

SUSTAINABILITY report

2024





Editorial

The past year was a decisive turning point in Brittany Ferries' environmental journey. Two new hybrid vessels powered by LNG and electricity joined the fleet. They are first hybrids on the English Channel and are a major technological advance that shows real will to decarbonising our maritime operations. It is a choice for the future that reflects a determination to tackle the climate emergency.

Of course, this goal is supported by the daily commitment of men and women who work for our company. Thanks to their expertise, creativity and sense of responsibility, we are building our position on the freight and passenger markets, while paving the way towards more sustainable and resilient growth.

In addition to our mission, Brittany Ferries plays an essential consequential role in driving tourism and boosting the economies of the regions we serve. In France, the UK, Ireland and Spain, we facilitate trade, boost local economies and bring people closer together.

We are acutely aware that people, planet and prosperity are closely linked. That's why we have made corporate social responsibility the cornerstone of our strategy. True to our maritime roots, we will continue to sail with ambition, high standards and determination towards a cleaner, more socially responsible future.

Christophe Mathieu, CEO Brittany Ferries

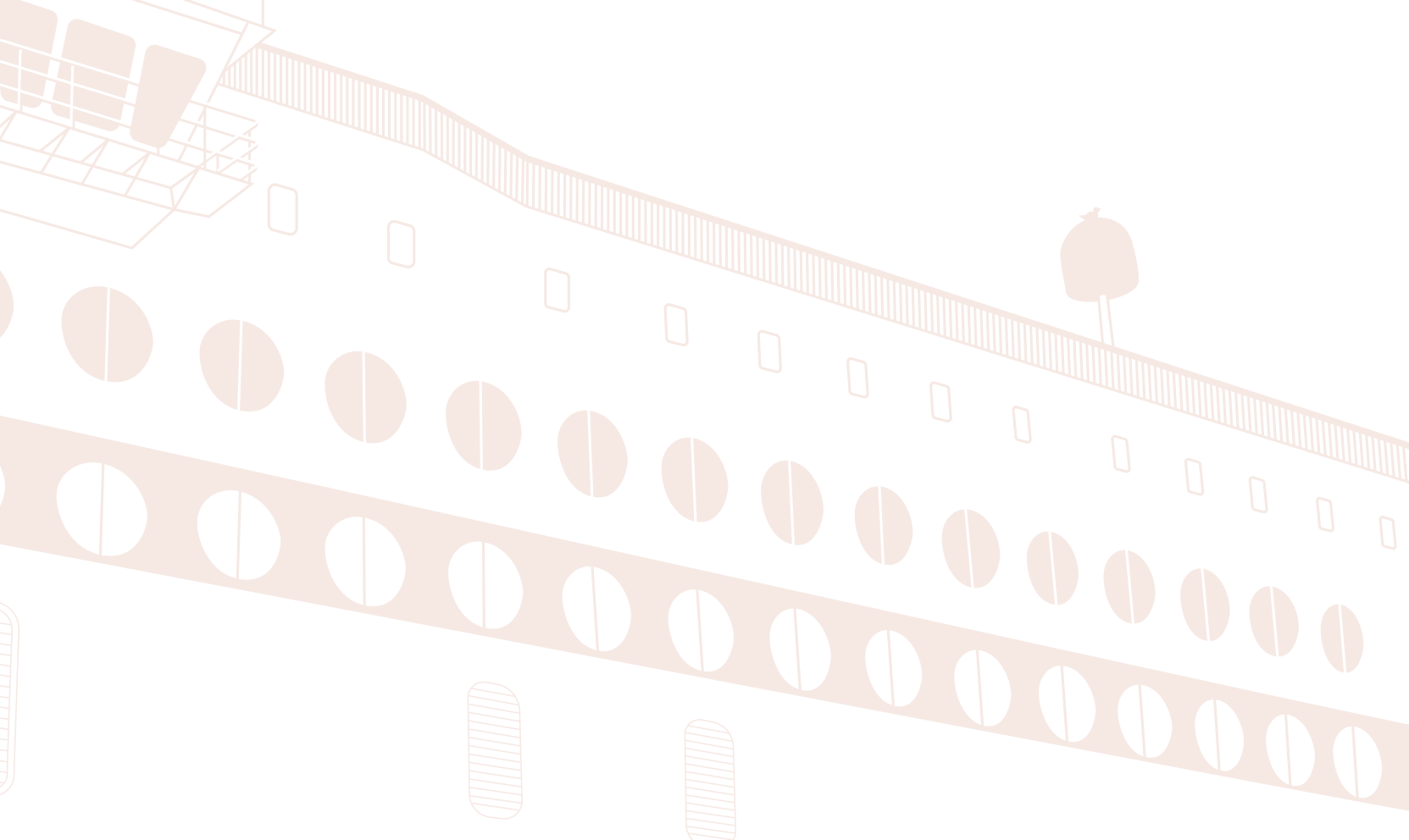
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Values and ambitions

Presentation of the business model



12
ports

4
countries

A company born of, and still owned by, Breton farmers

Alexis Gourvennec was a Breton farmer with an iron will. Determined to bring forth the potential of an impoverished region, he rallied his fellow farmers and politicians around four projects: the development of road infrastructure, the improvement of telecommunication links, the construction of a university in Brest and the creation of a deep-water port in Roscoff, to transport Brittany's vegetable production to the UK by sea.

He was convinced that once the port was ready, shipping companies would seize the commercial opportunity offered by the entry of Great Britain into the European Economic Community.

But his vision was not shared. Existing ferry companies rejected the call. So Alexis made a decision: if shipping companies were not prepared to act, the farmers would do it themselves.

Thus was created B.A.I. [Bretagne - England - Ireland]. On 2 January 1973, Kerisnel set sail from Roscoff destined for Plymouth. On board were seven lorries carrying cauliflowers, cognac and other goods. The freight business was born. Passenger requests soon followed. "When can we travel too?"

So the passenger launched the following year, and Brittany Ferries was registered as a brand.

A link for sustainable economic development

Founded more than 50 years ago, Brittany Ferries has grown into an economic powerhouse.

It's a major European player in maritime transport and tourism. The company plays an important role in boosting the economies of the regions it serves.

With a fleet of 12 ships, France's largest employer of sailors is now leader on the so-called Atlantic Arc.

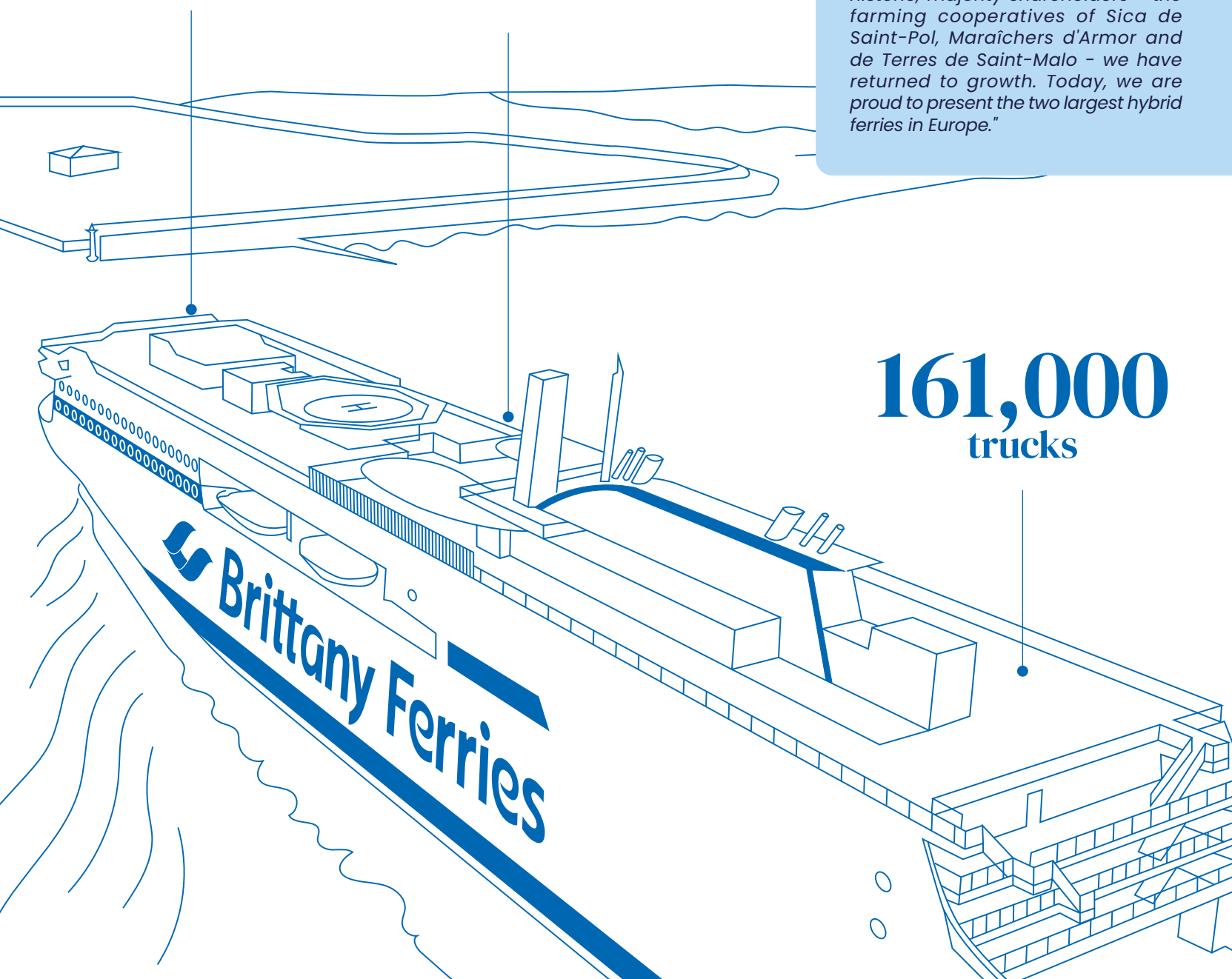


At the helm since 2007, **Jean-Marc Roué, Brittany Ferries president**, embodies the same visionary spirit as Alexis. He has continued to develop routes for the company:

"More than ever, Brittany Ferries is showing its resilience after the terrible impact of Covid and Brexit. New private shareholders illustrate confidence in our economic and social model, anchored firmly in our regional roots. With the unwavering support of our historic, majority shareholders - the farming cooperatives of Sica de Saint-Pol, Maraîchers d'Armor and de Terres de Saint-Malo - we have returned to growth. Today, we are proud to present the two largest hybrid ferries in Europe."

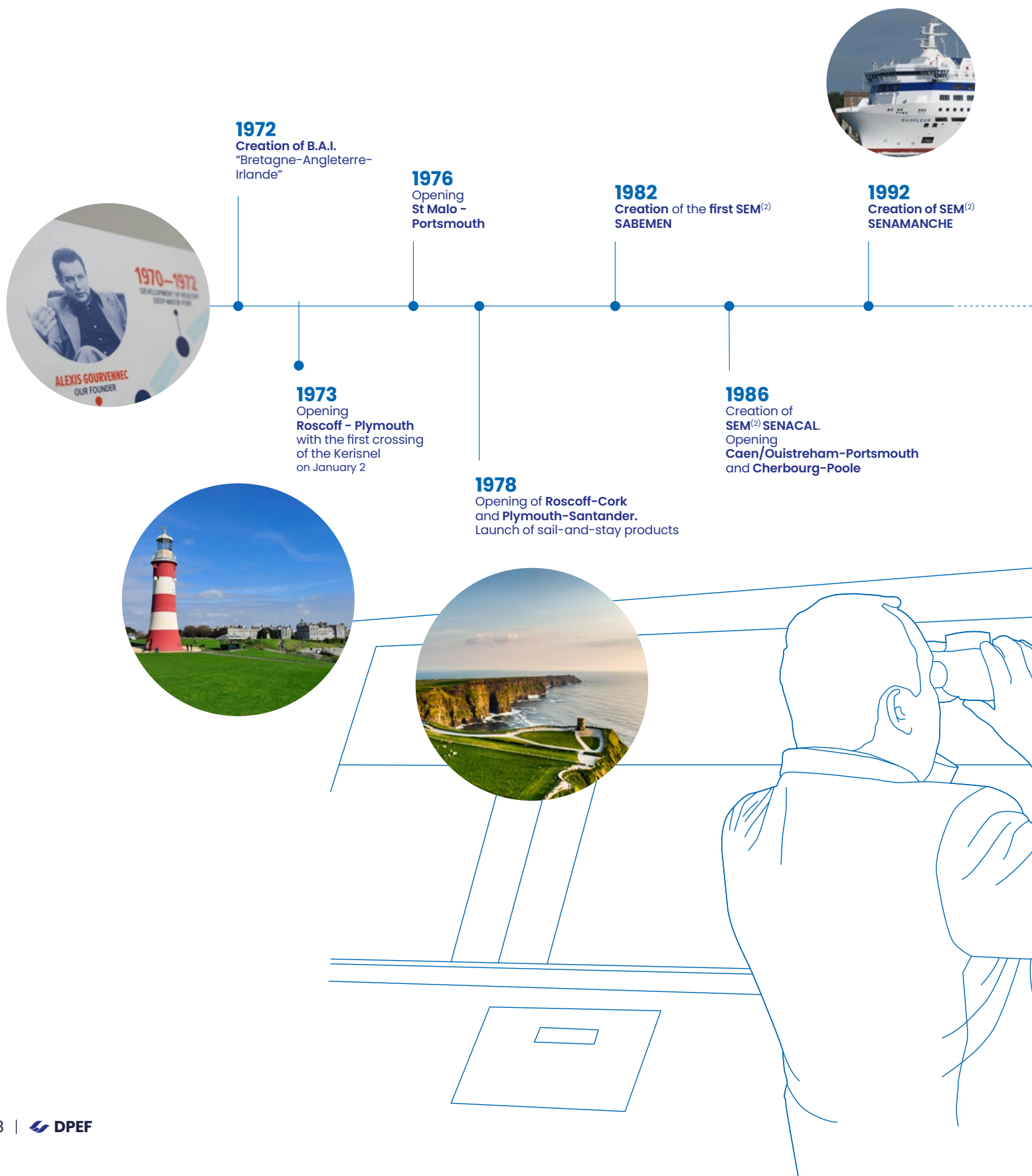
12
ships

2,100,000
passengers per year



161,000
trucks

From yesterday to today





2011
Opening
Portsmouth – Bilbao

2015
Creation of the
zone ECA Manche.
Upgrading of fleet
to environmental
standards.

2020
Delivery of **Galicja**.
Santander – Cork
becomes **Bilbao – Rosslare**

2022
Delivery of
Santoña
(LNG propulsion⁽¹⁾)



2007
Jean-Marc Roué named
Chairman of the Supervisory
Board.
He succeeds founding Chairman
Alexis Gourvennec

2013
Opening
Le Havre –
Portsmouth

2018
Opening
Cork – Santander
and order
for 3 vessels
including 2 LNG⁽¹⁾

2024
Majority control of Condor Ferries.
Delivery of **Saint-Malo**
and **Guillaume de Normandie**
(LNG-electric hybrid propulsion)

2021
Delivery of **Salamanca**
(LNG propulsion⁽¹⁾).
Opening **Cherbourg – Rosslare**



(1) LNG: Liquefied Natural Gas.
(2) SEM: Semi-Public Company.

Vision and management strategy



The four strategic pillars of Brittany Ferries

Presentation of the business model

**DEFENDING
THE FRENCH FLAG**

**MAINTAINING
LOCAL
SHAREHOLDERS**

**PROGRESSING
ENERGY
TRANSITION**

**DRIVING
PROFITABILITY**

Defending the French flag and its social model

Defending the French flag and French seafarers is Brittany Ferries' DNA. The company is unwavering in this commitment, supported by farmer-shareholders.

The entire Brittany Ferries fleet is registered under the French flag. The company is also the leading employer of French seafarers.

New shareholders

Eight new Breton companies have taken a stake in Brittany Ferries in 2024 (LOUIS LE DUFF, SOCIÉTÉ FINANCIÈRE DE LA LOIRE, ALAIN GLON HOLDING, IDEA FUTUR, HELEA, PATRI, TM PARTICIPATIONS and FOR INVEST) This strengthens the regional roots of its shareholders, alongside Breton cooperatives and, of course, the Breton farming community – whose members retain majority shareholding.

A strategy to serve the Atlantic Arc regions

Deploying routes to serve the Atlantic Arc, Brittany Ferries has contributed to the economic and tourist development of the Atlantic Arc regions since its birth. The complementary nature of ships in its fleet enables it to adapt to economic circumstances, developing and strengthening its network of maritime routes.

It has established a stable and long-term presence in the 12 ports it serves, connecting France, the United Kingdom, Ireland and Spain.

