information and prevention webinar on male cancers and mental health** attended by about 50 employees working at *Terminaux du Bassin du Congo* (TBC) and AGL in Brazzaville (29 November)

OBJECTIVES	RÉSULTATS AU 31 / 12 / 2024
Optimise reporting related to vaccination, screening or awareness campaigns to make the benefits more reliable	Several indicators for monitoring vaccination campaigns have been integrated into the annual sustainability reporting (vaccination and screening related to malaria, HIV-AIDS, etc.)



Breast cancer screening during Pink October, AGL Cameroon

**CONTINUING CERTIFICATIONS ROLLOUT**

In 2024 AGL maintained its triple certification of ISO 9001, 14001 and 45001 following an audit by Bureau Veritas. This multi-site certification attests to the compliance of the systems put in place as part of its Integrated Quality Safety Environment Management system.

Today, this certification covers AGL's headquarters as well as 155 sites in 29 countries. The scope was extended to new businesses (shipping, rail) in 2024. Additional sites and entities will join the scope of certification in 2025.

In addition, nine concessions (port and rail) are ISO 9001 certified, five are ISO 14001 certified and four are ISO 45001 certified. The certifications will continue to be deployed in 2025, with an ISO 9001 certification plan for TPSA, ISO 14001 for Congo Terminal and a triple certification envisaged for Côte d'Ivoire Terminal.

Some entities also hold other sectorial certifications:

- **Security** : ISPS (15 entities), TAPA (3 entities)
- **Cyanide** : ICMC (5 entities)
- **Pharma** : GDP (3 entities)
- **Food safety** : ISO 22000 (1 entity)

**Committing to the Zero Accident Plan**

In 2024, AGL continued its efforts on its zero-accident plan with the implementation of the first 2 pillars and the launch of the third. This plan was built with the aim of harmonising practices among the business lines, structured around five topics, and will continue to serve as our guide for the years to come. In 2025, actions will focus on the "risks" and "warning sign reporting" pillars.



**DIGITISING SAFETY PROCESSES**

2024 was an opportunity to make progress on the development of standard digital QHSE tools, which must be made reliable and completed in 2025 (environmental form, incident accident reporting, QHSE Q&A, Near miss, etc.):



**Management tool for anomalies**, malfunctions or other non-conformities. This tool allows the recording, addressing, analysis and monitoring of corrective actions following the appearance of a malfunction.

**Electronic document management tool**, to simplify the process of creating, validating, approving and distributing a document digitally.

**Digitised inspection and audit management tool**

**Safety form**, monthly safety Indicators input tool, with automated dashboard

**OBJECTIVES**

**PERFORMANCE AS AT 31 / 12 / 2023**

Accident monitoring (per 1,000,000 hours worked, own employees) <ul style="list-style-type: none"> <li>■ Total Recordable Case Frequency Rate (TRCFR) &lt; 2.60</li> <li>■ Lost Time Injury Frequency Rate (LTIFR) &lt; 1.70</li> <li>■ Lost Time Injury Severity Rate (LTISR) &lt; 0.022</li> </ul>	Objectives almost achieved or exceeded at the end of 2024: <ul style="list-style-type: none"> <li>■ TRCFR = 2,746</li> <li>■ LTIFR = 1,55</li> <li>■ LTISR = 0,026</li> </ul>
Over 90% of legal entities included in the scope of sustainability reporting monitor their HSE performance annually in the Management Committee, Executive Committee or Board of Directors	Objective exceeded with over 95% of entities reporting monitoring HSE performance via the Management Committee, Executive Committee or Board of Directors.
Over 90% of the workforce within the sustainability reporting scope covered by a health and safety management system	Objective exceeded with over 95% of the workforce within the sustainability reporting scope covered by a health, safety and environment (HSE) management system
At least 70% of entities covered by an HSE management system have at least one site certified by one of the following standards: ISO 45001, SQAS or ICM1	Objective achieved with over 70% of entities covered by a QHSE management system having at least one site health and safety certified or awarded a label under one of the following standards: ISO 45001, SQAS or ICM1
Assessment of the professional risks to be carried out by at least 90% of the legal entities included in the sustainability reporting scope Mandatory update every two years or in case of modification of activities	Objective achieved with over 90% of entities declaring having carried out an assessment of their occupational risks, over 95% of which declare having updated this within the previous two years
Monitoring the number of people having completed HSE training	Monitoring integrated into the annual report. AGL also monitors the number of HSE training hours per month, with more than 340,000 HSE training hours delivered in 2024.
Where possible, display of the HSE policy on the premises by at least 90% of the legal entities included in the sustainability reporting scope Mandatory information for new joiners Annual participation in the World Day for Safety and Health at Work to raise employees' awareness of the QHSE risks generated by the company (organisation of an awareness-raising action)	Objective achieved with over 95% of entities declaring that they circulate the HSE policy to their employees via display or information delivered to new joiners: <ul style="list-style-type: none"> <li>■ 100 % of entities report that they display this in their premises</li> <li>■ 83 % report that they inform new joiners about this</li> </ul> Participation in the World Health and Safety Day in 2024, see dedicated insert.



**MOBILISING FOR WORLD DAY FOR SAFETY AND HEALTH AT WORK**

As each year, on 28 April, AGL celebrated the World Day for Safety and Health at Work. A conference on the topic chosen by the ILO (resilience to climate change) was organised with the participation of all entities. This day was a success, with more than 900 listening live and more than 2,500 replay views.

In addition, many actions were carried out locally, such as awareness-raising sessions, safety week, an emergency exercise, screenings, etc. In total, more than 70 initiatives were reported, with the participation of over 5,000 individuals.