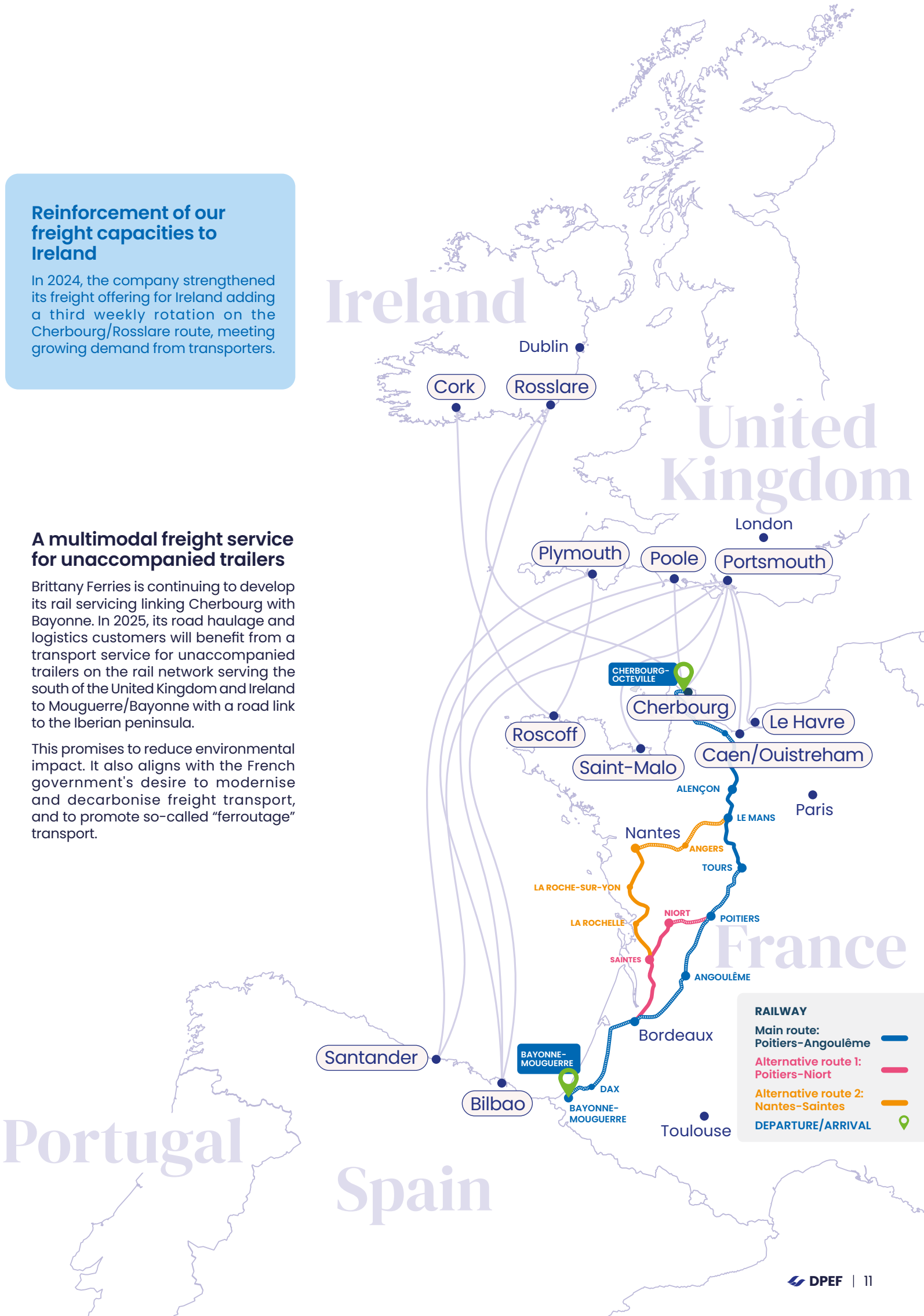
Reinforcement of our freight capacities to Ireland

In 2024, the company strengthened its freight offering for Ireland adding a third weekly rotation on the Cherbourg/Rosslare route, meeting growing demand from transporters.

A multimodal freight service for unaccompanied trailers

Brittany Ferries is continuing to develop its rail servicing linking Cherbourg with Bayonne. In 2025, its road haulage and logistics customers will benefit from a transport service for unaccompanied trailers on the rail network serving the south of the United Kingdom and Ireland to Mouguerre/Bayonne with a road link to the Iberian peninsula.

This promises to reduce environmental impact. It also aligns with the French government's desire to modernise and decarbonise freight transport, and to promote so-called "ferroriage" transport.



An even greener fleet in 2025

Brittany Ferries is pursuing its goal of transition to a more sustainable business model.

Presentation of the business model

The company has taken delivery of two new ships, Saint- Malo and Guillaume de Normandie. Chartered from Swedish Group Stena for a period of ten years with a purchase option.

These vessels are equipped with a high-performance and innovative hybrid propulsion system. It combines energy production and electric and thermal propulsion. The hybrid system, complemented by the gradual electrification of ports served by the company, will ultimately bring a significant reduction in, greenhouse gas emissions and local air quality pollutants like soot.

Portsmouth will be the first to complete the shore power connection.

In 2025, Saint-Malo and Guillaume de Normandie will be the first ferries operating on the English Channel with a hybrid propulsion system using liquefied natural gas and electric batteries.



Saint-Malo

will run the Portsmouth St Malo route replacing Bretagne the oldest ship in the fleet.



Guillaume de Normandie

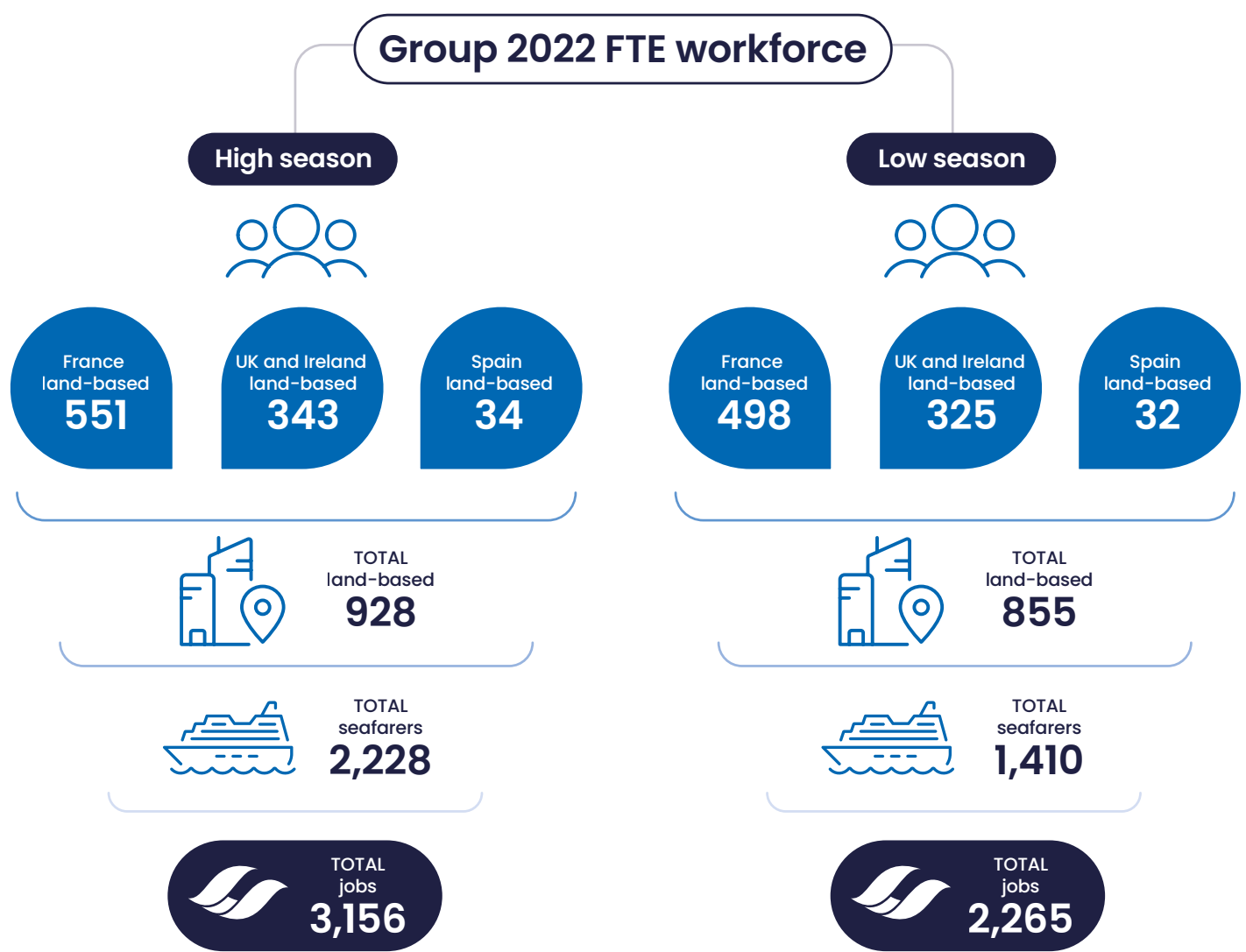
replaces Normandie on the Caen-Ouistreham/Portsmouth route from 18 April 2025.

Green energy for the future and a opportunity knocks for our regions.

The new hybrids are designed to run on more sustainable marine fuels in future, such as liquefied biomethane, a biofuel derived from waste from the food processing industry and agriculture in particular. This could offer new prospects for economic development in our home regions like Brittany in France.

1- Our people

3,156
men & women
including 2,228 sailors
in high season
Group employees August 2024



2,707
colleagues
of which 1,818 sailors
Average staff size, Full-time equivalent (FTE)

Our fleet

From economic benefits to the development of maritime links on the Atlantic Arc, our fleet is a real asset in the service of regional development



Armorique

Roscoff – Plymouth / Roscoff – Cork

1,500 passengers,
473 cars
or 55 lorries, 247 cabins, 786 berths, 337 reclining seats,
restaurant area, bar, tea room, shops, 2 cinemas, video
games area, children's playroom, reading room, Wi-Fi.

Built in 2009. L 168 m – w 26.80 m – 29,468 GT

Speed 24 knots.



Barfleur

Cherbourg – Poole

1,212 passengers,
547 cars or 75 lorries, 59 cabins, 233 berths, 315 reclining
seats, restaurant area, bar, shop, video games area, Wi-Fi.

Built in 1992. L 158 m – w 24 m – 20,133 GT

Speed 19.5 knots.



Clipper

Cherbourg – Rosslare / Portsmouth – Le Havre

300 passengers,
120 cars, 39 cabins, reserved seats, food court, bar,
children's playroom, Wi-Fi.

Built in 1999. L 129 m – W 23 m – 13,456 GT

Speed 18,8 knots.



Cotentin

Cherbourg – Rosslare

120 freight units,
120 cabins, restaurant area, bar, shop, video games area,
Wi-Fi.

Built in 2007. L 165 m – w 26.8 m – 25,000 GT

Speed 24.5 knots.



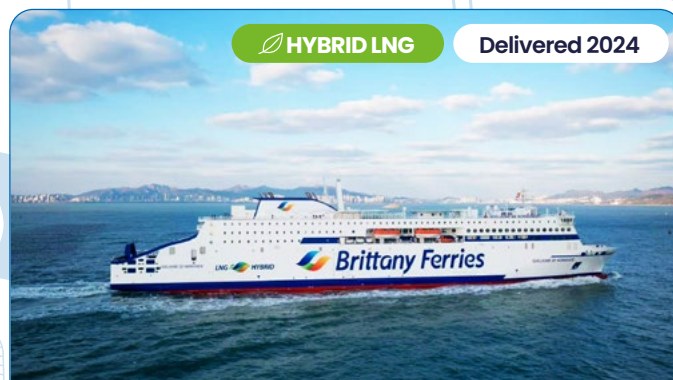
Galicia

Cherbourg - Portsmouth / Portsmouth - Bilbao

1,015 passengers,
139 lorries, 343 cabins, 1,318 berths, 43 reclining seats,
restaurant area, tapas bar, bars, shop, children's playground.

Built in 2019. L 214.5 m - w 28 m - 41,671 GT

Speed 22 knots.



Guillaume de Normandie

Caen / Ouistreham - Portsmouth

1,300 passengers,
476 cars, 222 cabins, 78 couchettes plus, food court, bar,
gift shops, cinema, video games area, children's playground,
Wi-Fi.

Built in 2023. L 194 m - W 28 m - 36,668 GT

Speed 23 knots.



Mont St Michel

Caen / Ouistreham - Portsmouth

2,120 passengers,
830 cars or 125 lorries, 224 cabins, 812 berths, 410 reclining
seats, à la carte restaurant, self-service restaurant, tea
room, bars, shops, 2 cinemas, video games area, children's
playroom, Wi-Fi.

Built in 2002. L 173 m - w 28.5 m - 35,891 GT

Speed 21 knots.



Pélican

Poole - Bilbao

115 freight units,
restaurant area, Wi-Fi.

Built in 1999. L 155.5 m - w 22.7 m - 12,076 GT

Speed 15 - 19 knots.



Pont-Aven

Roscoff – Cork / Roscoff – Plymouth – Santander

2,416 passengers, 650 cars or 77 lorries, 650 cabins, 2,012 berths, 47 reclining seats, à la carte restaurant, self-service restaurant, tea room, bars, shop, 2 cinemas, video games area, children's playroom, indoor pool.

Built in 2004. L 185 m – w 31 m – 40,859 GT

Speed 27 knots.



Saint-Malo

Portsmouth – St Malo

1,290 passengers, 270 cars and 60 lorries, 387 cabins, 1,399 beds, food court, bar, gift shops, cinema, video games area, children's playroom, Wi-Fi.

Built in 2023. L 194.70m – W 27.80m – 36,721 GT

Speed 23 knots.



Salamanca

Cherbourg – Rosslare / Rosslare – Bilbao

1,015 passengers, 189 lorries, 341 cabins, 1,225 berths, 43 reclining seats, restaurant area, tapas bar, bar, shop, children's playroom.

Built in 2021. L 214.5 m – w 28 m – 41,716 GT

Speed 23 knots.



Santoña

Cherbourg – Portsmouth / Portsmouth – Santander

1,015 passengers, 189 lorries, 341 cabins, 1,225 berths, 43 reclining seats, restaurant area, tapas bar, bar, shop, children's playroom.

Built in 2021. L 214.5 m – w 28 m – 41,716 GT

Speed 23 knots.

Chartered to Condor



Normandie Express

843 passengers,
280 cars, 900 seats, bar, shop, tea room.

Built in 2000. L 98 m - w 26 m - 6,581 GT

Speed 42 knots.

Fleet Departure: 2025



Bretagne

St Malo - Portsmouth

1,940 passengers,
554 cars or 40 lorries, 362 cabins, 1,168 berths, 319 reclining
seats, à la carte restaurant, self-service restaurant, tea
room, bars, shops, 2 cinemas, video games area, children's
playroom, Wi-Fi.

Built in 1989. L 151 m - w 26 m - 24,534 GT

Speed 21 knots.

Fleet Departure: 2025



Normandie

Caen / Ouistreham - Portsmouth

2,123 passengers,
648 cars or 85 lorries,
217 cabins, 774 berths, 322 reclining seats, à la carte
restaurant, self-service restaurant, tea room, bars, shops, 2
cinemas, video games area, children's playroom, Wi-Fi.

Built in 1992. L 161 m - w 26 m - 27,541 GT

Speed 20,5 knots.

2- Our activity

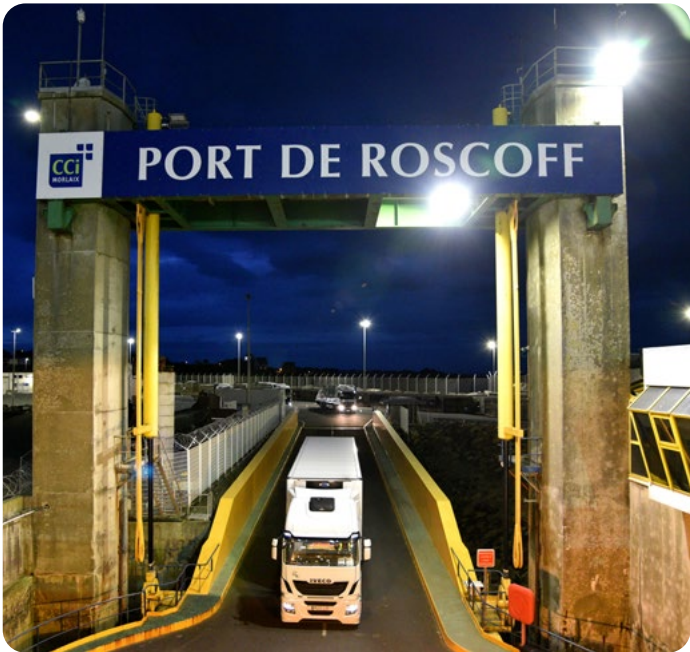
Brittany Ferries Group activities

Presentation of the business model



Maritime passenger transport

Passengers and pets
Individual vehicles



Sea transport freight

Unaccompanied trucks
and trailers

Tour operating

Sail-and-stay vacations, accommodations, tours



Dock handling

Roscoff, Ouistreham, Portsmouth



Retail

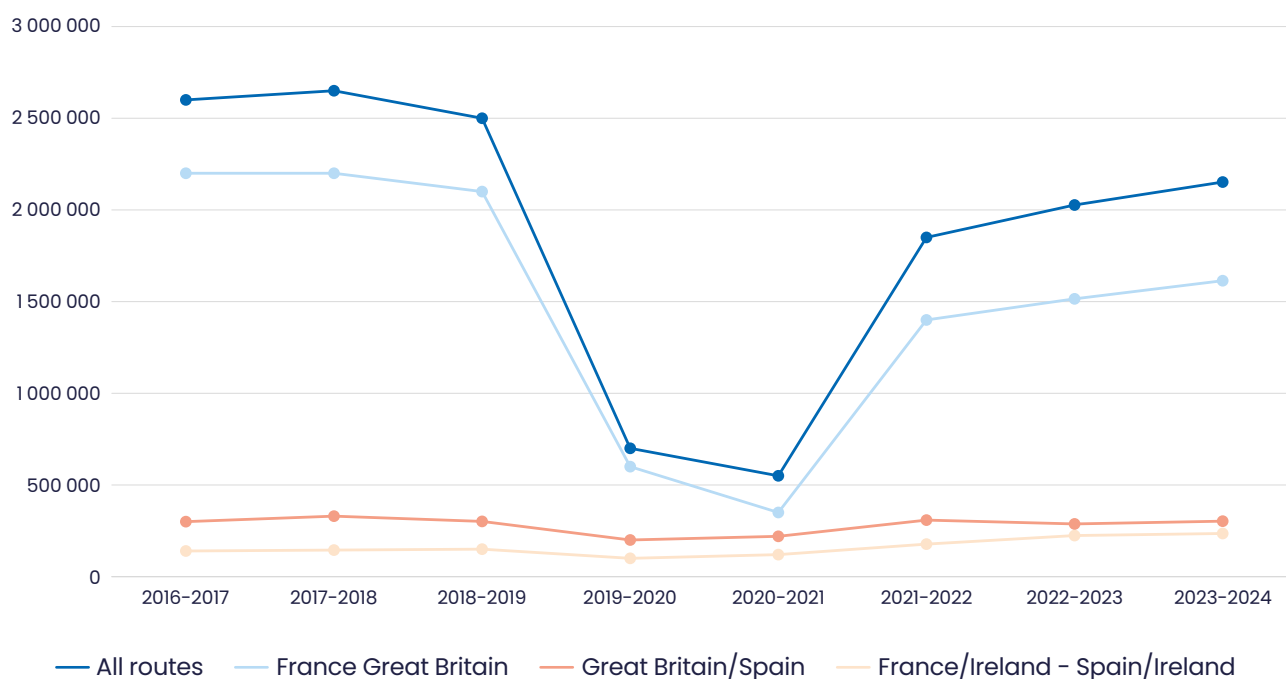
On-board restaurant, bar, stores

Passenger traffic trends 2016/2024

In 2024, Brittany Ferries increased passenger volumes (all passenger volumes) by 6% and freight volumes by 4%.

This was the second consecutive year of growth (+10% in 2023 compared with 2022), confirming the company's return to growth and renewed confidence in the future.

Presentation of the business model



Passenger traffic by route

PASSENGERS (Fare-paying passengers + babies + Drivers)	2022-2023	2023-2024	%
Roscoff - Plymouth	224,469	262,915	17 %
St-Malo - Portsmouth (Plymouth/Poole)	299,714	293,931	-2 %
Cherbourg - Poole (Plymouth)	156,783	162,970	4 %
Cherbourg - Portsmouth	59,108	53,881	-9 %
Caen - Portsmouth	746,122	811,565	9 %
Le Havre - Portsmouth	28,898	28,701	-1 %
Channel	1,515,094	1,613,963	7 %
Ireland France	157,637	163,865	4 %
Ireland Spain	66,553	71,604	8 %
Great Britain - Espagne	287,592	302,615	5 %
TOTAL all routes	2,026,876	2,152,047	6 %

Passenger car traffic

PASSENGER VEHICLES (All motorised vehicles and towed)	2022-2023	2023-2024	%
Roscoff – Plymouth	79,186	94,251	19 %
St-Malo – Portsmouth (Plymouth/Poole)	109,621	105,364	-4 %
Cherbourg – Poole (Plymouth)	57,822	60,594	5 %
Cherbourg – Portsmouth	22,171	22,322	1 %
Caen – Portsmouth	243,971	271,264	11 %
Le Havre – Portsmouth	11,247	10,995	-2 %
Channel	524,018	564,790	8 %
Ireland France	48,036	50,973	6 %
Ireland Spain	26,751	29,524	10 %
Great Britain – Espagne	135,570	144,518	7 %
TOTAL all routes	734,375	789,805	8 %

Brittany Ferries lauded by travellers
at the Travel British Awards 2024.
The quality of services on board and
ashore was praised.



BEST FERRY
OPERATOR
TO AND FROM
THE UK PORTS



BEST FERRY
COMPANY
TO WESTERN
EUROPE



BEST OPERATOR
FOR SHORT
SEA / MINI
CRUISE



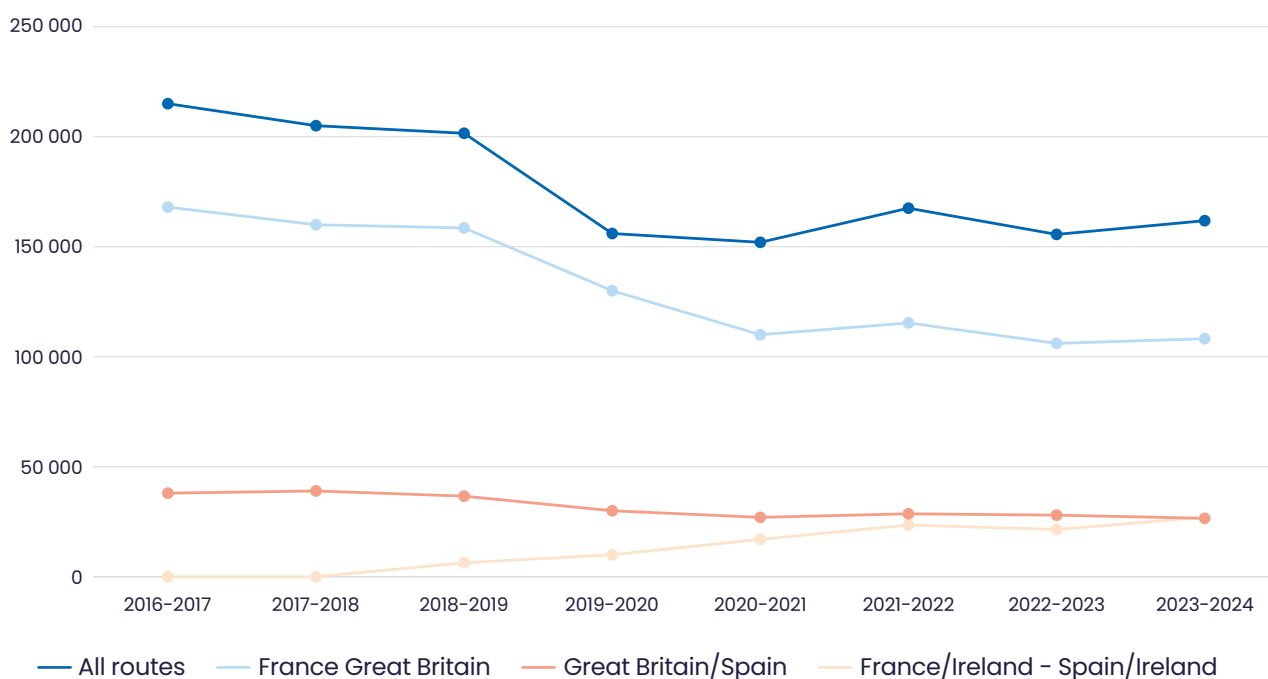
BEST TRAVEL
COMPANY FOR
FAMILY
HOLIDAYS



"The work we have done to
overcome the Covid crisis and
prepare for the future is bearing
fruit: customers are returning and
passenger satisfaction is rising;
freight figures are positive and we
are continuing our environmental
trajectory with the arrival of
cleaner, greener hybrid ships"

Christophe Mathieu,
CEO Brittany Ferries

Evolution of freight vehicle traffic 2016/2024



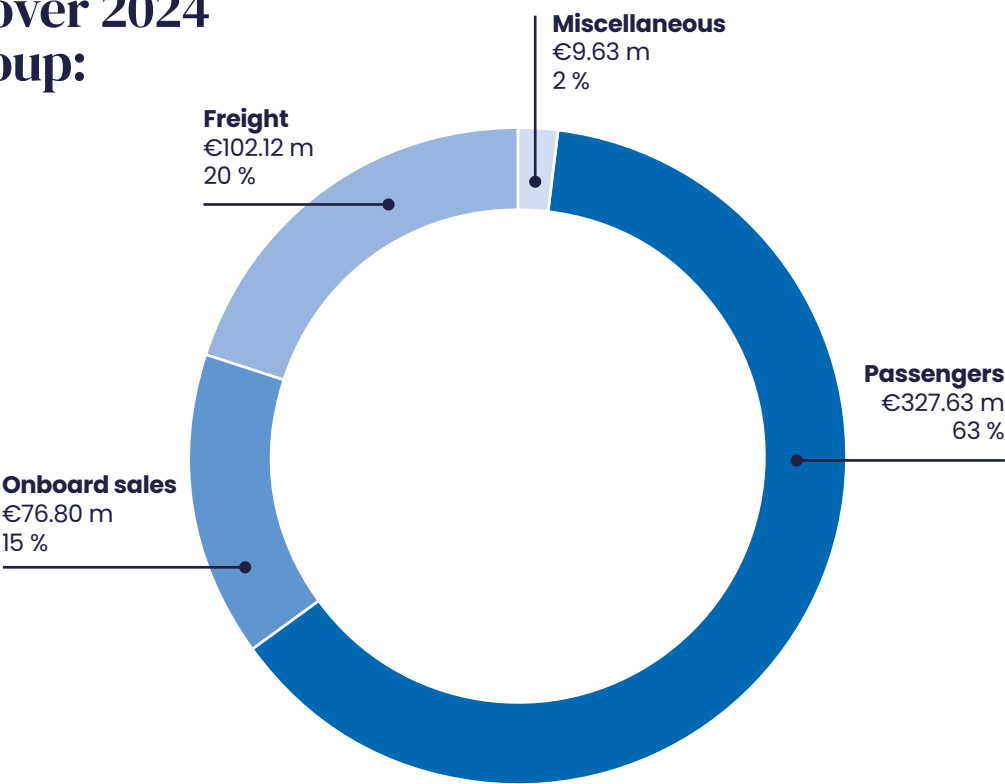
Freight vehicle traffic

FREIGHT VEHICLES	2022-2023	2023-2024	%
Roscoff - Plymouth	1,379	1,949	41 %
St-Malo - Portsmouth (Plymouth/Poole)	7,167	5,565	-22 %
Cherbourg - Poole (Plymouth)	4,975	5,170	4 %
Cherbourg - Portsmouth	2,162	2,642	22 %
Caen - Portsmouth	81,564	83,584	2 %
Le Havre - Portsmouth	8,827	9,288	5 %
Channel	106,073	108,198	2 %
Ireland France	7,667	13,337	74 %
Ireland Spain	13,848	13,722	-1 %
Great Britain - Espagne	28,003	26,569	-5 %
TOTAL all routes	155,592	161,826	4 %

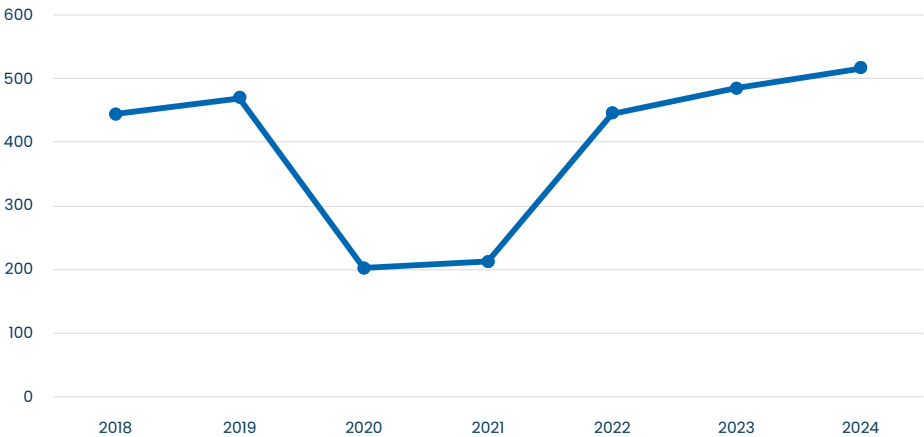
3- Key figures

Consolidated turnover 2024
brittany ferries group:

€516.2 m



Consolidated turnover trend (€m)



Consolidated sales
up by + 6.5%
compared with 2023

Group structure

Breakdown by participants

As of 31 October 2024

Presentation of the business model

**CONDOR
TOPCO LTD**

Equity interest: **51%**



Liberation,
Clipper,
Goodwill
Voyager
Islander

B.A.I. UK

Subsidiary: **99,99 %**

Portsmouth
Handling Services
Subsidiary: **100 %**

B.A.I. Ireland

Subsidiary: **100 %**

**Brittany Ferries
Santander**

Subsidiary: **100 %**

**Brittany Ferries
Bilbao**

Subsidiary: **100 %**

B.A.I.

Bretagne Angleterre Irlande

Capital

€26,1 m

**Roscoff
Manutention**

Subsidiary:
60 %

**Channel
Docks
Manutention**

Subsidiary:
94,17 %

**Société des
dockers
manutention
du calvados**

Subsidiary:
54,67 %

B.A.I. RAIL

Subsidiary:
100 %



SOMANOR

Capital **€124.5 m**

Brittany Ferries..... **24.65 %**

Senacal **48.55 %**

Senamanche..... **26.80 %**



Barfleur, Cotentin, Mont St Michel,
Normandie and Guillaume de Normandie

SENAMANCHE

Capital **€34.3 m**

Brittany Ferries..... **31.24 %**

Public authorities..... **68.76 %**

26.80 %

31.24 %

24.65 %

SENACAL

Capital **€52.4 m**

Brittany Ferries..... **36.00 %**

Public authorities..... **64.00 %**

48.55 %

36.00 %



Agricultural interests 73.21%

CMA CGM Participations 12.00%

Breton CCIs 10.52%

Miscellaneous 4.27%



Galicia ⁽¹⁾, Salamanca ⁽¹⁾, Santoña ⁽¹⁾, Normandie Express,
Pélican ⁽¹⁾ and Clipper ⁽¹⁾

SABEMEN

Capital **€83.4 m**

Brittany Ferries..... **34.02 %**

Public authorities..... **65.98 %**

34.02 %

75.02 %

24.98 %

SOMABRET

Capital **€124.1 m**

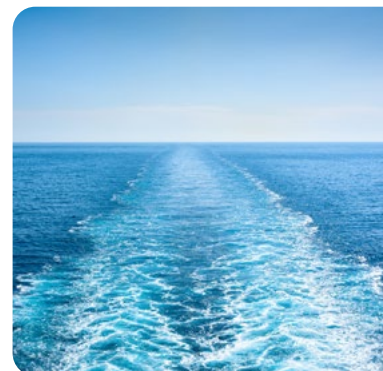
Brittany Ferries..... **24.98 %**

Sabemen **75.02 %**



Armorique, Bretagne, Pont-Aven and Saint-Malo

⁽¹⁾Chartering



Governance

Supervisory board



Jean-Marc ROUÉ
Chairman



Pierre BIHAN-POUDEC
Vice-Chairman

Executive board



Christophe MATHIEU
Chairman
Director of the Strategy and
Sales, Administration and
Finance Division



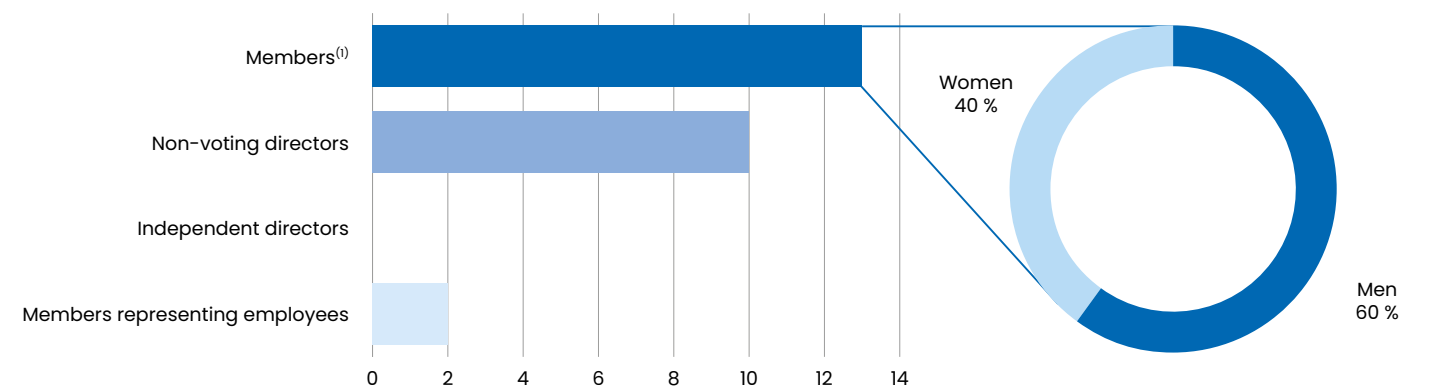
Corinne VINTNER
Member
Director of the Legal Affairs,
Human Resources and
Subsidiaries Division



Frédéric POUGET
Member
Director of the Shipping,
Maritime and Port
Operations Division

Membership, role and operation of the supervisory board

Membership at 31 October 2024



In accordance with regulations and with a view to ensuring a balanced composition, the Supervisory Board ensures that the proportion of women and men complies with the requirements of Articles L. 22-10-21 and L. 225-69-1 of the French Commercial Code.

Board membership is set out in an annex to the report.

Role and operation

The Supervisory Board steers management of the company. Through the Executive and meets as often as the company's interests require.

It is also involved in decisions relating to the company's major strategic projects and ensures that they are implemented by the Executive Board.

Membership, role and operation of the executive board

Members

The Executive Board currently comprises three members, chaired by Christophe Mathieu.

Role and operation

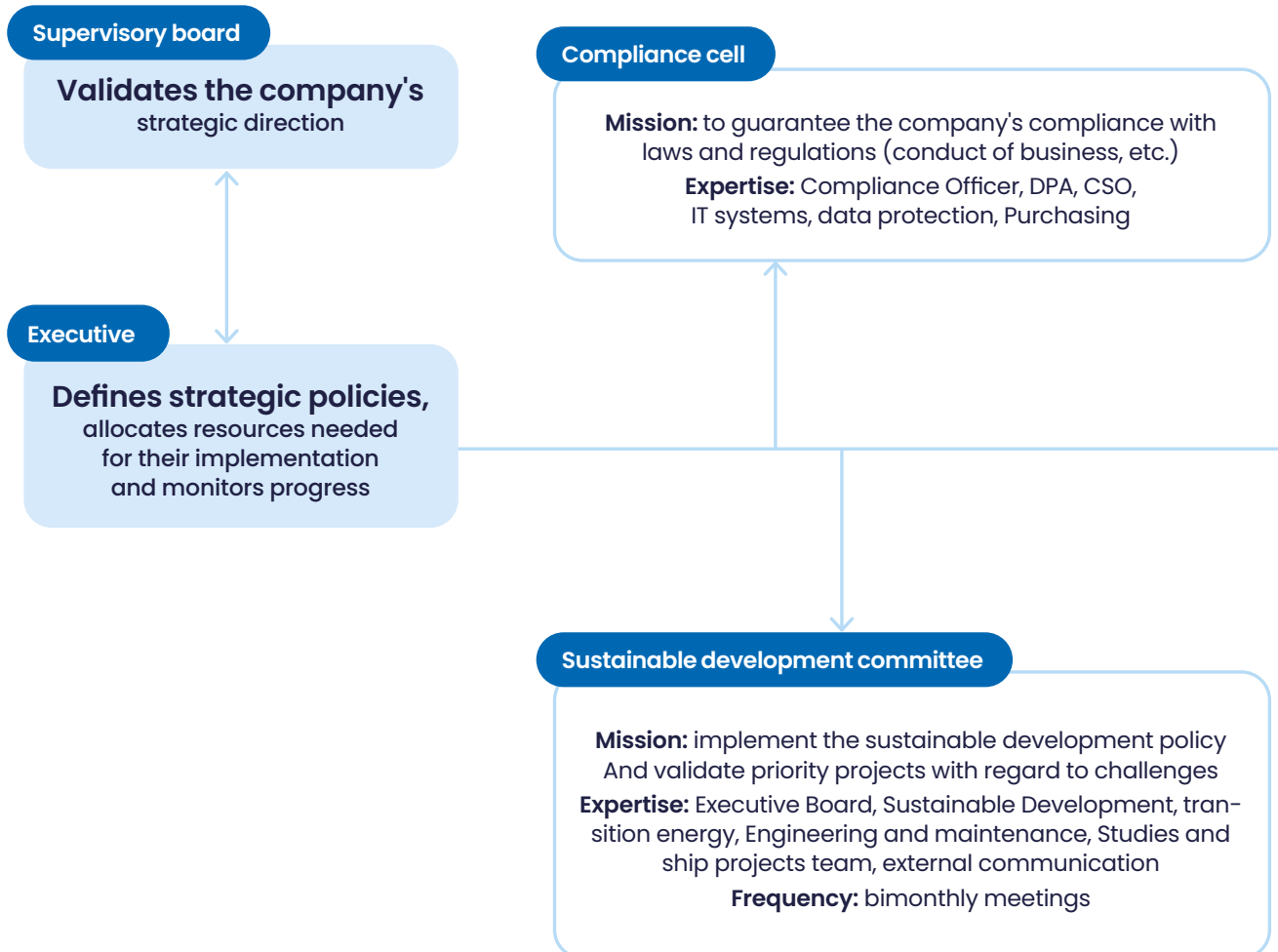
The Executive Board manages the company's business and represents it in dealings with stakeholders. It collectively defines the policies to be implemented with regard to sustainability challenges and ensures that they are applied via specific committees whose role is to implement the policies and monitor actions and results. They also hear any risks and opportunities during the lifetime of projects. This information enables the company to adapt strategic paths, internal policies and decisions.