# Working in proximity with local communities



## A'SOLIDARITY DAY

On 25 September 2024, AGL launched its 1st Solidarity Day. Rolled out in all of the countries in which we operate, this launch edition aimed to involve all employees through solidarity-focused actions in favour of local communities, by making use of their time and skills.

While the theme of the Solidarity Day will change each year, in 2024 this was devoted to actions in the field of education, in particular:

- **The renovation** of classrooms and playgrounds in schools and orphanages (painting, cleaning, fitting out libraries),
- **Donations** of school supplies and furniture, computer equipment, books and food,
- **Lessons, activities with children and awareness-raising on reading**, for example.



Donation of equipment and information session, East Timor.

## Overview of 2024 actions

In 2024, 76 solidarity projects were carried out by AGL entities in 22 countries. Thanks to this concrete commitment, hundreds of thousands of people have benefited from direct support, as close as possible to their needs, within the beneficiary communities.

Youth education, a priority pillar of AGL's actions, represents more than one half of the initiatives supported. This key area of intervention is followed by health (including support provided in the context of health crises). The remaining actions cover various areas, responding to specific needs of the local population.



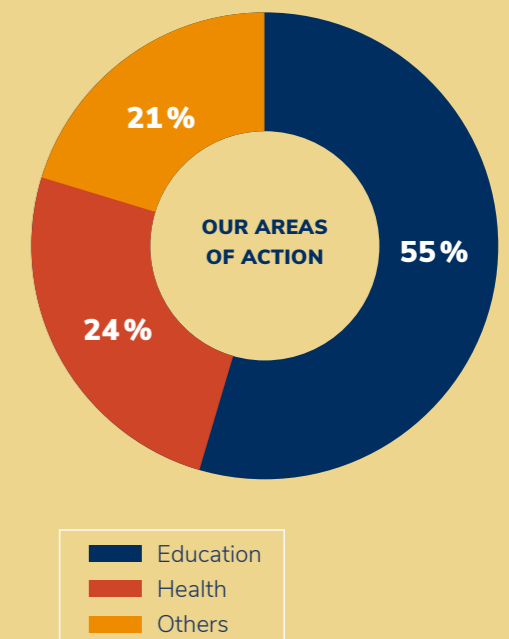
AGL Benin sets up and equips a multimedia room for residents of the Claudio Migneco orphanage

## IMPROVING THE MANAGEMENT AND MONITORING OF ACTIONS: THE NEW SPONSORSHIP PLATFORM

In 2024, a major change in AGL's philanthropy activity was the launch of a new dedicated platform. This platform aims to make it possible to identify in a detailed manner the requests for support for projects received by the company.

This tool aims to simplify internal validation processes, participates in improving the monitoring of projects and in measuring their impacts on communities. It also offers increased visibility on the initiatives.

In connection with the launch of this new platform, an updated version of AGL's sponsorship programme, accompanied by a practical guide for the optimal use of this platform, was distributed to the teams.





AGL Guinea inaugurates the Danouwely Kol-Kol Madeleine primary school in Mamou, in partnership with the NGO Guinée Éducation Bénévolat

**Joining forces for education**

On 1<sup>st</sup> November, the Danouwely Kol-Kol Madeleine primary school in Mamou was inaugurated. This project, funded by AGL Guinea, was carried out in partnership with the education-focused NGO Guinée Éducation Bénévolat. With 8 classrooms, a multi-purpose hall and lavatories, the school can accommodate 324 pupils. Around fifty of them, from low-income families, benefit from having their fees waived and from free school meals, thereby guaranteeing them an environment conducive to learning and equal opportunities.



AGL Kenya blood donation campaign

**Promoting health in the territories**

AGL carries out numerous projects aimed at improving access to high-quality health and care services in remote areas, such as in the municipality of Bogo, in Maroua, in the extreme north of Cameroon. Within this territory, people with chronic diseases or injured in armed conflict are treated by the district hospital. **AGL Cameroon** has donated medical equipment, medicines and essential hygiene equipment, enabling healthcare staff to better meet the needs of patients.

**AGL Kenya**, in collaboration with the Kenya Tissue and Transplant Authority (KTTA), organised a very successful blood donation campaign at its sites in Nairobi and Mombasa. This initiative has replenished the reserves of the Kenyan blood bank and demonstrates the company's commitment to the well-being of the community.



1,000 students received subscriptions to the Youscribe digital library thanks to AGL Burkina Faso

**Promoting access to educational content**

Through its **Congo Terminal** subsidiary, AGL has deployed a network of libraries to facilitate access to reading and quality books. This initiative aims to encourage children to read, stimulate their curiosity and strengthen their learning capacities. It is based on the commitment of local stakeholders, who run these spaces with enthusiasm and ensure that they offer content that is current, relevant and attractive to young people.



Discover this project through the TV5 Monde report (French version only)

AGL also offered subscriptions to the Youscribe digital library to 1,000 students from 3 public and private universities in Burkina Faso (via **AGL Burkina Faso**), to 1,500 students from 12 schools and structures in Ouagadougou, Koudougou and Bobo Dioulasso (via Sitarail) and to 500 students from the École supérieure de commerce et d'industrie du Congo (via AGL Congo).

**Supporting professional integration**

For several years now, **Congo Terminal** has supported the Samu Social de Pointe-Noire through financial donations and concrete actions, such as the training and recruitment of young people from the association. Today, two of them have been recruited by the AGL subsidiary as welders and electricians, moving from living in the street to having a stable situation and opening up prospects for the future.



Listen to their stories (French version only)



Congo Terminal supports Samu Social, which offers young people the opportunity to acquire skills that will promote their social reintegration



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# At the heart of Africa's transformations



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