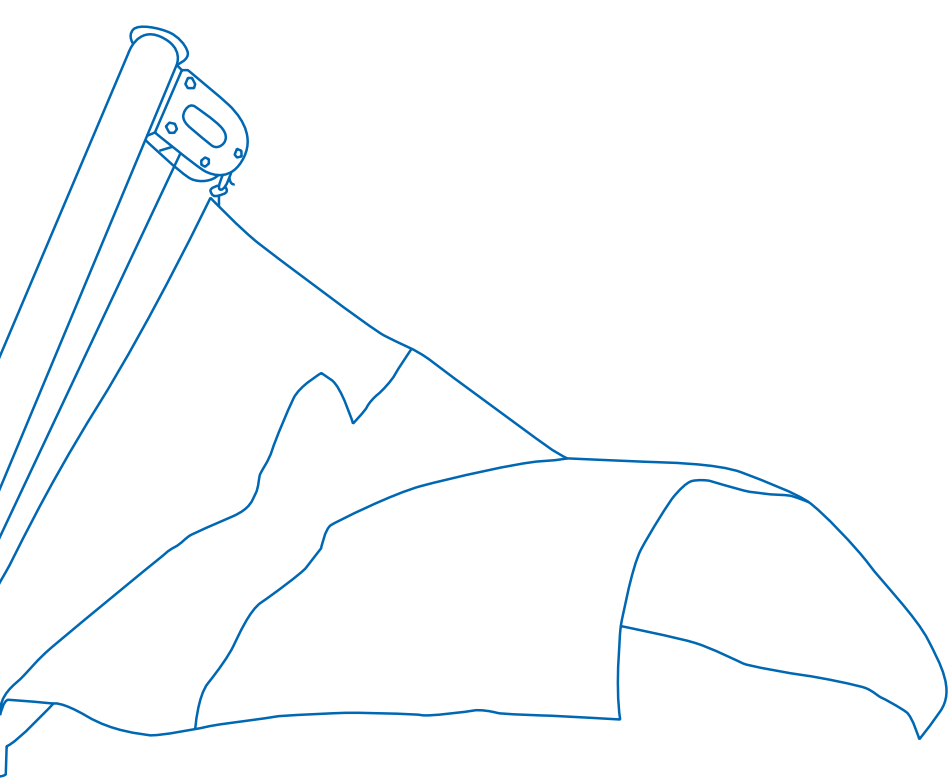
(1) Members representing employees are not included in the calculation of this percentage.

Governance structured to respond to sustainability challenges

This organisation guarantees effective governance and the integration of sustainability issues at all levels of the company.

Presentation of the business model





Health and Safety at work committee

Mission: implement risk prevention policy, define action plans and develop a culture of safety at work

Expertise: Executive Board, maritime and port operations, internal communication, Engineering and maintenance, Quality, Safety and Security, Human Resources

Frequency: bi-monthly meetings

Occupational Risk Prevention Committee

Mission: implement the safety and security policy and prevent environmental damage

Expertise: Executive Board, Quality, Safety and Security, Human Resources, Maritime and Port Operations

Frequency: quarterly meetings

Energy Transition Steering Committee

Mission: coordinate energy transition projects and optimise energy consumption patterns

Expertise: Executive Board, Sustainable Development, Energy Transition, Engineering and Maintenance, Finance, External Communication

Frequency: bi-monthly meetings

ISM Committee

Mission: reporting on sustainability issues in accordance with applicable regulations

Expertise: Executive Board, Legal, Sustainable Development Human Resources, Finance, External Communications, Sales

Frequency: bi-monthly meetings



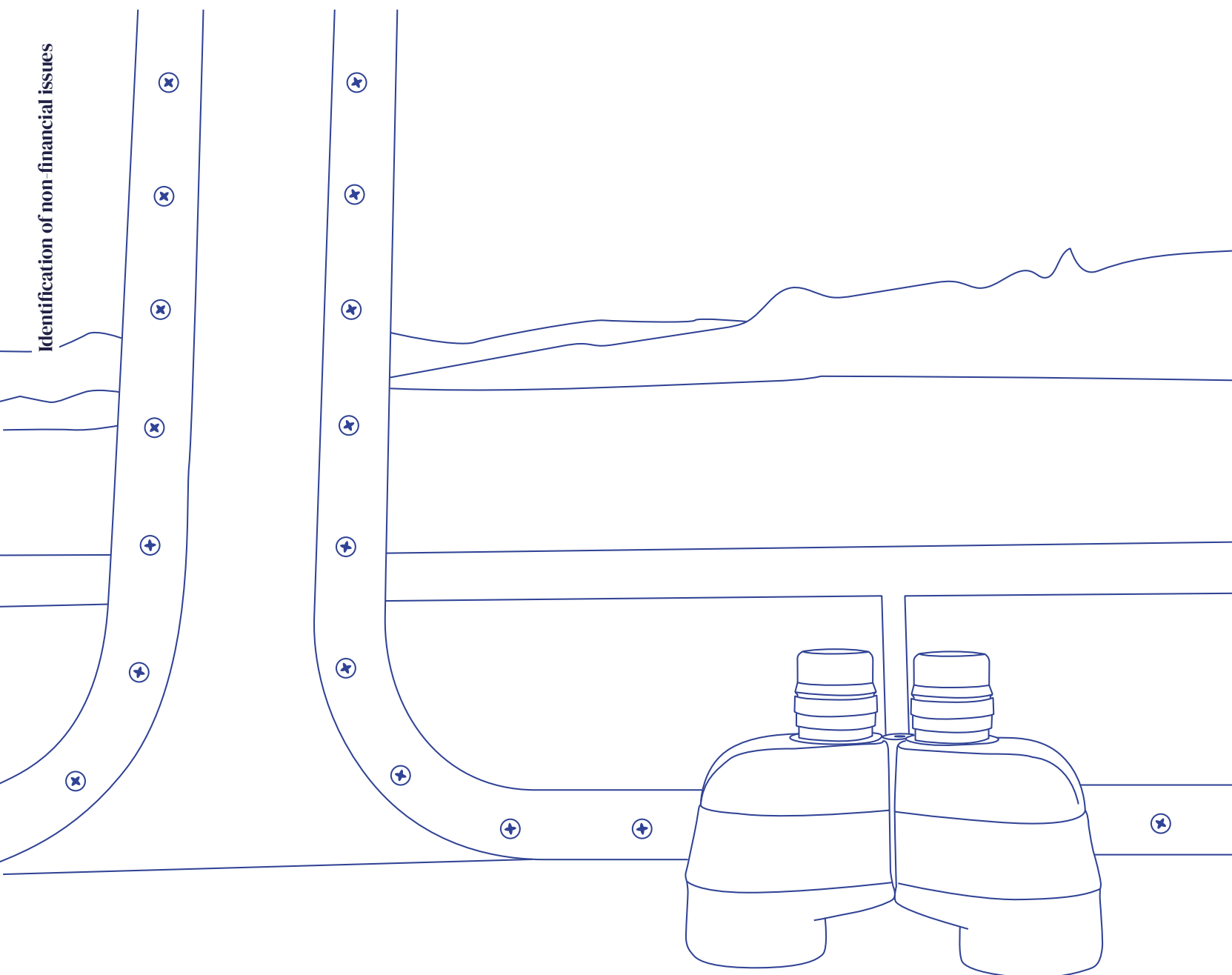
Non-financial challenges

Methodology for developing risk mapping	32
Key non-financial issues	34



RISK MAPPING METHODOLOGY

A risk map initiated by the Executive Board was drawn up at the end of 2020. Interviews were conducted with members of the Executive Committee. Risks were assessed and ranked using an evaluation matrix that takes into account the level of probability on the one hand, and the severity of the impact on the other.



Five levels of criticality can be identified by cross-referencing these levels:



The Brittany Ferries Group has identified 26 risks in relation to its activity.

		Severity				
		5	10	15	20	25
Incidence	Critical Impact 5		<ul style="list-style-type: none"> Health safety of operational activities Sanitary 			
		4	8	12	16	20
	Major Impact 4	* Control of ship repair maintenance costs	<ul style="list-style-type: none"> Safety and security of activities Atmospheric emissions Managerial relations Corruption Technical risk analysis 	<ul style="list-style-type: none"> Project governance Compliance with GDPR/PCI DSS regulations Protection of the company's confidential data 	<ul style="list-style-type: none"> New organisation to cope with the Covid pandemic Fleet renewal Brexit 	<ul style="list-style-type: none"> GHG emissions
		3	6	9	12	15
	Severe Impact 3	<ul style="list-style-type: none"> Initiatives impacting IS change 	<ul style="list-style-type: none"> Food shortages during health crisis 	<ul style="list-style-type: none"> Project management Talent management 	<ul style="list-style-type: none"> Disengagement of seasonal staff Risk measurement Personnel development 	
		2	4	6	8	10
	Significant Impact 2	<ul style="list-style-type: none"> Polluting atmospheric emissions 	<ul style="list-style-type: none"> Sustainable development Human risk due to technical stoppage 			
		1	2	3	4	5
	Minor Impact 1	<ul style="list-style-type: none"> Budget 				
		Very unlikely 1	Unlikely 2	Occasional 3	Likely 4	Almost certain 5
		PROBABILITY				
		< at 10 %	10-30 %	30-60 %	60-90 %	> 90 %

Criticality = Probability x severity

Non-financial challenges

Identification of non-financial issues

AT STAKE	COMMITMENT
SOCIAL	
Development of human resource skills	Assure the expertise of employees via training. The goals is to provide passenger and freight customers with a quality service, and ensure the safety of our customers and employees on board and at various sites on shore.
Health, safety and well-being of our employees and our customers	Prevent deterioration in working conditions within the group, which could lead to an increase in accidents and physical and mental injury; preventing health risks including for front line staff.
ENVIRONMENTAL	
Sustainable development	Preventing environmental and pollution risks
Eco-responsibility	Reducing the group's carbon and environmental footprint
Climate change	Reducing waste and optimising consumption of water and raw materials
SOCIETAL	
Development of the regions	Contributing to the economic development of the regions we serve.

The non-financial challenges and policies implemented are presented each year by the Executive Board to shareholders.

A sustainable development report is also available on the Brittany Ferries Group corporate website.

Stakeholders mapped

This year Brittany Ferries is mapping stakeholders for the first time. This new dimension in CSR will enable it to visualise its ecosystem, interactions and levels of influence.

In 2025, the company will also consult stakeholders to gather opinions and interests regarding sustainability issues.





Commitment to People

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Improving quality of life and working conditions.....	46



Brittany Ferries' social policy is based on principles of excellence, equal treatment of employees and constant investment in training

Excellence at the heart of the business

Operating in international markets, working between land and sea with cutting-edge industrial tools (in full compliance with safety standards and legislation) and evolving in harmony with new consumer trends and communication tools, the company anticipates customer needs by drawing on the know-how of experts in a wide range of professions.

Brittany Ferries' expertise is divided into four main business families:

Commitment to People



**Hotels
and catering staff**



Officers on board



**Commercial
and port staff**



**Staff
Support functions**

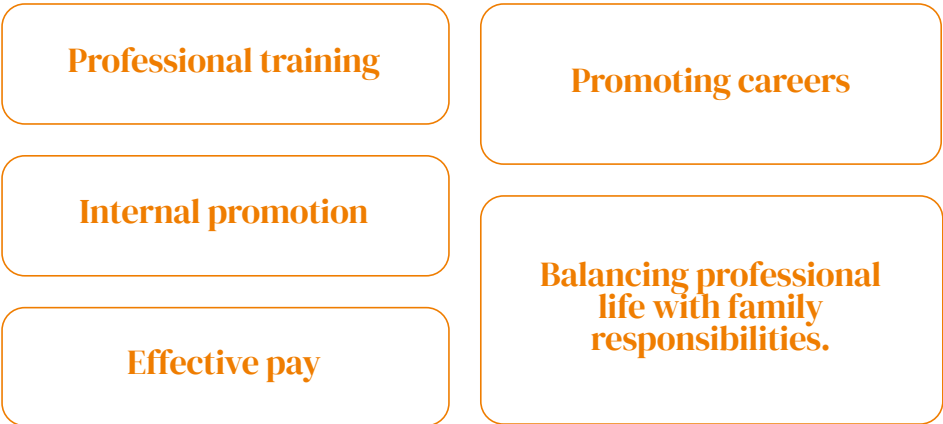
Equal treatment in the development of staff

Un accord Égalité professionnelle

In line with its commitment to professional equality (and aligned with legal guidelines) Brittany Ferries and trade union organisations agreed an amendment to the Professional Equality agreement.

This 2020 accord is based on the professional equality report submitted annually to partners and on discussions within the professional equality commission which meets every year.

Main areas of work under the agreement



The "Avenir Professionnel" law of September 2018 was a measure aimed at correcting pay inequalities between women and men.

It adds to the legal and regulatory provisions on equality, requiring companies with at least 50 employees to publish equality indicators for men and women and to remedy inequalities or face financial penalties. Methods of calculation, scale of indicators and the minimum number of points to be achieved are set out in the decree of 8 January 2019.

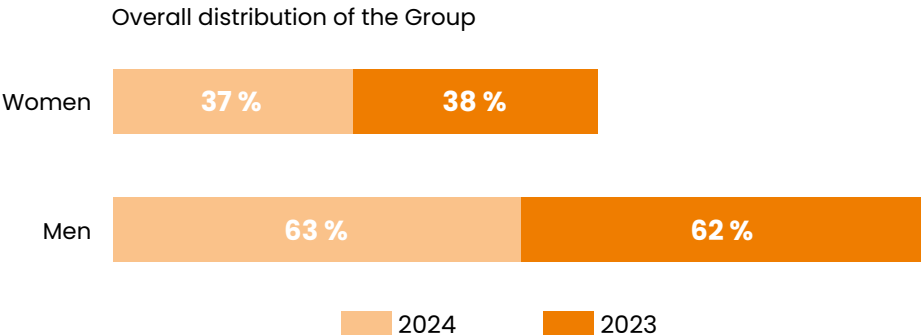
Professional Equality Index

Brittany Ferries achieved a Professional Equality Index score of 91/100 in 2024.

Distribution of colleagues by sex 2023/2024

The gender split differs depending on which area of company activity is under the spotlight.

Much of the difference in distribution however is linked to the lack of female candidates in vocational courses and Merchant Navy schools for jobs linked to shipping.



Training: Key to skills development

Developing individual and collective employee skills is essential to everyone's professional fulfilment. The training tool involves employees in overall performance for the company.

Among other things, training helps:

- consolidate theoretical and practical knowledge;
- adapt to new regulatory requirements⁽¹⁾ and/or changes in business lines;
- contribute to quality of life at work (QWL);
- retain skills and talent;
- assure service quality for our passengers.

(1) (Inter)national (France, United Kingdom, Ireland, Spain), European, maritime and STCW regulations.

Commitment to People

Major tenets of training policy - and 2024 results

2024 saw an upturn in training activities. All courses were structured around the company's developmental pillars, challenges and objectives, tailored to the constraints of life at sea (rostering for example) as well as relevant regulations. Training takes account of risks to be mitigated, safety of crew, passengers and equipment, and the need for staff to top-up their existing skills base on a regular basis.



1. Implementing a Group training plan

Every year, the Group Training Department works in close collaboration with the HR Business Partners (representing departments within their scope) to identify training needs. A training plan is then rolled-out with the aim of supporting employees in skills development. The budget is monitored and adapted to the company's objectives and essential needs.

Principal training spend

TRAINING	STAFF	NUMBER OF STAFF	HOURS PER APPRENTICE
Five year licence update	616	1 to 5	7 to 35
FOSEC (Training for duties on board a passenger ship)	399	2,5	17.5
FMS – Fleet Management System	49	2	14
Gas training (LNG)	86	3.5 à 5	28 on average
Managerial programme	187	2 to 4	14 to 28
PSC 1	204	1	7
Pilotage and manoeuvre simulation	24	1	7
Sales and customer experience	191	2	14

2. Ensuring safety, security and health on land and at sea

SAILORS

Safety at sea is top priority for the company. Within the framework of STCW regulations, five-yearly certification updates are fundamental to seafarer training. Training linked to new materials and hybrid vessels (high-voltage systems, liquefied natural gas for example), as well as training linked to the fight against addiction, all contribute to reducing the frequency of accidents at work. And their severity.

SHORE STAFF

Shore staff require health and safety training too of course, including fire extinguisher training, and risk prevention. Front-line port staff have received training on risk prevention during calls. An e-learning module was designed by our training team to meet the specific needs of those exposed to accident risks while travelling.

This involves knowledge of safety procedures in place at each terminal and the need for PPE. Staff are therefore immediately identifiable to all port terminal users and are able to be the focal point in the event of danger.



3. Developing professional skills

The company is committed to maintaining excellence at the heart of its operations to:

- Adapt to new working methods and changes in organisations and professions (sales and negotiation techniques, managing difficult situations, catering);
- Strengthen the integration of new recruits (standards), a key challenge in a highly competitive jobs market;
- Consolidate the acquisition of new customers while improving the customer experience. In 2024, more than a hundred British, French and Spanish employees from the sales and hotel departments took part in training courses in sales and negotiations. The training was given in the mother tongue of participants over 25 dates: It included sales fundamentals, up-selling, selling by colour (according to the profiles and functions of seafarers and shore-based staff).



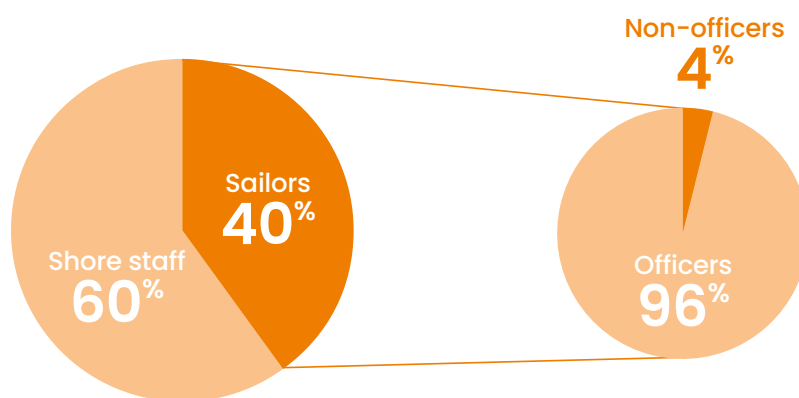
4. Managerial programme

Managerial skills are a priority for management training senior staff members. It is a vehicle to drive forward company culture and values taking account of geographical and cultural diversity within teams.

An objective based on core challenges:

- Disseminating the managerial values of audacity, authenticity, need to be demanding, team spirit
- Supporting organisational change and transformation;
- Ensuring that priorities are constantly aligned with internal resources while meeting the expectations of employees in terms of professional development and quality of life at work.

Managerial training split



Since 2023, 210 staff have benefited from the programme. Of these, 40% were seafarers, including 4% for sailors and 96% for officers. Between 2023 and 2026, this programme will enable 650 managers to receive training.

5. Deploying e-learning on board

In 2024, emphasis has been placed on making training courses more accessible to on-board personnel, given the increase in digitalisation of on-board facilities and the gradual deployment of e-learning. The design of distance learning training modules is ongoing, with a total of 27 projects including GDPR, cybersecurity, Artificial Intelligence, food hygiene and others). Brittany Ferries currently holds 1,200 licences, compared with 700 in 2023, which has enabled the company to increase the number of hours of e-learning training.

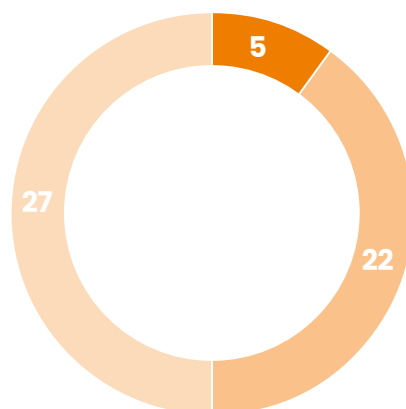
Number of training modules	71
Total training hours	3,124
Apprentices trained	3,039

6. Integrating students into the professional world

We strive to host students at the heart of the company, be they on work placements or vocational courses. This scheme enables students to experience the professional world and complete their training courses while making a real contribution to the company.

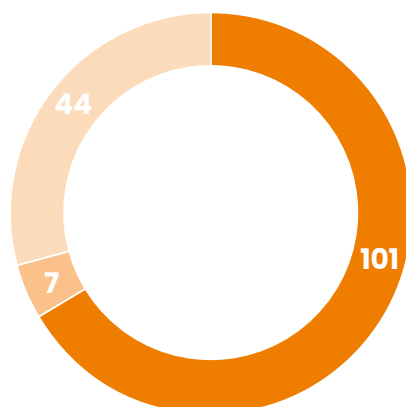


Student trainees (exercice 2023/2024)



- On board student trainees from maritime schools
- On board student trainees from hotel schools
- Student trainees at our shore sites

Work-study students (school year 2023/2024)



- Shore-based sandwich students on professional training contract
- Shore-based sandwich students on apprenticeships
- On board officer cadets on professional training contract

Training - key figures

Commitment to People

2023

post BREXIT et COVID

2,609

learners⁽¹⁾

2023 in person

4427

training days

31,579 h

internal, external
and in person

105

different

training courses

2024

3,398

learners⁽¹⁾

2024 in person

5731

training days

38,619 h

internal, external
and in person

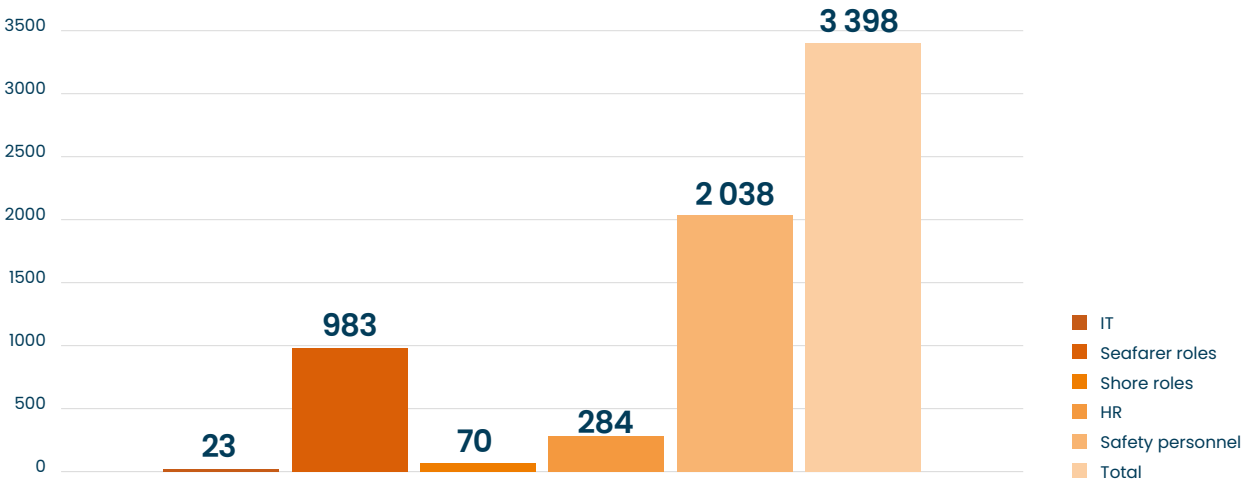
99

different

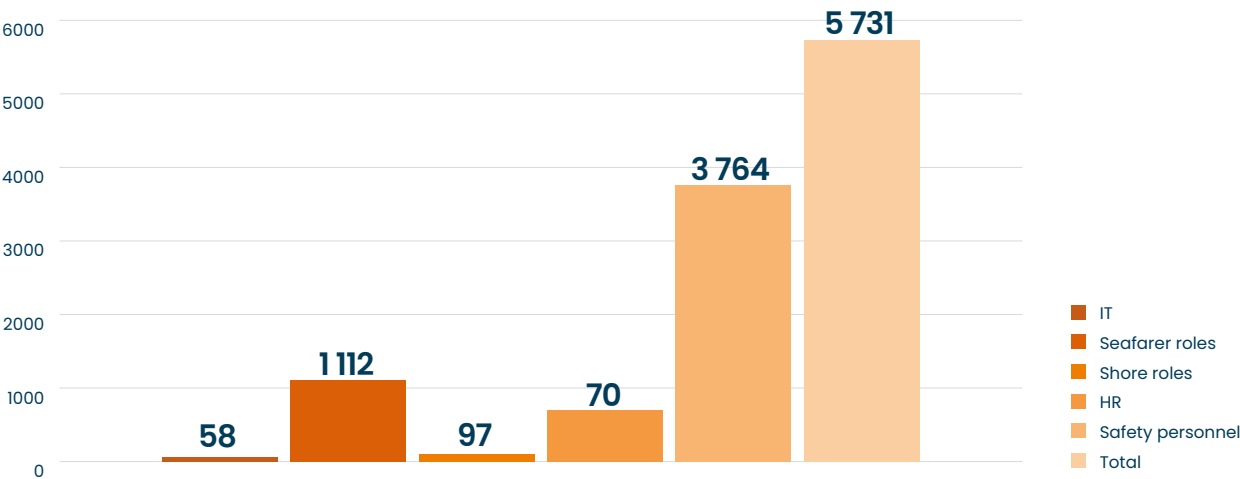
training courses

(1) An employee may take one or more training courses. An employee can receive training several times.

Staff member having benefited from training by area



Number of training days by sector



Men/women by training sector



Looking forward

Faced with a new group-based structure, the Training Department could welcome new members to its team in 2025, to help harmonise training and develop skills deployment internally. Functions include:

- Seeking institutional aid and funding (e.g. *Parcours Métiers*, ESF, POEIC) to enhance the 2025 training plan;
- Designing training programmes based on job descriptions and skills frameworks;
- introducing promotion for engineering-staff taking vocational training.

Improving quality of life and working conditions

Company prevention policy aims to identify, assess and mitigate risks to the safety of ships and crews. Standards such as the IMO's ISM Code, the SOLAS Convention (for the Safety of Life at Sea), the French labour code, as well as other national and international standards, are essential to maintain safety standards and ensure the welfare of everyone on board.

Indicators are established each month to measure employee exposure to occupational risks.

The workplace risk prevention committee implements policy and prevention measures in a multi-year programme. The four main themes are: chemicals, physical activity, psychosocial health and risk prevention.

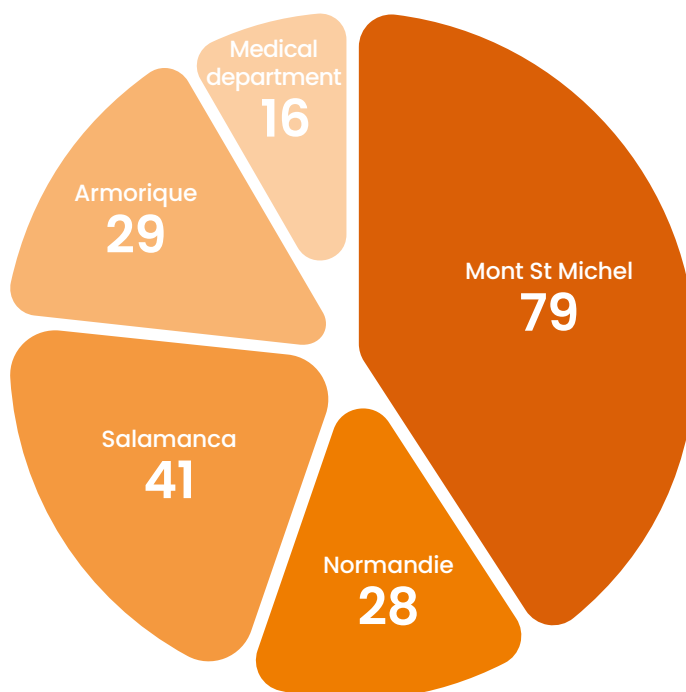
The purpose of this programme is to reinforce and complement prevention initiatives already underway in the area of health and safety at work, based on employee feedback. All prevention materials are available on the company's dedicated risk prevention

website which is accessible to all employees. Among these resources, the 'prevention minutes' broadcast online every 15 days on ships and on the French sites, opens the floor for teams to discuss risks identified – and best practices to avoid them.

Training in occupational risk prevention

Health and Safety at Work courses are held regularly by the QSES prevention manager at the company's various sites and on board ships. The aim is to develop a culture of prevention and to support the involvement of management, which contributes significantly to the prevention of occupational risks.

Prevention training Participants in 2024



Promotion for physical and sporting activities

A fleet of electric bikes

Since summer 2023, five electric bikes have been available for employees in Roscoff. This initiative aims to improve well-being and reduce greenhouse gas emissions for short journeys.

56
regular
users

258
hires
between November 2023
and October 2024

118
sign-ups
since entry into service
in July 23



Improving quality of one's life that that of others

Since November 2019, Brittany Ferries has been offering employees, via health and welfare insurance partner, a programme called 'Vitality' which gives them access to a range of preventive services designed to improve their everyday well-being. The aim of this preventive programme is to encourage employees to improve quality of life by making healthy choices such as physical activity, nutrition, etc.

Since its launch in 2024, 504 employees have signed up to the programme. Their efforts in 2024 raised €685 for The Human Safety Net foundation.

504
employees
participating
in the programme

685 €
donations
to The Human Safety Net
foundation





Commitment to the Environment

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Brittany Ferries' **environmental** policy is based on **three axes**:

- Reducing the company's carbon footprint;
- Preventing environmental damage and pollution;
- Reducing waste, optimising water & raw material consumption.

The Sustainable Development and Maritime Institutional Relations Department and the Engineering and Maintenance Department work closely together on issues related to climate change. The Fleet Department and the Quality, Health, Safety and Environment Department are responsible for the second pillar. The Hotel Operations Department plays a leading role in defining and implementing our eco-responsible policy, the third environmental pillar.

Reducing carbon emissions: actions and outlook

Brittany Ferries has defined its objectives for reducing greenhouse gas emissions along two key lines:

- reducing fuel consumption;
- switching to alternative fuels with a smaller carbon footprint.



This **first objective** is achieved by monitoring fuel consumption, by periodically recording fuel purchase receipts, on a crossing-by-crossing basis.

Thanks to the installation of specific software and fuel meters on several ships the analysis can go deeper. This data is valuable as it guides studies, then actions to be taken in order to improve performance and reduce greenhouse gas emissions.

As for the **second objective**, Brittany Ferries is targeting three alternatives to be implemented by 2030:

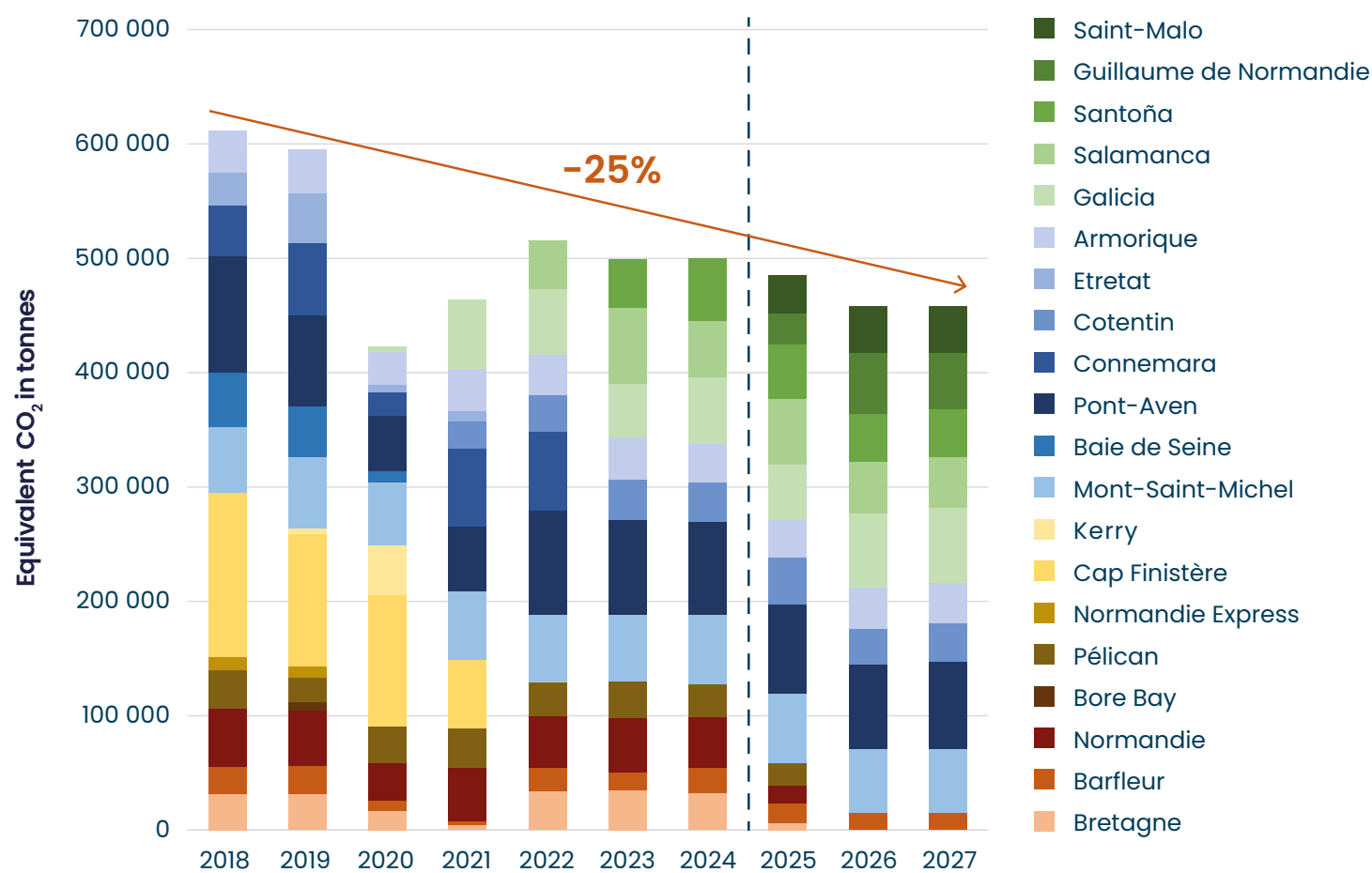
- the possibility of replacing LNG with biomethane and/or e-methane on ships equipped with tanks and suitable energy conversion systems;
- the use of a blend containing 30% liquid biofuels without modifying engines on traditional fuels;
- and the design of hybrid ships using several different energy sources.

The main indicator for measuring the company's carbon footprint is carbon equivalent, which includes carbon, methane and nitrous oxide emissions.

Carbon emissions are monitored under European regulations, EU-MRV (Monitoring, Reporting & Verification) and international regulations, SEEMP (Ship Energy Efficiency Management Plan). Since 2024, Brittany Ferries has been part of the European Union Emissions Trading Scheme (EU ETS), whose operation is based on reported and verified CO₂ emissions under the EU MRV.

Greenhouse gas emissions for Brittany Ferries ships are shown below. They include verified data from the EU MRV up to 2023 (data currently being verified for 2024) and estimated data from 2025 onwards. This is based on operating patterns of ships and manufacturer data for hybrid-powered vessels⁽¹⁾.

Greenhouse gas emissions from ships since 2018 with projection from 2024 to 2026



The significant reduction in greenhouse gas emissions is the result of measures implemented since 2018, notably the following:

- The deployment of silicone-based anti-fouling paints on hulls;
- Real-time routing based on sea currents for minimum consumption, using dedicated software;
- Improving hydrodynamics, such as installing a ducktail on Pont-Aven at the end of 2023;
- Gradually renewing the fleet: Galicia in 2020, Salamanca and Santoña thereafter. Followed by Saint-Malo from late 2024/early 2025 and Guillaume de Normandie. Hybrids replace the two oldest vessels in the fleet.

(1) The emission factor used for liquefied natural gas takes into account methane leaks based on actual measurements taken during the EMINAV study, see section on air emission prevention measures.

From liquefied natural gas to hybrids - a leap forward

Saint-Malo and Guillaume de Normandie are the company's first hybrid ships. Powered by a combination of liquefied natural gas (LNG) and electricity, the operating mode

of Saint-Malo and Guillaume de Normandie is similar to that of a plug-in hybrid car. They combine thermal engines running on natural gas and an electric propulsion system.

This makes it possible to further reduce greenhouse gas at a time when regulations are rightly focussing on them.

Decarbonisation roadmap

Between 2023 and 2024, Brittany Ferries and shipping company Corsica Linea, co-chaired the 'Grands Ferries' working group to update the national roadmap for maritime sector decarbonisation.

The final version of the roadmap was presented at the *Assises de l'économie de la Mer* (Sea Economy Conference) in November 2024 to the Minister Delegate to the Minister for Partnership with Territories and Decentralisation, responsible for the Sea and Fisheries, Mr Fabrice Loher.

Signatory of the Blue Charter

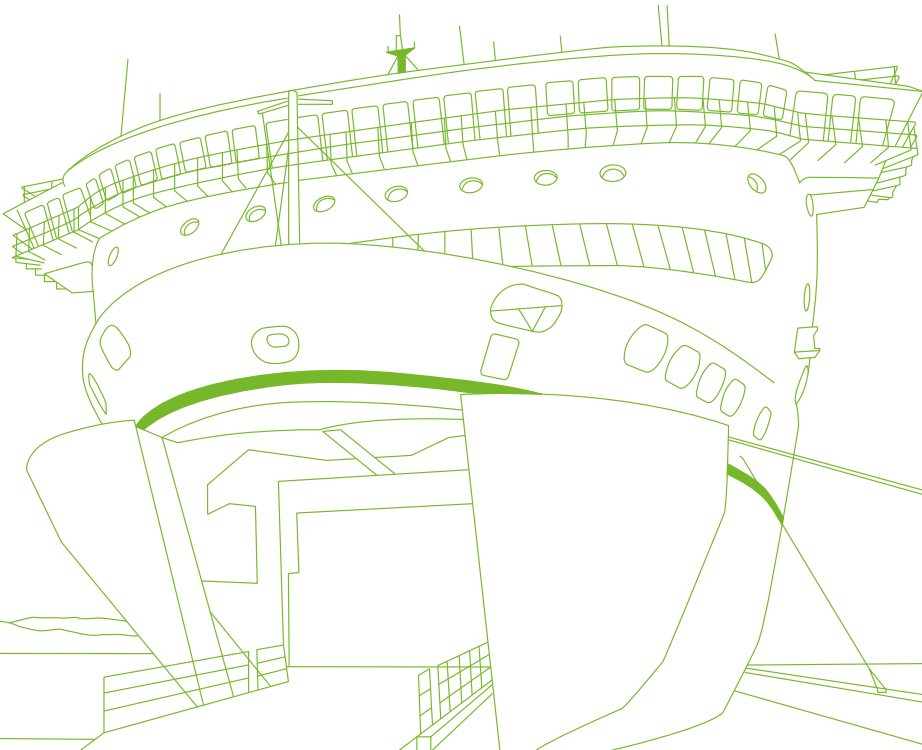
As a member of *Armateurs de France*, Brittany Ferries is a signatory of the Blue Charter, through which shipowners commit to going beyond regulatory obligations and focusing actions to protect the environment and ensure sustainable management of the sea.

Certified for a fifth year

Launched in 2020, the Green Marine Europe label is a collaboration between the NGO Surfrider Foundation Europe and the Green Alliance.

The label incorporates a set of benchmarks based on eight strict environmental criteria such as air and water quality, biodiversity protection and waste management.

Its assessment reports on continuous and measurable improvement. Each year, applicant companies are assessed on a scale of 1 to 5 for each criteria.





"Receiving the Green Marine Europe label for the fifth consecutive year encourages us to take on new challenges and reflects our ongoing commitment to the environment. Five years ago, Brittany Ferries was among the first companies to be awarded this label. Today, the number of certified shipowners has risen from six in the first year to 25. This increase demonstrates the esteem in which the programme is held within the shipping industry."

Vincent Coquen,
Sustainable Development Manager at Brittany Ferries



A new carbon footprint

In 2024, the company updated its first regulatory Greenhouse Gas Emissions Report (BEGES) to include indirect emissions associated with upstream and downstream activity. The most significant greenhouse gas emissions corresponding to 63% of total emissions

- relate to energy consumption by vessels. This is followed by emissions related to travel, including customer and employee journeys, accounting for 22%, and finally 15% for emissions linked to the purchase of goods, services, consumables, etc.

The transition plan drawn up following this assessment sets out guidelines for the company's strategy for reducing greenhouse gas emissions.

Preventing environmental risks and pollution

The general policy on the prevention of environmental risks and pollution is to ensure the safety of people and property⁽¹⁾ and to prevent damage to the environment.



Pollution prevention measures

All ships have their own pollution prevention plan (Shipboard Marine Pollution Emergency Plan - SMPEP) and anti-pollution kits are stored on board. The purpose of the SMPEP is to guide captain and officers regarding measures to be taken when a pollution incident has occurred or is likely to occur.

Measures to prevent air emissions

All Brittany Ferries ships comply with current environmental regulations on air emissions, however LNG and hybrid-powered vessels go way beyond rules. The first two new-generation ships powered by Liquefied Natural Gas joined the fleet in 2022 and 2023. Saint-Malo and the Guillaume de Normandie are two LNG-electric hybrids, further reducing emissions to air. They make their first commercial crossings in 2025. The use of LNG makes it possible to go further than current regulations, particularly in slashing sulphur oxide and fine particulate (soot) emissions.

Brittany Ferries is participating in technical and scientific projects led by ADEME (the French Environment and Energy Management Agency), EMINAV and CAPNAV, aimed at benchmarking gas and particulate emissions from ships. The results of this project were published in a scientific journal at the end of 2024. Results of the second project are due to be published in spring 2025.

⁽¹⁾ Elaborated in the section on risk prevention in the workplace.

Protecting biodiversity

Noise pollution

For more than 20 years, Brittany Ferries has supported marine mammal charity ORCA which is based in Portsmouth, in Brittany Ferries' offices. ORCA scientists stay on ships and carry out observations that feed into government data. Meanwhile ORCA wildlife officers enthuse passengers on whale and dolphin "sea safaris". All scientific data is made available to British, French and Spanish authorities and research laboratories. Since 2023, ORCA has led a project to study the behaviour of cetaceans in proximity of ships in the Bay of Biscay. The goal of this project is to help prevent whale strike, a global shipping issue.



Marine biodiversity

A campaign to record bat migration patterns was conducted in 2024 with four ships being equipped with detection systems: Salamanca, Galicia, Armorique and Mont-St Michel, covering most of the company's routes. Data was acquired using an innovative system of acoustic microphones recording bat sounds during hunting activities.

A new partnership with the Normandy ornithological group. And in a new partnership, Brittany Ferries welcomed two ornithologists on board Bretagne. They were responsible for collecting data as part of the National Action Plan for the Balearic Shearwater, the most endangered seabird in Europe for the period June to October.

Waste reduction, optimising consumption

Waste prevention and management measures

The Hotel Operations Department ensures the application of eco-responsibility policy on board for hotel services (food and accommodation) through its work.

Catering staff on board come exclusively from hotel schools. As such, they are trained in the optimal management of perishable food stocks. They are also continuously informed on board (application of the FIFO management rule, monitoring of use-by dates, etc.). Indicators have

been in place since 2018 to monitor results and guide actions. Losses of finished and processed products from the catering and bar sectors are monitored by the Hotel Operations Department.

Each ship also has a Waste Management Plan describing the facilities for the collection, storage, treatment and disposal of waste. It also contains a list of the equipment and devices available on board the ship for handling and treating waste.

Each disposal operation on land is recorded by type of waste in a register kept by the chief officer.

Conclusion of the study on food waste

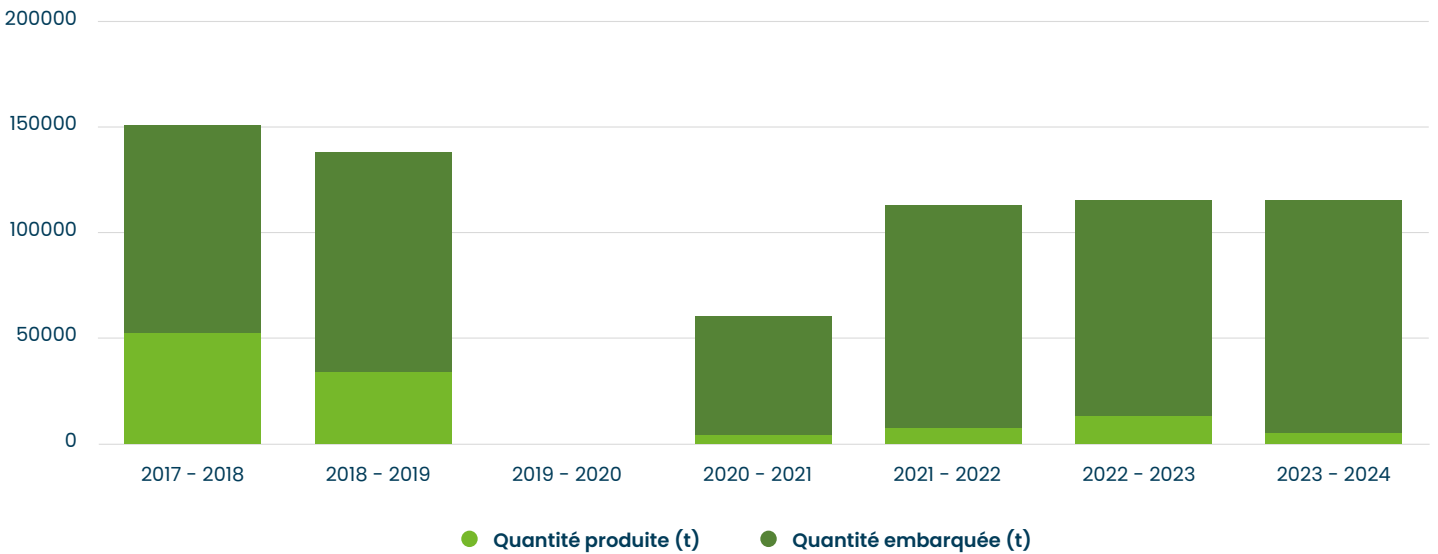
In 2023, Brittany Ferries committed to a study co-financed by ADEME: 'Better understanding food waste and food waste in passenger transport (rail, sea and river), understanding its causes and testing reduction measures'. The first year focused on characterising food waste produced on board two ships. In 2024, actions focused on developing and implementing an action plan to reduce food waste, culminating in a new measurement campaign. In 2025, ADEME plans to publish a report summarising the experiences of each participant.



Water consumption and supply

Fresh water is taken on board each crossing to supply drinking water systems on board (taps, toilet facilities, etc.). Some ships are also equipped with a device for desalinating seawater to produce fresh water for specific uses such as cleaning systems and machinery, filling fire extinguishers fire extinguishing systems, etc.

Boarding and freshwater production



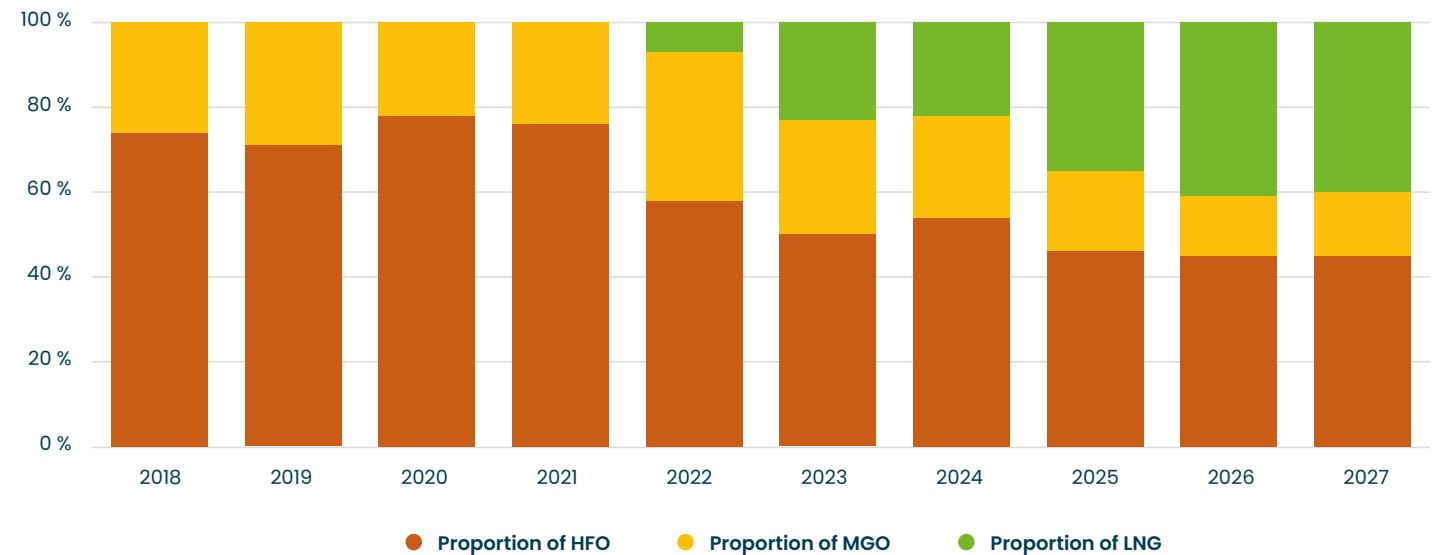
Energy consumption

Two objectives for energy consumption are aligned with the greenhouse gas emission reduction policy:

- Reducing ships' energy consumption;
- Replacing fuels with cleaner greener alternatives.

Energy consumption has been rigorously monitored for years. The company's fleet renewal strategy enables it to include liquefied natural gas in its energy mix as an alternative to traditional fuels, heavy fuel oil and marine diesel. LNG propulsion cuts significantly emissions of particulate matter, nitrogen oxides and sulphur. The forecasts below only take into account the current energy mix, but will soon add future energy sources such as biofuels.

Brittany Ferries fleet energy mix evolution





Social responsibility

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Brittany Ferries contributes to the sustainable development of the regions in which it operates.

Brittany Ferries, connecting people

Every year, the company welcomes millions of different nationalities on its ships – although the lion's share are Brits. Each passenger is unique, whether on foot, bike, motorbike, car, camper van, alone, with their family, in a group or with their pet. The range of on-board services ensures everyone's comfort and needs are met.



85 432
pets transported in 2024

Social responsibility

As an ambassador for French transport in Europe, Brittany Ferries imagines itself continuing a long line in cruising excellence for the hexagon.

To put this in context, Brittany Ferries launched its sail-and-stay business more than forty years ago. Today, as a travel facilitator, it offers passengers accommodation, holiday homes and tours that reveal enticing destinations.

Around 16.4 million overnight stays were generated in 2024, including 8.9 million in France. Brittany Ferries is now one of Europe's leading tour operators and aims to continue developing its tour operating business, particularly through its digitalisation process.

Far beyond its role as a maritime transport company, Brittany Ferries aims to promote exceptional destinations, itineraries, cultural and leisure activities, and an essential tour operator for each of its destinations.

ATOUT FRANCE & TOURISM IRELAND

Brittany Ferries has a long-standing partnership with ATOUT FRANCE and other regional tourism bodies to deliver marketing and communication campaigns that help drive visitors to France, to improve the welcome for British and Irish holidaymakers in French regions and to collate economic intelligence. In 2024, Normandy, Loire Atlantique and Nouvelle-Aquitaine regions were the focus.

A similar partnership is in place with TOURISM IRELAND to promote Ireland as a destination to French and Spanish travellers.

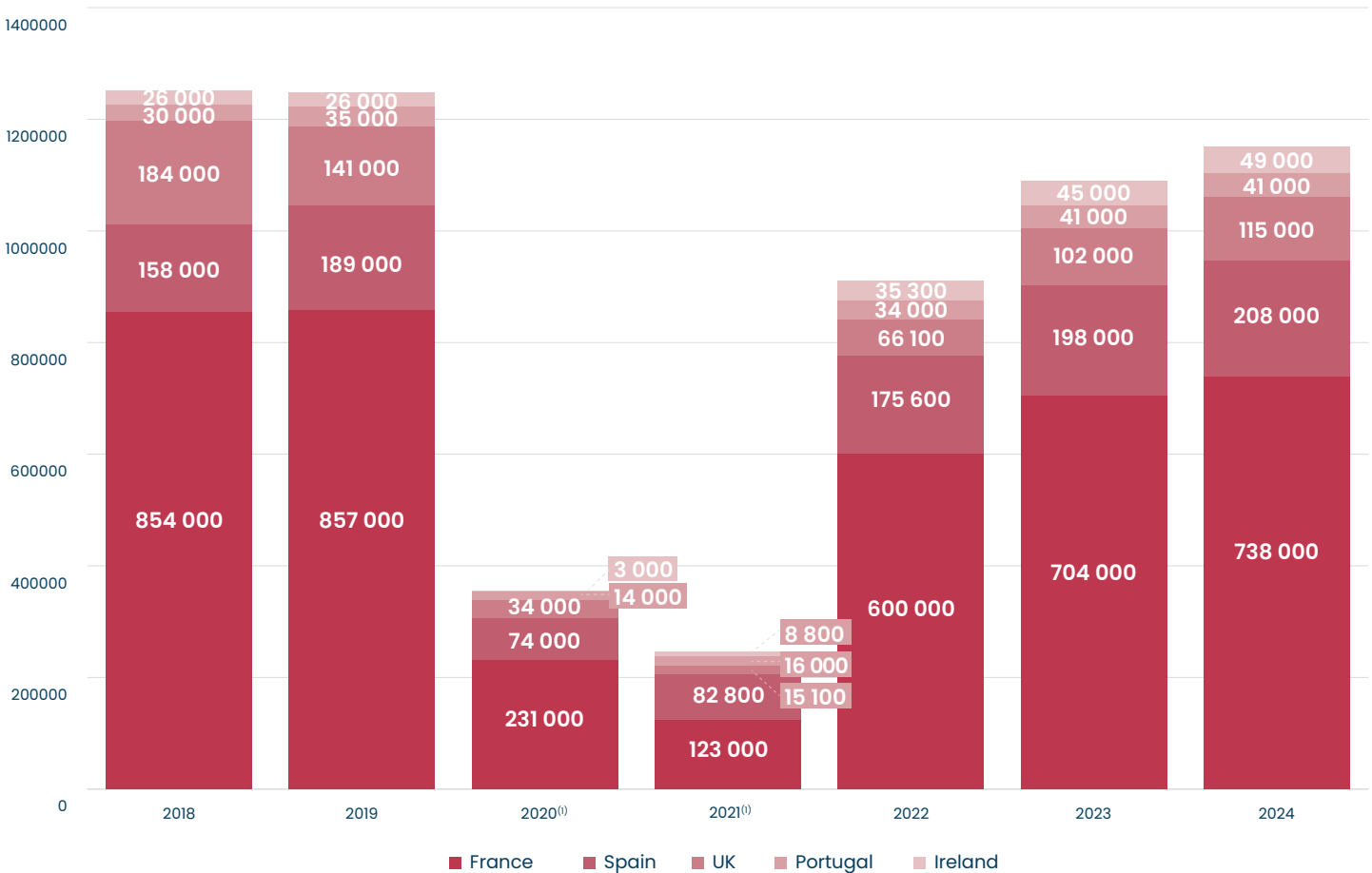
Economic and tourism impact

Economic and tourism impact by country

Tourism impact is assessed on the number of overnight stays generated by passengers and their average spending.

In 2024, these benefits were estimated at 1,151,000 visitors and 16.4 million overnight stays for the five countries (France, United Kingdom, Spain, Ireland, Portugal); in 2023, the corresponding figures were 1,090,000 visitors and 16.6 million overnight stays.

Number of unique visitors by country*



* Unique visitors corresponds to number of people physically present in destination country.

Tourism benefits from Brittany Ferries passengers by destination in 2024



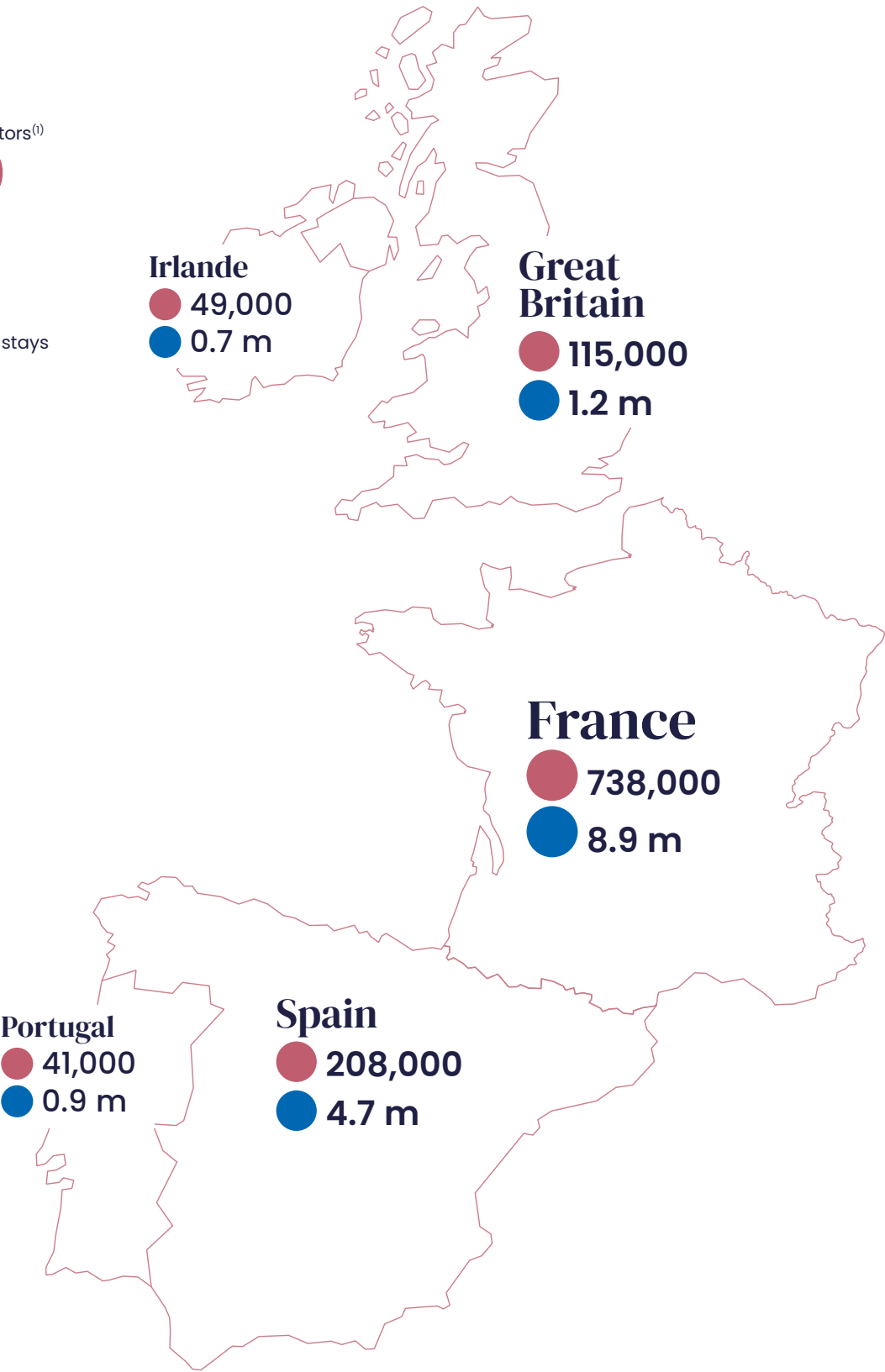
Total number of unique visitors⁽¹⁾

1,151,000



Total number of overnight stays

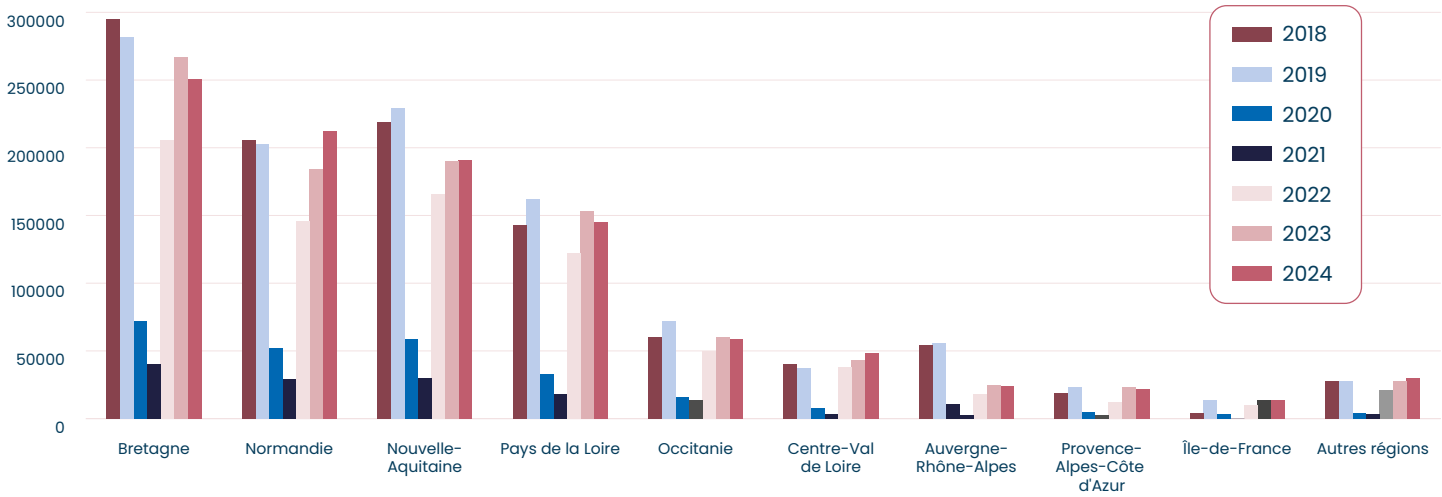
16.4m



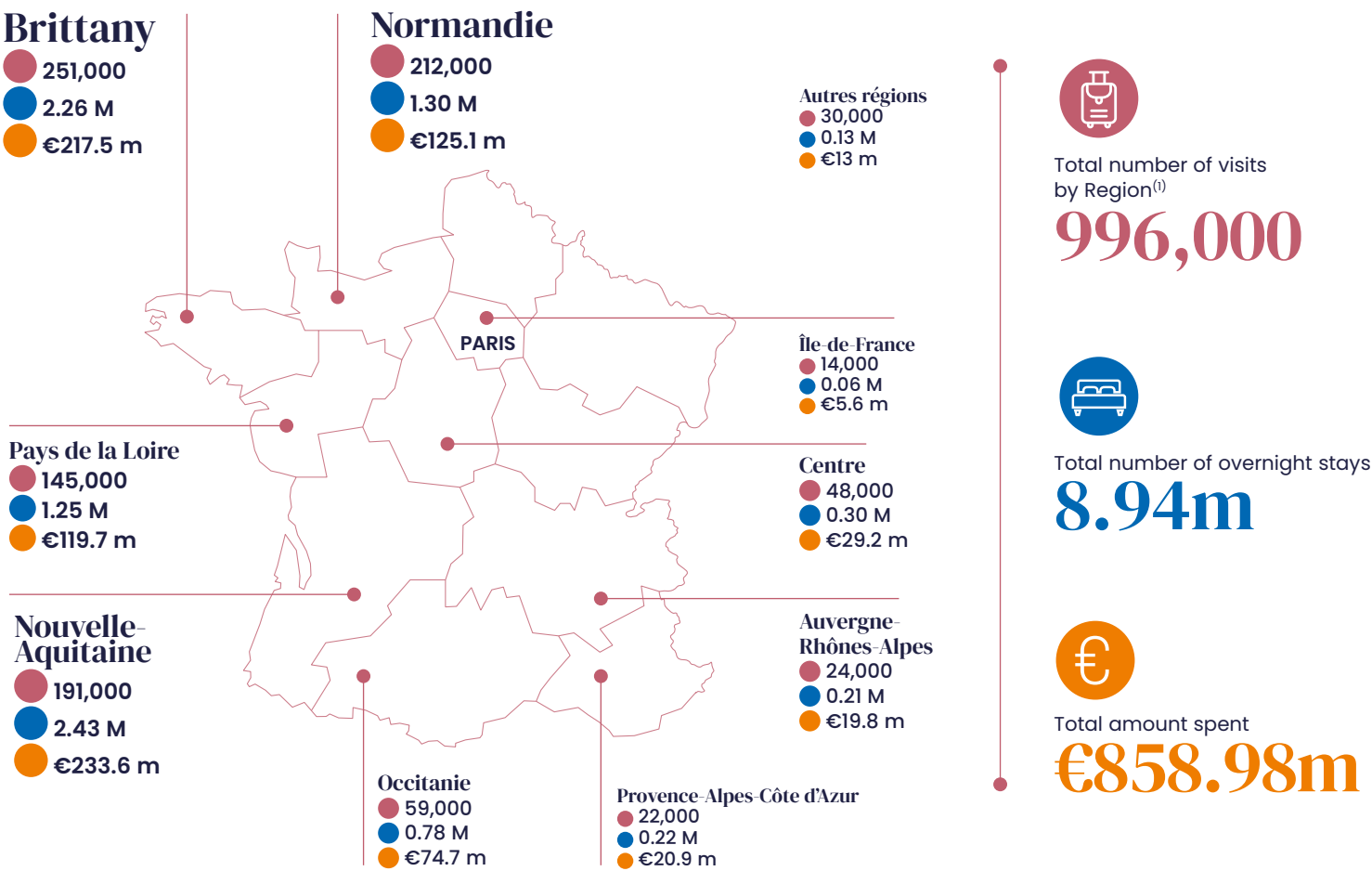
Economic and tourism benefits in France

France welcomed 738,000 visitors in 2024 generating 8.9 million overnight stays, representing a total expenditure of £759 million. In 2023, these benefits amounted to 704,000 visitors and 9 million overnight stays.

Number of visits by region in France



Economic and tourism benefits in 2022 in France



(1) This number includes visitors who stayed in different regions of France on the same trip.

A company committed to the regions it serves

Through its various partnerships, particularly in the economic and tourism sectors, Brittany Ferries aims to revitalise and support the regions.

The fight against cystic fibrosis

For many years, Brittany Ferries has supported the fight against cystic fibrosis. A partner since the launch of the *Virade de l'espoir* in Roscoff, Brittany Ferries has extended its support for this cause in 2024 through new initiatives with the French association *Vaincre la Mucoviscidose* for the Move for Muco challenge, with the English association Cystic Fibrosis Trust for Wear Yellow Day and with the *Virade de l'espoir* in Caen.

The fight against cystic fibrosis is an important cause for Brittany Ferries. Some of our employees are directly or indirectly affected by this disease, with the Brittany region being one of the most affected regions in France. This has fuelled our desire to take concrete action to support the fight against this disease, for those affected and their families.



CARLOS NÚÑEZ CELTIC SEA



A new musical identity for Brittany Ferries

The meeting during the company's 50th anniversary celebrations with artist and champion of interceltic music was a revelation. Spaniard Carlos Núñez composed a new musical identity for Brittany Ferries.

This collaboration gave rise to the 2024 album *Celtic Sea*, a musical work symbolising the Celtic destinations served by the company, combining tradition and modernity.



An artistic revival, reflecting the identity of the company

To mark the arrival of its new hybrid ships, Brittany Ferries chose to showcase the region of Brittany with original art. At the heart of these works are around twenty employees dressed by the Bleuniadur ensemble, a popular dance company based in St Pol de Leon performing Breton music, photographed by the Klunderbie agency.

The aim of this series of works is to draw inspiration from the glorious paintings of the talented Alexander Goudie, previously exhibited on Bretagne, some of which have been transferred to Saint-Malo.

The photography offers a contemporary vision, highlighting the essential role that Brittany Ferries staff play in its history, as well as its future. The unbreakable ties that link company and region reveal all its hidden treasures.

Promoting a passion for the sea

“School in Ship” partnership with the ENSM in Saint-Malo

Brittany Ferries has renewed its “School in Ship” partnership with the National Merchant Navy School (ENSM) in Saint-Malo welcoming 48 students in 2024.

Implemented several years ago, this partnership offers students a week-long immersion on a ferry during return-voyages on the Portsmouth-St Malo route. The project allows ENSM students to follow theoretical and practical training in the engine room or technical areas of the ship under the supervision of teachers and Brittany Ferries professionals.

Sponsorship of the “Port and Maritime Transitions” chair at the University of Western Brittany

In 2024, Brittany Ferries became a sponsor of the ‘Port and Maritime Transitions’ chair. The aims are as follows:

- promote research on ecological and energy transition in the maritime sector,
- develop innovative solutions for the sustainable management of ports and maritime activities,
- strengthen training for students and professionals on this topic,
- create a forum for dialogue between the various stakeholders in the sector.

This partnership strengthens the links between all stakeholders in the Brittany region.

Developing competitive sailing

Brittany Ferries supports the Voile Baie de Morlaix association, which brings together eleven sailing clubs on the coast around Brittany Ferries' head office. It aims to develop competitive sailing among young people.



Annexes

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Regulatory framework

This non-financial performance statement has been prepared in accordance with the provisions of Articles L.225-102-1 and R.225-105 of the French Commercial Code relating to companies' reporting obligations in the human resource, environmental and societal fields.

The non-financial performance statement includes information on how the company takes into account social and environmental consequences of its activities, to the extent necessary

for an understanding of the company's state-of-play, the development of its business, its economic and financial results and the wider impact of its activities.

The information presented herein covers topics set out in Article R.225-105 of the French Commercial Code, as amended by Decree No. 2020-1742 of 29 December 2020, when relevant to the main risks identified or policies applied by the company in the course of its business.

METHODOLOGICAL NOTE

Reporting scope covers the entire consolidated group (for most indicators). Where data is not available for the entire scope, this is specified. The consolidated scope includes the companies of the BRITTANY FERRIES Group with employees as at 31/10/2024, namely:

B.A.I. BRETAGNE ANGLETERRE IRLANDE, SOCIETE DES DOCKERS MANUTENTION DU CALVADOS, B.A.I. UK LTD, PORTSMOUTH HANDLING SERVICES, B.A.I. IRELAND LTD, BRITTANY FERRIES BILBAO and BRITTANY FERRIES SANTANDER.

During the 2024 financial year, Brittany Ferries acquired control of the holding company of the CONDOR FERRIES Group, ROSCOFF MANUTENTION and CHANNEL DOCKS MANUTENTION. As of 31/10/2024, these entities are not included in the scope of consolidation.

Other entities of the consolidated Group for accounting purposes are investment companies related to the Brittany Ferries fleet.

Company information is produced by the Human Resources Department and is mainly derived from the 2024 social report relating to the company B.A.I. BRETAGNE ANGLETERRE IRLANDE, restated to show the data at the balance sheet date (31/10/2024).

Environmental information is collected by the Sustainable Development and Institutional Maritime Relations Department and the Hotel Operations Department. Measures to prevent discharges into the soil are not significant in relation to our business.

Social information is collected by the following departments: DCE Commercial Intelligence Department, Ports and Fleet Department, Human Resources Department and External Communications Department. Information relating to societal commitments to combat food insecurity, respect animal welfare and promote responsible, fair and sustainable food, as well as actions to combat discrimination and promote

diversity and measures taken in favour of people with disabilities were not identified as a main risk when the non-financial performance statement was prepared.

Actions aimed at promoting the link between the nation and the armed forces and supporting commitment to the reserves were not deemed relevant to our activity.

Entrusted to BUREAU VERITAS, in its capacity as an independent third party, and resulted in a reasoned opinion appended to this report on the compliance and fairness of the non-financial performance statement.

Composition of supervisory board

as of 31 October 2024 (not translated)

Membres	Nationalité	Genre	Date de naissance	Administrateur indépendant	Profil & expérience
Jean-Marc Roué Président du Conseil de Surveillance	Française	M	1968	Non	Membre du Conseil de Surveillance depuis 2006, Président du Conseil de Surveillance depuis 2007; Président d'Armateurs de France de 2017 à 2020; exploitant agricole
Pierre BIHAN POUDEC Vice-Président du Conseil de Surveillance	Française	M	1953	Non	Membre du Conseil de Surveillance depuis 2014; Vice-Président du Conseil de Surveillance depuis 2018; Président de la SICA DE SAINT POL DE LEON de 1996 à 2014; ancien exploitant agricole
Gilbert BROUDER Membre représentant permanent de la Société MDA PARTICIPATIONS	Française	M	1965	Non	Membre du Conseil de Surveillance depuis 2006; Président de la coopérative agricole légumière LES MARAICHERS D'ARMOR; exploitant agricole
Christine CABAU WOEHL Membre représentant permanent de la Société CMA CGM PARTICIPATIONS	Française	F	1963	Non	Membre du Conseil de Surveillance depuis 2021; Vice Présidente exécutive Assets & operations du groupe CMA CGM
Odile CAROFF Membre représentant permanent de la Chambre d'Agriculture Région Bretagne	Française	F	1961	Non	Membre du Conseil de Surveillance depuis 2024; Membre élue de la Chambre d'Agriculture Région Bretagne, exploitante agricole
Jean-Paul CHAPALAIN Membre représentant permanent de la Chambre de Commerce et d'Industrie du Finistère	Française	M	1951	Non	Membre du Conseil de Surveillance depuis 2017; Président de la délégation de Morlaix de la Chambre de Commerce et d'Industrie du Finistère
Clarisse GALET Membre représentant permanent de la Société TERRES DE SAINT MALO	Française	F	1978	Non	Membre du Conseil de Surveillance depuis 2024; Directrice de la coopérative agricole légumière Terres de Saint Malo
Laurent GIBOIRE Membre représentant permanent de la Chambre de Commerce et d'Industrie territoriale Ile-et-Vilaine	Française	M	1960	Non	Membre du Conseil de Surveillance depuis 2024; Président du Directoire de GIBOIRE SAS
Martine JOURDREN Membre	Française	F	1951	Non	Membre du Conseil de Surveillance depuis 2024; Présidente du Directoire de Brittany Ferries de 2010 à 2016
Marc KERANGUEVEN Membre représentant permanent de la Société SICA PARTICIPATIONS	Française	M	1965	Non	Membre du Conseil de Surveillance depuis 2015; Président de la SICA SAINT POL DE LEON et de l'AOP CERAFEL - PRINCE DE BRETAGNE; exploitant agricole
Anne-Marie L'AMINOT Membre représentant permanent de la Société LES MARAICHERS D'ARMOR	Française	F	1968	Non	Membre du Conseil de Surveillance depuis 2024; Directrice de la coopérative agricole légumière LES MARAICHERS D'ARMOR
Maiwenn LE PIERRES Membre représentant permanent de la Société LE CERAFEL	Française	F	1981	Non	Membre du Conseil de Surveillance depuis 2024; Directrice Générale de l'AOP CERAFEL PRINCE DE BRETAGNE
Yohann NEDELEC Membre représentant les salariés	Française	M	1978	Non	Membre du Conseil de Surveillance depuis 2018; Salarié Brittany Ferries depuis 2005
Thomas QUILLIVERE Membre représentant la Société D'initiatives et de Coopération Agricole - SICA	Française	M	1980	Non	Membre du Conseil de Surveillance depuis 2024; Secrétaire général de la SICA SAINT POL DE LEON; exploitant agricole
Morgane RICHARD Membre représentant les salariés	Française	F	1986	Non	Membre du Conseil de Surveillance depuis 2021; Salariée Brittany Ferries depuis 2016

Tableau de bord RSE

KPI	2024	2023	Scope
1. PEOPLE			
Total workforce and breakdown by gender, age and geographical area - FTE (financial year)	2,707 colleagues	2,666 colleagues	consolidated
FTE sailors (financial year)	1,818	1,775	consolidated
FTE shore staff (financial year)	889	890	consolidated
Breakdown by gender % (end of financial year)	women: 37 %	women: 38 %	consolidated
	men: 63 %	men: 62 %	consolidated
Age pyramid - breakdown by age group % (Percentages rounded to the nearest whole number) (end of financial year)			
<=20	1,9	2,8	consolidated
[21;30]	19,8	20,1	consolidated
[31;40]	23	23,3	consolidated
[41;50]	26,8	26,2	consolidated
[51;60]	24,8	23,9	consolidated
>60	3,7	3,7	consolidated
Hiring and dismissal			
Number of permanent hires (financial year)	71	99	consolidated
Number of permanent hires (financial year)	148	129	consolidated
Number of departures - dismissals or permanent departures	186	236	consolidated
Organisation of working time			
Number of fixed-term contracts at year-end	571	687	consolidated
Number of permanent contracts at year-end	2,168	2,133	consolidated
Absenteeism			
Absenteeism rate due to accidents at work / occupational illness as a percentage (financial year)	1,8	1,9	France*
Absenteeism rate due to illness as a percentage (financial year)	5,2	6,4	France*
Accidents at work and occupational illness			
Number of accidents at work (calendar year)	374	369	consolidated
Number of occupational illnesses (calendar year)	16	10	consolidated
Organisation of HR dialogue, in particular procedures for informing and consulting with and negotiating with employees			
Number of full IRP members (financial year)	101	114	France*
Number of alternate IRP members (financial year)	97	103	France*
Number of IRP trade union representatives (financial year)	18	18	France*
Review of collective agreements, in particular those relating to health and safety at work			
Number of collective agreements (financial year)	0	3	France*
Policies implemented in the area of training, particularly in relation to environmental protection			
Number of trainees who have received training ⁽¹⁾	6,437	6,217	France*
Training budget	2,276,000	1,534,090	France*
Total hours - training ⁽¹⁾	41,743	34,229	France*

KPI	2024	2023	Scope
2. ENVIRONMENT			
Actions to combat food waste			
% relative loss on finished and processed products from the catering sector (financial year)	2,23	1,97	Ships
Water consumption and supply mindful of delivery constraints to ships			
Total freshwater consumption in tonnes	115,594	114,563	Ships
(of which) quantity of freshwater carried on board in tonnes	110,807	101,412	Ships
(of which) quantity of freshwater produced on board in tonnes	4,787	13,151	Ships
Significant greenhouse gas emissions generated by the company's activities, in particular through the use of the goods and services it produces			
CO ₂ equivalent emissions in tonnes for our maritime activity	500,290	509,383	Ships
CO ₂ equivalent emissions in tonnes	814,727 ⁽³⁾	535 ⁽²⁾	
3. SOCIETY			
Company impact on local development			
Tourism revenue in thousands of visitors	1,151	1,090	FR, RU, ESP, IRL, Portugal
Tourism revenue in millions of overnight stays	16,4	16,6	FR, RU, ESP, IRL, Portugal
Impact of the company's activity on local communities			
Tourism revenue in France in number	738,000	704,000	France*
of visitors (financial year)	8.9 m	9 m	France*
Tourism revenue in France in number of overnight stays (financial year)	859m	€922.5m	France*

(1) Figures including trainees in e-learning

(2) Data from BEGES 2018-2019 excluding emissions from ships and scope 3

(3) This figure is taken from BEGES (Greenhouse Gas Emissions Report), updated for the 2022-2023 financial year and including emissions from ships

* Scope France: BAI SA, SDMC

Third Party Report

Bureau Veritas

(not translated)



BUREAU VERITAS CERTIFICATION

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92400 COURBEVOIE
Société par Actions Simplifiées
RCS Nanterre – 399 851 609

Rapport de vérification de la déclaration de performance extra-financière

La déclaration de performance extra-financière revue concerne l'exercice clos au 31 octobre 2024.

Demande, Responsabilités et Indépendance

Suite à la demande qui nous a été faite par BAI S.A. et en application des dispositions de l'article L.225-102-1¹ du code de commerce français, nous avons effectué la vérification de la déclaration de performance extra-financière (DPEF) relative à l'exercice clos le 31/10/2024 publiée dans le rapport de gestion 2023/2024 de BAI S.A., en tant qu'organisme tiers indépendant (« tierce partie »). Accréditation Cofrac validation/vérification, N° 3-2047, liste des sites et portée disponibles sous www.cofrac.fr.

Il appartient au Directoire

- ✓ D'établir et publier une DPEF conforme en référence aux articles L.225-102-1¹, R.225-105¹ et R.225-105-1¹ du code de commerce français,
- ✓ De préparer la DPEF conformément aux procédures de reporting établies par la société (référentiel de reporting), ci-après nommées « les procédures de reporting ».
- ✓ De mettre en œuvre les contrôles internes nécessaires à la production d'informations exemptes d'anomalies significatives
- ✓ La DPEF sera disponible sur le site internet de la société ainsi qu'une synthèse des « procédures de reporting ».

Il nous appartient de conduire les travaux de vérification de la DPEF qui nous permettent de formuler un avis motivé et une conclusion quant à :

- ✓ La conformité de la DPEF aux dispositions prévues à l'article R.225-105¹ du code de commerce ;
- ✓ La sincérité des informations historiques (constatées ou extrapolées) fournies en application du 3° du I et du II de l'article R.225-105¹ ;

Nous avons conduit les travaux de vérification de la DPEF de manière impartiale et indépendante, en conformité avec les pratiques professionnelles de la tierce partie indépendante et en application du Code Ethique et de nos procédures internes appliqués par l'ensemble des intervenants Bureau Veritas Certification.

Nature et étendue des travaux

Pour délivrer l'avis motivé sur la conformité de la DPEF et l'avis motivé sur la sincérité des informations fournies, nous avons effectué nos travaux de vérification conformément aux articles A.225-1 à A.225-4 du Code de commerce et à notre méthodologie définie dans le document « GP01- programme de vérification de la déclaration de performance extra-financière, pour la vérification de la DPEF », notamment :

- ✓ Nous avons pris connaissance du périmètre consolidé devant être considéré pour l'établissement de la DPEF, tel que précisé dans l'article L.233-16 du code de commerce. Et nous sommes assurés que la DPEF couvre l'ensemble des sociétés incluses dans le périmètre consolidé précisé dans la DPEF ;
- ✓ Nous avons collecté des éléments de compréhension relatifs aux activités de la société, au contexte dans lequel la société évolue, et aux conséquences sociales et environnementales de ses activités ;
- ✓ Nous avons pris connaissance du contenu de la DPEF et vérifié qu'elle intègre les éléments de l'article R.225-105¹ du code de commerce :

¹ Textes dans leur version antérieure au 01/01/2025



- La présentation du modèle d'affaires de la société ;
 - La description des principaux risques liés à l'activité de la société, pour chaque catégorie d'information mentionnée au III de l'article L.225-102-1¹, y compris, lorsque cela s'avère pertinent et proportionné, les risques créés par ses relations d'affaires, ses produits ou ses services, ainsi que les politiques appliquées par la société, le cas échéant, les procédures de diligence raisonnable mises en œuvre pour prévenir, identifier et atténuer la survenance des risques identifiés ;
 - Les résultats de ces politiques, incluant des indicateurs clés de performance et si pertinent au regard des principaux risques les informations prévues au II de cet article ;
- ✓ Nous avons examiné le dispositif de l'entreprise pour passer en revue les conséquences de ses activités telles que listées au III de l'article L.225-102-1¹, identifier et hiérarchiser les risques afférents ;
 - ✓ Nous avons identifié les informations manquantes ainsi que les informations omises sans que soient fournies d'explications ;
 - ✓ Nous avons vérifié que les informations omises relatives aux risques principaux identifiés font l'objet, dans la DPEF, d'une explication claire et motivée des raisons justifiant cette omission ;
 - ✓ Nous nous sommes assurés de la mise en place par la société de processus de collecte visant à l'exhaustivité et à la cohérence des informations mentionnées dans la DPEF. Nous avons examiné les « procédures de reporting » au regard de leur pertinence, fiabilité, caractère compréhensible, exhaustivité et neutralité, et le cas échéant, en tenant compte des bonnes pratiques professionnelles issues d'un référentiel sectoriel ;
 - ✓ Nous avons identifié les personnes qui au sein de la société, sont en charge de tout ou partie du processus de reporting et nous avons mené des entretiens auprès de certaines de ces personnes ;
 - ✓ Nous nous sommes enquis de l'existence de procédures de contrôle interne et de gestion des risques mises en place par la société ;
 - ✓ Nous avons apprécié par échantillonnage la mise en œuvre des « procédures de reporting », notamment les processus de collecte, de compilation, de traitement et de contrôle des informations ;
 - ✓ Pour les données quantitatives² que nous avons considérées comme étant les plus importantes, nous avons :
 - Réalisé une revue analytique des données et vérifié, sur la base de sondages, les calculs et la compilation de ces informations au niveau du siège et des entités vérifiées ;
 - Sélectionné un échantillon d'entités³ contributrices dans le périmètre de consolidation, en fonction de leur activité, de leur contribution aux données consolidées de la société, de leur implantation et des résultats des travaux effectués lors des précédents exercices ;
 - Réalisé des tests de détails sur la base de sondages, consistant à vérifier la correcte application des « procédures de reporting », à rapprocher les données des pièces justificatives, à vérifier les calculs et la cohérence des résultats ;

² **Informations sociales** : Effectif total (ETP) du Groupe et répartition en personnels navigants et sédentaires, par sexe, répartition par âge, nombre total d'embauches en CDI, nombre de passage à CDI, nombre d'alternants accueillis ; nombre de licenciements ou départs CDI, nombre de CDD et CDI en fin d'exercice, taux d'absentéisme AT/MP, taux d'absentéisme pour maladie, nombre total d'heures de formation, nombre de stagiaires ayant bénéficié d'une formation, nombre total d'accidents du travail, nombre de maladies professionnelles, nombre d'IRP membre titulaires, nombre d'IRP membres suppléants, nombre de représentants syndicaux, nombre d'accords collectifs signés, index d'égalité professionnelle ; et les informations qualitatives : L'égalité de traitement au service du développement du capital humain ; la formation, un enjeu majeur pour Brittany Ferries ; déploiement progressif de la formation en e-learning à bord des navires ; Brittany Ferries s'engage pour une meilleure qualité de vie et des conditions de travail

Informations environnementales : émissions de CO2 pour l'activité maritime, émissions de CO2 pour l'activité terrestre et maritime incluant les émissions indirectes ; % de perte relatif aux produits finis et transformés issus du secteur restauration, consommation d'eau douce embarquée et produite à bord ; et les informations qualitatives : politique générale de la compagnie en matière d'environnement, diminution des émissions carbone : actions et perspectives, prévention des risques environnementaux et de pollution, réduction des déchets optimiser les consommations, protection de la biodiversité.

Informations sociétales : retombées touristiques en nombre de visiteurs et nombre de nuitées pour les 5 pays et la France, : retombées touristiques en nombre de visiteurs et nombre de nuitées pour la France, et les informations qualitatives : les partenariats

³ B.A.I. SA, B.A.I. UK pour les données sociales, B.A.I. SA pour les données environnementales et les données relatives à la formation.



- L'échantillon sélectionné représente un taux de couverture de 98% des effectifs et entre de 100% des valeurs reportées pour les informations environnementales et sociétales testées ;
- ✓ Pour les informations qualitatives que nous avons estimées les plus importantes, nous avons consulté des sources documentaires et, conduit des entretiens avec les personnes en charge de leur rédaction. ;
- ✓ Nous avons examiné la cohérence des informations mentionnées dans la DPEF.
- ✓ Nos travaux ont été conduits entre la 3 janvier 2025 et la signature de notre rapport sur une durée d'environ une semaine, par un vérificateur. Nous avons conduit une dizaine d'entretiens avec des personnes en charge du reporting lors de cette mission.
- ✓

Observations sur les procédures de reporting ou le contenu de certaines informations

Sans remettre en cause les conclusions ci-dessous, nous exprimons les observations suivantes :

Les modalités de collecte et de traitement des données relatives aux indicateurs sur le gaspillage alimentaire et les émissions de GES sont décrites sur leur support respectif, une procédure a été rédigée durant cet exercice pour la collecte et le traitement des données sociales. Il reste à formaliser la procédure pour la collecte et le traitement des données relatives à la formation en e-learning et les indicateurs sociétaux, ce qui permettra d'homogénéiser les indicateurs dans le temps.

La mise à jour des risques significatifs, en date de 2021, nous paraît nécessaire, dans la mesure où certains risques semblent maintenant dépassés. Cette mise à jour devrait permettre de rendre plus lisible l'alignement demandé entre risques principaux, politiques, diligences réalisées et résultats.

Avis motivé et conclusion

Sur la base de nos travaux de vérification, nous n'avons pas relevé d'anomalie significative de nature à remettre en cause la conformité de la déclaration de performance extra-financière Aux dispositions de l'article R.225-105 et la sincérité des informations présentées

Courbevoie, le 12 mars 2025

Pour Bureau Veritas Certification

Samuel Duprieu
Président

Discover and share our values,
our projects and news on
www.corporate.brittany-ferries.com

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Public Limited Company with Executive Board and Supervisory Board, with capital of 26,117,328 € R.C.S.
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